

ARGYLL AND BUTE COUNCIL PERFORMANCE AND IMPROVEMENT FRAMEWORK

1. INTRODUCTION

- 1.1 This document sets out how Argyll and Bute Council approaches its performance and improvement functions to ensure that it meets its obligations to deliver best value to the people of Argyll and Bute.
- 1.2 The PIF is comprised of two parts: the framework document, itself, and a series of appendices that provide detailed guidance on the different elements of the framework.
- 1.3 The framework document is 'fixed' and has been designed to provide the context for the council's overall activities. The supplementary documentation, provided in the appendices, is designed to be updated and reviewed independently of the PIF, informed by and flexible to the future requirements of the council and its services.

2. WHY DO WE HAVE A PERFORMANCE AND IMPROVEMENT FRAMEWORK (PIF)?

- 2.1 The Performance Improvement Framework enables the Council to deliver its statutory duty 'to make arrangements to secure Best Value (continuous improvement in the performance of functions)', as required by the Local Government in Scotland Act 2003.
- 2.2 The PIF sets out the structure of Argyll and Bute Council's planning, performance and improvement functions, and shows how the functions are interlinked. The PIF provides a common language to enable everyone, from Elected Members and senior managers through to individual employees, to understand how they contribute to the delivery of these functions. The PIF sets out the roles and responsibilities of different groups in delivering these.

3. MAKING A DIFFERENCE

3.1 How Does The Council Make A Difference?

The PIF is founded on the principle that the council exists to make a positive difference to the people of Argyll and Bute through the delivery of public services. In order to make a difference, we have to identify the component parts of our framework.

The functions that contribute to performance and improvement activity

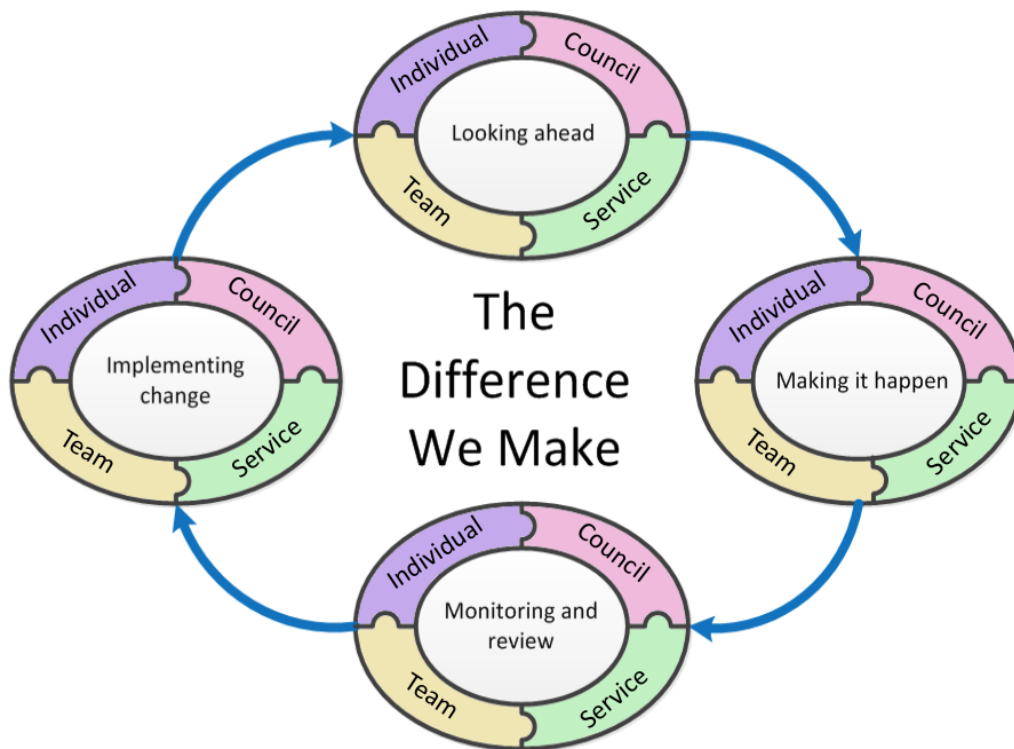
and that show how we make a difference can be thought of as a continuous circle of activity, summarised as:

- Looking Ahead – what we will do in the future
- Making It Happen – what we deliver
- Monitoring and review – how we have delivered
- Implementing change – how we improve

Each of these areas of activity is described in more detail, below.

The four areas of activity combine together to create The Difference We Make, which is the foundation of our PIF. See figure 1. The diagram shows that in each stage of the PIF, we all have a role to play.

Figure 1: The Difference We Make



3.1.1 Looking Ahead

Looking Ahead relates to planning of future activities and setting the direction for future service delivery.

At the highest levels of the organisation, Looking Ahead relates to the setting of outcomes and the development of organisational strategy for

the long-term. This is articulated through:

- The Local Outcomes Improvement Plan (LOIP)
- The Corporate Plan.

At the level of Departments and Services, forward planning is carried out over medium-term time horizons, and is articulated through:

- Service Plans
- Workforce plans

Team planning focusses on shorter-term tactical and operational activities.

Individual planning focusses primarily on the delivery of day-to-day operational activities. Planning is carried out through:

- PRDs and their associated development plans.

Plans at the different levels of the organisation are informed by the content of plans in the level(s) above. All plans are aligned to ensure the delivery of the council's strategic objectives.

