

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



04 December 2018
Version 1.1

Contact: Jane Fowler
Head of Improvement and HR

Version	Date	Amended
V 1.0	21 March 2017	
V 1.1	04 December 2018	Updated PIF, ABOIP

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

Glossary

ABOIP	Argyll and Bute Outcomes Improvement Plan. Previous Single Outcome Agreement (SOA).
Benchmarking	<p>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.</p> <p>Benchmarking may be used to compare organisations that have similar characteristics (e.g. other rural authorities) or with 'best in class' organisations.</p> <p>'Longitudinal benchmarking' may refer to the comparison of a single organisation's performance over time.</p>
Best Value	<p>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.</p> <p>(https://www.gov.scot/publications/scottish-public-finance-manual/best-value/best-value/)</p>
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	Local Outcomes Improvement Plan. Former name of SOA. Now known as ABOIP.

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 Timebound. 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	See Public Performance Reporting.
Pyramid	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. Now known as ABOIP
SOA	See Single Outcome Agreement

Elements

The key elements of the Performance and Improvement Framework are:

- Argyll and Bute Outcomes Improvement Plan (ABOIP)
- 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



**04 December 2018
Version 1.1**

**Contact: Jane Fowler
Head of Improvement and HR**

Version 1.0	16 March 2017	Refreshed following approval of the PIF
Version 1.1	04 December 2018	ABOIP Updates

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

Introduction

The Planning and Performance Reporting cycle reports performance on an annual, 6-monthly 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, 6-monthly and annual basis.

Detail

Service Plans are aligned to the Corporate Plan and the ABOIP. They are agreed annually and clearly set the aims of the Council at Service level through agreed Business 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 Business Outcome is allocated and agreed by Council during February for the following financial year.

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

The Service Scorecards roll-up to form the Departmental Scorecards, which in turn roll-up to form the Council Scorecard.

Each quarter Departmental performance is initially scrutinised by the Chief Executive and Executive Directors. The Departmental Scorecards and commentary reports are extracted from Pyramid and supported with additional written reports that highlight the departmental successes, challenges and actions to support the challenges.

As performance and management information at Service level is 'rolled up' to Departmental level it is included in the quarterly performance reports. The performance reports are then submitted to the various Strategic 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.

Area Committees agree on a suite of performance indicators which are presented as Scorecards and commentary reports on a quarterly basis at each Area Committee.

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 information of any consultations and 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 Audit and Scrutiny Committee is where the Council 6-month and annual Scorecard and performance reports are 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
Version 1.1	30 October 2017	Commentary for all measures included

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

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).

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 twice-yearly through the Audit 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 Argyll and Bute Outcome Improvement Plan (ABOIP – formally the SOA). Each outcome has a simple traffic light and trend arrow to indicate the level of performance for that particular outcome and commentary which provides context for the performance.

The Departmental Scorecards are reported quarterly through the Councils Strategic Committees 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 Service success measure that underpins each Outcome. The agreed performance of each success measure is also visible. This typically includes the Target, Actual performance achieved, the Benchmark and supporting commentary. 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 2019-2022



**11 July 2018
Version 1.9**

**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
Version 1.5	13 October 2017	Protocol guidance and monitoring of plans added, section 3 removed, ABOIP wording amended.
Version 1.6	30 October 2017	Commentary for all measures included
Version 1.7	5 February 2018	Commentary stipulates 'red, amber or green' performance
Version 1.8	11 May 2018	2019/20 Timeline changed
Version 1.9	11 July 2018	Timeline, Business Outcomes, Duty/Power and lifetime all added or amended (2019-22)

