

**REPORT TO: AUDIT & PERFORMANCE REVIEW COMMITTEE ON 1
SEPTEMBER 2010**

SUBJECT: PERFORMANCE MANAGEMENT FRAMEWORK

BY: CHIEF EXECUTIVE

1. REASON FOR REPORT

- 1.1 At its meeting on 23rd June 2010 (paragraph 13 of the Minute refers), the Committee asked for an update report of the Council's Performance Management Framework, an element of the Moray Performs agenda.
- 1.2 This report is submitted to Committee in terms of Section J17 of the Council's Administrative Scheme relating to reviewing how performance information can be used to improve performance.

2. RECOMMENDATION

- 2.1 It is recommended that the Committee considers progress in the implementation of the Council's Performance Management Framework.**

3. BACKGROUND

- 3.1 At the Special meeting of Full Council on 30 September 2009 (para 6 of the Minute refers), the revised Performance Management Framework was approved and the following information has been routinely reported as follows, since October 2009;

Performance Area	Committee	Other
Single Outcome Agreement	Policy and Resources Audit and Performance Review	Community Planning Board and Theme Groups
Service Outcomes	Service Committees	Management
Service Standards	Service Committees	Management
Service Improvement Plans	Service Committees	Management
External Inspections	Service Committees	Management
Statutory Performance Indicators	Service Committees Exception to Audit and Performance Review	Management
Other statistical data (outwith Service Outcomes / Service Standards / SPI's)	Service Committees where officer has recommended to continue reporting	Management

- 3.2 Furthermore, the Policy and Resources Committee, at its meeting on 27 April 2010, approved the development of a quarterly Performance Monitoring Statements document to provide all the supporting background information for the Council's Performance Management Framework in one document. This

document avoids reporting some performance information more than once in a meeting cycle; and ensures that an overview of performance across all services is available at the end of a quarter as opposed to awaiting appropriate dates in the cycle. Quarterly performance reports to the Community Planning Board, Theme Groups and Service Committees refer to the Document, which is published on 'Moray Performs' and 'Your Moray' (Single Outcome Agreement monitoring only) websites.

- 3.3 All action updates and performance indicator results are recorded on Covalent, the Council's performance monitoring software.

4. PROGRESS

4.1 Single Outcome Agreement

Milestone updates against Local Delivery Action Plans, which underpin Local and National Outcomes are included in the Quarterly Performance Monitoring Statements document. Draft performance monitoring reports, prepared by Corporate Policy Unit staff, are sent to Lead Officers assisting them to respond to the Community Planning Board's request, that in addition to the performance monitoring report, they provide a report to the relevant Theme Groups advising of reasons for slippages / blockages and what action is required to address them, improving Theme Group accountability. In previous quarters, milestone updates were included as appendices to performance monitoring reports submitted, by the Corporate Policy Unit, to the relevant Theme Groups throughout the cycle.

4.2 Service Outcomes / Service Standards / Statutory Performance Indicators and Other Statistical Data

Performance indicator results are published in the Quarterly Performance Monitoring Statements document. Draft performance monitoring reports and performance analysis / input, prepared by Research and Information Officers, is reviewed with Service Managers, and assists in their submission of quarterly performance monitoring reports throughout the cycle. In previous quarters, performance indicator results were included as appendices to performance monitoring reports. Performance indicators in these categories are reviewed annually and any change is subject to Service Committee approval.

For 2009/10 Statutory Performance Indicators, the Account's Commission's Direction represented a significant change in approach, to place responsibility for meeting Best Value more directly with Council. While retaining a small number of specified indicators, the Commission introduced Statutory Performance Indicator 1, to ensure that council's publish performance information against a range of corporate issues. The duty to collect and publish information in relation to specified indicators is long established. Following publication of national results, the Audit and Performance Review Committee receive a report of Statutory Performance Indicators appearing in the bottom quartile with improvement areas identified.

4.3 Service Improvement Plans

Service Improvement Plans are approved annually by Service Committees. Progress is included in the aforementioned performance analysis / input supplied to service managers, who incorporate, where relevant, in their quarterly performance reports throughout the cycle. In previous quarters, Service Improvement Action updates were included as appendices to performance monitoring reports. Changes to Service Improvement Plan Actions are subject to Service Committee approval.

4.4 External Inspections

External Inspection results are reported through Service Committees. Following publication, the Audit and Performance Review Committee considers Audit Scotland National Reports.

5. SUMMARY OF IMPLICATIONS

(a) Single Outcome Agreement/ Service Improvement Plan

Performance reporting is linked to the Corporate Development Plan Management Standards relating to Service Planning Performance Management, the Councils' document supporting the Single Outcome Agreement.

(b) Policy and Legal

Performance data collection and analysis is a key component to most external audits including the Best Value 2 audit. The Council must publish its performance against statutory performance indicators and report annually on progress against the Single Outcome Agreement.

(c) Financial implications

Some performance data provides financial information such as unit cost.

(d) Risk Implications

Without appropriate performance data and analysis the Council would not meet the requirements of setting Single Outcome Agreement priorities which must be based on evidence nor would it be able to show progress against stated priorities as required to be reported to the Scottish Government on an annual basis. Committees would also not be able to properly scrutinise the delivery of Council priorities as stated in the Single Outcome Agreement and Service Improvement Plan.

(e) Staffing Implications

The collection of data and its analysis is carried out by a number of staff in departments and centrally which support the proper management of services.

(f) **Property**
None.

(g) **Equalities**
Some Equalities information is collected and analysed as part of the performance monitoring statement documents.

(h) **Consultations**
The Corporate Policy Unit Manager has been consulted and comments have been incorporated.

5. CONCLUSION

5.1 The Committee is asked to consider progress in the implementation of the Council's Performance Management Framework.

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Background Papers: Report to The Special Moray Council on 30 September 2009, Revised Performance Management Framework – Key Service Outcomes, Service Standards & Statutory Performance Indicators
Report to the Policy and Resources Committee on 27 April 2010, Performance Management – Quarterly Monitoring Document

Ref: