

Glossary and Elements of Argyll and Bute Council's Performance and Improvement Framework

Glossary

Benchmarking

Benchmarking refers to the comparison of a business's processes and performance with those of other organisations in order to see how well it is doing in relation to others. In turn, benchmarking may be a learning tool, and can be used to identify areas for business improvement. Typical things to benchmark are quality, time and cost.

Benchmarking may be used to compare organisations that have similar characteristics (e.g. other rural authorities) or with 'best in class' organisations.

'Longitudinal benchmarking' may refer to the comparison of a single organisation's performance over time.

Best Value

The duty of Best Value, which was set out in the Local Government in Scotland Act (2003), requires that Public Services make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost. In making these arrangements and securing that balance, Public Services must have regard to economy, efficiency, the equal opportunities requirements, and to contribute to the achievement of sustainable development

(<http://www.gov.scot/Topics/Government/Finance/spfm/BestValue#Key Points>).

Consultation

Consultation is the dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views, with the objective of influencing decisions, policies or programmes of action (Consultation Institute).

Continuous Improvement

Continuous improvement is the improvement of products, services or processes through incremental and breakthrough improvements. Improvement should not be seen as a series of one-off activities that are completed and then forgotten; instead, improvement should be seen as being an ongoing process.

Corporate Plan

The Corporate Plan sets out the council's strategic priorities and how these relate to the council's corporate outcomes and mission as well as to the vision and outcomes we share with our community planning partners.

Engagement	Engagement involves an on-going mutually beneficial two-way partnership between the council and stakeholders. Decision-making may be shared between the parties. Engagement differs from consultation because the relationship between the parties is ongoing.
External evaluations	Some parts of the council are subject to external evaluations and inspections. These may lead to the identification of Areas for Improvement.
Inspections	Some parts of the council are subject to external evaluations and inspections. These may lead to the identification of Areas for Improvement.
Internal self-evaluation	As part of the PIF's monitoring and review activities, the council requires people at all levels to engage in self-evaluation. We need to reflect honestly on our activities and functions to help identify areas for improvement.
Local Government Benchmarking Framework	The Local Government Benchmarking Framework (LGBF) brings together a range of information about the performance of Scottish councils. The LGBF has published benchmarking data for a range of indicators annually since 2010-11. The LGBF indicators cover seven service areas that, together, account for over 60% of local government spending. These service areas are: children, corporate, adult social care, culture and leisure, environmental, housing and economic development.
Local Government in Scotland Act (2003)	The Local Government in Scotland Act (2003) placed a statutory duty of Best Value upon local authorities in the discharge of their functions. The Act also required local authorities to engage in, and demonstrate, continuous improvement.
Local Outcomes Improvement Plan	The Local Outcomes Improvement Plan is a joint statement from the Argyll and Bute Community Planning Partnership. It sets out the partnership's vision for achieving long term outcomes for communities in Argyll and Bute. It is supported by locality plans and delivery plans. The LOIP outcomes are the same as six of the seven corporate outcomes.
LOIP	See Local Outcomes Improvement Plan
Performance and Improvement Framework	The Performance and Improvement Framework sets out how the 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.

Performance management	Performance management involves the assessment of an employee, process, equipment or other factor to gauge progress towards predetermined goals. On the basis of the observed performance, actions should be taken to make improvements as required.
Performance Management System (Pyramid)	The council uses a software programme called QPR to manage its performance information. Locally, this system is referred to as Pyramid.
Performance measures	Performance measures are quantifiable indicators that are used to assess how well the organisation is achieving its intended objectives or outcomes. The review of performance measures is an integral part of performance management, and enables managers to assess in an objective manner how their business is operating and whether improvement is required. To achieve this, measures should be SMART: Specific, Measureable, Agreed upon, Realistic and Time bound. Measures should be associated with targets and, where possible, benchmarks.
Performance Review and Development (PRD)	PRDs are annual appraisals carried out for individual members of staff. PRDs look at performance over the previous year and set out targets and development needs for the year ahead. Corporate and other training needs are identified and planned for, based on information submitted in an individual's PRD.
PIF	See Performance and Improvement Framework
Public Performance Reporting (PPR)	All performance that is reported to the public. Some performance reporting is carried out as a statutory activity. Most reporting is desirable. PPR is required as part of Best Value, and can reduce numbers of Freedom of Information Requests.
PPR Pyramid	See Public Performance Reporting. The council uses a software programme called QPR to manage its performance information. Locally, this system is referred to as Pyramid.
Scrutiny	Scrutiny requires assessing evidence (e.g. relating to performance indicators, benchmarking data and financial processes) to enable the examination of policies and procedures, and the formation of recommendations for improvement.

