

Argyll and Bute Council

Corporate Planning and Performance Management Framework



Version 9

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Contact: **Brian Barker**
Policy and Strategy Manager

Corporate Planning and Performance Management Framework

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1 Introduction

This document sets out a Planning and Performance Management Framework 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.

In order to ensure continuous improvement, the Council requires a Planning and Performance Management Framework, as outlined in this document. **Appendix B** provides further detail on the Act and the accompanying statutory guidance.

Guidance has been developed to support officers and members to implement this Framework.

1.1 Overview of Planning and Performance Management Framework

The following topics are included in the Framework:

1. How the council plans and manages performance at each level, from community planning to an individual employee.
2. Council annual planning and performance reporting cycles including alignment with financial planning.
3. Linking the Framework to improvement activities such as best value reviews and risk management.
4. Reporting performance to the public.
5. Community Planning and performance management.
6. Using the Council's performance management software, Pyramid.

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

- a) Outcomes and customer focus
- b) Making the best use of our resources
- c) Corporate health
- d) Improving for the future

Further details about this will be provided in the Service Planning Guidance.

1.2 Quality Control

Guidance for creating plans and performance scorecards is available from the Policy and Strategy Team. Each Department has identified a Performance Officer with responsibility to support managers in performance management within the Department.

1.3 Evaluating the Framework

This Planning and Performance Management Framework was agreed by SMT in October 2008. This document will be subject to review in 2009 and on a regular basis thereafter. This will ensure that the process:

- continues to be appropriate for the Council
- is helping to achieve real improvement to council services
- demonstrates best value principles (i.e. it is efficient, economic, etc).

The Policy and Strategy Team will take a lead to review, and report to the Strategic Management Team.

1.4 Resources and Help

For queries about and feedback on the framework, please contact the key officer for the relevant Department:

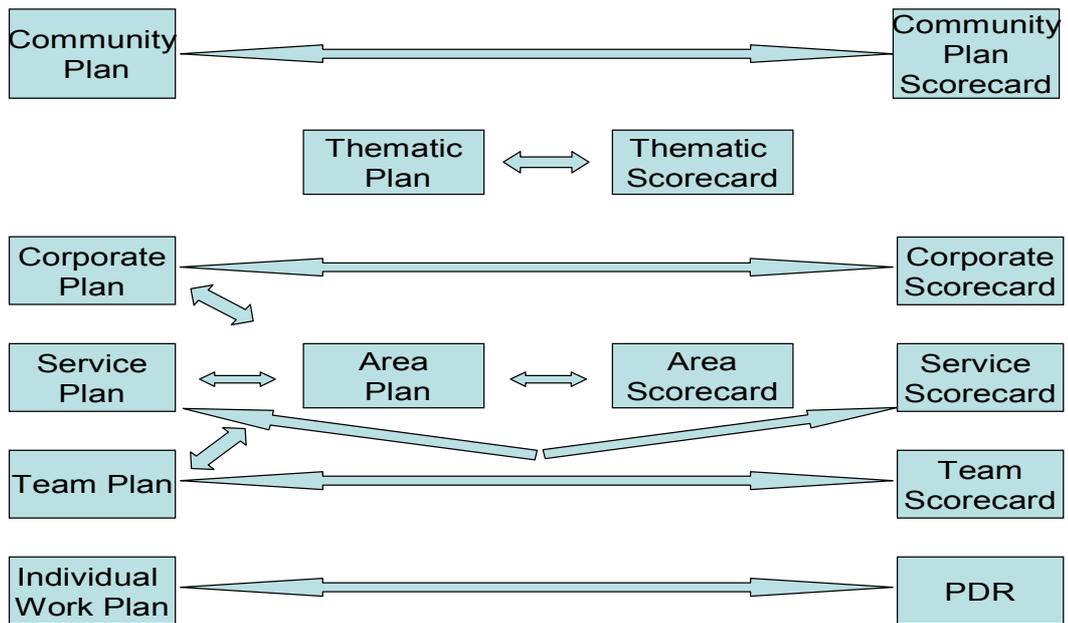
Chief Executive Services	Bruce West Jennifer Swanson
Community Services	Donald MacVicar Chris Shirley
Corporate Services	Tom Millar
Development Services	Dave Tomlinson
Operational Services	Sandy MacTaggart

or contact the Policy and Strategy Manager:

Brian Barker – 01546 604436

2 Council Planning and Performance Management Framework

The following diagram illustrates planning and performance at every level of the Council. More details about planning and performance management are given in Appendix A.



