

## South Ayrshire Council

### Report by Assistant Director - People to Service and Performance Panel of 8 February 2022

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**Subject: South Ayrshire's Performance Management Framework (Update January 2022)**

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#### 1. Purpose

- 1.1 The purpose of this report is to seek approval to make changes to the Performance Management Framework.

#### 2. Recommendation

- 2.1 **It is recommended that the Panel approves changes made to the Performance Management Framework as set out in Appendix 1.**

#### 3. Background

- 3.1 The [Performance Management Framework](#), was approved at the Service and Performance Panel on 19 August 2020.

- 3.2 The Best Value Assurance report made recommendations to improve how the Council reports on its performance as detailed below:

- The Council should improve performance reporting by:
  - Setting targets for its KPIs;
  - Include a summary of performance against KPIs in its performance reports to Members;
  - Increase the frequency of reports to Elected Members; and
  - Make performance reports more accessible to the public.

- 3.3 The recommendations that can be implemented during the current iteration of the Council Plan are identified in paragraph 4.1 below. The remaining improvements will be taken forward as part of the development of the next plan.

#### 4. Proposals

- 4.1 Updates to the Performance Management Framework are marked in bold in Appendix 1 and include:

- Changes to terminology to ensure it matches the wording of our six commitments.

- Introduces the requirement to monitor performance against targets where possible.
- Introduces the requirement to provide a management summary at the beginning of performance reports and sets out guidance on what the summary should include.
- Updates the reporting schedule to include quarterly performance (KPI) reporting where available.

## **5. Legal and Procurement Implications**

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

## **6. Financial Implications**

6.1 Not applicable.

## **7. Human Resources Implications**

7.1 Not applicable.

## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

8.1.1 There are no risks associated with adopting the recommendations.

### **8.2 *Risk Implications of Rejecting the Recommendations***

8.2.1 Rejecting the recommendations may impact on the reputation of the Council.

## **9. Equalities**

9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

## **10. Sustainable Development Implications**

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

## **11. Options Appraisal**

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

## **12. Link to Council Plan**

12.1 The matters referred to in this report contribute to delivery of all of the Council's commitments.

## **13. Results of Consultation**

13.1 There has been no public consultation on the contents of this report.

13.2 Consultation has taken place with Councillor Peter Henderson, Portfolio Holder for Corporate, and the contents of this report reflect any feedback provided.

**Background Papers**     [\*\*Audit Scotland Best Value Assurance Report\*\*](#) published 27 October 2021

[\*\*Best Value Assurance Report – Action Plan 2021-22\*\*](#)

[\*\*South Ayrshire Performs - Performance Management Framework\*\*](#) – April 2020

Report to Service and Performance Panel of 19 August 2020 –  
[\*\*South Ayrshire Performs – Performance Management Framework\*\*](#)

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**Date:** 31 January 2022

# South Ayrshire's Performance Management Framework

January 2022 (refresh)



# Contents

<b>South Ayrshire’s Performance Management Framework</b> .....	3
1. Performance Management Cycle .....	3
2. Self-evaluation .....	4
3. Improvement Planning .....	4
4. Roles and Responsibilities .....	5
5. Performance Monitoring and Reporting .....	6
Item 2 – Reporting Schedule.....	7
Item 3 – Improving Local Service and Local Outcomes .....	9
Item 4 – Demonstrating Best Value.....	10

## South Ayrshire’s Performance Management Framework

**AIM:** The Council’s Performance Framework sets out the arrangements by which it plans, delivers, reviews and improves what it intends to achieve, both as a Council and with its partners.

Its purpose is to deliver the best outcomes and services in relation to our priorities and statutory responsibilities within available resources, and to create an “early warning system” where this is not the case. To do this, we need to be intelligence focussed and take action in response to actual performance and make outcomes better than they would be otherwise.

Performance should be managed at a Council, corporate, service team/operational and individual level with each informing the other. To know when and what action to take, performance has to be measured, monitored and analysed. To know how to judge performance, criteria must be agreed (aims, objectives and targets). Applying this to the whole Council requires a systematic approach – our Performance Framework.

This framework takes account of recent changes to our reporting requirements, the Council’s structures and its approach to planning, to ensure that we maintain a coherent and effective approach to delivering continuous improvement and ensuring that the Council delivers Best Value.

Effective management of performance is fundamental to achieving high quality service delivery. It involves taking action in response to actual performance to ensure that service delivery is better than it would otherwise be. This action may be at individual, team, service, Council or community level.