Self-evaluation	A lot of improvement activity starts with some form of self-evaluation. The key point of self-evaluation is that it is something we do ourselves, about ourselves. Self-evaluation can range from simple and informal activities (e.g. SWOT) through to more complicated, formal exercises (e.g. PSIF). All self-evaluation activities have in common the need for open and honest reflection. Self-evaluation may also be referred to as self-assessment in some places.
Single Outcome Agreement	Former name of the LOIP.
SOA	See Single Outcome Agreement

Elements

The key elements of the Performance and Improvement Framework are:

- Local Outcomes Improvement Plan (LOIP)
- Corporate Plan
- Service Plans (incorporating improvement plans)
- Team Plans
- Performance Review and Development Plan (PRD)

Together, these plans, set out the main activities that the council carries out in the delivery of its functions. The actions set out in these plans may be complemented by thematic plans, locality plans, and workforce plans.

Information Guide for the Planning and Performance Reporting Cycles



16 March 2017
Version 1.0

Contact: Jane Fowler
Head of Improvement and HR

Version 1.0	16 March 2017	Refreshed following approval of the PIF

This document provides information of the Planning and Performance Reporting Cycle.

Introduction

The Planning and Performance Reporting cycle reports performance on both an annual and quarterly basis. Scrutiny of performance is an essential tool for improvement and is carried out at all levels of the Council by Senior Officers, Managers and Elected Members. Reports are submitted to the various Strategic and Area Committees on a quarterly and annual basis.

Detail

Service Plans are aligned to the Corporate Plan and the SOA / LOIP. They are agreed on a 3 year cycle and clearly set the aims of the Council at Service level through agreed Outcomes. In each Service Plan the key challenges that each service will face are identified, as well as the success measures, targets, timelines and benchmarking. The budget for each Outcome is allocated and agreed by Council during February for the following financial year.

The Service Plans are built into Pyramid and displayed as Scorecards. Along with the performance information, information on resources, finance, improvements, sickness and PRDs.

Each quarter Departmental performance is initially scrutinised by the Chief Executive and Executive Directors. The Scorecards are extracted from Pyramid and supported with written reports that highlight the departmental successes, challenges and actions to support the challenges. Performance information at Service level is 'rolled up' to Departmental level and therefore is included in the quarterly performance reports. The performance reports are then submitted to the various Strategic and Area Committees on a quarterly basis to allow scrutiny from Elected Members.

Service level performance is scrutinised by Executive Directors, Heads of Service and Third Tier Managers on a quarterly basis.

Team level performance is reported and monitored at Executive Director, Head of Service and Third Tier Manager level on a quarterly basis.

Individual performance is monitored annually through the PRD where personal development to meet the needs of the Team, Service, Department and Council are identified and agreed.

Each Service completes an Annual Performance Review (APR) which summaries the Key Successes, Key Challenges and Key Improvement Actions to address the challenges. This is supported by Case Studies and a note of any consultations with the resulting improvement actions. This is completed at the end of each financial year and forms the basis for the Council Annual Report.

Finally, the Performance Review and Scrutiny Committee is where the

performance for both quarterly and annual periods is scrutinised prior to submitting publically on the Council's website.

Information Guide for Pyramid and Scorecards



16 March 2017
Version 1.0

Contact: Jane Fowler
Head of Improvement and HR

Version 1.0	16 March 2017	Refreshed following approval of the PIF

This document provides information on the performance management system and reporting tools.

The Council has a statutory duty under the Local Government Scotland Act 2003 to provide Best Value and a commitment to continuous improvement, as well as to report honestly and transparently on performance and achievements. This is called Public Performance Reporting (PPR).

Our performance management tool – Pyramid – is available for all council employees and councillors to freely access.

The information and data contained within Pyramid covers all aspects of council business. Performance information is presented on Scorecards. There are Scorecards at Council, Departmental and Service level. If required Scorecards are also available at Team level.

Council Scorecard

The Council Scorecard shows the council's performance of our Financial and Human Resources, Complaints, Customer Service, Efficiencies, Assets, Risks and Improvements.

The Council Scorecard is reported quarterly through the Performance Review and Scrutiny Committee following which it is published on the Council's website. Publishing the Scorecard forms part of our PPR duty.

Departmental Scorecard

The Departmental Scorecard has two 'views' or parts. One view shows the department's performance of its Financial and Human Resources, Complaints, Customer Service, Efficiencies, Assets, Risks and Improvements. This is the Scorecard View.

The other view shows the department's performance against its agreed Outcomes. This is the Outcome View. These are the Outcomes from each Service within the department and they are mapped against the Single Outcome Agreement (SOA / LOIP). Each outcome has a simple traffic light and trend arrow to indicate the level of performance for that particular outcome.

The Departmental Scorecards are reported quarterly through the Performance Review and Scrutiny Committee following which they published on the Council's website. Publishing the Scorecards form part of our PPR duty.

Service Scorecard

The Service Scorecard also has two 'views' or parts. Again, one view shows the service's performance of its Financial and Human Resources, Complaints, Customer Service, Efficiencies, Assets, Risks and Improvements. It also shows a summary of the Service's performance against its agreed Outcomes, illustrated

by a simple traffic light and trend arrow. This is the Scorecard View.

The other view, the Outcome View, shows all the Outcomes along with every success measure that underpins each Outcome. The agreed performance of each success measure is also visible. This typically includes the Target, Actual performance achieved and the Benchmark. The allocated budget of each Outcome is also shown here. These quarterly Scorecards are not published, they are intended for internal operational use. However, an annual Scorecard is published along with the Annual Performance Review for each Service.

