Argyll and Bute Council

Planning and Performance Management Framework

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Planning and Performance Management Framework

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1 Introduction

This document sets out the Planning and Performance Management Framework (PPMF) for Argyll and Bute Council.

The Local Government in Scotland Act 2003 creates a duty for Councils to make arrangements which secure Best Value. Best Value is continuous improvement in the performance of the Council's functions. In measuring the improvement of the performance of a Council's functions the Act says: "regard shall be had to the extent to which the outcomes of that performance have been improved". It is also a duty to make arrangements to report to the public the outcome of the performance of the Council's functions.

The Council has adopted this PPMF to ensure that services are focused on continuous improvement.

1.1 PPMF Scope and Content

The following topics are included in the framework:

1. How the Council plans and manages performance at each level, from Community Planning Partnership to individual employees.
2. The annual planning and performance reporting cycles including alignment with financial planning.
3. Links between PPMF and improvement drivers such as audits, feedback, reviews and risk management.
4. Reporting performance to the public.
5. The Council's performance management software, Pyramid.

1.2 Scorecards

Planning at each level is accompanied by a performance scorecard incorporating the following themes:

a) Outcomes
b) Resources
c) Improvement

1.3 Status, trends and benchmarking

Measures demonstrating progress within the above themes include data on:

a) Current status vs target, with a commentary if off-track
b) Trends over time
c) Benchmarks, including the Local Government Benchmarking Framework (LGBF)

1.4 Quality Control

Guidance for creating plans and performance scorecards is available from the Improvement & Organisational Development (I&OD) Team. Each department has identified a lead officer with responsibility to support managers in performance management within the service and/or department.

1.5 Evaluating the Framework

This PPMF is subject to review on a regular basis to ensure that the process:

- continues to be appropriate for the Council
- is helping to achieve real improvement to Council services
- demonstrates Best Value.

The I&OD Team will take a lead to review this framework and report to the Strategic Management Team.

1.6 Resources and Help

For queries about and feedback on the framework, contact the key officer for the relevant department:
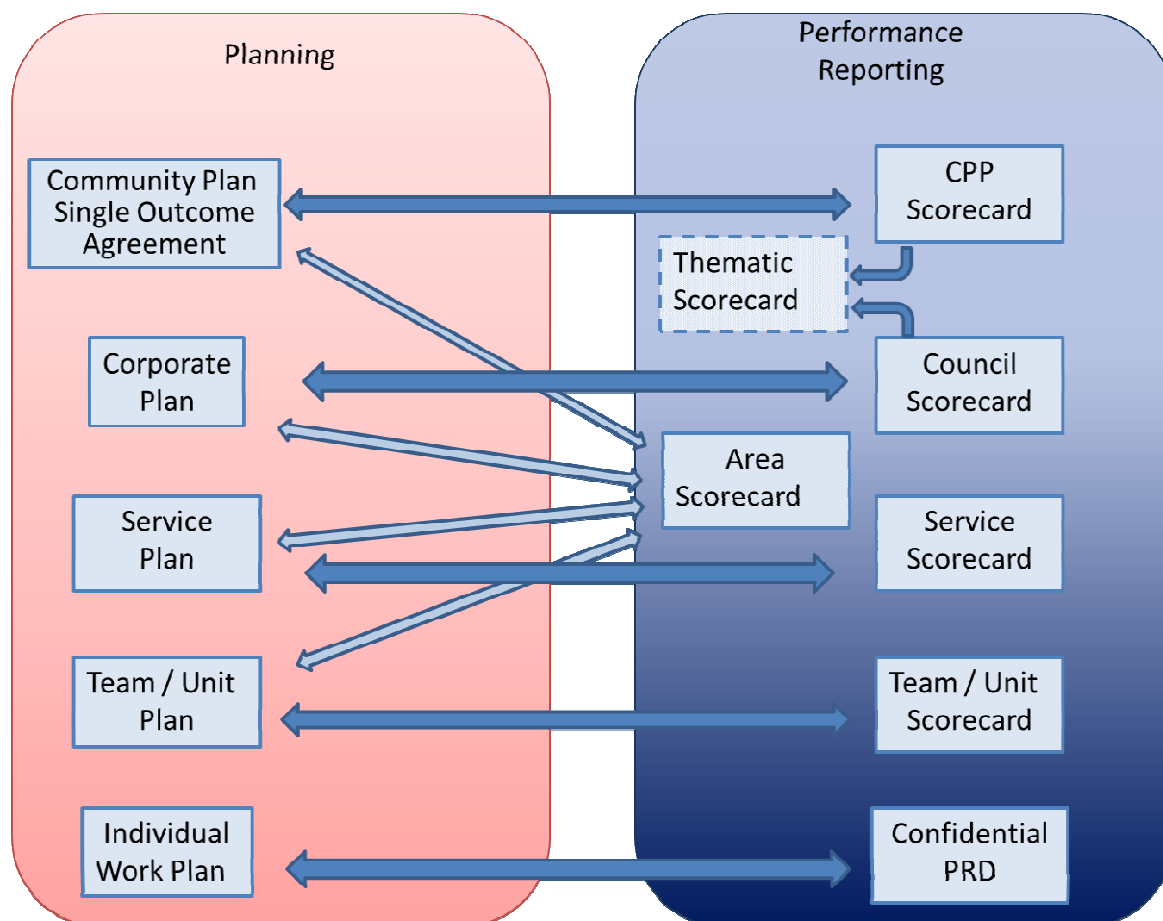
Community Services	Helen MacLeod
Community Planning	Samantha Quarton
Customer Services	Fiona Ferguson
Development & Infrastructure Services	Lesley Sweetman