3 Council Annual Planning and Performance Reporting Cycles

3.1 Finance and Service Planning

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

Each year a guide will be produced detailing the process and timetable for corporate/service planning and budgeting.

Planning at all levels within Departments should correlate with the above e.g. service and unit plans are drafted in alignment with the Corporate Plan.

3.2 Performance Management Cycle

Formal performance management occurs at the top of the organisation. The Framework provides for Corporate, Departmental/Service, Area and Thematic performance reports incorporating a performance scorecard which will be reported on a quarterly basis. The Corporate scorecard will be reported to the SMT and the Executive. The Departmental scorecards will be reported to the Chief Executive and the Executive. Service scorecards will be reported to the relevant DMT. The Area scorecard will be reported to the relevant Area Committee and the Thematic scorecard to the relevant PPG.

4 Planning and Performance Management and the Improvement Agenda

The Planning and Performance Management Framework is a central component of the improvement agenda for the Council. The Framework draws together many improvement activities to ensure that improvement is taking place.

For example, in addition to alignment with financial planning, service planning and performance management plans, should be informed by and track implementation of the following activities:

- quarterly corporate and service performance reports
- engagement with stakeholders
- improvement plans resulting from: best value reviews, internal / external audits / inspections and equalities impact assessments.
- risk registers, which are reviewed annually
- higher level plan, eg Community Plan, Corporate Plan
- statutory performance indicators
- other performance information.

4.1 Single Outcome Agreement

All outcomes contained in future Single Outcome Agreements will derive from the Corporate Plans of the Council and Community Planning Partners. Measurement of the Single Outcome Agreement will be achieved via these Plans.

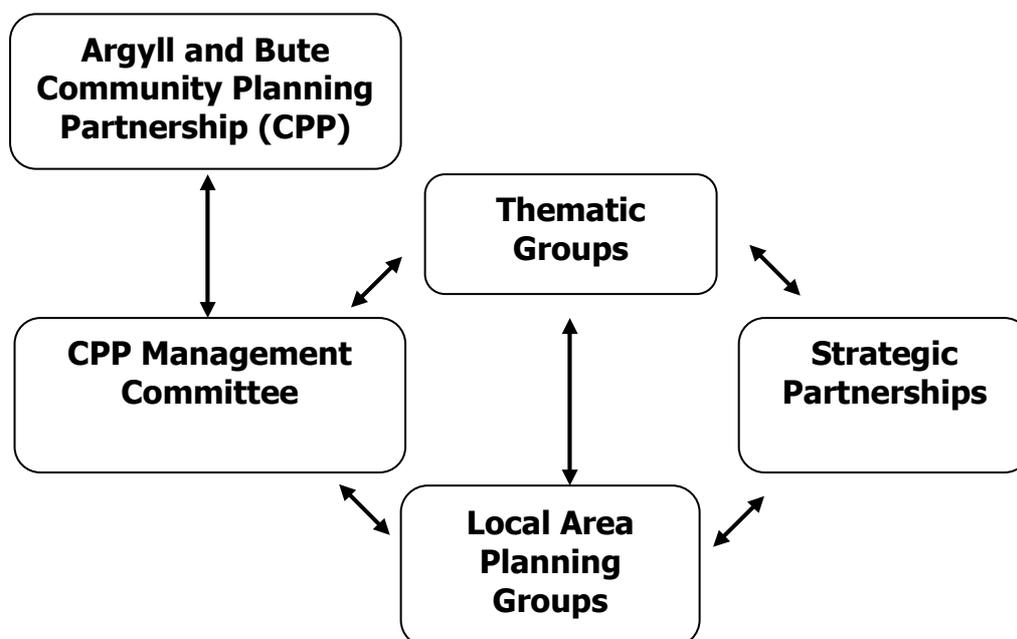
5 Public Performance Reporting

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 the Corporate, Departmental, Area and Thematic Scorecards online.

6 Community Planning and Performance Management

6.1 Community Planning Framework

The Planning and Performance Management Framework provides –



High level aims within the Community Plan are translated into priorities which influence the corporate plans of the Council or one or more of its partners. Relevant Community Planning priorities will be included in the Single Outcome Agreement (SOA).

Performance against the Community Plan will be appraised by each partner monitoring its own performance (through the Council's performance management system, Pyramid) and reporting progress to the CPP Management Committee. Performance against local and thematic community plans which are developed within the overall community planning framework will be measured using a scorecard created within Pyramid.

