

Extract from How councils work: an improvement series for councillors and officers - Managing performance: are you getting it right? Audit Scotland, 04/10/12.	Our position	What action we plan to take to improve our position and address the action points	Who will lead and timescale
An effective council will:			
1. have a developed culture where leaders demonstrate good management of performance and communicate regularly on performance and improvement issues	Performance considered at service, departmental and corporate management teams and by elected members. Performance Review and Scrutiny Committee established. Departmental and Council scorecards reported quarterly and available on website for public. Services also prepare annual service reviews.	Planning and Performance Management Framework due for review.	Executive Director of Development & Infrastructure as sponsor for Productivity and Service Improvement project in Corporate Improvement Plan March 2013
2. have a corporate framework for performance management and continuous improvement	Planning and Performance Management Framework in place.	Planning and Performance Management Framework due for review.	Executive Director of Development & Infrastructure as sponsor for Productivity and Service Improvement project in Corporate Improvement Plan March 2013
3. be clear on its priorities and have plans that meet the 'golden thread' test	Service outcomes linked to corporate outcomes. Team plans contain actions to deliver service outcomes. PDR/PRD translate team actions into individual staff contributions.	Strengthen the linking of corporate and service outcomes and team actions. PRD will drive down to individual level.	Head of improvement and HR Teams FQ4 2012-13. PRD roll out extends to 2014/15.

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4. use a wide range of measures to effectively manage performance	Scorecards contain measures around service outcomes, customer satisfaction, improvement actions and resources. Service plans set down success measures and targets and timescales for each service outcome.	Review of Planning and Performance Management Framework and annual service planning cycle.	Executive Director of Development & Infrastructure as sponsor for Productivity and Service Improvement project in Corporate Improvement Plan March 2013
5. use benchmarking to compare and monitor improvement against other councils	Benchmarks are included in service plans and scorecards. Benchmarking used as part of service review activity etc. Annual review of statutory performance indicators.	Will incorporate guidance on using benchmarking as a regular process for review and improvement as part of Planning and Performance Management Framework.	Executive Director of Development & Infrastructure as sponsor for Productivity and Service Improvement project in Corporate Improvement Plan March 2013
6. encourage scrutiny and challenge from councillors	Performance Review and Scrutiny Committee established. Departmental and Council scorecards reported quarterly and available on website for public.	It is anticipated the Performance Review and Scrutiny Committee will hold an away day to set out how develops its role.	Ongoing
7. use overview and scrutiny panels to challenge performance	Performance Review and Scrutiny Committee established.	It is anticipated the Performance Review and Scrutiny Committee will hold an away day to set out how develops its role.	Ongoing

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8. actively respond to areas requiring improvement	Reports that accompany departmental scorecards outline successes, challenges and actions. Annual service reviews identify areas of challenge and action being taken to address these.	Planning and Performance Management Framework due for review.	Executive Director of Development & Infrastructure as sponsor for Productivity and Service Improvement project in Corporate Improvement Plan March 2013
9. use self-evaluation and reviews to demonstrate continuous improvement	Public Service Improvement Framework and similar models in use. Extensive programme of service reviews completed.	Planning and Performance Management Framework due for review.	Executive Director of Development & Infrastructure as sponsor for Productivity and Service Improvement project in Corporate Improvement Plan March 2013
10. use internal audit service to assure performance management systems and measures	Internal Audit include an audit of performance management as part of annual audit plan.	None but will continue to assess audit risk and include in annual audit plan.	N/A

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11. work constructively with partners to manage performance and improvement.	Scorecards developed for community plan themes and reviewed periodically.	Development of new community plan and outcome planning and governance review of community planning will clarify line of sight for partner contributions to community plan outcomes and set a clearer framework for reporting and taking action in relation to performance – A Planning and Performance Management Framework for community planning .	Chief Executive as sponsor for CPP Outcome Planning project in Corporate Improvement Plan. Head of Strategic Finance as lead officer for CPP Governance Review and New Community Plan March 2013
An effective council will ensure that:			
12. all staff understand their role in managing performance and use it in their day-to-day work	PDR/PRD translate team actions into individual staff contributions.	Development and role out of PRD process.	Head of Improvement and HR PRD roll out extends to 2014-15.
13. councillors understand their role in all aspects of performance management and improvement	Performance Review and Scrutiny Committee established. Departmental and Council scorecards reported quarterly and available on website for public. Members provided with training on key aspects of performance management.	Members' PDPs. Review of development of Performance Review and Scrutiny Committee.	Ongoing.

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14. councillors are provided with clearly presented and quality information to enable them to make decisions	Scorecards contain measures around service outcomes, customer satisfaction, improvement actions and resources and are available on website. Annual service reviews identify areas of challenge and action being taken to address these.	Planning and Performance Management Framework due for review.	Executive Director of Development & Infrastructure as sponsor for Productivity and Service Improvement project in Corporate Improvement Plan March 2013
15. both internal and public reports are of good quality and are tailored appropriately for their use	Scorecards contain measures around service outcomes, customer satisfaction, improvement actions and resources and are available on website. Annual service reviews identify areas of challenge and action being taken to address these. In addition the Council prepares and annual report.	Planning and Performance Management Framework due for review.	Executive Director of Development & Infrastructure as sponsor for Productivity and Service Improvement project in Corporate Improvement Plan March 2013

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16. the principles of performance management apply equally to working with partners.	Scorecards developed for community plan themes and reviewed periodically.	Development of new community plan and outcome planning and governance review of community planning will clarify line of sight for partner contributions to community plan outcomes and set a clearer framework for reporting and taking action in relation to performance – A Planning and Performance Management Framework for community planning .	Chief Executive as sponsor for CPP Outcome Planning project in Corporate Improvement Plan. Head of Strategic Finance as lead officer for CPP Governance Review and New Community Plan March 2013