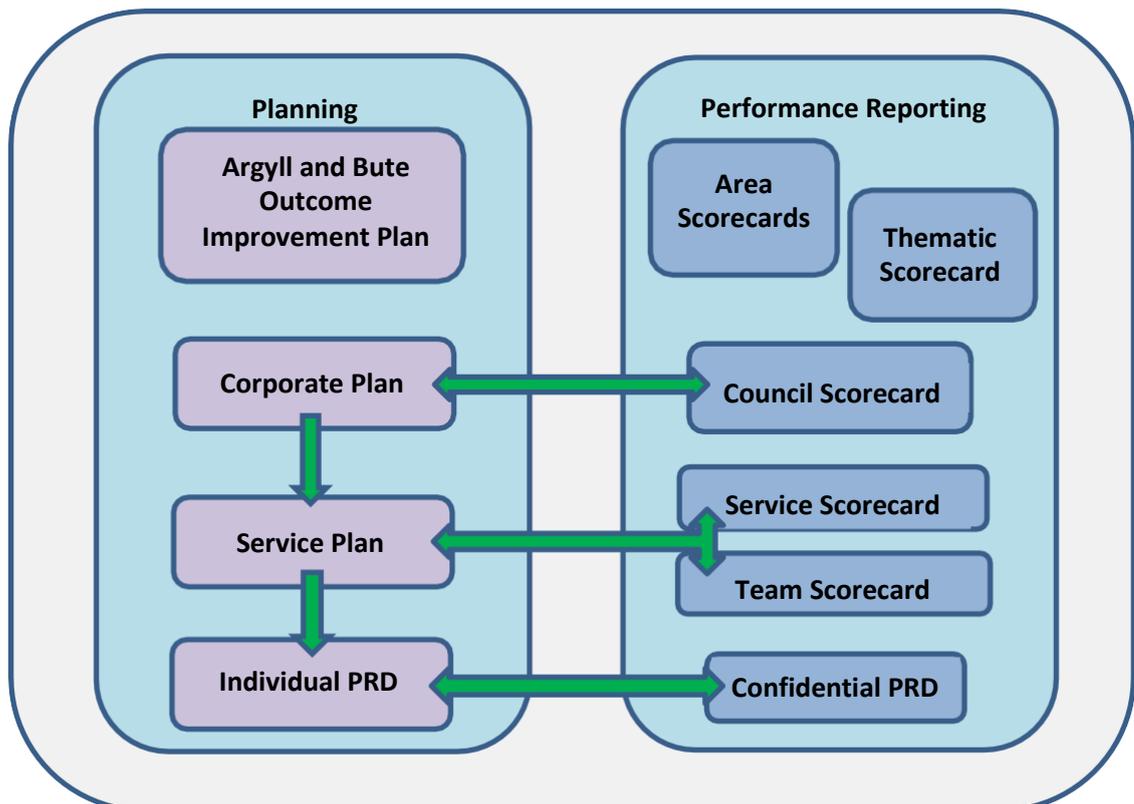
1. Introduction

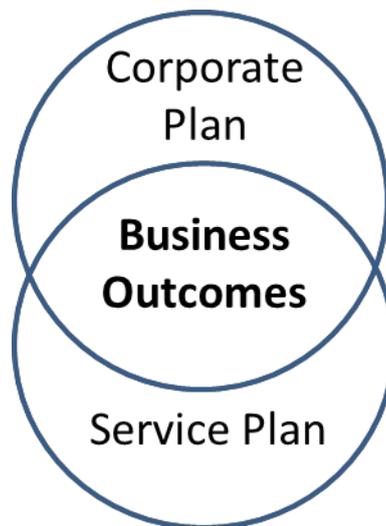
This document provides guidance for the completion of the Service Plans for 2019/22 in line with the Council's Performance and Improvement Framework (PIF). The Service Plan is a three-year plan with the budget currently set for one year – 2019/20 and is split into two distinct sections – a Strategic 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 Argyll and Bute Local Outcome Improvement Plan (ABOIP) - 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 / ABOIP to Team Plans and the individual PRD.





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

Our Corporate Outcomes are delivered through the 17 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 ABOIP

2. Service Plan Completion

Overview

Service Plans are recorded in a 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:

- The most recent Service Annual Performance Review (APR) for your service
- The Service Plan for the current year (2017-20)
- The ABOIP
- Data from the Local Government Benchmarking Framework (LGBF) and any other relevant benchmarking data e.g. SOCITM, APSE
- Budget Re-construction – if changes impact on proposed Success Measures, Targets and Timescales they may need to be revised as appropriate.

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.

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 by the Service, 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.

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.

FLEXIBLE BUSINESS PLAN SECTION OF THE SERVICE PLAN

This Business Plan section will be reviewed 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 illustrates the Strategic element and will be locked down for the life of the Service Plan.

