
Report To:	Policy & Resources Committee	Date:	16 September 2025
Report By:	Corporate Director, Education, Communities and Organisational Development	Report No:	PR/20/25/KMcC
Contact Officer:	Morna Rae	Contact No:	01475 712146
Subject:	Review of the Performance Management Framework		

1.0 PURPOSE AND SUMMARY

1.1 ☐ For Decision ☒ For Information/Noting

1.2 The purpose of this report is to seek Committee approval for the updated Performance Management Framework.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee approve the updated Performance Management Framework, appended to this report in Appendix 2.

Morna Rae
Head of OD, Policy and Communications

3.0 BACKGROUND AND CONTEXT

- 3.1 To support the implementation of a new Council Plan 2023/28, the Committee Plans 2023/26 and annual Service Plans from April 2023, a new Performance Management Framework was developed and approved by the Policy and Resources Committee on 21 March 2023.
- 3.2 The Performance Management 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 and targets to drive continuous improvement.
 - Demonstrate Best Value.
 - Work openly, transparently and in an accountable way.
- 3.3 The update of the Performance Management Framework is the next stage in the review of the wider Strategic Planning and Performance Management Framework, carried out in early 2025.
- 3.4 The review of the Framework is also included in the Policy Review Schedule, with a due date of September 2025.

4.0 PROPOSALS

- 4.1 A summary of the proposed changes to the Performance Management Framework is set out in Appendix 1, with the updated Framework provided in Appendix 2.
- 4.2 No major changes are proposed to the framework, however the attention of the Committee is drawn to the following proposed amendments:
- Reference to the self-assessment of Best Value performance, carried out by the ECMT in April 2024, has been added.
 - Details of the Audit Scotland SPI Direction have been updated to refer to Direction, published in December 2024, which superseded the SPI Direction 2021.
 - Details of the new HSCP Strategic Plan 2024/27, including performance arrangements for the four new strategic priorities, has been added.
 - The addition of information on the review of the SPPMF and the recommendations that were agreed earlier this year.

5.0 IMPLICATIONS

- 5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		X
Legal/Risk		X
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X

Environmental & Sustainability		X
Data Protection		X

5.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.3 Legal/Risk

There are no legal implications associated with this report.

5.4 Human Resources

There are no human resources implications associated with this report.

5.5 Strategic

A robust performance management framework supports the delivery of the Council Plan Theme of Performance: 'High quality, innovative services are provided, giving value for money'.

6.0 CONSULTATION

6.1 None.

7.0 BACKGROUND PAPERS

7.1 None.

APPENDIX 1: SUMMARY OF PROPOSED REVISIONS TO THE PERFORMANCE MANAGEMENT FRAMEWORK, AUGUST 2025

Performance Management Framework		
PAGE	TITLE	PROPOSED CHANGE
Throughout		Change from Corporate Policy, Performance and Partnerships Team to Corporate Policy, Performance and Communications Team
Cover page		Date of review updated
1	Document Control	Insertion of a Document Control page
5	SPI Direction	Updated to reflect the publication of a new SPI Direction 2024 and its contents
6	Best Value	Updated to include reference to the Best Value self-assessment that was carried out in April 2024 and a link to the Council's Best Value webpage.
9	Committee Delivery and improvement Plans 2023/26	Details of the annual refresh expanded to include reference to KPIs and Risks in addition to the existing reference to action plan refresh.
9	HSCP Strategic Plan	Updated to reflect the publication of a new HSCP Plan 2024/27 and the approval of 4 new strategic actions. Details of performance management and reporting arrangements also added.
14	Citizens' Voice	Removal of reference to Communication and Engagement Groups and addition of new Community Conversations Weeks
14	Managing Risk	Contact details changed from Chief Internal Auditor to Corporate Risk Advisor
19	Reviewing the Performance Management Framework	Updated to reference the SPPMF review carried out in early 2025 and the agreed recommendations arising from the review

Inverclyde Council Performance Management Framework

Inverclyde
council

**CORPORATE POLICY, PERFORMANCE
AND COMMUNICATIONS TEAM**

July 2025

DOCUMENT CONTROL

Document Responsibility

Policy Title	Corporate Group	Service
Performance Management Framework	Corporate Quality Improvement Group	OD, Policy and Communications

Change History

Version	Date	Comments
1.1	March 2023	Approved by P&R Committee
1.2	February 2024	Updated to improve accessibility and name change of Pentana to Ideagen
1.3	July 2025	Updated to reflect: <ul style="list-style-type: none"> - New SPI Direction 2024 - New HSCP strategic Plan 2024/27 - Review of the PMF in 2025 and recommendations

Distribution

Corporate Management Team, Heads of Service, ICON, Corporate Quality Improvement Group
--

Policy Review

Updating Frequency	Next Review Date	Responsible Officer
2 years	March 2027	Head of OD, Policy and Communications

Policy Review and Approval

Name	Action	Date	Communication
Policy & Resources Committee			

Contents

1. Introduction and purpose	3
1.1 What is Performance Management and why is it important?	3
2. National Context	4
2.1 National Performance Framework	4
2.2 Best Value	4
2.3 The Local Government Benchmarking Framework (LGBF)	6
3. Local Context	7
3.1 Partnership Plan 2023/33	7
3.2 Council Plan 2023/28	8
3.3 Committee Delivery and Improvement Plans 2023/26	8
3.4 Service Delivery and Improvement Plans	9
3.5 Inverclyde Health and Social Care Partnership Strategic Plan 2024/27	9
4. Planning for Improvement	11
4.1 Plan, Do, Learn, Act	11
4.2 Measurable outcomes	11
4.3 Developing Key Performance Indicators	12
4.4 Setting targets	12
4.5 The importance of being SMART	13
4.6 Challenge and Review	14
4.7 Managing Risk	15
5. Performance monitoring and management	16
5.1 Ideagen Risk (formerly called Pentana)	16
5.2 Roles and Responsibilities	16
6. Scrutiny	18
6.1 Elected Member Scrutiny	18
6.2 Management Scrutiny	18
6.3 Public Performance Reporting	18
6.4 Performance Reporting Calendar	19
7. Reviewing the Performance Management Framework	20
8. Further information and support	20
Appendix 1: KPI data submission pro-forma	21
Appendix 2: Ideagen Risk (formerly called Pentana) protocols	22

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, extracted 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 was implemented in 2023, which included the integration of Best Value fully into annual audit activity. The inspection process also includes 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.

Statutory Performance Indicator (SPI) Direction 2024

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 in December 2024 and relates to financial years beginning 1st April 2025, 2026 and 2027.

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:

SPI 1: Improving local services and local outcomes

Each council will report information about its performance in a way that enables that council, other councils, the Accounts Commission, local residents and communities, and any other interested parties to draw comparisons and make judgements in relation to:

- i) that council's performance over time, and
- ii) the performance of different councils in a given period of time.

For the purposes of (i) above, reporting against a particular indicator or set of indicators should include a time series that is appropriate for the particular indicator/s chosen, typically covering a period of at least three years but taking account of:

- internal factors such as council plans and other strategic or budget decisions, and
- external factors such as national policy changes and any extraordinary events.

For the purposes of (ii) above, councils should ensure:

- comparisons are made against councils that are similar in relevant respects, such as budget size, urban/rural classification, and demographic or socioeconomic characteristics, and
- their choice of indicators – including whether they have adopted LGBF or other indicators or a combination – and their performance data are robust, consistent and comparable, and complemented by narrative context where appropriate.

The Commission expects councils to maximise the use of the Local Government Benchmarking Framework (LGBF) as a primary means of facilitating comparisons, alongside or in conjunction with other locally appropriate measures of performance. Councils should be transparent as to why specific measures have been chosen for local benchmarking and performance reporting purposes, particularly where they have chosen not to use LGBF indicators.

In satisfying the requirements set out in this Schedule, the Commission requires each council to ensure that its reporting meets the following three criteria:

- **Balanced**, in respect of areas in which performance has improved and those in which it has not improved or has declined. It is important to avoid reporting in a way that is, or could reasonably be perceived as being, selective, misleading or biased.
- **Timely**, in the interests of transparency and to enable the council to respond promptly where remedial action is required. It should be possible for councils to publish an annual performance report within nine months – and no later than twelve months – after the end of the respective year. In addition, councils should be updating and reviewing information on their performance on a quarterly basis (or otherwise as determined by data availability or reporting cycles), and where possible making that information publicly available.
- **Accessible**, and able to be easily understood by all citizens. For example, councils should publish summaries to communicate key messages, produce easy-read versions of reports wherever possible, and make appropriate use of technology to display performance information in a variety of formats whilst adhering to statutory requirements in relation to equalities.

Councils' performance information reporting shall cover the four key areas set out in the remainder of this document. In meeting these requirements, councils should take cognisance of current statutory guidance on Best Value.

To ensure that statutory obligations are being met, Inverclyde Council will carry out a corporate self-evaluation each year, with a focus on the delivery of Best Value, and will report on its performance to the public via the Council website. In 2024, a Best Value 'Checklist', developed by the Improvement Service was used to as the overarching framework for the self-evaluation, in order to identify strengths and areas for improvement. The report can be found here: [Inverclyde Council Best Value - Inverclyde Council](#)

2.3 The Local Government Benchmarking Framework (LGBF)



The LGBF 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: [Local Government Benchmarking Framework - Inverclyde Council](#)

More information on the LGBF, including details of performance for all Scottish Councils can be found on the Improvement Service website:

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

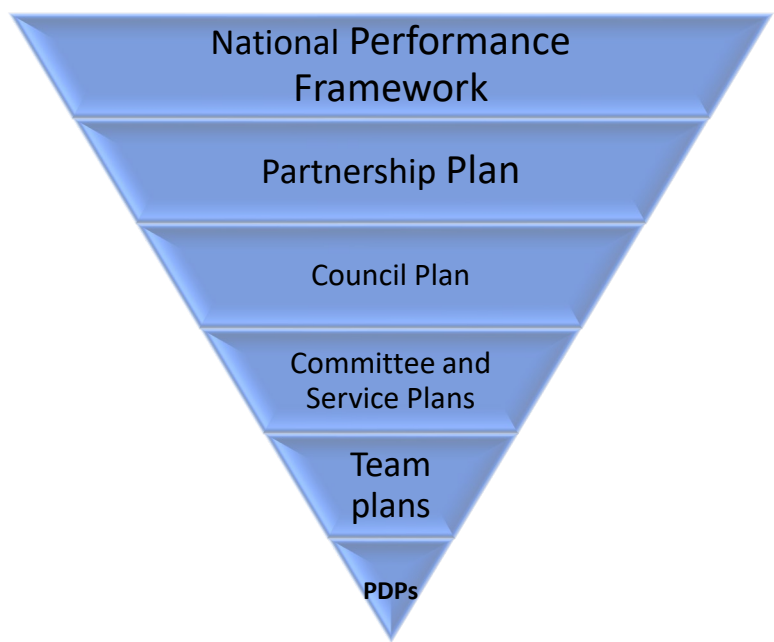
3. Local Context

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’, which is a way of describing how each element links together, from the National Performance Framework to team and individual objectives.

The Inverclyde Council Financial Strategy is integral to the process, running from the Council Plan down to individual employee personal development plans.

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 for the 10-year period 2023/2033. The Partnership Plan focuses on the following key themes:

- Theme 1:** Working People
- Theme 2:** Healthy People
- Theme 3:** Empowered People
- 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. Based on the feedback received, the following key themes have been developed:

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
- Our strategic housing function is robust;
- Our economy and skills base are developed;
- We have a responsive business premises supply; 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 moved to a new model for Directorate and service planning to support the delivery of the Council Plan 2023/28 and set out more explicitly the linkages between actions, strategic priorities and local outcomes, as well as reflecting the new approach to Best Value. The planning 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"> • Physical Assets • Regeneration, Planning and Public Protection 	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, Democratic, Digital and Customer 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.
- Strategic improvement actions arising from Service Review.
- Key Performance Indicators linked to the delivery of action plans.
- LGBF measures of strategic importance to the Committee.

Although a three-year rolling plan, the action plan, KPIs and Risks will be reviewed on annual basis with performance reports considered by the CMT prior to every second Committee meeting.

3.4 Service Delivery and Improvement Plans

Each Head of Service should produce a Service Delivery and Improvement Plan annually. 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:

- Key actions / workstreams that the Service will be delivering in the forthcoming year.
- Service self-evaluation improvement actions (e.g. arising from PSIF assessment).
- 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 should be monitored by Directorate Management Teams on a quarterly basis.

3.5 Inverclyde Health and Social Care Partnership Strategic Plan 2024/27

The Health and Social Care Strategic Partnership Plan, 'People and Partnerships, Making a Difference (2024-27)' 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 four new strategic priorities to be delivered over its lifetime, each supported by identified strategic actions:

- Provide early help and intervention.
- Improve support for mental health, wellbeing and recovery.
- Support inclusive, safe and resilient communities.
- Strengthen support to families and carers.

These priorities complement the five themes of the Inverclyde Alliance Partnership Plan 2023/33.

A robust monitoring process is in place to assess and report on the progress of the Strategic Partnership Plan

Progress against each strategic action is collated and reported to the Inverclyde Integration Joint Board and the Strategic Planning Group every six months. Action updates are collected through priority group meetings. Four focused meetings, one for each priority, are held with action leads across the HSCP to discuss progress. This provides robust updates and helps to effectively demonstrate close partnership working across HSCP service areas and with partners. The Ideagen performance management system is used to manage performance.

As well as supporting 6 monthly reporting of the progress of our strategic plan, this approach supports the completion of our Annual Performance Report.

Outcomes framework

To further evidence the impact of the Strategic Partnership Plan, a robust outcomes framework is under development. This framework identifies appropriate outcome measures that help evidence the impact of our strategic actions. A draft framework is in its later stages of development; with further work ongoing to validate the measures.

National Indicators

Integration Joint Boards are required to report against two national datasets, the National Health and Wellbeing Outcomes (containing 23 national indicators) and the Ministerial Strategic Group framework (17 indicators). The frameworks are employed by all Scottish HSCPs and demonstrate the impact of integrated working.

These frameworks are published nationally and reported annually in the Annual Performance Report.

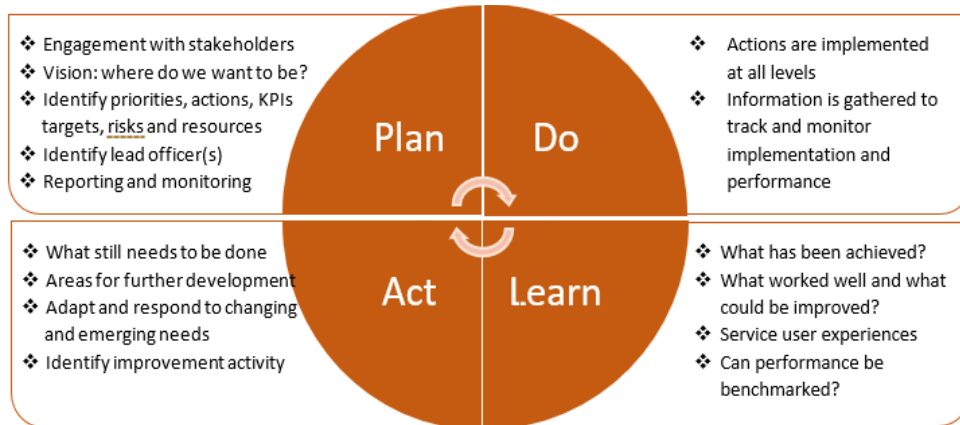
The HSCP Strategic Plan can be downloaded from the Council's website here:

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

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.

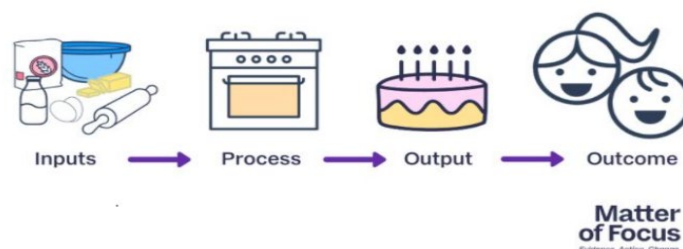


4.2 Measurable outcomes

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 robust 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 and understand how they fit into the broader vision.

As data can influence decisions that are taken at all levels of the organisation 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 help to:

- Promote accountability.
- Manage a service.
- Stretch performance.
- Support self-improvement.

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

Targets must be set at the outset of the Plan or project / initiative and approved by the Head of Service. They should be reviewed annually, giving consideration to recent performance, new policy developments and national benchmarks to ensure that they remain relevant and challenging. All proposed changes to targets will be reviewed 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, Ideagen Risk (formerly called Pentana). More information on the performance management system 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 is 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 is not 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 the Service must be able to explain why a 5% threshold has not been applied.

For all indicators however, targets and tolerance levels should be specific and realistic. The symbols used by Ideagen Risk to report performance are shown below.

Table of symbols used by Ideagen Risk shown below.

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 above
	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 (SNA)**
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 is 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 Local Government Benchmarking Framework performance, published by SOLACE and the Improvement Service, is available here:

[Local Government Benchmarking Framework - Inverclyde Council](#)

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
- Community Conversation Weeks
- 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 Corporate Risk Advisor.

5. Performance monitoring and management

5.1 Ideagen Risk (formerly called Pentana)

Performance is recorded and reported using an online performance management system, Ideagen Risk, a cloud-based performance management software system which is accessible remotely and from any device. The Council has 50 user licences and unlimited 'view only' licences.

Ideagen Risk supports the Council's performance management 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.

Data stored on the system should 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 Ideagen Risk is set out in Appendix 2.

The roll out across Inverclyde Council is led by the Corporate Policy, Performance and Communications team, supported by colleagues in the Directorates. If you would like more information, 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, therefore defined roles and responsibilities 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 by embedding the PMF. Ensures corrective action is taken to deal with areas of poorer performance and risk. Responsible for supporting and advising Councillors on performance matters.
Directorate and Senior Management Teams	Responsible for the management and delivery of Service Plans. Set Service objectives, performance indicators, milestones and targets. Accountable for operational performance and ensuring that their service contributes to the Council's overall strategic priorities. Undertake quality assurance of their data throughout the year and track and report on performance to the CMT and Committee. Implement performance improvement tools to support improvement in service delivery.

Role	Responsibility
Team Leaders	Support the Senior Management Team in delivering key objectives. Develop and deliver team plans and manage performance. Reinforce the link between organisation and individual objectives to team members. Support colleagues to understand their role in continuous improvement.
Employees	Contribute to the delivery of Plans through the completion of allocated tasks. Take responsibility for individual performance and development and understand how their work contributes to the delivery of the Council's key priorities. 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 this 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

Ideagen Risk enables the creation of 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												
Climate Change Strategy Annual Report	Inverclyde Council												

7. Reviewing the Performance Management Framework

Building a review of the SPPMF supports the Council's commitment to continuous improvement. A review was carried out at the end of December 2024 - January 2025 and took the form of a survey to capture the views of Elected Members, Service Managers and the Extended Corporate Management Team.

The review findings were that the original objectives of the Performance Management Framework are largely being met, particularly with regard to supporting the role of Elected Members in monitoring performance.

The following areas for improvement were identified and have been included as actions in the Policy and Resources Committee Plan in 2025/26:

- Implementation of an annual briefing on the Council Plan 2023/28.
- Develop new ways to communicate and promote the aims of the Council Plan 2023/28.
- Ensure that strategic plans and performance reports are clear and easy to understand.

The next review will be carried out in March 2027.

8. Further information and support

For more information on anything contained within this Framework, please contact the Corporate Policy, Performance and Communications team, e-mail:

corporate.policy@inverclyde.gov.uk

Appendix 1: KPI data submission pro-forma

1. Service Name:

2. Description of KPI:

3. Please provide details of performance below:

Performance 2021/22	Performance 2022/23	Performance 2023/24

4. Please provide details of the annual target below:

Target 2022/23	Target 2023/24	Target 2024/25

5. If the target has changed please provide details of why:

6. Has the change in target been signed off by the Head of Service? (please answer yes or no)

7. Please provide details of the data source for audit purposes

8. Please provide details of any significant change in performance, particularly where performance has declined.

9. Has the data been approved for submission by the Head of Service (please answer yes or no)

10. Proforma completed by:

Signature:

Designation:

Date:

Appendix 2: Ideagen Risk (formerly called Pentana) protocols

A) Roles

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

User Role:	Permission level:
Site Administrator	The user has unrestricted access to Ideagen Risk, 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 Ideagen Risk. The number of advanced users on the system is currently restricted.
Actions, Risk or PI Updater	This permission will be held by the vast majority of Ideagen Risk 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	Ideagen Risk 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 Ideagen Risk by site admin or advanced users who have received the appropriate training. Please contact the Corporate Policy, Performance and Communications Team to request details of advanced users in your service. From time to time, it may be necessary to amend the information on the PMS 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 Ideagen Risk.	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 Ideagen Risk 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 Ideagen Risk 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 Communications Team,
Organisational Development, Policy and Communications,
Municipal Buildings, Greenock
PA15 1LY**