Plans at all levels should include relevant performance measures and targets to enable progress and impact to be monitored and reviewed effectively.

3.1.2 Making It Happen

Making it happen relates to the delivery of services. How and what services are delivered are informed by the plans developed in Looking Ahead.

Plans are developed to illustrate the future delivery of Outcomes with agreed people and financial resources. These are supported by our detailed service planning guidance.

3.1.3 Monitoring and Review

Monitoring and Review includes activities relating to: performance management; benchmarking; evaluation activity; scrutiny. These activities combine to enable the identification of Areas for Improvement.

How and what is monitored and reviewed is influenced by the content of plans developed in Looking Ahead and the activities that take place in Making it Happen.

Performance Management includes:

- The monitoring of trends, targets and status of activities
- The reporting of performance information.

Monitoring and review takes place at all organisational levels, from the corporate level down to the individual level.

Reporting at corporate, service and team level is carried out using the council's Performance Management System (Pyramid). Performance of individuals is carried out through the PRD process.

Evaluation activity relates to:

- Internal self-evaluation
- External evaluations and inspections.

Areas for Improvement may be identified from the following sources:

- Self-evaluation activities
- Audit or inspection key recommendation
- Best Value Review
- Consultation and Engagement; Customer feedback (satisfaction surveys or complaints)
- Annual Performance Review
- Employee suggestions
- Scrutiny activity, including feedback from the Performance Review and Scrutiny Committee
- Performance Measurement and Management
- Benchmarking.

Managing improvement activity in a formalised way will enable effective scrutiny by elected Members and committees.

3.1.4 Implementing Change

Implementing Change relates to activities designed to embed quality and improvement across the Council. Activities are informed by the Areas for Improvement identified as part of the Monitoring and Review Process.

Change may be incremental, relating to continuous improvement, or transformational.

3.2 Who Makes A Difference?

Everyone in the Council, from Elected Members to frontline staff, contributes to the delivery council services and functions. What is expected from different groups varies according to levels of responsibility. See Table 1.

Table 1:

Time horizon	Who makes a difference?	How do we make a difference?			
		Looking Ahead	Making It Happen	Monitoring and Review	Implementing Change (Embedding Quality; Improvement)
Long-term strategic	Elected Members Senior Managers	Provide strategic direction for the organisation <ul style="list-style-type: none"> • Set outcomes / goals / targets • Corporate plan • Budget / resources • Policy setting 		<ul style="list-style-type: none"> • Review Performance Management • Scrutiny • Corporate self-evaluation • External inspections • Benchmarking 	<ul style="list-style-type: none"> • Develop transformational change agenda • Corporate improvement plan
Mid-term strategic	Heads of Service Third Tier Managers	Provide strategic direction for Services, in line with corporate direction <ul style="list-style-type: none"> • Service plans • Workforce planning 	<ul style="list-style-type: none"> • Develop Service plan • Oversee delivery of Service plans • Accountability for service delivery 	<ul style="list-style-type: none"> • Self-evaluation • External inspections • Benchmarking • Performance measurement and reporting 	<ul style="list-style-type: none"> • Continuous improvement • Transformational change
Short-term tactical / operational	Third Tier Managers Managers and Supervisors Teams	Provide direction in line with Service and Corporate plans <ul style="list-style-type: none"> • Team plans • Development of processes to deliver services 	<ul style="list-style-type: none"> • Develop Team plan • Oversee and deliver Team plan • Accountability for service delivery 	<ul style="list-style-type: none"> • Self-evaluation • Benchmarking • Performance monitoring and reporting 	<ul style="list-style-type: none"> • Continuous improvement • Transformational change
Day-to-day operational	Individuals (Managers and Supervisors; Non-managers)	Workplan, in line with team, Service and Corporate plans, via PRD process, including delivery plan for individuals.	Deliver services / tasks	<ul style="list-style-type: none"> • PRD • Monitoring of performance of individual 	<ul style="list-style-type: none"> • Continuous improvement

3.3 Bringing It All Together

The PIF is brought together with a series of operational guidance note appendices that will be subject to amendment over time. These appendices are:

- Glossary: Elements of the framework
- Planning and performance reporting cycles
- Information guide for Pyramid and scorecards
- Service Planning guidance and plan structure
- Information guide for the Service Annual Performance Reviews
- Information guide for the Local Government Benchmarking Framework (LGBF)
- Process guide for indicators required for the LGBF-SPI
- Public Performance Reporting guidance
- Role of Elected Members in delivering Argyll and Bute Council's Performance and Improvement Framework
- Where to go, and who to contact, for additional support.
- PRD Guidance (<http://intranet.argyll-bute.gov.uk/my-hr/performance>)
- Self-evaluation guidance (under development)
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4. HOW DO WE KNOW THAT THE PIF IS MAKING A DIFFERENCE?

- 4.1 The effectiveness of the PIF will be demonstrated through evidence of continuous improvement, positive outcomes from external audits and inspections, and the impact of the Council's transformational activities.
- 4.2 The PIF is subject to review on a regular basis to ensure that it:
 - Continues to be appropriate to the Council
 - Helps to achieve real improvement to Council services
 - Demonstrates Best Value.
- 4.3 The HROD team will take a lead on the scheduled review of this framework, and will report to the Strategic Management Team and the PRS Committee.