

Argyll and Bute Council

Planning and Performance Management Framework



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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.

The Council has adopted this Planning and Performance Management Framework to ensure that services are focused on continuous improvement. **Appendix B** provides further detail on the Act and the accompanying statutory guidance.

This guidance has been developed to support officers and Elected Members to implement the 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 Partnership to individual employees.
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) Resources
- b) Outcomes
- c) Improvement

1.2 Quality Control

Guidance for creating plans and performance scorecards is available from the Improvement & Organisational Development Team. Each Service and Department has identified a lead officer with responsibility to support managers in performance management within the Service or Department.

1.3 Evaluating the Framework

This Planning and Performance Management Framework is subject to review on a regular basis to ensure that the process:

- continues to be appropriate for the Council,
- is helping to achieve real improvement to Council services,
- demonstrates Best Value.

The Improvement & Organisational Development Team will take a lead to review this framework and report to the Strategic Management Team.

1.4 Resources and Help

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

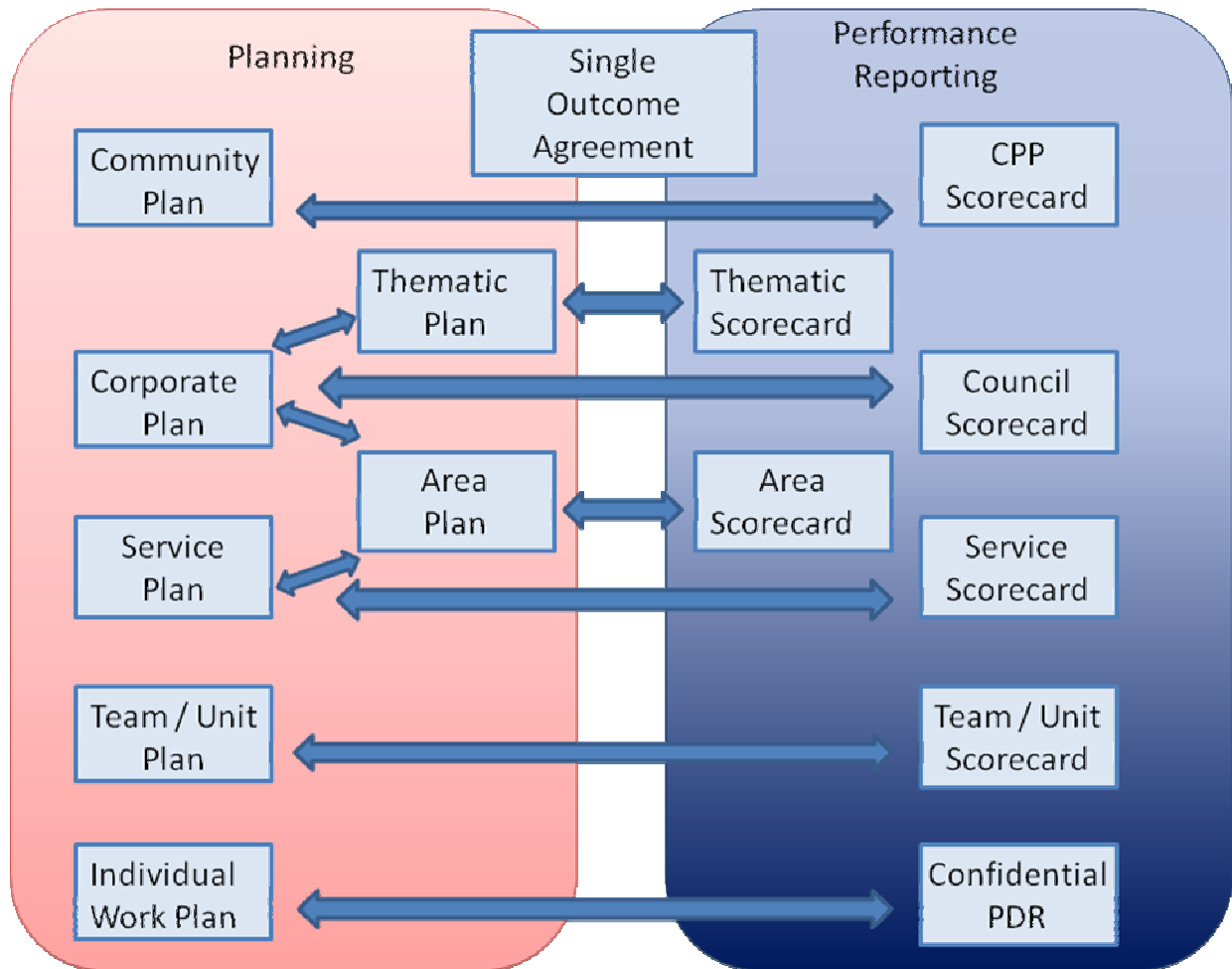
Chief Executives Unit	Lynda Thomson
Community Services	Helen Thornton
Customer Services	Janne Leckie
Development & Infrastructure Services	Lesley Sweetman