Team Scorecard

Team Scorecards are used to record and monitor operational – team level performance and are used as required by different audiences. These Scorecards are not published, they are intended for internal operational use.

Area Scorecard

The four administrative Areas each have their own Scorecard showing information that is important to that particular area. This would typically be Success Measures' performance and target at a local level along with the overall Council performance for that period. The Area Scorecards are quarterly, with the latest quarter presented at the most appropriate meeting. By nature they are public Scorecards.

Thematic Scorecards

Sometimes it's helpful to group information together by theme, this allows performance of a particular subject to be scrutinised by council, department, service or theme. These Scorecards are made publically available as required.

Integrated Joint Board (IJB) and Health and Social Care Partnership (HSCP)

A Scorecard of the IJB's latest performance is available to view here. The Resources and Improvement for the HSCP is also available. The Resources and Improvements are shown at area level for Adult Care and as a whole for Children and Families. These Scorecards are publically available.

Plans, Strategies and Registers

The strategic Plans of the Council are shown in Pyramid. This includes Improvement Plans, Efficiency Savings Plans, Gaelic Language Plan, Equalities Action Plan, Strategic Risk Register and the Customer Charter. This information typically is for internal operational use.

Corporate Human Resource Information

All the HR information that is possible to display is available in this one location. Information is then referenced out for reporting at Council, Department, Service or Area level. These Scorecards are made publically available as required.

Audits, Health & Safety and Critical Activity Recovery Plans (CARPs)

The Council carries out an internal programme of audits. The results of the audits, any recommendations and delivery progress is reported and monitored here.

Likewise, Health & Safety audits and incident investigations are recorded here along with the progress of any actions arising from the audits or investigations.

The monitoring of the CARPs is included in this section and also shows how many are on track / off track / complete. This information typically is for internal operational use.

Service Planning Guidance



22 February 2017
Version 1.4

Contact: Jane Fowler
Head of Improvement and HR

Version 1.2	11 November 2016	Amended BO30
Version 1.3	16 November 2016	Combined BO19 and 20
Version 1.4	22 February 2017	Refreshed following approval of the PIF

