

Inverclyde Council Performance Management Framework

CORPORATE POLICY, PERFORMANCE
AND PARTNERSHIPS TEAM

Contents

1. Introduction and purpose	2
1.1 What is Performance Management and why is it important?	2
2. National Context	3
2.1 National Performance Framework	3
2.2 Best Value	3
2.3 The Local Government Benchmarking Framework	4
3. Local Context	5
3.1 Partnership Plan 2023/33	5
3.2 Council Plan 2023/28	5
3.3 Committee Delivery and Improvement Plans 2023/26	6
3.4 Service Delivery and Improvement Plans	7
3.5 Inverclyde Health and Social Care Partnership Strategic Plan 2019/24	7
4. Planning for Improvement	8
4.1 Plan, Do, Learn, Act	8
4.2 Measurable outcomes	8
4.3 Developing Key Performance Indicators	9
4.4 Setting targets	9
4.5 The importance of being SMART	10
4.6 Challenge and Review	10
4.7 Managing Risk	12
5. Performance monitoring and management	12
5.1 Pentana Risk	12
5.2 Roles and Responsibilities	13
6. Scrutiny	14
6.1 Elected Member Scrutiny	14
6.2 Management Scrutiny	14
6.3 Public Performance Reporting	14
6.4 Performance Reporting Calendar	16
7. Reviewing the Performance Management Framework	17
8. Further information and support	17
Appendix 1: KPI data submission pro-forma	18
Appendix 2: Pentana protocols	19

1. Introduction and purpose

This Performance Management Framework (PMF) sets out the arrangements by which we plan, deliver, review and improve on what we aim to achieve, both as a Council and in partnership through the delivery of the Inverclyde Alliance Partnership Plan 2023/33, the Inverclyde Council Plan 2023/28 and the Committee Delivery and Improvement Plans 2023/2026.

The core purpose of the framework is to drive continuous improvement and deliver improved outcomes so that we deliver our **Vision of Success for All: Getting it right for every child, citizen and community**. The framework helps to ensure that as a Council we:

- Set out clearly what it is we want to achieve;
- Focus resources on the right outcomes;
- Are aware of where things are going well and where improvement is needed;
- Report on progress to both internal and external audiences;
- Use performance information to drive continuous improvement;
- Demonstrate Best Value; and
- Work openly, transparently and in an accountable way.

1.1 What is Performance Management and why is it important?

Effective performance management focuses on improvement and change and comes from a clear idea of where we want to be, the impact that we want to have and how this will be achieved. As resources tighten and demand for services increase, it is essential that the Council is able to assess whether it is delivering its services effectively and whether positive progress is being delivered. Elected Members, the public and external scrutiny bodies also require meaningful information to allow them to assess performance through a balance of quantitative and qualitative information, recognising that numbers alone do not tell the full story and that the context is equally important.

The diagram below, taken from the Local Government Association's "Performance Management Guide for Local Authority Officers", shows how performance management can influence improvement and progress at various levels of a Council.



Source: "Performance Management Guide for Local Authority Officers", Local Government Association

2. National Context

This section provides information on the national context that provides the overarching umbrella under which our performance management framework operates.

2.1 National Performance Framework

The Scottish Government's [National Performance Framework](#) aims to:

- create a more successful country
- give opportunities to all people living in Scotland
- increase the wellbeing of people living in Scotland
- create sustainable and inclusive growth
- reduce inequalities and give equal importance to economic, environmental and social progress

The framework has informed the development of the Inverclyde Alliance Partnership Plan 2023/33 and the Council Plan 2023/28.



2.2 Best Value

Best Value is a statutory duty set out in the Local Government (Scotland) Act 2003 and applies to all public bodies in Scotland. Its purpose is to ensure that there is good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public.

A new approach to Best Value auditing will be implemented in 2023, which includes the integration of Best Value fully into annual audit activity. The inspection process will also, for the first time, include a thematic approach to audit work focusing on the themes in the Best Value guidance. The Best Value statutory guidance, published in March 2020, can be downloaded here: <https://www.gov.scot/publications/best-value-revised-statutory-guidance-2020/>

Another aspect of the new approach is the introduction of a Controller of Audit report, covering all 32 Councils over the four-year period 2023 to 2027. These reports will include a focus on the pace and depth of continuous improvement in the Council and will be considered by the Accounts Commission.

Statutory Performance Indicator (SPI) Direction 2021

The Accounts Commission has a statutory power to define the performance information that Councils must publish for performance comparison and benchmarking purposes. This is done through the publication of a Statutory Performance Indicator (SPI) Direction. The current Direction was published on 21 December 2021 and takes effect from 2022/23.