or contact the Improvement & Organisational Development Manager:

Lynda Thomson
Kilmory ext 4436
Lynda.thomson@argyll-bute.gov.uk

2 Council Planning and Performance Management Framework

This diagram illustrates planning and performance at every level of the Council.



2.1 Performance Management

Performance of each Plan is reported in a performance Scorecard. See **Appendix A** for details of scorecards.

Performance Scorecards are monitored on a cyclical basis as detailed in section 7 of this document.

3 Planning and Performance Management and Improvement

The Planning and Performance Management Framework is a core component of the improvement process for the Council, helping ensure delivery of the Council Improvement Plan. The Framework draws together many improvement activities to ensure that improvement is taking place in a coordinated manner, including:

- Council and Service performance scorecards
- Engagement with stakeholders
- Improvement plans resulting from: Best Value reviews, audits, inspections, sustainability and equalities impact assessments.
- Strategic and operational risk registers
- Higher level plans, e.g. Community Plan, Corporate Plan, Single Outcome Agreement
- Key performance measures, including statutory performance indicators
- Other performance information.

4 Risk Based Planning

The Council is taking a risk based approach to Corporate Planning. The benefits of this approach are:

- Plans are developed at each appropriate level of Council, providing
- Clarity of strategic direction and performance management at all levels of Council, through
- Costed plans which inform Members of budget implications in deciding what the Corporate Plan, Service Plans and Area Plans should contain, and
- A Performance Management Framework which allows for performance management to be undertaken at the most appropriate levels across the Council.

Risks will be monitored through the relevant performance scorecards.

5 Role of Elected Members

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

5.1 Council

- Approves the Corporate Plan and sets the budget through approval of Service Plans.

5.2 Executive

- Recommends the Corporate Plan for consideration and approval by Full Council.
- Monitors performance through the Council Scorecard, which includes the Council Corporate Plan and Single Outcome Agreement.
- Monitors performance through the Departmental Scorecards.
- Spokespersons have a role on reporting performance on their portfolio to the Executive.

5.3 Policy and Performance Groups (PPGs)

- Set PPG Plans and monitor PPG scorecards.
- Work with the thematic Community Planning groups linked to PPGs.
- Spokespersons have a role on reporting performance on their portfolio to the relevant PPG