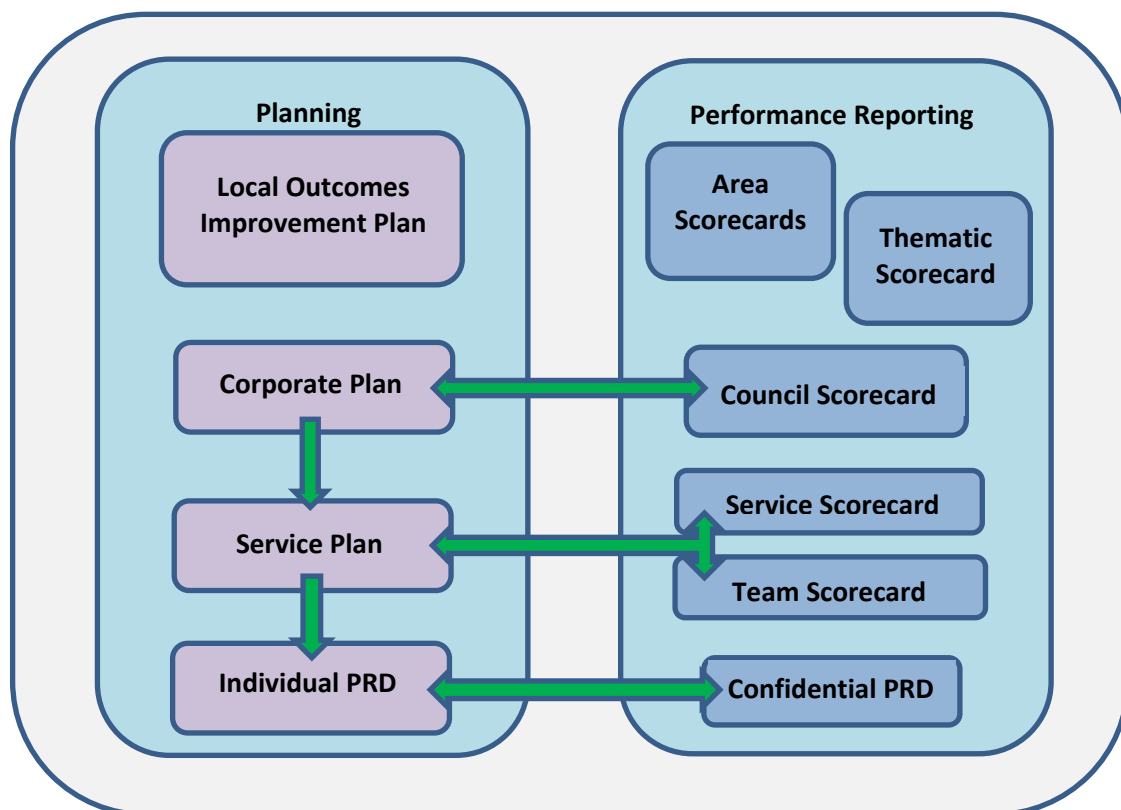
1. Introduction

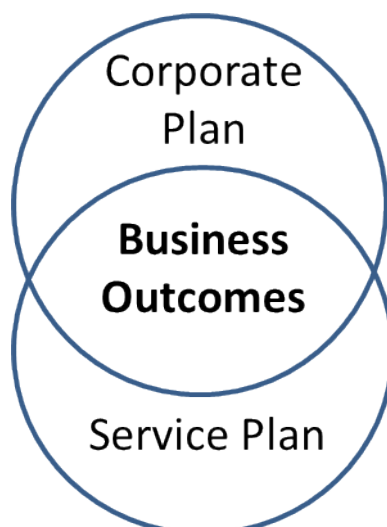
This document provides guidance for the completion of the Service Plans for 2017/20 in line with the Council's Performance and Improvement Framework (PIF). The Service Plan is a three-year plan with the budget set for one year - 2017/18 and is split into two distinct sections – a Strategic Plan (locked down) and a Business Plan (flexible).

Service Plans have three key purposes –

- They allow Managers to illustrate how their services will contribute to the delivery of the Corporate Plan (CP) and the Local Outcomes Improvement Plan (LOIP) - previously the Single Outcome Agreement (SOA).
- They are the key tool for allocating the budget to agreed Outcomes.
- They are made public and therefore contribute to our statutory requirements for Public Performance Reporting (PPR).

The diagram below illustrates how the Service Plan links the Corporate Plan / LOIP to Team Plans and the individual PRD.





The Corporate Plan sets out our Vision, Values, Strategic Priorities and Corporate Outcomes.

Our Corporate Outcomes are delivered through the 32 Business Outcomes. The Business Outcomes are the key link between the Corporate Plan and service delivery.

Service delivery is monitored through the Success Measures with appropriate and realistic Targets, Timescales, and where possible Benchmarks to support a culture of continuous improvement.

Success Measures are delivered by Teams and reported through Team, Service and Departmental Scorecards. This illustrates the 'golden thread' and ensures that every Individual, Team, Service and Department is contributing to our Corporate Outcomes; The Corporate Plan and the LOIP

2. Service Plan Completion

Overview

Service Plans are recorded in an Access Database and Services are supported throughout the service planning process. The end result is a fully costed plan showing the Business Outcomes, supporting Outcome Success Measures, Targets, Timescales and Benchmarks written in plain language.

The following may be useful for completion:

- Annual Performance Review (APR) for your service for 2016-17
- The Service Plan for the current year (2017-20)
- The LOIP
- Data from the Local Government Benchmarking Framework and any other relevant benchmarking data e.g. SOCITM, APSE
- Service Choices – any anticipated changes will need to be incorporated.

Detailed Guidance

LOCKED-DOWN STRATEGIC SECTION OF THE SERVICE PLAN

Service Purpose

This is where the purpose of the Service is briefly explained.

This would typically be a short paragraph or 2-3 sentences.

The Difference We Make

This lists the Business Outcomes that your Service will contribute to along with the corresponding budget.

The software will automatically extract the information for this section from the detail entered in the Success Measures section.

Service Resources

A simple summary of People (counted in FTE) and Budget for the Service is noted here.

The FTE count for the period of the Service Plan should be entered here, Strategic Finance will supply the Budget figures.

Significant Challenges Facing The Service

Up to 6 Key Challenges that have been identified by the Service are listed here.

Operational Risks are linked to each Significant Challenge, these are monitored and reported on by the Head of Service.

FLEXIBLE BUSINESS PLAN SECTION OF THE SERVICE PLAN

This business plan section will be reviewed bi-annually as a part of continuous improvement.

How Will We Measure Our Contribution

This is the main section of the Service Plan and contains the details of the Business Outcomes, Outcome Success Measures, Targets, Timescales and Benchmarks.

The Business Outcomes are chosen from a drop-down list. This forms the Strategic Plan element and will be locked down for the life of the Service Plan.

To demonstrate delivery of the Business Outcomes the service identifies appropriate Outcome Success Measures, Targets, Timescales and where possible Benchmarks. This section of the Service Plan is live and forms the Business Plan. It is monitored by the Executive Director, Head of Service and Third Tier Managers. This operational section will be reviewed bi-annually as a part of continuous improvement.

- An Outcome describes the difference we will make through the work that we do.
- Each Business Outcome should be underpinned by at least 2 Outcome Success Measures, each having a Target, Timescales and where possible, a Benchmark.
- Ideally, measures should be something that can literally be measured; in which case they should be something you can count relatively easily.
- Consider measures that count – not just measures you can count.

- You must be able to set a target or forecast against each measure, if not then consider changing the measure.
- Include measures which describe the quality of your service and the impact on customers.
- If the Service delivers a measure is already incorporated into the LOIP wherever possible this should be included.
- The Local Government Benchmarking Framework (LGBF) includes measures which should be considered for inclusion.
- Project plan dates and actions should be avoided where possible.