6.2 Performance Management

Different tiers of the Community Planning Partnership will receive performance reports as follows:

- Management Committee: ultimately the Committee will monitor all outcomes/actions within the Community Plan. At this stage the Committee will monitor the outcomes in the SOA relevant to Community Planning Partners.
- Thematic Partnership Groups: The future development of thematic groups linked to the Council's Policy and Performance Groups will be accompanied by a relevant performance scorecard to provide relevant information to the Council,

CPP Partners and service users

- Area Planning Partnership Groups: The future development of Area Planning Partnership Groups linked to the Council's Area Committees will be accompanied by a relevant performance scorecard to provide relevant information to the Council CPP partners and service users.

7 Pyramid Performance Management System

The Council has a performance management software system called Pyramid, which is used to record performance and generate performance reports. By spring 2009 all Council services will be using the system for performance management. The creation of corporate, department, service, thematic and area scorecards will be completed during 2008/9 to provide the key management information required at all levels in the organisation and to measure achievement of Corporate Plan and Single Outcome Agreement deliverables. The Council will provide an interface to enable community planning partners to record the performance management information required to measure their contribution to SOA deliverables. Ultimately this will be used to monitor all priorities contained within the Community Plan.

For more information, contact the Performance Manager:

David Clements – 01546 604205

8 Role of Elected Members

Elected Members have an important role in the Planning and Performance Management Framework.

Council

Approves the Corporate Plan and sets the budget

Executive

Approves the Corporate Plan for onward transmission to full Council

Monitors performance of Corporate Scorecard, which includes Corporate Plan and SOA

Monitors Departmental Scorecards

Spokespersons will have a role on reporting performance on their portfolio to the Executive

PPGs

Sets PPG Plans and monitors PPG scorecard (theme from Corporate Plan)

Works with the future development of thematic Community Planning groups linked to PPGs

Spokespersons will have a role on reporting performance on their portfolio to the relevant PPG

Area Committees

Sets Area Plan and monitors Area Scorecard

Works with the future development of Community Planning Area Partnership Groups linked to the Council's Area Committees

9 Benefits

The benefits of a risk based approach to planning are:

- A risk based approach to Corporate Planning
- Plans at each appropriate level of Council
- Clarity of strategic direction and performance management at all levels of Council
- Single Outcome Agreement aligned with Community Plan, Corporate Plan and service plans
- Costed plans which inform Members of budget implications in deciding what the Corporate Plan, Service Plans and Area Plans should contain
- A budget approach to allow for a higher degree of policy led budgeting
- Alignment of all Council Plans
- A Performance Management Framework which allows for performance management to be undertaken at the most appropriate levels across the Council.

Planning and Performance Management – Detail

1 Community Planning

Stakeholders	All formal Community Planning partners; service users; communities
Structure	1 CPP Management Committee ; range of partnership groups; thematic and area partnerships under consideration
Vision	Argyll and Bute Community Plan
Plan and priorities	Review Community Plan and inform Single Outcome Agreement
Translates downwards:	Community Plan informs Council Corporate Plan (and in turn Departmental/Service plans) and those of partners. Appropriate Community Planning Partner indicators tracked in Pyramid. Planning and performance information also cascades to inform possible future thematic and area partnerships.

Performance Reporting

Type of report	Performance scorecard on the Community Plan and the SOA
Measurements	Indicators to be outlined in CPP scorecard.
Report to	Community Planning Management Committee Public annually
Scorecard themes	To be determined by CPP partners

2 Corporate Planning

Stakeholders	Council/Executive; PPGs; Area Committees; SMT; service users; communities
Vision	Aligned Community Plan/Corporate Plan/Area Plans and SOA informed through Community Engagement Strategy. Revised Corporate Plan and SOA by February 2009.
Plan and priorities	Review Corporate Plan and SOA
Translates downwards:	Departmental/service plans, area plans and the work programmes of PPGs designed to achieve corporate plan priorities. Service plans in turn inform unit plans and individual work programmes. Corporate priorities also translate down into thematic plans, e.g. Customer First strategy; Human Resources and asset management strategies.

Performance Reporting

Type of report	Corporate; Departmental; Service; Thematic and Area scorecards
Report to	Corporate scorecard to SMT and Executive; Departmental scorecard to Chief Executive and the Executive; Service scorecards to DMT; area scorecards to Area Committees and thematic scorecards to PPGs, quarterly. Public reporting on website
Corporate Scorecard themes and measures	<p>Outcomes and Customer Feedback</p> <ul style="list-style-type: none"> • Customer satisfaction • Progress against corporate priorities • Progress against SOA deliverables • Progress against relevant community planning priorities <p>Making the Best Use of Our Resources</p> <ul style="list-style-type: none"> • Performance against budget <p>Corporate Health</p> <ul style="list-style-type: none"> • Sickness absence • Turnover • SPIs/LPIs • Risk <p>Improving for the Future</p> <ul style="list-style-type: none"> • Best Value Reviews • Internal/external audits/inspections • Electronic service delivery <p>As appropriate reports will also include measures of equalities and sustainability.</p>

3 Service Planning

Stakeholders	SMT, DMTs and Executive
Vision	From Corporate Plan and SOA
Plan and priorities	Service Plan containing service priorities.
Translates downwards	Unit plans identify activities to support Service priorities and area/thematic plans as appropriate.

Performance reporting

Type of report	Service or Departmental scorecard.
Report to	Service scorecard to DMTs; key information from Service scorecards incorporated into Departmental scorecard to Executive
Balanced Scorecard themes and measures	<p>Outcomes and Customer Feedback</p> <ul style="list-style-type: none"> • Customer satisfaction • Progress against Service priorities • Progress against SOA deliverables • Progress against relevant corporate priorities • Progress against relevant community planning priorities <p>Making the Best Use of Our Resources</p> <ul style="list-style-type: none"> • Performance against budget <p>Corporate Health</p> <ul style="list-style-type: none"> • Sickness absence • Turnover • SPIs/LPIs • Risk <p>Improving for the Future</p> <ul style="list-style-type: none"> • Best Value Reviews • Internal/external audits/inspections • Electronic service delivery

4 Area Planning

Stakeholders	Area Committees
Vision	Area Plan aligned to Corporate Plan.
Plan and priorities	Annual Area Plan containing area priorities.
Translates downwards	Service / unit plans identify activities to support area priorities.

Performance reporting

Type of report	Area scorecard
Report to	Area Committee
Area Scorecard themes and measures	<p>Outcomes and Customer Feedback</p> <ul style="list-style-type: none"> • Implementation of community engagement strategy and customer satisfaction • Progress against area priorities • Progress against relevant corporate priorities applied locally • Progress against relevant local community planning priorities <p>Making the Best Use of Our Resources</p> <ul style="list-style-type: none"> • Performance against budget where appropriate <p>Corporate Health</p> <ul style="list-style-type: none"> • Local Sickness absence • Local Turnover • SPIs/LPIs available at local level • Risk

5 Thematic Planning

Stakeholders	Policy and Performance Groups
Vision	From Corporate Plan and SOA
Plan and priorities	Annual Work Plan to support and scrutinise thematic elements of Corporate Plan
Translates downwards	Service plans identify activities to support thematic corporate priorities. Other thematic plans eg Customer First strategy, HR strategy, Equality and Diversity Scheme, etc report to the appropriate body which may be a Strategic Board.

Performance reporting

Type of report	Thematic scorecard
Report to	Policy and Performance Group
Thematic Scorecard themes and measures	<p>Outcomes and Customer Feedback</p> <ul style="list-style-type: none"> • Customer satisfaction • Progress against relevant corporate priorities • Progress against relevant SOA deliverables • Progress against relevant community planning priorities <p>Making the Best Use of Our Resources</p> <ul style="list-style-type: none"> • Performance against budget <p>Corporate Health</p> <ul style="list-style-type: none"> • Relevant SPIs/LPIs • Risk <p>Improving for the Future</p> <ul style="list-style-type: none"> • Best Value Reviews • Internal/external audits/inspections.

6 Unit Planning

The Planning and Performance Management Framework assumes that plans and performance reports are used at all levels of the organisation. .

Stakeholders	Heads of Service, Managers
Vision	From Corporate, Area and Service Plans
Plan and priorities	Unit plan containing team priorities. Updated annually, linking up to service plan
Translates downwards	Links to individual work plans aligning personal professional development ultimately towards achieving the corporate goals of the Council

Performance reporting

Type of report	Performance report on unit plans.
Measurements	Unit indicators to be identified. May include indicators used in higher level reports (e.g. service performance report) if appropriate
Report to	Head of Service or appropriate manager quarterly
Unit Scorecard themes and measures	<p>Units indicators need to be appropriate to the unit's purpose and location.</p> <p>Outcomes and Customer Feedback</p> <ul style="list-style-type: none"> • Customer satisfaction • Progress against relevant priorities (linking up to the next tier) <p>Making the Best Use of Our Resources</p> <ul style="list-style-type: none"> • Performance against budget <p>Corporate Health OR Processes</p> <ul style="list-style-type: none"> • Sickness absence • Turnover (not necessary in a small team) • Relevant SPIs/LPIs • Risk <p>Improving for the Future</p> <ul style="list-style-type: none"> • Relevant Best Value Reviews • Relevant Internal/external audits/inspections • Electronic service delivery <p>The report should also include relevant measures of equalities and sustainability.</p>

7 Individual Planning

Stakeholders	Manager and individual
Vision	From Corporate, Service and Unit Plans
Plan and priorities	Personal Development Review / Continuous Professional Development Plan

Performance reporting

Type of report	PDR meeting with manager
Measurements	Regular progress reviews with managers. No strictly defined indicators
Report to	Plan annually – review 6 monthly
Mechanism	Personal Development Review (PDR) or Continuous Professional Development A scorecard is not used. The PDR is used to discuss progress against individual priorities and support actions to improve.

Best Value Statutory Guidance

The following is an extract from the Local Government in Scotland Act 2003:

1 Local authorities' duty to secure best value

- (1) It is the duty of a local authority to make arrangements which secure best value.
- (2) Best value is continuous improvement in the performance of the authority's functions.
- (3) In securing best value, the local authority shall maintain an appropriate balance among-
 - (a) the quality of its performance of its functions;
 - (b) the cost to the authority of that performance; and
 - (c) the cost to persons of any service provided by it for them on a wholly or partly rechargeable basis.
- (4) In maintaining that balance, the local authority shall have regard to-
 - (a) efficiency;
 - (b) effectiveness;
 - (c) economy; and
 - (d) the need to meet the equal opportunity requirements.
- (5) The local authority shall discharge its duties under this section in a way which contributes to the achievement of sustainable development.
- (6) In measuring the improvement of the performance of a local authority's functions for the purposes of this section, regard shall be had to the extent to which the outcomes of that performance have improved.
- (7) In this section, "equal opportunity requirements" has the same meaning as in Section L2 of Part II of Schedule 5 to the Scotland Act 1998 (c.46).

13 Publication by local authorities of information about finance and performance

- (1) It is the duty of a local authority to make arrangements for the reporting to the public of the outcome of the performance of its functions.

17 Community Planning Reports and information

- (1) A local authority shall publish from time to time reports on how it has implemented its duties under section 15 above, on what has been done by way of community planning in its area, on what were the results of that which was done and on what action has been taken to comply with section 59 below in the course of community planning.
- (2) A report on the results of what was done by way of community planning made under subsection (1) above shall include information about the improvement in the outcome of the performance of the functions and activities of the persons who participated in community planning during the period of the report.

The following is extracted from the Scottish Executive statutory guidance on Best Value.

Chapter 1: Commitment and Leadership

No	Guidance	Guidance Sub-section
2	That members have discussed, agreed and taken ownership of a vision (i.e. set of expectations) of where they see the local authority's services in 3-5 years' time and how the key elements of Best Value will contribute to those objectives. These key elements include:	<p>a) The need to secure continuous improvement;</p> <p>b) The need to provide customer and citizen focused public services;</p> <p>c) The need to achieve the best balance of cost and quality in delivering services;</p> <p>d) The need to have regard to economy, efficiency, effectiveness and the equal opportunity requirements;</p> <p>e) The need to contribute to the achievement of sustainable development;</p>
4	That members and senior managers ensure their approach to Best Value is reflected clearly in all mission statements, strategies, and plans at a corporate and service level. These in turn integrate priorities identified through community planning and show clearly how the authority is working with major partner organisations to provide services that meet stakeholder and community needs.	
5	That objectives and targets in mission statements, strategies and plans are realistic and achievable, are matched to financial and other resources and are explicitly translated into clear responsibilities for implementation.	

Chapter 3: Sound governance at a strategic, financial and operational level.

No	Guidance	Guidance Sub-section
A	A framework for planning and budgeting that includes detailed and realistic plans linked to available resources, to achieve the authority's goals (including community planning commitments) at a service delivery level. This means:	<p>2. That these actions are integrated with other operational activities to produce clear, cohesive plans across the whole authority that are agreed by elected members.</p> <p>3. That the authority's financial, human and operational resources are matched to its priorities through the integration of its service and budget planning processes.</p> <p>5. That action is taken in the next planning round to learn from success and address areas of under-performance.</p> <p>6. That other key processes are linked to or integrated with the planning cycle, including strategic analyses, stakeholder consultations, fundamental reviews, performance management, staff appraisal and development schemes, and public performance reporting.</p>
B	Effective performance management systems, which include the use of external comparison, through which performance issues can be identified, monitored and addressed	6. That performance is reported on systematically to management, elected members, users and the public. The information provided in each case is relevant to its audience and clearly shows whether strategic and operational objectives and targets are being met. The reports are honest and balanced, and include information about what improvements are required during the forthcoming period.

Chapter 4: Sound management of resources:

Num	Guidance	Guidance Sub-section
3	That employees are treated as a key strategic resource and the authority ensures that it has the organisational capacity to implement its plans and make full use of its staff. Staffing requirements are explicitly related to strategic and operational objectives in terms of numbers, skills, knowledge, deployment, and organisational structure.	

Chapter 6: Competitiveness, trading and the discharge of authority functions

No	Guidance	Guidance Sub-section
1	That service plans and business plans explicitly justify the nature and scale of work for which trading operations are required.	

Chapter 7: A contribution to sustainable development

No	Guidance	Guidance Sub-section
2	That contributing to the achievement of sustainable development is reflected in the authority's objectives and highlighted in all strategies and plans at corporate and services level.	
4	That 'quality of life' indicators are identified to measure performance in contributing to the achievement of sustainable development and reported to the public.	

Chapter 8: Equal opportunities arrangements

No	Guidance	Guidance Sub-section
1	That the encouragement of equal opportunities and meeting the equal opportunities requirements are reflected in the authority's objectives and highlighted in all plans at corporate and service level.	
3	That there is a commitment at both elected member and officer level to mainstream equalities within the Best Value framework:	c) equalities performance measures are identified to measure their performance in the delivery of equal opportunities and reported to the public;

Chapter 9: Joint Working

No	Guidance	Guidance Sub-section
2	That the authority is committed to working with partner organisations to ensure a joined up approach to meeting the needs of its stakeholders and communities. This includes:	a) agreeing respective roles and commitments; b) integrated management of resources where appropriate; c) effective monitoring of collective performance; d) joint problem solving.
5	That in undertaking its Community Planning duties the authority takes forward the joint vision of Community Planning Partnership and integrates joint objectives into its planning mechanisms.	

Chapter 10: Accountability

No	Guidance	Guidance Sub-section
1	That the authority has identified what information stakeholders need in order to form a view on the performance of the authority. It recognises that different sections of the community will have different needs in terms of getting information and responds accordingly. It presents this information in a form that people find useful, accessible and that allows stakeholders to form a clear view of the authority's overall performance.	
2	That in terms of its approach to Public Performance	a) Has clearly identified what information will be provided at a service activity level and which at a corporate level; b) Derives the information utilised in Public Performance Reporting from its performance management and information systems;

No	Guidance	Guidance Sub-section
	Reporting, the authority:	<p>c) Considers a range of media and conveys this information in one or a number of ways that make it easy for stakeholders to find out what they want to know;</p> <p>d) Includes clear guidance as to where and how stakeholders can access more detailed information on specific topics;</p> <p>e) Presents the information in a clear, easy-to-understand and concise form taking account of equalities and accessibility issues;</p> <p>f) Has an accessible feedback system which encourages stakeholders to comment on the information and mechanisms of Public Performance Reporting, and ensures this feedback is reviewed regularly to inform improvement activities.</p>
3	That the content of the authority's Public Performance Reporting is easy to understand and concise and includes:	<p>a) Information on what services the authority provides, what people can expect of them, and how people can get access to them;</p> <p>b) Information on what the authority has learned from consultation about what matters to its stakeholders and what it is doing to respond to these concerns;</p> <p>c) Information that shows how the authority is working with other bodies to best meet the needs of its communities through Community Planning;</p> <p>d) Information that allows the public to see that the authority is spending its money wisely and achieving value for money on behalf of its communities. It shows clearly that the authority is eliminating waste, focusing on priorities, achieving value for money, and doing things that work;</p> <p>e) Information that provides a rounded, honest and balanced picture of how the authority is performing;</p> <p>f) Trend information, comparative information, and performance against targets or benchmarks to help stakeholders assess how performance is changing;</p> <p>g) Information on what the authority is doing to improve its performance and impact, what targets it has for improvement, and what improvements have been achieved since it last reported.</p>
4	That the authority has regard to guidance produced under s13 in relation to reporting financial and performance information matters.	