### 1. Performance Management Cycle



## 2. Self-evaluation

2.1. Self-evaluation is an important part of performance monitoring and leads to better planning within our services. This ensures a sustained focus on improving outcomes for all service users, particularly those who experience high levels of social and economic deprivation. Self-evaluation is underpinned by an “inward, outwards, forwards” approach. This helps us and our partners answer the questions at the heart of self-evaluation:

- How are we doing?
- How do we know?
- What are we going to do now?
- How do we get there?

Excellent service areas have robust internal approaches to self-evaluation and also value the objectivity which scrutiny can bring. Excellent services understand that self-evaluation is an on-going process.

## 3. Improvement Planning

3.1. The Council plan outlines the strategic plans of the Council and their relationship to one another, setting out the Council priorities and ambitions it will be working towards. All plans fully reflect local and national priorities and put the needs of all service users at the heart of what we do. Planning should fully involve our partners ensuring all parties are clear about their roles, responsibilities and contribution.

3.2. The 11 national performance framework (NPF) outcomes are mapped to the 6 priorities set out in the Council Plan:

	<b>NPF – Outcomes</b>	<b>SAC Commitments</b>
1	We have a globally competitive, entrepreneurial, inclusive and sustainable economy	<b>South Ayrshire works</b>
2	We are open, connected and make positive contributions internationally	<b>Stand up for South Ayrshire</b>
3	We tackle poverty by sharing opportunities, wealth and power more equally	<b>Closing the gap</b>
4	We live in communities that are inclusive, empowered, resilient and safe	<b>Closing the gap</b>
5	We grow up loved, safe and respected so that we realise our full potential	<b>Closing the gap</b>
6	We are well educated, skilled and able to contribute to society	<b>Closing the gap</b>
7	We have thriving and innovative businesses with quality jobs and fair work for everyone	<b>South Ayrshire works</b>
8	We are healthy and active	<b>Grow well, life well, age well</b>
9	We value, enjoy, protect and enhance our environment	<b>A better place to live</b>
10	We are creative and our vibrant and diverse cultures are expressed and enjoyed widely	<b>A better place to live</b>
11	We respect, protect and fulfil human rights and live free from discrimination	<b>Closing the gap</b>

- 3.3 Service Plans are owned by each Service Lead as they are responsible for producing them and for the delivery of them. Performance in relation to matters included within the Service Plan should be monitored by **Assistant Directors** and Heads of Service. This may form part of regular one-to-one meetings.

#### 4. Roles and Responsibilities

- 4.1 The **Council** as the main decision making Panel approves, reviews and amends the strategic priorities for the Council

The Leadership Panel has a strategic role focussing on policy development, policy, service review and strategic management of the Council's services, within the established strategic priorities and corporate policies of the Council.

The **Scrutiny Panels'** functions relate to the governance and scrutiny of decisions, performance and improvement activity and all recommendations arising from the carrying out of the scrutiny process are to be reported back to Leadership Panel or Council for decision.

The **Service and Performance Panel** reviews and scrutinises a range of performance reports from all services and the Health and Social Care Partnership. It also scrutinises a number of reports on issues ranging from workforce development to service re-design.

The **Audit and Governance Panel** monitors and keeps under review performance and delivery against the Council's improvement Best Value priorities. This Panel also has the ability to consider 'call-ins' on the decisions taken by the Leadership Panel and refer it's views back to Leadership Panel for further consideration.

The **Partnership Panel** will monitor, review and challenge the performance of services in South Ayrshire which are delivered through or in partnership with external bodies, including improvement actions and performance targets, where applicable, having regard to the Council Plan and the Council's strategic priorities.

The **Corporate Leadership Team** will manage, challenge and report performance relating to the achievement of strategic priorities and outcomes set out in the various plans and strategies.

All **Service Leads** have the same broad roles and responsibilities in relation to data capture, management, monitoring and reporting to improve performance:

- Monitor performance **against targets set** and take corrective action. Understand what is important to stakeholders
- Setting challenging, realistic and relevant targets
- Measuring outcomes
- Identifying trends and comparisons with other providers
- Reporting performance in a timely manner to stakeholders
- **Provide a management summary at the beginning of all performance reports**
- Being responsive to performance data
- Ensuring linkage through Council and service plans to individual team/staff goals and targets.

#### 4.2 Guidance on management summaries

- **A management summary should be at the beginning of every performance report, it is a summary for those who may not need to read the entire report.**
- **It will contain a brief statement regarding the nature of the report, background information to the document, concise statistics or factual evidence and principal conclusion.**
- **The summary should be easy to read and understand without jargon. This is intended for a wide audience including senior managers, elected members, stakeholders and members of the public. For example, Services**



have made good progress delivering on Commitment 2 (Closing the Gap) of the Council Plan. Almost all actions are 75% or more complete. There has been a delay in opening new facilities due Scottish Government guidance on COVID 19 restrictions.