Key Service Improvements

Key Improvements identified from a variety of sources are listed here. Customer Service improvements should be included here.

A Reference number will be auto-allocated.

This operational section will be reviewed bi-annually as a part of continuous improvement.

3. Elements No Longer Included

The following elements are no longer included in Service Plans:

Assets - The Council maintains an asset register. Work is underway to identify and provide a corporate overview of our assets.

Risks - Operational Risks will be linked to the Challenges. They will be developed and maintained using the Council's Risk Management Framework. Whilst linked to the Service Plan, they do not form a part thereof.

Equalities - The Council has an Equalities Action Plan which is delivered by Services and monitored in Pyramid.

Significant Strengths - These are set out in the Annual Performance Review and do not need replicating in the Service Plan.

ILLUSTRATION SERVICE PLAN 2017-20

Improvement and Human Resources

The principal purpose of the Service is to:

This is where the purpose of the Service is briefly explained.

This would typically be a short paragraph or 2-3 sentences.

The Service employs FTE

The Service faces the following significant challenges:

Up to 6 Key Challenges that have been identified by the Service are listed here.

Operational Risks are linked to each Significant Challenge, these are monitored and reported on by the Head of Service.

The difference the Service makes:

The Service contributes to the following Business Outcomes:

BO05	Information and support are available for everyone	£0
BO11	There is no place for discrimination and inequality	£0
BO28	Our processes and business procedures are efficient, cost effective and compliant	£1,164,515
BO29	Health and safety is managed effectively	£287,355
BO30	We engage with our customers, staff and partners	£246,853
BO31	We have a culture of continuous improvement	£818,593
BO32	Our workforce is supported to realise its potential	£576,738
	Central Management Costs	£131,799
		£3,225,853

Appendix 4: Service Planning Guidance

Improvement and HR Success Measures

SM Code	Outcome success measures	Target	Timescale	Benchmark
BO05	Information and support are available for everyone			
IHR05_01	Maintain the number of positive press releases that are issued.	300	Per annum	2015/16: 301
IHR05_02	Support Services to simplify and improve their performance data through improvement meetings.	8	Per annum	No benchmark
IHR05_03	Issue Gaelic press releases to promote the language	2	Monthly	2
BO11	There is no place for discrimination and inequality			
IHR11_01	Publish an Equalities Mainstreaming report.	Published	FQ1 2017 FQ1 2019	No benchmark
IHR11_02	Equalities training is available to all employees.	100%	Quarterly	No benchmark

Improvement and HR Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
BO28	Our processes and business procedures are efficient, cost effective and compliant			
	Reconfigure pay and grading model to accommodate Living Wage.	March 2019	Other	Legislative change.
	Implement and develop changes associated with the redesign of the Planning and Performance Management Framework (PPMF)	March 2018	Other	Service redesign; customer engagement.
	HROD service redesign: develop and implement a cost effective and value adding HROD service model.	March 2018	Other	Service Choices: service redesign.
	Pilot an investigation service provided by HROD team for disciplinary matters. This replaces an investigating officer being appointed within Services.	March 2018	Other	Business Case.

Improvement Source Codes

- APR Annual Performance Review
- PSI Public Service Improvement Framework or other self-assessment
- F Audit or Inspection key recommendation
- AI Customer Service Action Plan
- CS Employee Suggestion
- ES Best Value Review
- BVR Digital Action Plan
- DAP Other – Please specify
- O

Business Outcomes_All	
BORef	Business Outcome
BO01	The health of our people is protected through effective partnership working
BO02	Lifelong participation in sport and physical activity are increased
BO03	Prevention and support reduces homelessness
BO04	Benefits are paid promptly and accurately
BO05	Information and support are available for everyone
BO06	Quality culture, archives, libraries and museums are provided to promote wellbeing
BO07	Our communities benefit from the development of renewables
BO08	The third sector has increased capacity to support sustainable communities
BO09	Our assets are safe, efficient and fit for purpose
BO10	Quality of life is improved by managing risk
BO11	There is no place for discrimination and inequality
BO12	High standards of Public health and health protection are promoted
BO13	Our built environment is safe and improved
BO14	Our transport infrastructure is safe and fit for purpose
BO15	Argyll and Bute is open for business
BO16	We wholly embrace our Corporate Parenting responsibilities
BO17	The support needs of children and their families are met
BO18	Improved lifestyle choices are enabled
BO19	All children and young people are supported to realise their potential.
BO20	<i>No longer used – incorporated into BO19</i>
BO21	Our young people participate in post-16 learning, training or work
BO22	Adults are supported to realise their potential.
BO23	Economic growth is supported
BO24	Waste is disposed of sustainably
BO25	Access to and enjoyment of the natural and built environments is improved
BO26	People have a choice of suitable housing options
BO27	Infrastructure and assets are fit for purpose
BO28	Our processes and business procedures are efficient, cost effective and compliant
BO29	Health and safety is managed effectively
BO30	We engage with our customers, staff and partners
BO31	We have a culture of continuous improvement
BO32	Our workforce is supported to realise its potential
BO33	Information and support are available for our communities

