

Performance Reporting Update

1.0 EXECUTIVE SUMMARY

The aim of this paper is to update the Audit and Scrutiny Committee with the progress on the review of the Council's Performance Improvement Framework (PIF) that is being undertaken as part of the Performance Excellence Project. The main overall deliverable from this project will be an updated PIF which includes a simplified, compliant and proportionate approach to performance and improvement activities.

The report highlights work completed to date and sets out the planned activities in phase two of the project.

It is recommended members note the progress of the Performance Excellence Project to date and the activities in progress for phase two of the project.

Performance Reporting Update

2.0 INTRODUCTION

- 2.1 The performance excellence project was commenced in May 2020 with the aim of reviewing the council's approach to performance and improvement activities and simplifying them where possible. The report sets out the progress of the project to date and the planned activities for Phase two of the project.

3.0 RECOMMENDATIONS

- 3.1 It is recommended members note the progress of the Performance Excellence Project to date and the activities in progress for phase two of the project.

4.0 DETAIL

- 4.1 The initial performance excellence project commenced in May 2020 with a mandate to review the council's performance management approach and implement a simplified, proportionate and compliant approach which meets the needs of a transforming council. Following a Best Value audit, the project included within its scope actions to improve performance reporting to provide a balanced picture of long terms trends in performance against targets, and use benchmarking information to drive continuous improvement.
- 4.2 The delivered outcomes of the initial project included:
- Reduced set of Corporate Outcome Indicators to review and report on long term trends and progress against targets

- Decommissioning of Pyramid and development of new Area Scorecards using MS365. These are now in use and have been well received, with positive feedback about their accessibility and ease of use.
- Development of a new Corporate Plan and Business Plan setting out elected members overall priorities and the activities and projects that will deliver on these.
- Design and Pilot of a new approach to Self-Assessment which has been piloted at team level and thematic level.

4.3 The project is now progressing to phase two where the overall objective will be to present an updated Performance and Improvement Framework which is in alignment with the Connect for Success Change Programme, further simplifies our approach to performance and improvement, while maximising the use of the technology available to us. Specifically the project will include 5 work streams which are largely based on the existing elements of the Performance Improvement Framework:

4.4 **Workstream One: Planning**

This work stream will be focused on the design and development of plans that support delivery of the council's strategic outcomes. With a new corporate plan and business plan already in place the project will focus on the following activities:

- Review of corporate strategies and mapping of strategic outcomes
- Development of a team plan template to manage service standards aligned with strategic objectives
- Development of an updated Corporate Improvement Plan

4.5 **Work stream Two: Review and Evaluation**

This work stream is focused on the design and development of methods to review and evaluate performance at all levels. The aim of this work is to replace the scorecards that were previously in pyramid with a new approach that reduces manual input by collecting data at source wherever possible. This work will take a themes AND teams approach, seeking to use the data platform to allow presentation of performance data in various formats for a variety of purposes and audiences.

4.6 **Work stream Three: Reflection**

This work stream will be focused on the learning that informs our plans for change and improvement. Other pieces of work are going on across the council, such as the review of our approach to Consultation and Engagement and our review of Service Design to embed the principles of Scottish Approach to Service design, which will inform this project. Specifically within the scope of this work stream are

- Self-assessment activities – further work to assess the pilots that have taken place and development of final proposals for approval, noting the recent indication from Audit Scotland that the early findings of their annual thematic report to be published in Spring, acknowledges self-assessment needs to be refocused in many Council's following the Covid 19 pandemic.

- Annual Performance Review – A review of how we collect and reflect on annual performance at individual, team and organisational level.
- Benchmarking – A review of our approach to the use of benchmarking including Local Government Benchmarking Framework within our Performance and Improvement Framework.
- Lessons learned – Development of an approach that allows lessons learned to be shared widely across teams.

4.7 **Work Stream 4: SPI Compliance/Public Performance Reporting**

This work stream is focused on how we tell people about our performance in a way that is proportionate and meets the requirements set out in the Accounts commissions' Statutory Performance Direction. The objective is for timely and meaningful public performance reporting and scrutiny.

4.8 **Work Stream 5: Updated Performance and Improvement Framework**

The final deliverable of the project will be an updated Performance and Improvement Framework which reflects the work carried out in each of the work streams above.

5.0 **CONCLUSION**

5.1 In conclusion this report sets out the progress made in phase one of the performance excellence project and sets out the activities underway for delivery in Phase two of the project.

6.0 **IMPLICATIONS**

6.1 Policy – This project will result in an update to the Council's Performance and Improvement Framework (PIF)

6.2 Financial – None

6.3 Legal – The council has statutory duty to ensure best value and to comply with the Accounts commission's SPI directive.

6.4 HR - None

6.5 Fairer Scotland Duty: None as part of this report- any Equalities and Socio Economic Impact assessments required will be completed as part of the project.

6.5.1 Equalities - protected characteristics - None

6.5.2 Socio-economic Duty - None

6.5.3 Islands - None

6.6 Climate Change - None

- 6.7 Risk- The council fails to have performance and improvement arrangements in place that satisfy the needs of a transforming council
- 6.8 Customer Service- Delivering Best Value through our Performance and Improvement Framework ensures our customers get value for money in the services provided to them.

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