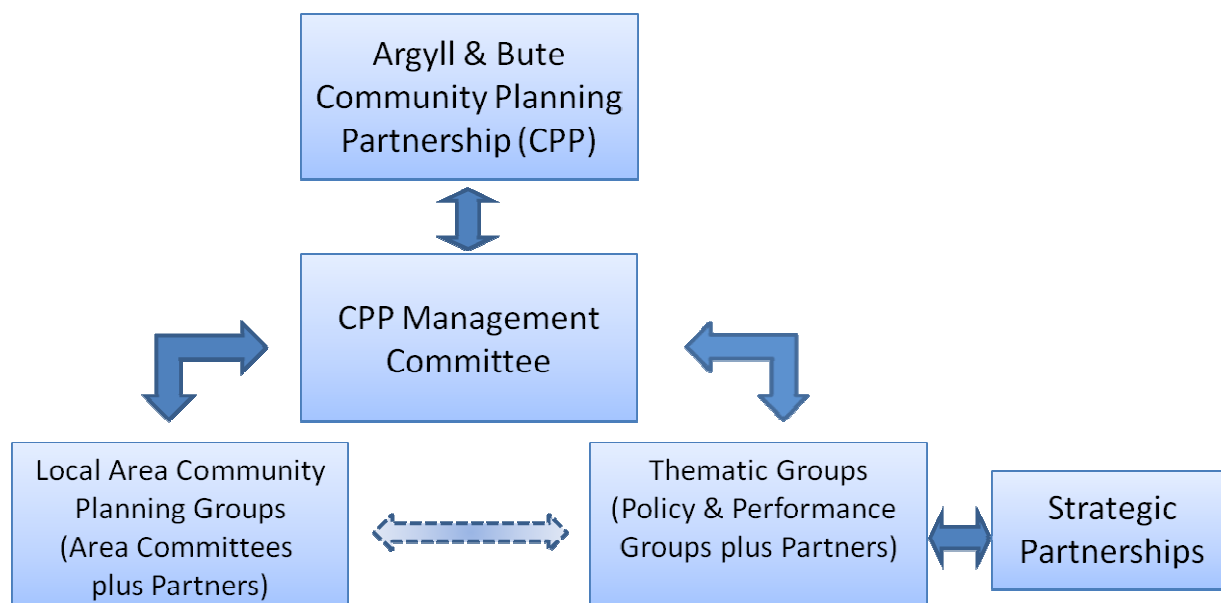
5.4 Area Committees

- Sets Area Plan and monitors Area Scorecard.
- Works with the Local Community Planning Groups (LCPGs) linked to the Council's Area Committees.

6 Community Planning and Performance Management

6.1 Community Planning Framework

The Planning and Performance Management Framework provides links between the priorities and performance of the Strategic Partnerships, Thematic Groups and Local Area Community Planning Groups.



The Community Planning Partnership (CPP) Management Committee will monitor the Community Plan. High level aims within the Community Plan will be translated into priorities which influence the Council and Service Plans of the Council or one or more of its Partners. Relevant Community Planning outcomes will be included in the Single Outcome Agreement (SOA). The Management Committee will monitor the outcomes in the SOA relevant to the Community Planning Partners.

The public sector Partners form an Executive Subgroup to address issues specific to them.

Thematic Leads will report performance to the Partnership.

Community Planning Partners will monitor their own performance and report progress to the CPP Management Committee.

6.2 Single Outcome Agreement

All outcomes contained in the Single Outcome Agreement will derive from the Council Corporate Plan, Partners' Strategic Plans and the Community Plan.

Measurement of the Single Outcome Agreement will be achieved via scorecards derived from performance information provided by the CPP partners.

7 Council Annual Planning and Performance Reporting Cycles

7.1 Service Planning and Finance

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

An end of year Service Performance Review will take place annually, informing the annual review of the Single Outcome Agreement, and will feed into the following year's planning process.

7.2 Performance Management Cycle

Performance management occurs at all levels of the organisation with scorecards containing information appropriate to the topic and management level in the organisation.

Performance Scorecards will be reviewed as follows:

Scorecard	Review cycle	Who Reviews
Community Planning Partnership Scorecard	quarterly	CPP Management Committee
Council Scorecard	quarterly	SMT and the Executive
Departmental Scorecard	quarterly	Chief Executive and Executive
Service Scorecard	quarterly	Departmental Executive Director
Area Scorecard	quarterly	<ul style="list-style-type: none">• Local Area Community Planning Group• Area Committee
Thematic Scorecard	quarterly	<ul style="list-style-type: none">• Thematic Group• Policy & Performance Group
Team Scorecard	quarterly	<ul style="list-style-type: none">• Head of Service• Team Leader

7.3 Benchmarking

All Scorecards will include benchmarking data where applicable.

8 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 online access to information derived from the Council, Departmental, Area and Thematic scorecards.

9 Pyramid Performance Management System

The Council has a performance management software system called Pyramid, which is used to record performance information and generate performance scorecards. The system includes Council, Department, Service, Thematic and Area scorecards 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 and Community Plan deliverables.