Appendix 4: Service Planning Guidance

Ref	Item	Date
01	SMT agrees approach with Business Outcomes	Mid Sept
02	Service Planning detailed guidance agreed by the SMT	Early Oct
03	Support workshops offered to Heads of Services. Support offered to admin/performance staff in Services	Between Early Oct and Mid Nov (6 weeks development period)
04	Draft Service Plans reviewed and agreed by DMTs (no finance)	Mid Nov
05	Services revise Service Plans in light of DMT discussions	Mid Nov
06	Final draft Service Plans reviewed by the SMT (no finance)	End Nov
07	Community Services Service Plans reviewed by Community Services Committee (no finance)	Early Dec
08	Planning and Regulatory Services Service Plan reviewed by PPSL Committee (no finance)	Mid Dec
09	Customer Services and Strategic Finance Service Plans reviewed by Policy & Resources Committee (no finance)	Mid Dec
10	Economic Development & Strategic Transportation and Roads & Amenity Service Plans reviewed by Environmental, Development and Infrastructure Committee (no finance)	Mid Jan
11	Strategic Finance add draft Budget data to draft Service Plans	Mid Jan
12	Final draft Service Plans included in Budget Pack	Feb

Information Guide for the Service Annual Performance Reviews



22 March 2017
Version 1.0

Contact: Jane Fowler
Head of Improvement and HR

Version 1.0	16 March 2017	Refreshed following approval of the PIF

This document provides information on the Service Annual Performance Review (APR).

Introduction

The Service APR is undertaken at the end of each financial year and is an opportunity for the Head of Service to summarise and review the Key Successes, Challenges and Improvement Actions to address the Challenges. This is supported by Case Studies and a note of any consultations with the resulting improvement actions.

Within the Key Successes are the improvements listed from the previous year's review. Performance against these improvements is noted.

The Service Plan and Scorecard are key to the review as it will enable stakeholders to track the delivery of the agreed Business Outcomes, and with the delivery of the Corporate Plan and SOA / LOIP. It will also form the basis of key improvements for the future.

APRs are first approved by the Executive Director before being reported to SMT and then to the Performance, Review and Scrutiny Committee (PRSC).

The Service APR also forms the basis for the Council Annual Report, is published on the council website and forms part of our Public Performance Reporting duties.

Detail

The Service APR has four sections for completion.

Key Successes

This should include the Key Improvements identified from the previous years' APR along with the progress made as well as Improvements identified during the year and noted in the Service Plan.

There is an opportunity to detail the positive contribution made to our communities in the form of Case Studies.

Key Challenges

Any Key Improvements not completed within the agreed timescale and any additional challenges that have been identified should be noted here.

Key Improvement Actions

The Key Improvement actions to redress the Challenges are noted here.

Consultation and Engagement

Details of any Consultations that have been undertaken, a summary of customer responses and the improvement actions undertaken in response to consultation

are detailed here. This in itself is part of our Public Performance Reporting duties – You Said / We Did.

Service Annual Performance Review Template

Annual Performance Review 20...-20....

<Name of Service>

Key successes
Key Improvements from previous year's annual performance review
1
2
Other
1
2
3
Case Studies illustrating the positive contribution to our communities

Appendix 5: Information Guide for the Service Annual Performance Reviews

Key challenges	Key improvement actions to address challenges
Key improvements from previous year's APR not completed	Actions to redress previous year's incomplete improvements
1	1
2	2
Other	
1	1
2	2
3	3

Consultation and Engagement		
We asked (focus of consultation)	You said (customer response)	We did (improvement actions)

<Name of Head of Service and date>

Attach Service Scorecard to this report...(provided by HR & OD)

Timeline

Date – 2017	Event	Lead
May	APR template and guidance agreed by the SMT and sent to Heads of Service for completion.	Jane Fowler
Late July	APR approved by Executive Director	Heads of Service
Early Aug	APR submitted to performance@argyll-bute.gov.uk and smtadmin@argyll-bute.gov.uk	Heads of Service
Early Aug	APRs reviewed by SMT	SMT
Late Aug	APRs reported to PRSC then published on website	Jane Fowler
Mid Oct	Content of approved APRs extracted into the Council's Annual Report – reviewed by SMT	Jane Jarvie
Mid Nov	Council Annual report presented to PRSC then published on website	Jane Fowler

Information Guide for the Local Government Benchmarking Framework



16 March 2017
Version 1.0

Contact: Jane Fowler
Head of Improvement and HR

Version 1.0	16 March 2017	Refreshed following approval of the PIF

This document provides information of the Local Government Benchmarking Framework (LGBF).

Introduction

The Accounts Commission defines the performance information that Councils must publish locally in the following financial year. Publishing performance information is a statutory duty and is called Public Performance Reporting – PPR.

Detail

It is essential for Councils to have performance information which helps them agree their priorities and then report effectively and clearly to their communities. Performance information needs to be easily accessible and easily understood by our communities and citizens. This will allow the council's performance to be assessed and compared. Furthermore, good performance information is an essential tool for all councillors.

Councils have been encouraged by the Accounts Commission to develop their performance reporting and performance measures. To further support this the Local Government Benchmarking Framework was established in 2012.