Whilst broadly setting out the areas that Councils should report on, the Direction is not prescriptive in specifying which performance indicators meet the requirements of Best Value, leaving this to a Council's discretion to improve the range of information that it publishes in a

way that reflects the local context and improvement. The range of performance information a Council reports is also subject to audit. The Direction schedule is provided below:

<p><i>Each Council will report a range of information covered by the following 2 indicators</i></p> <p>SPI 1: Improving local services and local outcomes</p> <ul style="list-style-type: none"> • Its performance in improving local public services, both provided by itself and in conjunction with its partners and communities. • Progress against the desired outcomes agreed with its partners and communities. <p>The Commission expects the Council to report such information to allow comparison (i) over time and (ii) with other similar bodies (thus drawing upon information published by the Local Government Benchmarking Framework and from other benchmarking activities).</p> <p>The Commission expects the council to, in agreeing its outcomes with its partners and communities, report on how it has engaged with, responded to and helped to empower its communities, including those who require greater support.</p>
<p>SPI 2: Demonstrating Best Value</p> <p>Its assessment of how it is performing against its duty of Best Value, including</p> <ul style="list-style-type: none"> • its self-assessments and service review activity, and how it has responded to this assessment. • Audit assessments (including those in the annual audit) of its performance against its Best Value duty, and how it has responded to these assessments. • Assessments from other scrutiny and inspection bodies, and how it has responded to these assessments. <p>In satisfying the requirements set out in this schedule, the Commission expects the council to take cognisance of current statutory guidance on Best Value requirements, and in particular to ensure:</p> <ul style="list-style-type: none"> • Balance in reporting areas of improvement that have been achieved and not achieved. • This is undertaken in a timely manner. • Easy access to its performance information for all of its citizens and communities, with such information presented in an accessible style

2.3 The Local Government Benchmarking Framework



The Local Government Benchmarking Framework is a benchmarking tool designed to encourage Councils to examine and understand why variations in cost and performance occur.

To facilitate more useful learning and improvement Councils are arranged in 'family groups' to allow comparison between those that are similar in terms of the type of population that they serve (e.g. relative deprivation/affluence) and the type of area in which they serve them (urban, semi-rural, rural).

Publication of the LGBF forms part of each Council's statutory public performance reporting. A report on our performance in relation to the LGBF is considered by both CMT and the Policy and Resources Committee annually and performance reported via the Council's website here:

<https://www.inverclyde.gov.uk/council-and-government/performance/statutory-performance-indicators/lgbf>. More information on the LGBF can be found on the Improvement Service

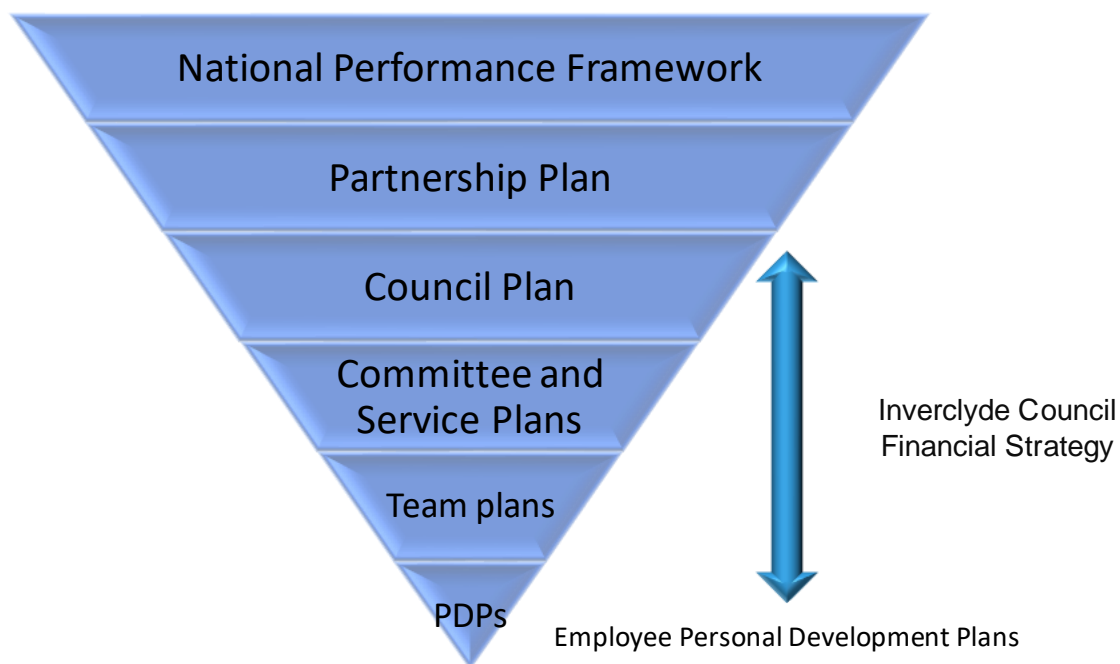
website: <https://www.improvementservice.org.uk/benchmarking/home>

3. Local Context

The Council's performance management framework includes the strategies, plans, PIs, targets and standards that enable the performance of the Council to be monitored to ensure the best possible outcome for customers, residents and communities.