To demonstrate delivery of the Business Outcomes the service identifies appropriate 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 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 Success Measures, each having a Target, Timescales and where possible, a Benchmark.
- Where possible the measures should be Outcome-focused, they should be measures that count – not just measures you can count.
- Include measures which describe the quality of your service and the impact on customers. Identifying what is being done to deliver improved Outcomes for our communities and customers.
- You must be able to set a target or forecast against each measure, if not then consider changing the measure.
- The Target and / or Timescale for Success Measures can be for the life of the Service Plan i.e. up to 2022.
- If a measure is already incorporated into the ABOIP this should be included wherever possible.
- The Local Government Benchmarking Framework (LGBF) includes measures which should be considered for inclusion.

From 2018/19 onwards Services strategies and project plans are noted in the Service Plan as a Success Measure, and illustrated in Pyramid as a single Success measure. Services will be responsible for updating the overall progress of the plan (on track, on track to revised timeline, complete), provide commentary and attach the latest progress / monitoring report as an attachment in the commentary. The actual strategies or project plans will not be built or monitored in Pyramid, with current local detailed monitoring practices will remain in place.

To align the Service Planning process more closely with Budget Re-construction the database has a 'drop down' menu to allow Services to identify which Success Measures are a Statutory Duty or Power to deliver. This information is pulled through into the main report for budget allocation.

For management information purposes 'tick boxes' will allow Services to identify if a Success Measure is incorporated into the ABOIP or LGBF. This information isn't pulled through into the main report for budget allocation.

Key Service Improvements

Key Improvements identified from a variety of sources are listed here including Customer Service improvements.

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

Improvement Source Codes

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

Pyramid Protocol

The following protocols should be followed:

- A commentary must be included for all Success Measures, irrespective of whether performance is red, amber or green.
- Where a strategic or project plan is noted in Pyramid timely commentary must be provided and supported by a report inserted as an attachment in the commentary.

DRAFT Business Outcomes 2019-2022

Corporate Outcome	BO Ref	Business Outcome
People Live Active, Healthier And Independent Lives	BO101	We Ensure Information And Support Is Available For Everyone
	BO102	We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices
	BO103	We Enable A Choice Of Suitable Housing Options
People Will Live In Safer And Stronger Communities	BO104	Our Communities Are Protected And Supported
	BO105	Our Natural And Built Environment Is Protected And Supported
Children And Young People Have The Best Possible Start	BO106	Our Looked After Young People Are Supported By Effective Corporate Parenting
	BO107	The Support And Lifestyle Needs Of Our Children, Young People And Their Families Are Met
Education, Skills And Training Maximise Opportunities For All	BO108	All Our Children And Young People Are Supported To Realise Their Potential
	BO109	All Our Adults Are Supported To Realise Their Potential
Our Economy Is Diverse And Thriving	BO110	We Support Businesses, Employment And Development Opportunities
	BO111	We Influence And Engage With Businesses And Policy Makers
	BO112	Argyll & Bute Is Promoted To Everyone
We Have An Infrastructure That Supports Sustainable Growth	BO113	Our Infrastructure Is Safe And Fit For The Future
	BO114	Our Communities Are Cleaner And Greener
Enablers	BO115	We Are Efficient And Cost Effective
	BO116	We Engage And Work With Our Customers, Staff And Partners
	BO117	We Encourage Creativity And Innovation To Ensure Our Workforce Is Fit For The Future

Timeline: Service Planning 2019-22 (For 19/20 Budget Allocation)