or contact the I&OD Programme Manager:

David Clements
Kilmory, ext 4205
david.clements@argyll-bute.gov.uk

2 PPMF Overview – The Big Picture

This diagram illustrates planning and performance reporting at every level of the Council.

Planning

Community Plan Single Outcome Agreement

Corporate Plan

Service Plan

Team / Unit Plan

Individual Work Plan

Performance Reporting

CPP Scorecard

Thematic Scorecard

Council Scorecard

Area Scorecard

Service Scorecard

Team / Unit Scorecard

Confidential PRD

2.1 Performance Management

Performance of each plan is reported in a **performance scorecard**. See **Section 9** for details of scorecards.

Performance scorecards are monitored on a cyclical basis as detailed in **Section 6** of this document.

3   Improvement through Planning and Performance Management

The PPMF is a core component of the Council's improvement process, helping to ensure delivery of the Corporate Improvement Plan. The framework draws together many activities to ensure that improvement is taking place in a coordinated manner, including:

- Scrutiny of the higher level plans, e.g. Single Outcome Agreement and Corporate Plan, via performance scorecards
- Engagement with stakeholders
- Productivity and efficiency including demonstration of value for money
- Improvement plans (including corporate and service improvement plans) resulting from:
  - Audits
  - Inspections
  - Reviews
  - Customer service improvement
  - Customer engagement and feedback
  - Sustainability and equalities impact assessments
  - PSIF – CPP/Council/Service regular self-assessment to assist and lead improvements
- Risk based planning based on the strategic and operational risk registers and associated mitigation actions
- Key performance measures, including LGBF and data from partners
- Focus on other performance information as appropriate/topical.

Related to the above, annual service plans include the following for each service:

- Service overview
- Service outcomes contributing to council outcomes
- Revenue and capital budgets allocated by service outcome and thus attributable to council outcomes
- Service measures demonstrating fulfilment of service outcomes

The service plans are informed by
- Operational risk register
- Benchmarking of processes and of service delivery

The service plans are supported in their delivery by
- Service improvement plans incorporating Customer service development plans, employee and customer feedback, self evaluation, audit and inspection
- Team plans within the service

4 Role of Elected Members

Elected Members have a crucial, and sometimes statutory, role in the Planning and Performance Management Framework. Member agree the Single Outcome Agreement, Corproate Plan and Service Plans.

4.1 Council

- Agrees the Corporate Plan and sets the budget through approval of service plans.

