

PYRAMID – PROGRESS REPORT

1 SUMMARY

This paper provides a brief update of progress with the implementation of the Council's performance management system, Pyramid.

2 RECOMMENDATIONS

It is recommended that Audit Committee has an update during the remainder of the Pyramid implementation – due to complete May 2009.

3 DETAIL

The attached report was presented to the Performance Improvement Strategic Board on 15th August. It was suggested that training opportunities are needed for Members as well as DMTs and the SMT to increase use of Pyramid at a strategic level.

On August 15th, 93% of performance measures were populated with up-to-date data.

For further information contact:

David Clements,
Performance Manager,
Policy and Strategy.
Telephone 01546 604205
Email: david.clements@argyll-bute.gov.uk

Pyramid Progress Report

15th August 2008

Pyramid Implementation Project Overview

The Council adopted the current performance management framework in 2004. Before that time, performance reports were largely based on financial information only. A further development was the introduction of non-financial performance reports to the SMOG and the Audit Committee in 2006 along with a unified reporting framework. The introduction of the software system, Pyramid, in 2007 makes available a wider range of up-to-date performance information to all Members and managers across the organisation.

The Pyramid project is working with each Service through a series of workshops, seminars and training sessions to develop a Service scorecard, representing the key performance features of the Service. The 12 week programme culminates in go-live when the Head of Service signs off the scorecard. Following go-live, the Head of Service presents their scorecard to their DMT, explaining the key aspects of their performance. The DMT acknowledges and agrees Service performance with Departmental and Strategic impact. Finally, the Head of Service presents their scorecard to the SMT who sign-off the implementation and agree the aspects of Service performance with significance at a corporate level.

The main purpose of the Pyramid project is to promote and support a change of the organisational culture to one focused on performance.

Progress to date

The pilot phase of the project concluded with Roads and Amenity Services, Financial Services (including Benefits) and some cross cutting Strategic Financial data in Pyramid. Additional work was undertaken with Education to prove the use of an automated data transfer from SEEMIS to Pyramid. It was clear at this point that additional people were required to deliver Pyramid within an acceptable timescale. The SMT agreed that Departments would each provide a secondee for a period of 2 years.

The main phase of the project is progressing satisfactorily, with 14 Services being directly involved so far. This level of progress has only been possible with the secondees from other Departments. The attached table illustrates overall progress with Services.

Strategic Finance and Financial Services (including Benefits) have completed the process. Roads & Amenity Services and Planning & Performance will follow in the next few months.

Successes

The positive attitude of most Service Heads and 3rd tier managers has enabled the project to progress largely to plan. Services with a strong record of monitoring performance have coped very well with the additional work of developing Pyramid scorecards. This has enabled the Pyramid Team to add other essential aspects of performance to the Pyramid model, including the Statutory Performance Indicators, Social Work Improvement Plan and the

Best Value Improvement Plan. Other sections have been progressed including the European & Employability Unit, Performance & Support, the Corporate Risk Register and the Capital Programme. These are areas of work not included in the original Project Plan.

In terms of organisational culture, it is clear that the Pyramid implementation programme is providing space for Services to think about their purpose and performance. This has enabled the Pyramid team to encourage discussion about key metrics and critical areas of performance, focusing on the cause and effect of service delivery. Sometimes referred to as Strategy Mapping or the Golden Thread, this process illustrates the links between the Corporate Objectives, Service Plans and service delivery.

Issues

Whilst a positive attitude is apparent in most Services, there are still pockets of resistance. Sometimes this is simple resistance to change, at other times it is clear that there is little understanding of how performance can be managed. Resistance to change is overcome in part by ensuring that Heads of Services have control over the Pyramid implementation programme. It is made clear that Pyramid is the adopted corporate system and managers have a responsibility to ensure that the system is properly employed. Although sometimes grudging, there is general acceptance that Pyramid has the potential to be a useful corporate system.

Where the Pyramid Team finds little experience or understanding about performance management techniques, the programme of workshops includes sufficient opportunity for managers to follow the basic principles.

A major issue is the need for pull as well as push. The Pyramid Team is pushing Services along the path of building and maintaining their Pyramid scorecards. Services are generally progressing along the performance management path with encouragement and assistance from the Pyramid Team. What is needed now is for Members and senior managers to demand (pull) information from Services through Pyramid - to define the improvement path and charge Services to follow.

Pyramid allows Members and managers to view and analyse information, leading to the formulation of questions and ideas focused on improvement. There is little experience across the organisation of actively seeking and using performance information. Previous practice has been to accept regular reports or to make ad-hoc requests for specific information. Using Pyramid, Services will respond to the demand from Members and managers for timely, accurate information.

Dept	Scorecard	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09
CE	Statutory Pls	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
Comm	SW Improvement Plan	O	O	O	G	G	G	G	G	G	G	G	G	G	G	G	G	G
CE	BV Audit Improvement Plan	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
Corp	Financial Services (+ Benefits)	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
Op	Roads and Amenity Services	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
CE	Strategic Finance	O	O	O	Y	Y	Y	Y	G	G	G	G	G	G	G	G	G	G
CE	Personnel Services	O	O	O	Y	Y	Y	R	R	G	G	G	G	G	G	G	G	G
Comm	Education			O	O	O	Y	Y	Y	Y	G	G	G	G	G	G	G	G
Comm	Planning and Performance			O	O	O	Y	Y	Y	G	G	G	G	G	G	G	G	G
Dev	Planning Services					O	O	O	Y	Y	Y	G	G	G	G	G	G	G
CE	Corporate Capital Programme					O	O	O	Y	Y	Y	G	G	G	G	G	G	G
Corp	ICT Services					O	O	O	Y	Y	Y	G	G	G	G	G	G	G
Comm	Community Regeneration						O	O	O	Y	Y	Y	G	G	G	G	G	G
Dev	European & Employability						O	O	O	Y	Y	Y	G	G	G	G	G	G
CE	Policy & Strategy							O	O	O	Y	Y	G	G	G	G	G	G
CE	Communications							O	O	O	Y	Y	G	G	G	G	G	G
Dev	Performance and Support							O	O	O	Y	Y	Y	G	G	G	G	G
Comm	Children and Families									O	O	O	Y	Y	Y	G	G	G
Op	Facility Services									O	O	O	Y	Y	Y	G	G	G
Comm	Adult Social Work										O	O	O	Y	Y	Y	G	G
Corp	Democratic Services											O	O	Y	Y	Y	Y	G
Corp	Legal and Protective Services												O	O	O	O	Y	Y
Dev	Transportation & Infrastructure												O	O	O	O	Y	Y

orange - planned workshop phase
yellow - planned post workshop development
green - live
red – delayed