## 5. Performance Monitoring and Reporting

- 5.1 The delivery of improvements set out in our plans will be reported and scrutinised, as set out in our reporting schedule ([Item 2](#)), by senior managers and Elected Members. Our performance information will monitor our success against both local and national objectives, monitor trends over time and performance against appropriate benchmarks and comparative data. In addition a number of service areas have a statutory requirement to submit reports to Scottish Government or other regulatory body.

In addition to the performance reports shown in Item 2 the Partnership Panel also scrutinises the Local Performance Report, Police Scotland and Scottish Fire and Rescue, as well as reports on a number of partners including Ayrshire Road Alliance Annual Performance Report, and, for example, the Ayr Gaiety and the Quay Zone.

- 5.2 The Accounts Commission set out a new Direction for public performance reporting by Councils which includes:

### **Statutory Performance Indicator 1: Improving Local Services and Local Outcomes ([Item 3](#))**

- Performance in improving local public services, provided by both (i) the Council itself and (ii) by the Council in conjunction with its partners and communities; and
- Progress against the desired outcomes agreed with its partners and communities.

The Commission requires the council to report such information to allow comparisons (i) over time and (ii) with other similar bodies. The Commission requires the council to report on information drawn from the Local Government Benchmarking Framework in particular and from other benchmarking activities.

### **Statutory Performance Indicator 2: Demonstrating Best Value ([Item 4](#))**

- The council's assessment of how it is performing against its duty of Best Value, and how it plans to improve against this assessment;
- Audit assessments of its performance against its Best Value duty, and how it has responded to these assessments; and
- In particular, how it (in conjunction with its partners as appropriate) has engaged with and responded to its diverse communities.

## Item 2 – Reporting Schedule

Report	Committee/Board	Circulated or Members Briefing	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
Local Outcomes Improvement Plan	South Ayrshire Community Planning Partnership Board								⊗					
South Ayrshire Annual Performance Report	Full Council										⊗			
Council Plan Report and Performance (KPIs)	Service and Performance Panel		⊗ Qrt 4 Report June		⊗ Qrt 1 Report Sept.			⊗ Qrt 2 Report Nov.				⊗ Qrt 3 Report March		
Council Plan Annual Performance Measures	Service and Performance Panel						⊗ 1st report 2021							
Educational Services S&Q Report	Leadership (Education) Panel				⊗					⊗				
Children's Service's Annual Report	Community Planning Partnership			⊗										
Children's Service's Annual Report	Leadership Panel				⊗									
Local Government Benchmarking Framework	Service and Performance Panel													⊗
Best Value Report (2020)	Audit and Governance				⊗									