4.2 Policy and Resources Committee
- Has delegated powers as a committee of the council
- Scrutinises performance of strategic finance and Customer Services through scorecards and reporting

4.3 Community Services Committee
- Has delegated powers as a committee of the council
- Scrutinises performance of Commnunity Services through scorecards and reporting

4.4 Economy, Development and Infrastructure Committee
- Has delegated powers as a committee of the council
- Scrutinises performance of Commnunity Services through scorecards and reporting

4.5 Performance Review and Scrutiny Committee (PRS)

- Has delegated powers as a committee of the Council.
- Monitors strategic performance through the council scorecard, which includes the Council's Corporate Plan and the Community Plan / Single Outcome Agreement.
- Scrutinises service performance through the departmental scorecards.
- Scrutinises the council's activities
- Reports findings and makes recommendations to Council.

4.6 Area Committees

- Set and scrutinise Area Scorecards.
- Work with the Area Community Planning Groups (ACPGs) linked to the Council's Area Committees to ensure that policy objectives are being met.

4.7 Policy Lead Councillors

- Policy Leads have a role in setting the policy direction for service plans in their portfolio to Council and to PRS if requested. They may wish to use existing Departmental or service scorecards or commission new ones.

5 Community Planning and Performance Management

The PPMF provides links between the priorities and performance of the Strategic Partnerships and the Area Community Planning Groups (ACPGs).
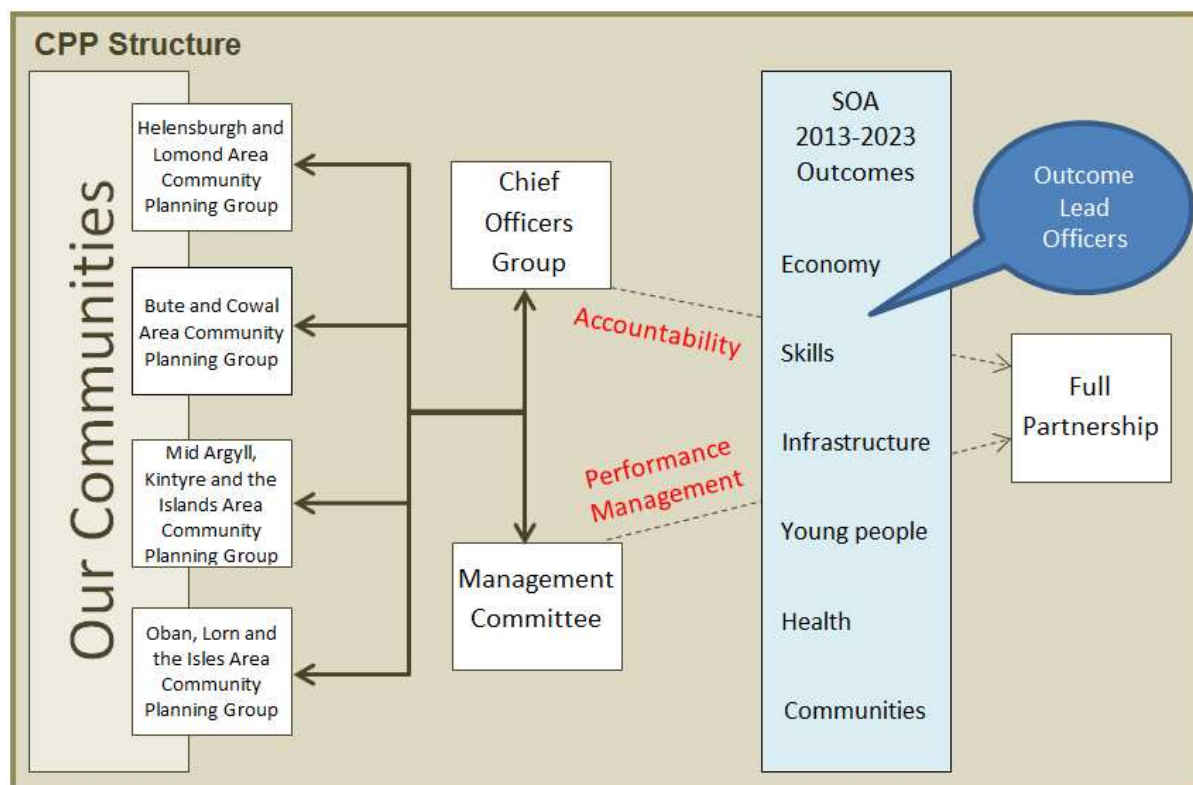
The Community Planning Partnership (CPP) Management Committee monitors the Community Plan / Single Outcome Agreement (CP/SOA) which includes a set of CPP outcomes which appear on the CPP scorecard.