The Council's strategic plans and how they fit together is shown in the strategy map below and is often referred to as the 'golden thread'. The 'golden thread' is a way of describing how each element links together, from the National Performance Framework to team and individual objectives.

Diagram 1: The planning framework "The Golden Thread"



3.1 Partnership Plan 2023/33

The Inverclyde Alliance brings together the Community Planning partners for Inverclyde. The Partnership Plan sets out the shared commitment by Inverclyde Alliance partners to work together towards their collective aims, with a particular focus on tackling inequalities and the added value of partnership working. A new Partnership Plan was approved in early 2023 and covers the period 2023/2033. The Partnership Plan focuses on the following key themes:

- Theme 1:** Empowered People
- Theme 2:** Working People
- Theme 3:** Healthy People and Places
- Theme 4:** A Supportive Place
- Theme 5:** A Thriving Place

3.2 Council Plan 2023/28

The Council's purpose, priorities and values are set out in the Council Plan 2023/28. It also shows how Inverclyde Council contributes to the strategic priorities for the area, as set out in the Inverclyde Alliance Partnership Plan 2023/33.

The Council Plan reflects various environmental factors, including the drive to achieve Net Zero, economic climate, demographics and local need. It has been driven by robust community consultation where local priorities were identified by residents. The following key themes have been developed based on this feedback:

Theme 1: People

- Our young people have the best start in life through high quality support and education;
- Gaps in outcomes linked to poverty are reduced;
- People are supported to improve their health and wellbeing;
- More people will be in employment, with fair pay and conditions; and
- Our most vulnerable families and residents are safeguarded and supported.

Theme 2: Place

- Communities are thriving, growing and sustainable and our strategic housing function is robust;
- Our economy and skills base are developed;
- We have a sufficient supply of business premises; and
- Our natural environment is protected.

Theme 3: Performance

- High quality and innovative services are provided, giving value for money
- Our employees are supported and developed

3.3 Committee Delivery and Improvement Plans 2023/26

In March 2023, the Council approved a new model for Directorate and service planning to support the new Council Plan. The new model sets out more explicitly the linkages between actions, strategic priorities and local outcomes as well as reflecting the new approach to Best Value. The Plan reporting structure is shown in the table below:

Plan Name	Scope	Reporting to:
Environment and Regeneration Delivery and Improvement Plan	<ul style="list-style-type: none"> • Property Services • Regeneration, Planning and Public Protection • Roads and Environment 	Environment and Regeneration Committee
Education and Communities Delivery and Improvement Plan	<ul style="list-style-type: none"> • Communities and Educational Resources • Education Services 	Education and Communities Committee
Policy and Resources Delivery and Improvement Plan	<ul style="list-style-type: none"> • Finance • Legal and Democratic Services • Organisational Development, Policy and Communications 	Policy and Resources Committee

The Delivery and Improvement Plans cover the period 2023/26 and capture:

- Actions derived from the Council Plan strategic priorities, cascaded to individual Directorates / services
- Corporate self-evaluation improvement actions
- Priorities relating to areas of strategic service delivery
- Improvement actions from External Audit Reports
- Improvement actions arising from Service Review
- Key Performance Indicators linked to the delivery of the actions

Although a three-year rolling plan, the delivery and improvement actions will be refreshed on annual basis with performance reports considered by the CMT prior to every second Committee meeting, continuing with the reporting schedule established by the former CDIPs.

3.4 Service Delivery and Improvement Plans

The new planning model includes the introduction of Service Delivery and Improvement Plans for each Head of Service. This is to ensure that there is a consistent corporate approach to service performance and improvement in place. The plan should set out its linkages to Council priorities with a focus on:

- Actions / activities for the Service for the year that are more operational in nature
- Service self-evaluation improvement actions (PSIF)
- Lower level KPIs monitored by the Service that are not reported to Committee
- LGBF indicators with benchmarking data for the service

Progress in the delivery of the Service Delivery and Improvement Plans will be monitored by Directorate Management Teams on a quarterly basis.

3.5 Inverclyde Health and Social Care Partnership Strategic Plan 2019/24

The Health and Social Care Partnership Strategic Plan 2019/24 is the equivalent to the Council's Committee Delivery and Improvement Plans, however it includes all health and social care services. The Plan sets out the 6 Big Actions to be delivered over its lifetime:

- Reducing inequalities by building stronger communities and improving physical and mental health
- A nurturing Inverclyde will give our children and young people the best start in life
- Together we will protect our population
- We will support more people to fulfil their right to live at home or within a homely setting and promote independent living, together we will maximise opportunities to provide stable, sustainable housing for all.
- Together we will reduce the use of, and harm from, alcohol, tobacco and drugs
- We will build on the strengths of our people and our community.

The HSCP Strategic Plan can be downloaded from the Council's website here:

<https://www.inverclyde.gov.uk/health-and-social-care/strategies-policies-and-plans>

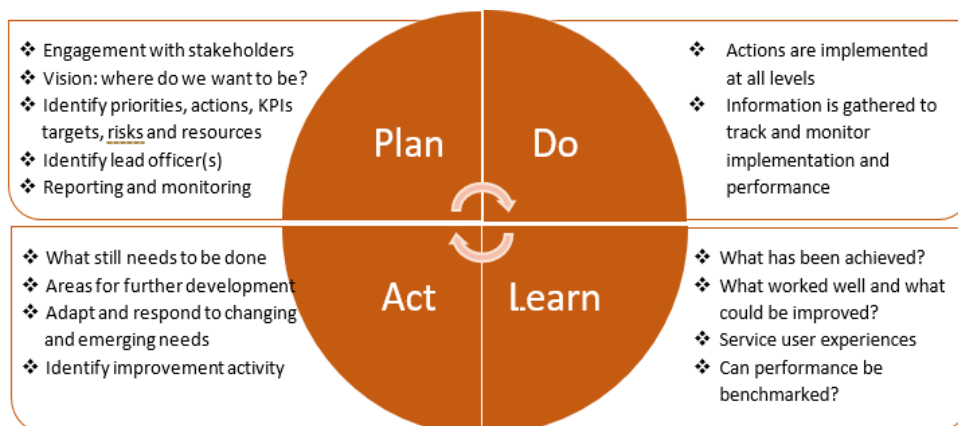
An Outcomes Framework has been developed in order to show how the plan contributes to the national outcomes. A suite of key local indicators has been developed to support progress and reporting of these Big Actions, alongside the national indicators. The Integration Joint Board (IJB) receives an Annual Performance Report which includes progress on the Strategic Plan actions providing accountability and strong governance. This report is submitted to the Scottish Government. In addition, a six monthly report has been developed for the IJB

detailing both Strategic Plan progress and a performance update. Regular reports will also be presented to the NHS Board and the Council, and, in addition, the Annual Performance Reports will be published on the HSCP and Council websites.

4. Planning for Improvement

4.1 Plan, Do, Learn, Act

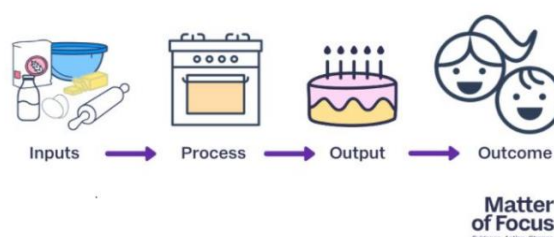
Our approach to performance management is based on a continuous cycle of 4 activities: **Plan, Do, Learn, Act**. This cycle ensures an integrated approach to performance management and planning.



4.2 Measurable outcomes

Outcomes based approaches have been promoted in Scottish policy over a number of years with the aim of improving public services by focusing on the concerns of individuals. An outcome is the change that it is hoped will be achieved by delivering a project or initiative, i.e. the difference that will be made and should include words such as increase, decrease, reduce and improve.

When measuring outcomes, it is important to use qualitative assessment through engagement with customers and stakeholders, however this is often not enough and demonstrating achievement of outcomes through use of data and performance measures helps to provide a factual evidence base. Proxy measures may also need to be used to evidence delivery of outcomes. Outcomes should not be confused with inputs, like staff time, resources, or outputs and activity. The diagram below, produced by Matter of Focus, shows the relationship between inputs, process, output and outcome:



An outcome is the end result of a chain of events that starts with inputs and processes, leads to an output (in this case, the birthday cake) which then leads to an outcome (happy children). What we're talking about when we're focusing on the outcome is the happy child, not the cake.

Source: [What are outcomes?, Matter of Focus home of OutNav \(matter-of-focus.com\)](https://matter-of-focus.com/)

4.3 Developing Key Performance Indicators

Key performance indicators (KPIs) are central to a good performance management framework. KPIs must be fit for the purpose of strategic planning to ensure that the Council is measuring the right things, delivering meaningful outcomes and has a direct line of sight to the activities that are underway. When identifying performance measures, it is vital to link strategically to the Council's overall aims and intended outcomes. This means linking these measures to the Council Plan and understanding how they fit into the Council's broader vision.

As data influences decisions that are taken at all levels it must be robust, accurate and reported in a timely manner. Data which is partial, incomplete or inconsistent does not allow for proper consideration of risk and learning.

KPIs should be:

- Linked to vision, strategy and actions
- Comparable over time and be able to be benchmarked wherever possible
- Informed by national and local priorities
- From a reliable data source

4.4 Setting targets

Setting targets allows us to work towards improving our services and achieving our goals. The target is the level of achievement expected over the period being reviewed, i.e. what you are aiming for. Targets can:

- Promote accountability
- Help manage a service
- Stretch performance
- Enable self-improvement

When setting targets, comparable past and present performance data and trends, benchmarking with similar services and Councils and national trends should be considered in order to achieve continuous improvement.

Targets must be set at the outset of the Plan or project / initiative and approved by the Head of Service. They should also be reviewed annually in light of recent performance, any new policy developments and national benchmarks to ensure that they remain relevant and challenging. All proposed changes to targets need to be signed off by the CMT as part of their scrutiny of the year end performance reporting. The KPI data submission pro-forma (Appendix 1) should be used to record and advise of changes to the annual targets.

Thresholds








Target setting enables performance reports to be produced with a RAG status (red, amber, green). In addition to RAG status, the Council also monitors direction of travel in the short and long-term using the performance management system, Pentana Risk (referred to as Pentana). The icons used by Pentana to report performance are shown below. More information on Pentana can be found in section 5.1.

Thresholds are used to calculate the status of an indicator, i.e. red, amber or green with a percentage variance or deviation from the target value to determine RAG status. Broadly, for the majority of the Council's indicators a 5% tolerance level will be applied. This means that where the value is more than 0% but below 5% of the target value, then the status will be amber and if the value deviates from target by 5% or more then the status will be red.

It will not be appropriate to set a 5% tolerance range for every PI, depending on the nature of what is being measured and based on performance trends, it may require to be lower or higher, however an explanation of why the 5% tolerance level has not been applied will be required.

For all indicators however, targets and tolerance levels should be specific and realistic.

Table of symbols used by Pentana

PI Status	
	Performance is adrift of target by 5% or more
	Performance is below target, but is within a set tolerance level (between 0%-5%)
	Performance is at target level or higher
	Performance is being monitored but no target has been set (data only PI)
Short term and long-term trend status	
	Improving performance (short term = annual change, long term = 5 years)
	No statistical change in performance
	Performance has declined (short term = annual change, long term = 5 years)

Peer Review of Targets

As an additional performance management check, targets set by services will be reviewed by a peer group of officers to ensure that they are set at an appropriate level. This will provide an additional level of quality assurance and help to maintain performance standards.

4.5 The importance of being SMART

When setting actions and indicators, it is important that these are **SMART**. This provides a clear, structured approach to meeting objectives and goals.

SMART

- ⇒ **Specific:** The PI or action indicates exactly what result is expected so that performance can be judged accurately
- ⇒ **Measurable:** Progress can be gauged through measurable goals or for PIs, data is available or is collected relatively easily
- ⇒ **Achievable:** Reasonable expectations are set, not aspirational
- ⇒ **Relevant:** The action or measure is important to the intended audience and is clearly related to the service being measured
- ⇒ **Timely:** Information or data is available frequently enough to have value in making decisions and information is available at times when it is needed

4.6 Challenge and Review

Challenge and review occurs at all levels of the organisation and includes self-assessment, reviewing past performance, benchmarking and listening to the customer experience.

a) Self-assessment

Self-assessment allows organisations to challenge existing performance, and to identify strengths, spot gaps and areas for improvement to inform planning. Performance monitoring, customer surveys, external and internal inspection and review all provide a service with valuable information on 'where you are now' and can help to identify where improvement or further development is required as you go towards 'where you want to be'.

Integral to the process of self-assessment is the requirement that performance is evaluated against sound evidence, which can include:

- **Performance Information**
Accurate, reliable KPIs provides the basis for making objective assessments and informed judgements about service performance and the prospects for improvement.
- **Customer Expectations**
Planning should be driven by what serves residents and customers best. Consultation and engagement should be integral to planning and self-evaluation.
- **Audit and Inspection**
Details of any recent audit and inspection reports, whether internal or external, should also be used along with any areas for service improvement identified.
- **Self-assessment frameworks**
All services of the council use a self-evaluation tool that best suits need. The Council has a corporate commitment to driving quality and delivering excellence using the Public Service Improvement Framework. Services that do not have a formal self-evaluation framework in place are required to undertake a PSIF assessment at least once every 3 years and develop an Improvement Plan based on an evaluation of service strengths and areas for improvement.
- **Strategic Needs Assessment**
An SNA brings together a wide range of demographic, social and economic data on Inverclyde's population and helps to inform business planning by highlighting the most critical areas to focus on.

b) Benchmarking

Benchmarking performance with other local authorities, or those that deliver the same or a similar service is a key part of the performance management framework. Benchmarking enables an organisation to identify its strengths and encourages a continuous review of progress in target areas. Core elements of benchmarking include:

- A systematic process that needs to be planned, resourced and carried out with a degree of rigour
- A learning process where the core purpose is to understand why current performance levels are where they are, how well others perform in the same service area and why some services or organisations achieve better results
- Supporting change and improvement within a service or organisation based on the knowledge of what constitutes achievable best practice.

Details of Inverclyde Council's performance in relation to the Local Government Benchmarking Framework, published by SOLACE and The Improvement Service, is published on the Council's website [here](#):

<https://www.inverclyde.gov.uk/council-and-government/performance/statutory-performance-indicators/lgbf>

A wide variety of benchmarking activity takes place across the Council in addition to the Local Government Benchmarking Framework, including, but not limited to:

- APSE
- The Society of Chief Officers of Transportation in Scotland (SCOTS)
- CIPFA
- The West Partnership
- Scottish Local Authority Economic Development Group
- Validated self-evaluation

c) Capturing the Citizen's Voice

Understanding the needs of users, citizens and the wider environment is of vital importance to performance management and it is equally important to gather in depth qualitative insight from citizens, alongside standardised KPI data.

There is a wealth of detailed feedback from specific surveys and consultation exercises available. Inverclyde Council uses a variety of citizen consultation and engagement approaches including:

- Inverclyde Citizens' Panel
- Communication and Engagement Groups
- Listening Events
- Budget Consultation
- Compliments, Complaints and Comments data

4.7 Managing Risk

Risk Management is a key part of an organisation's strategic management and is complementary to performance management. It is the process whereby organisations methodically address the risks attached to their activities to achieve sustained benefit within each activity and across the portfolio of all activities. Effective risk management will allow the Council to:

- Have increased confidence in achieving its desired outcomes.
- Contain threats to an acceptable level.
- Take informed decisions about exploiting opportunities.

Inverclyde Council has a Risk Management Strategy and a Risk Assessment and Prioritisation Framework and these should be followed when identifying and managing risk and mitigating actions.

For further information and support in relation to risk management please contact Inverclyde Council's Chief Internal Auditor, Andi Priestman.

5. Performance monitoring and management

5.1 Pentana Risk

Inverclyde Council recently implemented a new online performance management system, Pentana Risk (referred to as Pentana), a cloud-based performance management software

system which is accessible remotely and from any device. The Council has 50 Pentana user licences.

Pentana supports the Council's performance management framework in the specific areas of managing Actions; KPIs and Risk and links these together to track the work being undertaken and the resulting impact. Performance reports can be generated at scheduled intervals or as required for review at team or management meetings, as well as Committee meetings. Reporting of progress should include a narrative against objectives and performance indicators to give a holistic view of the progress made. As the roll out of Pentana continues, the use of portals will be extended to minimise the needs for paper reports to be produced at operational level.

Data stored on the system must be underpinned by robust metadata to ensure data quality and integrity. Metadata provides detail of what data is being collected, from what source and how / when it is calculated. Appendix 1 contains a pro-forma where metadata information can be recorded. The protocol to be followed in the use of Pentana is set out in Appendix 2.

The roll out across Inverclyde Council is led by the Corporate Policy, Performance and Partnerships team, supported by colleagues in the Directorates. If you would like to more information on Pentana please contact the Corporate Policy Team at the following email address: corporate.policy@inverclyde.gov.uk

5.2 Roles and Responsibilities

The Council is ultimately accountable to the public for its performance and defined roles, responsibilities and accountabilities are important to ensure effective performance monitoring and management. These will vary across the Council and are set out below:

Role	Responsibility
Full Council	Agree the vision and direction of the Council.
Elected Members, Committees	Responsible for making decisions, and approving, reviewing and scrutinising delivery and performance within a given service/subject area.
Corporate Management Team	Strategic responsibility for managing and challenging performance in relation to the Council's priorities, including the Committee Delivery and Improvement Plans. Sets the culture and organisational practice and drives continuous improvement activity by embedding the Performance Management Framework. Ensures corrective action is taken to deal with areas of poorer performance and risk. Responsible for supporting and advising Councillors.
Directorate and Senior Management Teams	Responsible for the management and delivery of Service Plans. Set objectives, performance indicators, milestones and targets for their Service. Accountable for operational performance and ensuring that their service contributes to the Council's overall strategic priorities. Heads of Service and Service Managers, supported by their data officers, should undertake quality assurance of their data throughout the year and track and report on performance to the CMT and Committee. Support colleagues to understand the performance management framework and their role in it. Promote corporate and service improvement via Pentana.

Role	Responsibility
Team Leaders	Support the Senior Management Team in delivering the Service objectives. Create and deliver team plans and manage performance. Reinforce the link between organisational and individual objectives to team members. Use performance improvement methods to support improvements in service delivery.
Employees	Contribute to the delivery of Plans through the completion of tasks allocated to them as agreed through their appraisal process and service / teams plans. Understand how their work contributes to the delivery of the Council's key priorities. Take responsibility for individual performance and development. Employees should feel able to contribute to performance improvement activity.
Citizens' and Service Users	The Council is ultimately accountable to the public for its performance and has a mechanism for providing feedback on performance and use of Council services. The public can express its views on how the Council operates via participation in partnership and Council led consultation and engagement exercises.

6. Scrutiny

6.1 Elected Member Scrutiny

Enhancing Elected Member scrutiny and oversight of performance is pivotal to the success of the new Performance Management Framework. Elected Members have a key role to play in scrutinising improvement activity through the committee process including:

- Approving the Council Plan, Financial Strategy and other high-level strategies and annual reports;
- The scrutiny of performance reports; and
- The approval and scrutiny of action plans developed in response to inspection or audit actions.

6.2 Management Scrutiny

Pentana allows us to create scorecards, trend dashboards and performance portals, aligned to our strategic priorities. Performance scorecards and trend dashboards on the Council Plan and Committee Delivery and Improvement Plans will be monitored and actioned by the CMT at appropriate intervals depending on the nature of the Plan, whilst Service Plan performance will be monitored by the Senior Management Team on a quarterly basis.

The CMT will review and approve performance reports prior to their submission to Council Committees.

Managers will also receive a wide range of service specific management and operational information reports on a weekly and monthly basis.

6.3 Public Performance Reporting

Inverclyde Council is committed to ensuring that accountability, transparency and openness is embedded throughout the organisation and in our public performance reporting. The Council

strives to continuously improve the quality of information that it publishes to the public. All information should be easy to find, accessible and easy to read.

A wide range of performance information is published on the Council's website which can be found here: <https://www.inverclyde.gov.uk/council-and-government/performance>

All reports relating to Best Value and external annual audit reports should also be made available to the public on the Council's website.

The annual performance reporting calendar for the Council's high-level plans and progress reports is provided on the next page.

6.4 Performance Reporting Calendar

Report	Committee / Board	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Partnership Plan Annual Report	Inverclyde Alliance Board												
Partnership Plan progress reports	Inverclyde Alliance Board												
Local Children Poverty Action Annual Report	Inverclyde Alliance Board												
Council Plan Annual Report	Policy & Resources Committee												
Council Plan progress reports	Policy & Resources Committee												
Financial Strategy – 6 monthly report	Policy & Resources Committee												
Workforce Information and Activity Report	Policy & Resources Committee												
People and OD Strategy Action Plan update	Policy & Resources Committee												
Inverclyde Council Annual Complaints Report	Policy & Resources Committee												
Local Government Benchmarking Framework	Policy and Resources Committee												
Freedom of Information Annual Report	Policy & Resources Committee												
Annual Procurement Report	Environment & Regeneration Committee												
Economic Regeneration Strategy Progress Report	Environment & Regeneration Committee												
Climate Change Strategy Annual Report	Inverclyde Council												

7. Reviewing the Performance Management Framework

This Performance Management Framework will be reviewed to ensure that it continues to reflect the needs of the Council. A review will be carried out at the mid-point in Council and Partnership plan lifespan.

The review will include consulting with the CMT, DMTs and Elected Members on the effectiveness of the framework.

8. Further information and support

For more information on anything contained within this Framework, please contact the Corporate Policy, Performance and Partnership team, e-mail:
corporate.policy@inverclyde.gov.uk

Appendix 1: KPI data submission pro-forma

Service name:			
PI title:			
Performance data:	2020/21	2021/22	2022/23
Target: <i>Please advise of annual target</i>	2020/21	2021/22	2022/23
Rationale for target: <i>If the target has changed please provide the rationale for this:</i>			
Has the change in target been approved by the Head of Service		Yes , the new target has been approved by the Head of Service	
		No , the new target has not been approved by the Head of Service	
Data Source: <i>Provide details of the data source for audit purposes</i>			
Explanation of performance: <i>Provide details of performance, particularly where performance has declined</i>			
Has the data been approved for submission by the Head of Service?		Yes , the data has been checked and approved for submission	
		No , the data has not been approved prior to submission	
Pro-forma completed by: <i>Provide name and contact details of officer completing the pro-forma</i>			
Date:			

Appendix 2: Pentana protocols

A) Roles

In Pentana, 4 'roles' have been set up, each with varying levels of permission, n.b. the 'All User' permission is the default permission allocated by Pentana to all system users.

Site Administrator	The user has unrestricted access to Pentana, including the ability to create and manage user accounts and assign new users to an appropriate role. Site Admin are also responsible for maintaining an accurate record of the number of licences issued and general housekeeping of the system.
Advanced User	Advanced User responsibilities include the creation of Actions, PIs and Risks on the system, including assigning responsibilities; setting up triggers and schedules; create and run reports, develop scorecards and strategy maps, queries and development of portals. Advanced Users should ensure that the correct visibility is set for Actions, Risks and PIs. Advanced Users cannot add new users to Pentana. The number of advanced users on the system is currently restricted.
Actions, Risk or PI Update	This permission will be held by the vast majority of Pentana licence holders. Users are restricted to updating Actions, Risks and PIs that are assigned to them or managed by them. Any changes to an Action, Risk or PI that are required other than basic editing/ updating should be referred to an Advanced User. The process for this is shown below.
All staff view only	This permission assigns the user view only access to the Actions, Risks and PIs on the system. Users can only view data where the visibility is designated as 'All Staff View Only'. <u>This role is a basic 'view only' role for HSCP and Council employees only</u> (does not include Elected Members, Board Members Partners etc.). All Staff View Only should be the default visibility setting for all new Actions, PIs and Risks.
All users	Pentana automatically assigns all new users to the system to the default 'All User' role. Users cannot be removed from this role and whilst no permissions are allocated to this role, any Action, Risk or PI where visibility is set to 'All Users' rather than 'All staff view only' on the system will be visible to everyone. Management of user permissions should be via roles 1-4 described above.

B) Adding and changing Actions, PIs and Risks

New actions or PIs can only be added to Pentana by site admin or advanced users who have received the appropriate training. The contact details are provided below:

- Karen McCready, Corporate Policy, Performance and Partnership Team
- Ryan Macsween, Corporate Policy, Performance and Partnership
- Ross Scullion, Community Safety and Resilience
- Anne Doak, Library Support Officer
- Suzanne Black, Data Analyst, Public Protection

From time to time it may be necessary to amend the information on Pentana to reflect changing circumstances. The procedure to be followed for the most likely changes is set out below:

Action:	Procedure:
Request to have a new Action Plan, KPIs or Risk to be added to Pentana.	Contact Corporate Policy team in the first instance to discuss requirements, timescales, reporting schedule set up, licences required and roles etc.
Changes to action delivery date.	Requests to change delivery dates must be emailed from the Team Leader (indicating that they have Service Manager approval) to the Corporate Policy Team with an explanation. A note will be added to Pentana to explain the reason for the change in date. Dates on the system will then show the original due date and the new due date.
Cancelling or postponing an action	An action should only be cancelled or postponed with the agreement of the line manager (who should also be the person responsible for managing the action). To have an action cancelled or postponed contact the Corporate Policy Team with the reason for cancelling or postponing. If it is postponed, please state when it will be taken forward. It is the responsibility of the service to ensure that it is incorporated in the relevant plan for the new date.
Setting and changing PI targets	Targets must be set by the service and signed off by the Head of Service. Annual targets set for future years must be reviewed to ensure they remain challenging but realistic. They should be revised where necessary and an explanation recorded in the note field.
Changes to Risks	As the Risks on Pentana are directly linked to other plans and strategies, changes to Risks can only be made with the approval of the Chief Internal Auditor.

This document has been produced by:

Corporate Policy, Performance and Partnerships Team,
Organisational Development, Policy and Communications,
Municipal Buildings, Greenock
PA15 1LY