Since its conception the LGBF has and will continue to develop.

The LGBF annually collates defined performance measures from each of the 32 Scottish local councils. The performance measures meet the Best Value principles and the characteristics of each performance measure are clearly defined and met. This is to ensure that 'what' is being measured is comparable as much as possible between all 32 councils.

The ability to compare performance across all 32 councils is Benchmarking. Benchmarking is a valuable tool for identifying improvements and supports all councils to improve services by learning and working together. Trend data is also identified and assists with noting commonalities between councils.

The 32 councils all differ in terms of geography, population and areas of deprivation. These differences should be taken into account when comparing our performance with other councils. To help make these comparisons more meaningful and share good practice we are part of a 'family group' of eight other councils with similar characteristics, including population and deprivation.

There are two sets of Family Groups - People's Services and Corporate Services.

- Within People's Services we are part of Group 2 along with Angus; East Lothian; Highland; Midlothian; Moray; Scottish Borders and Stirling.
- Within Corporate Services we are part of Group 1 along with Aberdeenshire; Dumfries and Galloway; Eilean Siar; Highland; Orkney Islands; Scottish Borders and Stirling.

Further information on the LGBF can be found by clicking this [link](#), with further information on 'family groups' can be found [here](#).

Process Guide for indicators required for the LGBF-SPI



27 February 2017
Version 1.0

Contact: Jane Fowler
Head of Improvement and HR

Version 1.0	27 February 2017	Refreshed following approval of the PIF

Introduction

1. This document provides guidance for the completion of the annual Statutory Performance Indicators (SPIs) as part of the Local Government Benchmarking Framework (LGBF).
2. The Improvement Service (IS) issues a formatted pro-forma, detailed guidance, definitions and any other directions from statutory bodies to HR Organisational Development (HROD). The formatted pro-forma is normally received in late March / early April and is required to be fully completed and returned to the IS by the 31st August each year.
3. HROD liaises with the IS and a member of staff identified by each relevant Head of Service (HoS), known as the SPI Co-ordinator. HROD issues the documentation and information, ensures that the pro-forma is fully completed and returned within the deadline and deals with any queries from SPI Co-ordinators.
4. HROD collates and submits the completed pro-formas from the SPI Co-ordinators to Internal Audit (IA) who audit selected SPIs.
5. Each SPI Co-ordinator completes their own section and returns to HROD.

Detail

1. The SPI Co-ordinator is responsible for ensuring that all data and explanations are checked and endorsed by the relevant HoS then submitted to HROD by Mid-May. Evidence of compliance may be asked for by HROD or IA.
2. The SPI Co-ordinator must retain details of data source and calculations for audit purposes. If relevant, reports must be generated from source systems as explained in the detailed guidance and retained. Particular attention must be paid to capturing data for the specified time period(s).
3. The pro-forma highlights the scale of any changes between the current year and last year's figure. Where the change is greater than 10% a box will appear in the 'reason for change' column. Narrative outlining the reasons for the scale of change must be noted here.
4. HROD will update the SMT if there are any pressure points concerning the return.
5. There may be delays caused by year-end accounting, these are inevitable and HROD will communicate this to IA.
6. The IS may issue amended guidance or pro-formas. HROD will also check the IS web site in June to ensure no communications have been missed. HROD will co-ordinate the circulation and response.

7. HROD consolidates the pro-forma responses and any variance explanations from Services to IA. Timing to be agreed with regard to any delayed SPIs.
8. Each year IA select a selection of SPIs for auditing, HROD informs the SPI Co-ordinators of this decision.
9. IA works with the SPI Co-ordinators to ensure that the data is supportable. [The IS Website FAQ's \(No 18\)](#) says *The data for each indicator is drawn from a wide range of existing and previously audited and quality assured data from bodies such as the Scottish Government, Audit Scotland and the General Registrar for Scotland.*
10. IA may meet with our external auditor to agree the final position. This is an opportunity for the auditors to comment on the process regards positive and difficult aspects. The comments are passed to the relevant SPI Co-ordinators as appropriate.
11. IA reports the findings of their audit to the SMT and Audit Committee entitled: *Review of LGBF Indicators 2017-18.*
12. HROD submit the audited and completed pro-forma to the IS by 31 August.
13. The data is consolidated by the IS and published on the [LGBF Website](#).
14. HROD ensures that a reference to this website is included in the Council's Public Performance Reporting with the link included on the Council's Website and elsewhere as appropriate.

Timeline responsibilities

Ref	Item	Date
01	HROD receives the formatted pro-forma from IS	Late March / early April
02	Local SPI Co-ordinators submits completed pro-forma to HROD	Mid May
03	HROD check IS website for amended guidance	Early June
04	HROD passes consolidated pro-forma to IA for auditing	Late June
05	IA may meet with external auditor to agree final position and comment on any aspects	Late August
06	HROD submit the completed pro-forma to IS	31 August

Public Performance Reporting Guidance (PIF Appendix)

Introduction

The Council has a statutory duty under the Local Government Scotland Act 2003 to provide Best Value and a commitment to continuous improvement, as well as to report honestly and transparently on performance and achievements. This is called Public Performance Reporting (PPR).

