ARGYLL AND BUTE COUNCIL	PERFORMANCE REVIEW AND SCRUTINY COMMITTEE
CHIEF EXECUTIVE'S	20 JUNE 2013
PYRAMID REPORT	

1. SUMMARY

The Performance Review and Scrutiny Committee requested an overview of the use of the Pyramid performance management system. This paper provides details of the size and scope of information in Pyramid as well as a summary of individuals' use.

2. RECOMMENDATIONS

It is recommended that the Performance Review and Scrutiny Committee notes the content of this report.

3. DETAIL

DATA

3.1   The Pyramid system holds performance-related information from all services in Argyll and Bute Council as well as additional information relating to the Community Planning Partnership. The information is structured in such a way that lower levels of data can easily be seen to support higher levels of information. In this way, all Council information is stored against the Council's management structure – four Departments, 12 Services, 56 Teams and over 90 schools or school units. The data from this structure is brought together with corporate data (HR, finance, etc.) to provide visually appealing balanced scorecards.

3.2   Pyramid has around 30,000 elements, including scorecards, success measures, milestones, etc. This number includes elements of structure as well as data, with over 20,000 elements containing useable performance data and around 9,500 elements either under development (e.g. 2013-14 scorecards) or structural elements (e.g. headings on scorecards).

DATA CURRENCY

3.3   In terms of current data, Pyramid expects data to have been entered on the last day of the reporting period, so the default position is to display the latest available data. We have designed our scorecards to display available data for the reporting period – e.g. by financial quarter. If data are missing, Pyramid shows blanks. If measures in a basket have missing data then Pyramid calculates the value of the basket assuming the missing data to be not-on-track. This is a recent change from Pyramid's past benign position of assuming missing data to be on-track.

3.4   In terms of data underpinning scorecards, all data are provided timeously. As managers have come to appreciate the benefits of having information to hand when

they need it, so the provision of systems to deliver that information has developed. Regular use of Pyramid by management and Member groups and committees has promoted closer attention to timeliness and accuracy of reporting.

SCORECARDS

3.5   Scorecards are used to bring together data with a common factor such as a Department, Service, Team, School, Area or theme. Around 100 new scorecards are created and used annually, allowing the progress and delivery of plans and strategies to be monitored and managed.

3.5.1 The Council's Planning and Performance Management Framework (PPMF) sets out the structure and content of scorecards. Based on the sound principles of the Balanced ScoreCard (BSC), the Council, four Departmental and 12 Service scorecards are designed around the best use of **Resources** to deliver **Outcomes** and capture **Improvement** opportunities. The detail captured under these three broad headings provides sufficient information at-a-glance to lead managers and Members to areas worthy of closer inspection.

3.5.2 Scorecards do not provide all the answers, although the commentary provided by service managers often provides sufficient clarification. Rather, scorecards help managers and Members to formulate and focus their questions about performance, providing a robust underpinning to managing and scrutinising services.

3.5.3 Regular review of performance is enabled through scorecards. The PPMF sets out the broad timescales for managers at different levels to report and review performance. In addition to manager-manager review, the Council and Departmental scorecards are also reported publicly through the Performance Review and Scrutiny Committee and onto the Council's website.

3.5.4 The Area Committees and Community Planning Partnership also own scorecards that are reviewed and published regularly. These meetings are attended typically by eight to ten senior managers or Members, programmed quarterly. A conservative estimate is that 50 people review performance four times annually in these groups and committees. As these are public meetings, it is likely that members of the public also view the scorecards.

3.5.5 Regular management meetings across the council benefit from the use of scorecards - the SMT, DMTs and Service management teams routinely review scorecards. The precise number of these meetings is not known, but the breadth of specialised scorecards indicates that an increasing number of managers are using Pyramid to collate, report and manage performance.

3.5.6 Apart from the scorecards reflecting the council's management structure, several corporate scorecards are in regular use or development. These include risks, sickness absence, performance review and development planning (PRDs), customer management, complaints, asset management, voice automation (switchboard and payments), SOLACE national benchmarking project and RCOP Change Fund.

<u>USERS</u>
3.6   Pyramid has around 1,000 registered users. In additional to personal use, Pyramid lends itself to shared use at meetings. It is therefore not possible to report the number of people viewing performance management information in any period. In terms of logging onto Pyramid, during the three months from January to March 2013, the following individual logging events occurred…

- 281 different users logged onto Pyramid a total of 3,174 times,
- on average, they logged on 11 times,
- around half of users logged on more than 5 times

3.7   In addition to personal use, a growing number of teams, groups and committees use Pyramid, including the Strategic Management Team, Area Committees and Area Community Planning Groups.

4. SUMMARY

The use of the Pyramid performance management system has continued to mature over the past few years, driven by managers' and Members' ever-increasing demand for evidence to support their strategic planning and day-to-day service delivery.

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