Ref	Date	Item	Lead
01	11 June 2018	Service Planning detailed guidance agreed by the SMT	HROD
02	11 June to 30 July 2018	Support workshops offered to Heads of Services. Support offered to admin/performance staff in Services	HROD
03	30 July to 29 Aug 2018	Draft Service Plans Quality Assured to new Business Outcomes	HROD/ Heads of Service / Ex. Dir.
04	3 September 2018	Draft Service Plans reviewed and agreed by DMTs in advance of presentation at SMT on 17 September (no finance)	Heads of Service
05	17 September 2018	Final draft Service Plans reviewed by the SMT (no finance)	Heads of Service / Ex. Dir.
06	6 December 2018	Economic Development & Strategic Transportation and Roads & Amenity Service Plans reviewed by Environmental, Development and Infrastructure Committee (no finance)	D&I Directorate
07	11 December 2018	Education Service Plan reviewed by Community Services Committee (no finance)	Education Directorate
08	13 December 2018	Customer Services and Strategic Finance Service Plans reviewed by Policy & Resources Committee (no finance)	Customer Services Directorate
09	19 December 2018	Planning, Housing and Regulatory Services Service Plan reviewed by PPSL Committee (no finance)	D&I Directorate
10	Mid Jan 2019	Strategic Finance add draft Budget data to draft Service Plans	Strategic Finance
11	14 February 2019	Draft Service Plans with finance included in Budget Pack	Strategic Finance

Information Guide for the Service Annual Performance Reviews

Guidance, Template and Timeline



3 April 2018
Version 3.0

Contact: Jane Fowler
Head of Improvement and HR

Version 1.0	16 March 2017	Refreshed following approval of the PIF
Version 2.0	26 June 2017	Change of scrutiny committee name (ASC)
Version 3.0	3 April 2018	Refreshed narrative and align APR with Business Outcomes

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 the delivery of the Corporate Plan and ABOIP. 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 relevant Strategic Committees.

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

Detail

The Service APR has four sections for completion. All sections illustrate alignment by Business Outcome.

Key Successes

This should include the Key Improvements identified from –

- The previous years' APR along with the progress made
- 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 plus 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 Consultations that have taken place, a summary of customer responses and the improvement actions undertaken in response to the 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

Business Outcome.....

1.....

2.....

Business Outcome.....

1

2

3.....

Other Key Improvements during 2017/18

Business Outcome.....

1.....

2.....

Business Outcome.....

1.....

2.....

Case Studies illustrating the positive contribution to our communities

Business Outcome.....

Business Outcome.....

KEY CHALLENGES AND ACTIONS TO ADDRESS CHALLENGES

Key improvements from previous year's APR not completed plus any additional challenges that have been identified

Business Outcome.....

Challenge

Action

Completion Date

Business Outcome.....

Challenge

Action

Completion Date

Business Outcome.....

Challenge

Action

Completion Date

CONSULTATION AND ENGAGEMENT

Supports Business Outcome....

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

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Supports Business Outcome....

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

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Supports Business Outcome....

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

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<Name of Head of Service and date>

Attach Service Scorecard to this report and submit for approval (Scorecard provided by HROD)

Timeline: Service Annual Performance Reviews 2017/18

Ref	Date	Event	Lead
01	3 April 2018	APR template and guidance agreed by the SMT and sent to Heads of Service for completion.	Jane Fowler
02	30 April 2018	<u>Draft</u> APRs on agenda at DMTs for initial overview / approval	Heads of Service / Ex Dir / SMT
03	9 May 2018	APRs submitted to Committee Services and HROD for SMT approval on 14 May 2018 performance@argyll-bute.gov.uk and smtadmin@argyll-bute.gov.uk	Heads of Service
04	14 May 2018	APRs reviewed at SMT meeting on 14 May 2018	Heads of Service / Ex Dir / SMT
05	15 May 2018	APRs submitted to Committee Services for EDI meeting on 7 June 2018	Directorate D&I
06	22 May 2018	APRs submitted to Committee Services for CS meeting on 14 June 2018	Directorate ED
07	31 May 2018	APRs submitted to Committee Services for PPSL meeting on 20 June 2018	Directorate D&I
08	18 July 2018	APRs submitted to Committee Services for P&RC meeting 17 August 2018	Directorate CuS
09	28 August 2018	All APRs submitted to Council prior to publication on website	Jane Fowler
10	17 September 2018	Content of approved APRs extracted into the Council's Annual Report – final review by SMT	Jane Jarvie

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
Version 1.1	1 May 2018	Dates amended for 2017/18 submission
Version 1.2	29 September 2018	Refreshed following on- line submission process

Introduction

This document provides guidance for the completion of the annual Statutory Performance Indicators (SPIs) as part of the Local Government Benchmarking Framework (LGBF).