For more information, contact the Performance Manager:

David Clements
Kilmory ext4205
david.clements@argyll-bute.gov.uk

10 Planning and Performance Management Scorecards

10.1 Community Planning

Stakeholders	All formal Community Planning Partners; service users; communities
Structure	CPP Management Committee ; range of partnership groups; thematic and area partnerships
Vision	Argyll and Bute Community Plan
Plan and priorities	Community Plan; informing 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 thematic and area partnerships.

Performance Reporting

Type of report	Performance scorecard on the Community Plan, including the SOA
Measurements	Indicators to be outlined in CPP scorecard.
Reviewed by	Community Planning Management Committee Public annually
Scorecard themes	To be determined by Community Planning Partners, based on the Community Plan

10.2 Corporate Planning

Stakeholders	Council/Executive; PPGs; Area Committees; SMT; service users; communities
Vision	Reaching Our Potential Together Aligned Community Plan/Corporate Plan/Area Plans and SOA informed through Community Engagement Strategy. Corporate Plan and SOA.
Plan and priorities	Corporate Plan and SOA
Translates downwards:	Departmental/service plans, area plans and the work programmes of PPGs designed to deliver Corporate Plan Outcomes. Service plans in turn inform Team plans and individual work programmes. Corporate Plan Outcomes also translate down into thematic plans, e.g. Customer First strategy; Human Resources and Asset Management strategies.

Performance Reporting

Type of report	Council; Departmental; Service; Thematic and Area scorecards
Reviewed by	Council scorecard to SMT and Executive; Departmental scorecard to Chief Executive and the Executive; Service scorecard to DMT; Area scorecard to Area Committee; Thematic scorecard to PPG. Public reporting on website
Council Scorecard themes and measures	Outcomes <ul style="list-style-type: none"> • Customer Feedback • Corporate Plan outcomes Resources <ul style="list-style-type: none"> • People – PDR, absence • Financial – capital, revenue, efficiency savings • Assets - condition, suitability Improvement <ul style="list-style-type: none"> • Service Reviews • External Inspections • Internal Audit • Risk using Strategic Risk Register (SRR) <p>As appropriate, Scorecards also include measures of equalities and sustainability.</p>

10.3 Departmental Planning

Stakeholders	DMTs and Executive
Vision	From Corporate Plan and SOA
Plan and priorities	Departmental Plan containing Departmental contribution to Council Outcomes.
Translates downwards	Service Plans identify outcomes to support the Departmental contribution to the outcomes in the Corporate Plan, area and thematic plans as appropriate.

Performance reporting

Type of report	Departmental scorecard.
Reviewed by	Departmental scorecard to Chief Executive and the Executive; Departmental Plans inform Service Plans
Departmental Scorecard themes and measures	<p>Outcomes</p> <ul style="list-style-type: none"> • Customer Feedback and Community Engagement • Departmental Performance – contribution to Council Outcomes <p>Resources</p> <ul style="list-style-type: none"> • People – PDR, absence • Financial – capital, revenue, efficiency savings • Assets - condition, suitability <p>Improvement</p> <ul style="list-style-type: none"> • Service Reviews • External Inspections • Internal Audit • Risk <p>As appropriate, Scorecards also include measures of equalities and sustainability.</p>

10.4 Service Planning

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

Performance reporting

Type of report	Service scorecard.
Reviewed by	Service scorecard to DMTs; key information from Service scorecards incorporated into Departmental scorecard to Executive
Service Scorecard themes and measures	<p>Outcomes</p> <ul style="list-style-type: none"> • Customer Feedback and Community Engagement • Service Performance – contribution to Council Outcomes • People – PDR, absence • Financial – capital, revenue, efficiency savings • Assets - condition, suitability <p>Improvement</p> <ul style="list-style-type: none"> • Service Reviews • External Inspections • Internal Audit • Risk, using Operation Risk Register (ORR) <p>As appropriate, Scorecards also include measures of equalities and sustainability.</p>

10.5 Area Planning

Stakeholders	Local Community Planning Groups (LCPGs). Area Committees.
Vision	Area Plan aligned to Corporate Plan and Community Plan.
Plan and priorities	Area Plan containing area priorities.
Translates downwards	Service / Team plans identify activities to support area priorities. Partners' plans support Area Plans.