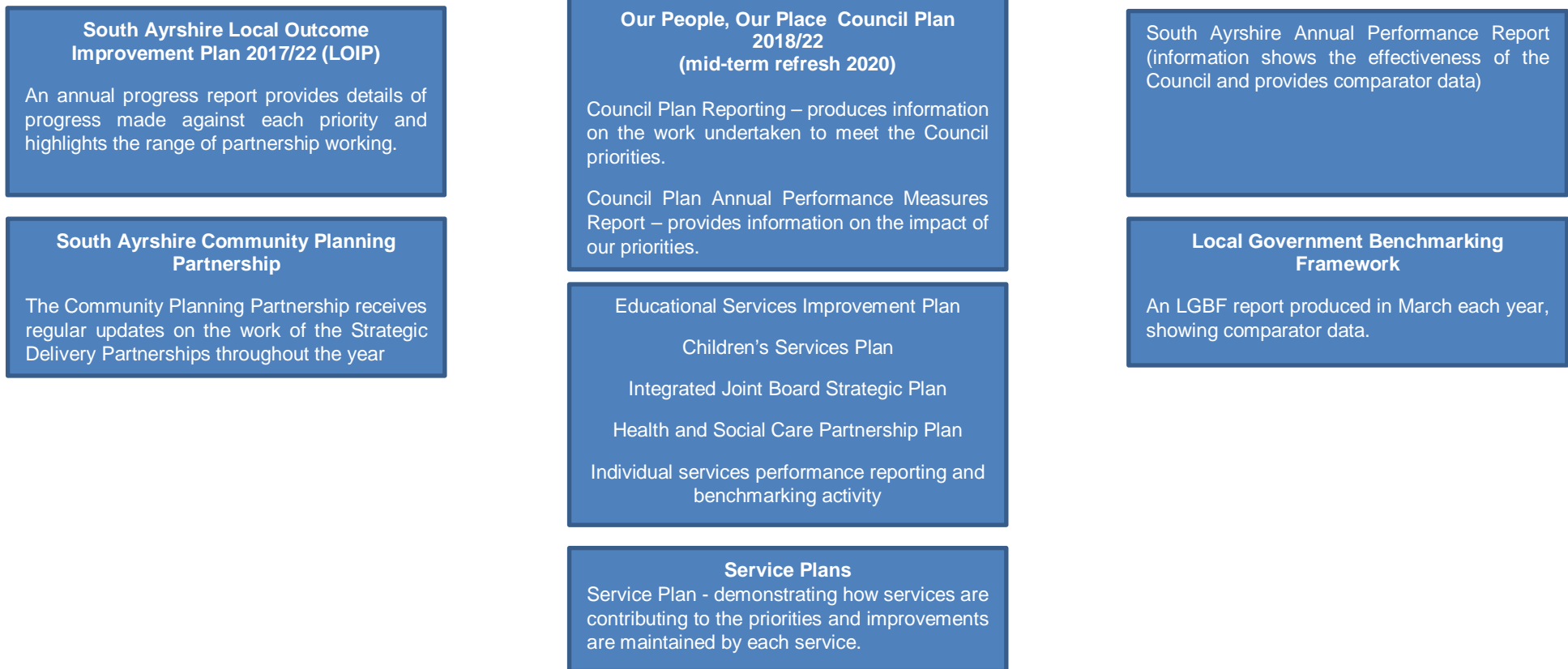
Report	Committee/Board	Circulated or Members Briefing	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
External Audit reports including quarterly progress reports	Audit and Governance Panel			⊗	⊗		⊗	⊗			⊗			⊗
Annual Accounts (including BV)	Audit and Governance Panel				⊗									
Council's Investment Strategy	Leadership Panel			⊗			⊗			⊗			⊗	
Annual Procurement Report	Leadership Panel								⊗					
Sustainability Development and Climate Change Strategy	Leadership Panel								⊗					
Strategic Housing Investment Plan	Leadership Panel									⊗				
Planning Performance Framework	Leadership Panel							⊗						
Annual Housing Report		⊗												
Freedom of Information Requests		⊗												
Bi-annual report on complaints	Service and Performance			⊗						⊗				
Tenants Participation Strategy		⊗												

### Item 3 – Improving Local Service and Local Outcomes

**Improving local service and local outcomes:**

- Performance in improving local public services, provided by both (i) the council itself and (ii) by the council in conjunction with its partners and communities.
- Progress against the desired outcomes agreed with its partners and communities. The Commission requires the council to report such information to allow comparisons (i) over time and (ii) with other similar bodies

[Item 2](#) shows the reporting schedule



## Item 4 – Demonstrating Best Value

### Statutory Performance Indicator 2 : Demonstrating Best Value

- The council's assessment of how it is performing against its duty of Best Value, and how it plans to improve against this assessment.
- Audit assessments of its performance against its Best Value duty, and how it has responses to these assessments.
- In particular, how it (in conjunction with its partners as appropriate) has engaged with and responded to its diverse communities.

#### South Ayrshire Best Value Assurance Report

Our [BVAR](#) is available on the Council website

#### Self-evaluation

##### How Good is Our Council

A programme of self-evaluation to monitor performance and lead to better planning

#### [Consultations](#)

Available on the Council website and communicated to a variety of groups depending on the nature of the consultation.

Groups and forums are also used to engage with residents and particular groups

#### Best Value Working Group

Action Plan Reports Audit and Governance Panel 6 monthly

#### [South Ayrshire Voice](#)

South Ayrshire Voice is the citizens panel used for consultation and feedback on themes and issues.

#### Participatory Budgeting

Participatory budgeting is a way for people to directly vote on how local money should be spent. The programme has been rolled out within South Ayrshire since 2016, and has been developed through local events which give individuals and groups within a community the opportunity to take decisions on grant funding, as well as sharing ideas, and meeting with local groups and organisations who deliver services within a local area.

#### Annual Accounts (including BV)

Audit and Governance Panel annually

#### [South Ayrshire Live](#)

Interactive e-newspaper

#### Best Value Submission

Submission to Accounts Commission in advance of BV Audits

#### Place Planning

Within South Ayrshire, the council has adopted a corporate approach to placemaking and this will be used in the development of 'place plans' supported by the 'Place Planning Toolkit'. As the approach is developed, opportunities will be explored to align services with places in response to local priorities and South Ayrshire Council will work closely with key partners to ensure that plans are delivered collaboratively and efficiently.

Feedback from undertaking this process with local communities has been very positive, and the outcomes of this exercise will inform the development and delivery of place plans in these two pilot areas.