The Improvement Service (IS) issues a link to an on-line formatted pro-forma. The detailed guidance, metadata, definitions and any other directions from statutory bodies are made available to HR Organisational Development (HROD). The formatted pro-forma is normally available in late April / early May and is required to be fully completed and returned to the IS by the 31st August each year.

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 downloaded pro-forma, documentation and information to the SPI Co-ordinators; ensures that the pro-forma is fully completed and returned within the deadline and deals with any queries from SPI Co-ordinators.

HROD collates and submits the completed pro-formas from the SPI Co-ordinators to Internal Audit (IA) who audit selected SPIs and completed the online pro-forma.

Each SPI Co-ordinator completes their own section and returns it to HROD.

Detail

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 late May. Evidence of compliance may be asked for by HROD or IA.

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).

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. There is also a requirement with some indicators to indicate whether we are fully or partially compliant.

HROD will update the SMT if there are any pressure points concerning the return.

There may be delays caused by year-end accounting, these are inevitable and should be notified to HROD who will communicate this to IA.

The IS may issue amended guidance or pro-formas. HROD will also check the IS web site periodically to ensure no communications have been missed. HROD will co-ordinate the circulation and response.

HROD consolidates the pro-forma responses and any variance explanations from Services to IA. Timing to be agreed with regard to any delayed SPIs.

Each year IA select a selection of SPIs for auditing, HROD informs the SPI Co-ordinators of this decision.

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.*

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.

IA reports the findings of their audit to the SMT and Audit Committee entitled: *Review of LGBF Indicators 2017-18.*

HROD submit the audited and completed pro-forma to the IS by 31 August.

The data is consolidated by the IS and published on the [LGBF Website](#).

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	Date	Item	Lead
01	Late April / early May	HROD receives the formatted pro-forma from IS	HROD
02	Late May	Local SPI Co-ordinators submits completed pro-forma to HROD	SPI Co-ordinator
03	End May	HROD check IS website for amended guidance. HROD passes consolidated pro-forma to IA for auditing	HROD
04	End July	IA completes audit of selected SPIs	IA
05	6 August 2018	Draft SPI return submitted to CS DMT	
06	Mid-August	IA may meet with external auditor to agree final position and comment on any aspects	IA
07	20 August 2018	SPI return at SMT prior to submission to IS	HROD
08	31 August	HROD submit the completed pro-forma to IS	HROD

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 to this list, service specific reports, plans and reviews are published by each Service.

Plans

- ABOIP – Argyll & Bute Outcomes Improvement Plan
- Corporate Plan
- Service Plans – at Service and Departmental level (commencing 2019/20)
- Corporate Improvement Plan
- Argyll and Bute Local Development Plan

Reports and Information

- Departmental Quarterly Performance Reports & Scorecards
- Council 6-monthly Performance Reports & Scorecards
- Council Annual Report
- Service Annual Performance Reviews
- Education Standards and Quality Annual Reports
- ABOIP (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

- Audit and Scrutiny Committee
- Various Strategic Committee
- Area Committee Performance Reports and Scorecard (Quarterly)

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



04 December 2018
Version 1.1

Contact: Jane Fowler
Head of Improvement and HR

Version	Date	Amended
1.0	21 March 2017	
1.1	04 December 2018	Committee Updates

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 Committee • Community Services Committee • Economy, Development and Infrastructure Committee • Planning, Protective Services and Licensing Committee 	<p>These committees have delegated powers as committees of the council.</p> <ul style="list-style-type: none"> • They scrutinise performance through the Departmental Scorecards and performance reports with additional reporting in line with their remits and responsibilities
<ul style="list-style-type: none"> • Audit and Scrutiny Committee 	<p>This committee has delegated powers as a committee of the council. The committee will:</p> <ul style="list-style-type: none"> • Assess the effectiveness of the Council's Performance Management System • Monitor the delivery of corporate improvement programmes and ensuring that they are progressing in line with corporate aims and objectives. Reporting the findings and recommendations to the Council. • 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 	<ul style="list-style-type: none"> • Policy Leads have a role in setting the policy direction for the Service Plans that fall within their portfolio