Performance reporting

Type of report	Area scorecard
Reviewed by	Local Community Planning Group Area Committee
Area Scorecard themes and measures	<p>Outcomes</p> <ul style="list-style-type: none"> • Customer Feedback and Community Engagement • Key success measures from Area Plan <p>Resources</p> <ul style="list-style-type: none"> • Area based Capital programme • Assets - condition, suitability <p>Community Engagement</p> <ul style="list-style-type: none"> • Shaping services <p>As appropriate, Scorecards also include measures of equalities and sustainability.</p>

10.6 Thematic Planning

Stakeholders	CPP Thematic Groups, Policy and Performance Groups, Strategic Boards.
Vision	From Corporate Plan, Community Plan and SOA
Plan and priorities	Annual Work Plan to support and scrutinise thematic elements of Corporate Plan and Community Plan
Translates downwards	<p>Service Plans and Partners' Plans identify activities to support thematic strategic outcomes from the SOA Community Plan and Corporate Plan.</p> <p>Other thematic plans e.g. Customer First strategy, HR strategy, Equality and Diversity Scheme, etc, report to the appropriate body which may be a Strategic Board.</p>

Performance reporting

Type of report	Thematic scorecard
Reviewed by	CPP Thematic Group, Policy and Performance Group, Strategic Board
Thematic Scorecard themes and measures	<p>Outcomes</p> <ul style="list-style-type: none"> • Customer Feedback • Key Service Performance – success measures from Service Plans, Corporate Plan, Partners' Plans <p>Community Engagement</p> <ul style="list-style-type: none"> • Shaping services <p>As appropriate, Scorecards also include measures of equalities and sustainability.</p>

10.7 Team Planning

Stakeholders	Heads of Service, Team or Unit Managers (including Head Teachers)
Vision	From Corporate, Area and Service Plans
Plan and priorities	Team or Unit plan containing Actions and Success Measures. Updated annually, linking to Service Plan.
Translates downwards	Links to individual work plans aligning personal professional development ultimately towards achieving the corporate vision of the Council.

Performance reporting

Type of report	Scorecard based on Team or Unit Plans.
Measurements	Team indicators to be identified. May include indicators used in higher level reports (e.g. service performance report) if appropriate
Reviewed by	Head of Service and appropriate manager quarterly
Team Scorecard themes and measures	<p>Teams' indicators need to be appropriate to the Team's purpose and location and may include:</p> <p>Outcomes</p> <ul style="list-style-type: none"> • Customer Feedback and Community Engagement • Service Performance – Service success measures <p>Resources</p> <ul style="list-style-type: none"> • People – PDR, absence • Financial – revenue, efficiency savings <p>Improvement</p> <ul style="list-style-type: none"> • Reviews, Inspections, Audits • Appropriate Operational Risks from the Service ORR <p>As appropriate, Scorecards also include measures of equalities and sustainability.</p>

10.8 Individual Planning

Individual Planning will follow the established Performance Review and Development process (PRD). In order to preserve confidentiality the detail of an individual PRD will not be recorded in a performance scorecard, and will not be included as part of the public performance reporting.

However, statistics on the number of PRDs carried out in each Team, Unit and Service will be reported in Team, Unit, Service, Departmental and Council Scorecards.

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

Performance reporting

Type of report	PDR meeting with manager
Measurements	Regular progress reviews with managers. No strictly defined indicators
Reviewed by	Plan annually – review quarterly
Mechanism	Performance Review and Development (PRD) or Continuous Professional Development A scorecard is not used. The PRD is used to discuss progress against individual targets 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	<p>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.</p>

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 Reporting, the authority:	<p>a) Has clearly identified what information will be provided at a service activity level and which at a corporate level;</p> <p>b) Derives the information utilised in Public Performance Reporting from its performance management and information systems;</p> <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.	