
ARGYLL AND BUTE COUNCIL

**PERFORMANCE REVIEW AND
SCRUTINY COMMITTEE**

CUSTOMER SERVICES

26 FEBRUARY 2015

PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK - REVISION

1.0 EXECUTIVE SUMMARY

This report presents the Performance Review and Scrutiny Committee with an updated version of the Council's Planning and Performance Management Framework. The framework has been updated to reflect the changes to Political Management Arrangements in the Council and the role of Strategic Committees.

The report recommends that the PRS Committee to note and comment on the revised framework.

PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK - REVISION

2. INTRODUCTION

- 2.1 The Planning and Performance Management Framework (PPMF) provides guidance and authority for robust performance planning and reporting. A revised PPMF was considered by SMT in July 2014, which incorporated changes to team scorecards and reflected the new Single Outcome Agreement. Further consultation and engagement on the PPMF since then has been undertaken and a revised PPMF is now attached for the PRS to note and comment on.
- 2.2 The main area for improvement to the PPMF relates to the incorporation of the changes to the council's Political Management Arrangements and the introduction of performance scrutiny to the Strategic Committees.

3. RECOMMENDATIONS

- 3.1 It is recommended that the PRS Committee notes and comments on the revised PPMF

4. DETAIL

- 4.1 The Council's Strategic Management Team considered a revised version of the PPMF in July 2014. This meeting also considered a paper on improved elected member scrutiny. SMT agreed that the PPMF should be further reviewed to take into account enhanced elected member scrutiny and the changes to Political Management Arrangements. It was also agreed that a group of Heads of Service would meet to review the role of elected members and performance management in terms of the PPMF.
- 4.2 The group met in August and participants noted the positive engagement by members on performance management and scrutiny at the Strategic Committee Development Days that were underway at the time. In addition to this meeting, consultation took place at Departmental Management Teams and further comments were collated. The findings in summary were:
- The presentation of scorecards at Strategic Committees provides enhanced opportunities for elected member engagement in performance review and scrutiny
 - The scrutiny by members of local area scorecards is an important element of member engagement in performance management of services locally

- The specified content of service plans in the PPMF is too complex and should be simplified to consist of (a) Service Outcomes, (b) detailed Success Measures with targets, timescales and benchmarks and (c) summarised Risks.
- Other sections should be delivered separately
- The Service Improvement Plan should incorporate the Customer Service Development Plan
- Detailed Operational Risk Registers should continue to be developed aligned to and informing Service Outcomes, but not included in the Service Plan in full. They will continue to be developed with the Risk Manager and available through Service and Departmental scorecards in Pyramid.
- Team scorecards are now delivering a much improved suite of measures for services to manage performance but are not required as an integral part of published service plans.

4.3 Performance management and scrutiny was considered and discussed at each of the Strategic Committee Development days. Feedback from members can be summarised as follows:

- Members appreciate the clear illustration of the PPMF in showing the strategic context for performance management at a service, team and individual level
- Members are keen to continue to have supported access to the performance information that is presented on scorecards
- Members find focussing on a particular area of service delivery more conducive to good scrutiny than being presented with multiple scorecards.
- Members recognise that there is a robust system of performance scrutiny by senior management and that their role is an enhancement to that
- Members would like to have more input into the content of the scorecards/service plans and measures, particularly where they have a policy interest
- Members would like ongoing continued support and training on performance scrutiny

4.4 The revised PPMF attached to this paper seeks to pick up the feedback from senior officers and from members and incorporates it in a refreshed and relevant document, which sets the framework for the ongoing process of performance management and scrutiny.

4.5 The changes to the Political Management Arrangements introduce additional layers of scrutiny to council activities. This additional activity is intended to complement the work and the remit of the Performance Review and Scrutiny Committee.

5.0 CONCLUSION

5.1 The PPMF is periodically revised to ensure appropriate guidance and authority for all planning and performance management matters. This most recent revision takes into account feedback from Strategic Committee Development days, officer input through Departmental Management Teams and incorporates the enhanced role of elected members as a result of the revised political management arrangements.

6.0 IMPLICATIONS

- 6.1 **Policy** The PPMF provides the policy framework for all performance management related matters.
- 6.2 **Financial** The PPMF sets out the planning framework for budgeted service delivery by council services
- 6.3 **Legal** The Council has a duty under the Local Government Act to deliver Best Value
- 6.4 **HR** The PPMF sets out the framework for the HR resource available to deliver services
- 6.5 **Equalities** The PPMF is compliant with the council's equality duties
- 6.6 **Risk** The PPMF mitigates risk around planning and budgeting
- 6.7 **Customer Service** None

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APPENDICES

Appendix 1 – Revised Planning and Performance Management Framework