

REPORT TO: THE SPECIAL MORAY COUNCIL ON 30 SEPTEMBER 2009

SUBJECT: REVISED PERFORMANCE MANAGEMENT FRAMEWORK - KEY SERVICE OUTCOMES, SERVICE STANDARDS & STATUTORY PERFORMANCE INDICATORS

BY: CHIEF EXECUTIVE

1. REASON FOR REPORT

1.1 The Moray Council are asked to consider Key Service Outcomes, Service Standards and Statutory Performance Indicators for all Council Services as a result of the revised performance management framework and the implementation of the agreed reporting framework.

2. RECOMMENDATION

2.1 **The Moray Council are asked to approve Service Outcomes, Service Standards and Statutory Performance Indicators for all Council Services.**

3. BACKGROUND

3.1 At its meeting on 2nd July 2009, the Full Council approved the changes to committee reporting as a result of the revised Performance Management Framework and agreed to consider Key Service Outcomes, Service Standards and Statutory Performance Indicators for all Council Services.

3.2 At the aforementioned meeting the Full Council agreed that information will be routinely reported as follows:

Performance Area	Committee	Other
SOA	Full Council Audit & Performance	Community Planning Board
Service Outcomes	Service Committees	Management
Service Standards	Service Committees	Management
Service Improvement Plans	Service Committees	Management
External Inspections	Service Committees as appropriate	Management
Statutory Performance Indicators	Service Committees	Management
Other statistical data (outwith Service Outcomes / Service Standards / SPI's)	Service Committees where officer has recommended to continue reporting	Management

3.3 The Single Outcome Agreement and the Local Delivery Actions Plans are contained in another report on this agenda. There is no change for the reporting of Service Improvement Plans and external inspections of Council

services. However Audit Scotland expects Councils to report the outcome of their national audit studies to committee and these will be reported to Policy & Resources Committee as appropriate. The remaining performance areas for reporting are listed below.

- 3.4 This framework offers two major changes to performance reporting to committees. Firstly, service committees will receive Service Outcomes, Service Standards and Statutory Performance indicators. With the introduction of the revised framework, services are undertaking a review of performance indicators currently submitted to committees and as a result indicators, although still collected for use within the service, may not be routinely reported but will be available to support service reports to committee reinforcing the use of indicators to manage performance.
- 3.5 Secondly, at the meeting of the Audit and Performance Review Committee on 3 June 2009, it was agreed that the committee would focus on the scrutiny of the Single Outcome Agreement and that a protocol be put in place to allow reports to be called-in to allow the committee's role of scrutiny to be undertaken. Performance indicators currently submitted to the Audit and Performance Review Committee, although still collected for use within the service, will not be routinely reported reinforcing the use of indicators to manage performance.
- 3.6 Reporting to Service Committees will be on a quarterly basis with the full suite of indicators for Committee being submitted annually.

4. SERVICE OUTCOMES

- 4.1 Service Outcomes have been developed for each of the activities, based on budget headings. A Service Outcome is the impact or consequence for the community, of the activities of the individual service over a number of years. Outcomes are the result of what is done and what has been enabled for the communities to do themselves, rather than descriptions of the activity or service provided.
- 4.2 A maximum of three Key Service Outcomes under each activity heading are contained in **Appendix 1**. As part of this process to establish Key Service Outcome statements, actions have been identified. In order to retain this detail, actions are included under some Key Service Outcomes for information only but there was no requirement to identify them as part of the process.
- 4.2 Outcome Measures are included, although these will be discussed with services prior to collection to ensure that they appropriately measure service outcomes.

5. SERVICE STANDARDS

- 5.1 Service Standards have been developed for each of the activities. The revised definition of a service standard is the minimum standard, set externally through statute or similar or set by the Council itself, to which a customer is

entitled and below which service delivery must not fall. This definition may not apply to all services as it is written and further discussion has further defined that Service Standards are 'our promises to our public' and will be targeted to our external customers.

- 5.2 Services were asked to review their current Service Standards in light of the revised definition and these are contained in **(Appendix 2)**.

6. STATUTORY PERFORMANCE INDICATORS

- 6.1 The 2008 Direction for Statutory Performance Indicators signals a major change from what has gone before. The Accounts Commission has significantly reduced the range of information it specifies that all councils must report, and has agreed not to introduce any new indicators relating to specific functions. Nevertheless the Commission wants to see councils, as part of the performance management and reporting activities, using a greater range of information on:

- Corporate issues, such as equalities and asset management, and how these impact on overall service delivery;
- Service cost and overhead management and how this drives more efficient performance; and
- The impact made by front line services and how this relates to the service user and local communities.

- 6.2 Statutory Performance Indicators have been reviewed in line with the national direction and are contained in **Appendix 3**.

7. OTHER STATISTICAL DATA

- 7.1 Other statistical data reported to committees is being reviewed by services and performance indicators, in some cases, may no longer be routinely reported to committee unless requested for a particular meeting.

8. SUMMARY OF IMPLICATIONS

(a) Single Outcome Agreement/Service Improvement Plan

The SOA sets out the strategic priorities for all public agencies in Moray and is effectively the community plan. It will drive the corporate development plan and heavily influence service improvement plans.

Within Outcome 15 the Partnership has committed to developing joint governance and scrutiny arrangements of the Council and its Community Planning partners as a priority for 2009-10. The review of the performance management framework in the first step in the Council to developing scrutiny arrangements for the SOA.

Service Improvement Plans will continue to be monitored by service committees as are current arrangements.

(b) Policy and Legal

The SOA is a public statement of the joint commitment and mutual accountability of the Scottish Government and community planning partners to deliver agreed outcomes.

The Local Government Acts 1992 requires the Accounts Commission to give directions that require councils, fire & rescue and police authorities to publish information relating to the performance of their activities.

A programme of best value audits was introduced in response to the Local Government Scotland Act 2003 which placed a legal duty of continuous improvement on local authorities and led to the introduction of community planning on a statutory basis.

(c) Resources (Financial, Risks, Staffing and Property)

There are no additional financial or resource implications though this begins to address the council's commitment to review its processes as part of delivering the SOA.

(d) Consultations

Consultations have taken place with the budget managers for each service area.

9. CONCLUSION

- 9.1 The development of Service Outcomes and Service Standards along with the review of Statutory Performance Indicators for all Council Services has been carried out as part of the revised performance management framework. These outcomes and standards are submitted for approval. Once approved reports will be submitted to service committees from the October cycle.**

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Background Papers:

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