Community planning partners monitor their own performance and report progress to the CPP Management Committee through the CP Outcome Lead officers, who facilitate updates to the CPP scorecard.

The public sector partners form a Community Planning Chief Officers Group (CP COG) to address issues specific to them.

The vision, priorities and objectives within the CP/SOA influence the Council's Corporate Plan and its service plans and those of its partners.

6 Annual Planning and Performance Reporting Cycles

6.1 Service Planning and Finance

The integration of service planning and finance is a key part of the Planning and Performance Management Framework (PPMF). In practice this means calculating the costs of proposed outcomes; aligning outcome-setting with budget-setting, so that outcomes are resourced and can be achieved.

An end-of-year service performance review takes place each FQ1 based on guidance from SMT, informing the annual review of the Corporate Plan and the following year's planning process. It also contributes to Public Performance Reporting.

Guidance on the process and timetable for corporate/service planning and budgeting is issued annually by SMT.

6.2 Performance Management Cycle

Performance management occurs at all levels of the organisation with scorecards containing information appropriate to the topic / management level in the organisation.

Performance scorecards are reviewed as follows:

Scorecard	Review cycle	Who Reviews
Community Planning Partnership Scorecard	quarterly	CPP Management Committee
Council Scorecard	quarterly	SMT and the PRS Committee
Departmental Scorecard*	quarterly	Chief Executive, Strategic Committees and the PRS Committee
Service Scorecard	quarterly	Departmental Executive Director
Area Scorecard	quarterly	Area Community Planning Group (ACPG) Area Committee
Team Scorecard	quarterly	Head of Service Team Leader
Thematic and Other Scorecards	As requested	Optionally, Policy Leads may wish to review specific scorecards at their meetings.

∗ Departmental scorecards are each accompanied by a detailed quarterly report.

7 Public Performance Reporting

The Council's Public Performance Reporting Framework sets out the basis for making information available in a way which is engaging and relevant to service users, including providing online access to information derived from the Council, Departmental and Area Scorecards and the Annual Performance Reviews.

8 Pyramid Performance Management System

The Council has a performance management software system called Pyramid, which is used to record performance information and generate performance scorecards. The system includes Council, Department, Service and Area Scorecards to provide the key management information required at all levels in the organisation and to measure achievement of Corporate Plan and CP/SOA deliverables.

The Council provides an interface to enable community planning partners to record the performance management information required to measure their contribution to CP/SOA outcomes.

For more information, contact the relevant Programme Manager:

> David Clements
> Kilmory, ext4205
> david.clements@argyll-bute.gov.uk

9 Planning and Performance Management Scorecards

9.1 Community Planning

Stakeholders	All formal community planning partners, service users and communities
Vision	Argyll and Bute Community Plan / Single Outcome Agreement (CP/SOA)
Plan and priorities	As vision, above
Translates downwards:	CP/SOA informs Council Corporate Plan (and in turn Council's Service plans) and those of partners. Appropriate CP/SOA Outcome indicators tracked in Pyramid

Performance Reporting

Type of report	Performance scorecard on the CP/SOA
Measurements	Indicators as defined by CP partners' outcome lead officers
Reviewed by	Community Planning Management Committee, Public annually
Scorecard outcomes	As determined by Community Planning partners, based on the CP/SOA

9.2 Corporate Planning

Stakeholders	Council including Area Committees, PRS Committee, SMT, service users, communities
Vision	**Realising Our Potential Together** Aligned CP/SOA and Council's Corporate Plan informed through Community Engagement Strategy.
Plan and priorities	CP/SOA and Council's Corporate Plan
Translates downwards:	Council's service plans, designed to deliver corporate outcomes. Service plans in turn inform team plans and individual work programmes. Corporate outcomes may also be supported by thematic scorecards e.g. Customer Service, Asset Management, Efficiencies, Equalities and Sustainability.

Performance Reporting

Type of report	Council, departmental, service, area and thematic scorecards
Reviewed by	- Council scorecard to SMT and the PRS Committee - Departmental scorecards to Chief Executive and the PRS Committee - Service scorecards to DMTs - Area scorecard to Area Committee - Public reporting on website - Thematic scorecards are addenda to above scorecards. (See also Sections 4.4 and 6.2 above.)
Council Scorecard themes and measures	Outcomes - Corporate Plan objectives and outcomes - Customer service and engagement - CP/SOA outcomes Resources - People - PRDs, absence - Financial - capital, revenue, efficiency savings - Assets - condition, suitability, risks Improvement - Internal Audit - Risk using Strategic and Operational Risk Registers - Corporate Improvement Plan - Critical Activity Recovery Plans (CARPs) - Service and other reviews as appropriate.

9.3 Departmental Planning

Stakeholders	DMTs and PRS Committee
Vision	From Corporate Plan and CP/SOA
Plan and priorities	Departmental contribution to council outcomes.
Translates downwards	Service plans identify budgeted outcomes to support the departmental contribution to the outcomes in the Corporate Plan.

Performance reporting

Type of report	Departmental scorecard.
Reviewed by	Departmental scorecard to Chief Executive and the PRS Committee.
Departmental Scorecard themes and measures	Outcomes • Departmental performance – contribution to Council objectives and outcomes • Customer service and engagement Resources • People - PRDs, absence • Financial - capital, revenue, efficiency savings • Assets - condition, suitability, risks Improvement • Internal Audit • Risk, using operation risk registers (ORRs) • Critical activity recovery plans (CARPs) • Service improvement plans • Service and other reviews as appropriate.

9.4 Service Planning

Stakeholders	SMT, DMTs and PRS Committee
Vision	From Corporate Plan and CP/SOA
Plan and priorities	Service plan containing budgeted service outcomes
Translates downwards	Team plans identify activities to support service outcomes

Performance reporting

Type of report	Service scorecard.
Reviewed by	Service scorecard to DMTs Key information from service scorecards incorporated into departmental scorecard to the PRS Committee
Service Scorecard themes and measures	Outcomes • Service performance – contribution to Council Outcomes • Customer service and engagement Resources • People - PRDs, absence • Financial - capital, revenue, efficiency savings Improvement • Internal Audit • Risk, using operation risk register (ORR) • Service improvement plans • Critical activity recovery plans (CARPs) • Service and other reviews as appropriate.

9.5 Team Planning

Stakeholders	Heads of service, team or unit managers (including head teachers)
Vision	From Corporate Plan and service plans
Plan and priorities	Team, unit or school plan containing a set of 8-10 success measures, including key Service success measures.
Translates downwards	Links to individual work plans aligning personal professional development ultimately towards achieving the corporate vision of the Council

Performance reporting

Type of report	Scorecard based on plans above
Reviewed by	Head of service and appropriate manager, quarterly
Team scorecard themes and measures	Team scorecards report Outcomes • Service Performance – Service and Team success measures Resources • People – PRDs (and sickness absence when this can be reliably reported at Team level), • Financial – revenue

9.6 Individual Planning

Individual Planning will follow the established Performance Review and Development process (PRD). In order to preserve confidentiality the detail of an individual PRD will not be recorded in a performance scorecard, and will not be included as part of the public performance reporting.

However, statistics on the number of PRDs carried out in each Team and Service will be reported in team, service, departmental and council scorecards.

Stakeholders	Manager and individual
Vision	From corporate, service and team plans
Plan and priorities	Performance Review and Development / Continuous Professional Development Plan

Performance reporting

Type of report	PRD meeting with manager
Reviewed by	Per PRD process
PRD themes and measures	Regular progress reviews with managers per PRD process. No strictly defined indicators
Mechanism	Performance Review and Development or Continuous Professional Development A scorecard is not used for individual PRDs however overall PRD statistics are tracked via higher level and thematic scorecards. The PRD is used to discuss progress against individual targets and supporting actions to improve.

9.7 Area Planning

Stakeholders	Area Community Planning Groups (ACPGs) Area Committees Services and Teams
Vision	Corporate Plan, CP/SOA
Plan and priorities	For Area Committees, their priorities are represented on the area scorecards via specific performance measures
Translates outwards	Area priorities may influence service and team plans and may require area-level measures to be reported. They may also cause thematic scorecards to be created as appropriate.

Performance reporting

Type of report	Area scorecard
Reviewed by	Area Community Planning Group Area Committee
Area Scorecard themes and measures	Outcomes • Key success measures as agreed by the reviewers.