All items of information that relate to PPR are posted on the Council Website, but they are also available in other forms. Some items of information are automatically available in hard copy such as Council Tax Leaflet, all are available in hard copy if requested. Listed below are the items of information publication, all items are expected to be published within 1 month of approval. Additionally, service specific reports, plans and reviews are published by each Service.

Plans

- LOIP – Local Outcomes Improvement Plan
- Corporate Plan
- Service Plans
- Corporate Improvement Plan
- Argyll and Bute Local Development Plan
-

Reports and Information

- Quarterly Performance Reports
- Council Annual Report
- Service Annual Performance Reviews
- Education Standards and Quality Annual Reports
- LOIP (SOA) Annual Report
- Annual Financial Accounts
- Staffing Watch figures for HR information
- Biodiversity Duty Report
- Climate Change Report
- LGBF – Local Government Benchmarking Framework
- Annual and Quarterly Complaint Figures
- Asset Management Scorecard
- Procurement Contracts Awarded

Committee Reports

- Performance Review and Scrutiny Committee

The role of Elected Members in delivering Argyll and Bute Council’s Performance and Improvement Framework

The role of the Elected Members in delivering the functions of the council’s Performance and Improvement Framework is a crucial one, with some of their role being required by statute.

Elected Members make a difference to the people and communities of Argyll and Bute by concentrating on the delivery of the long-term strategic aims of the council. Elected Members contribute directly to three of the four parts of the Performance and Improvement Framework. These parts are:

- Looking Ahead
- Monitoring and Review
- Implementing Change.

Looking Ahead:

As part of looking ahead, Elected Members provide the strategic direction for the organisation. They do this by:

- Setting outcomes, goals and targets
- Setting the council’s budget and allocating resources
- Agreeing the council’s Corporate Plan and Service Plans
- Approving the Community Planning Partnership’s Local Outcomes Improvement Plan on behalf of the council
- Making policies.

Monitoring and Review:

As part of Monitoring and Review, Elected Members:

- Review the council’s performance
- Carry out scrutiny of the council’s functions and performance
- Carry out corporate self-evaluation exercises to enable continuous improvement
- Participate in external inspections and audits as required
- Benchmark activities and performance of the council with other organisations.

Implementing Change:

As part of Implementing Change, Elected Members:

- Develop and drive the council’s transformational change agenda
- Develop and drive the council’s corporate improvement agenda

The activities outlined above are managed via different Council committees, as set out in the table below.

Who is involved?	What is done?
<ul style="list-style-type: none"> • Full council 	<ul style="list-style-type: none"> • Sets outcomes, goals and targets • Agrees the Corporate Plan • Sets the budget through the approval of Service Plans • Sets policy
<ul style="list-style-type: none"> • Policy and Resources 	These committees have delegated powers

Appendix 9: The role of elected Members in delivering Argyll and Bute Council's Performance and Improvement Framework

<p>Committee</p> <ul style="list-style-type: none"> • Community Services Committee • Economy, Development and Infrastructure Committee • Planning, Protective Services and Licensing Committee 	<p>as committees of the council.</p> <ul style="list-style-type: none"> • They scrutinise performance through scorecards and reporting in line with their remits and responsibilities.
<ul style="list-style-type: none"> • Performance Review and Scrutiny Committee 	<p>This committee has delegated powers as a committee of the council. The committee:</p> <ul style="list-style-type: none"> • Monitors strategic performance through the council scorecard • Scrutinises service performance through the departmental scorecards • Scrutinises the council's activities • Reports findings and makes recommendations to Council
<ul style="list-style-type: none"> • Audit Committee 	<p>This committee has delegated powers as a committee of the council. The committee:</p> <ul style="list-style-type: none"> • Promote good internal control, financial management, risk, governance and performance management, in order to provide reasonable assurance of effective and efficient operation, and compliance with laws and regulations.
<ul style="list-style-type: none"> • Area Committees 	<ul style="list-style-type: none"> • Set and scrutinise Area Scorecards • Work with the Area Community Planning Groups (ACPGs) to ensure that policy objectives are being met
<ul style="list-style-type: none"> • Policy Lead Councillors 	<p>Policy Leads have a role in setting the policy direction for the Service Plans that fall within their portfolio</p>

Where to go, and who to contact, for additional support relating to Argyll and Bute Council's Performance and Improvement Framework

If you have any queries about the Performance and Improvement Framework, contact either the HR&OD Business Partner (Performance and Improvement) or the key officer for one of the council departments.

Contact details are given below.

HR&OD Business Partner (Performance and Improvement)	Lisa.Bond@argyll-bute.gov.uk
Community Services	Morag.Brown@argyll-bute.gov.uk Thomas.Welch3@argyll-bute.gov.uk
Community Planning	Samantha.Somers@argyll- bute.gov.uk
Customer Services	Fiona.Ferguson@argyll-bute.gov.uk
Development & Infrastructure Services	Lesley.Sweetman@argyll- bute.gov.uk