

---

<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>14 August 2012</b>
<b>Report By:</b>	<b>Corporate Director Education, Communities &amp; Organisational Development</b>	<b>Report No:</b>	<b>PR064/12/AH/MMcK</b>
<b>Contact Officer:</b>	<b>Head of Inclusive Education, Culture and Corporate Policy</b>	<b>Contact No:</b>	<b>01475 712828</b>
<b>Subject:</b>	<b>Revised Strategic Planning and Performance Management Framework</b>		

---

## 1.0 PURPOSE

- 1.1 The purpose of this report is to present to the Policy and Resources Committee the recommendations from the Strategic Planning and Performance Management Board (SPPMB) to streamline the planning and performance framework for Inverclyde Council.

## 2.0 SUMMARY

- 2.1 Under direction from the Chief Executive the SPPMB have undertaken a review of the Strategic Planning and Performance Management Framework (SPPMF) for Inverclyde Council, with the aim to reduce duplication and make the framework leaner.
- 2.2 The SPPMB have met on a number of occasions to progress this and have developed a number of recommendations to amend the existing framework, creating a framework which incorporates 'Planning for Delivery and to Secure Improvement'.
- 2.3 The process included a review of the planning frameworks of the other 31 Local Authorities in Scotland and a number of workshops to develop and discuss a number of alternative frameworks. The process was also informed by the review of the Organisational Improvement Plan carried out by Corporate Policy/ Performance. The Corporate Management Team have been involved in the development process and have agreed the attached framework.
- 2.4 The main recommendations are:
- Clarify our overarching vision as a council to reflect good self-evaluation and current thinking
  - Use one set of Outcomes, namely the SOA Local Outcomes, planned around the GIRFEC national well-being indicators (see Appendix 2). This can support a more synergised approach across service delivery
  - Set out the outcomes adopted by the Council in a high level Corporate Statement
  - Redevelop the Directorate Plans to focus more on improvement, moving to Corporate Directorate Improvement Plans
  - Capture service commitments in Service Statements which support the Corporate Directorate Improvement Plans
  - Create more detailed improvement project plans for particular initiatives which sit under the Corporate Directorate Improvement Plans (CDIPs). This means that CDIPs concentrate on high level areas for improvement which make a real difference to service delivery.

- Key criteria of a positive CDIP would be adopted across the Council. This would include ensuring that plans are:
  - linked to a clear single vision
  - about aspirations that lead to actions
  - addressing the most important issues
  - showing clear connections across different aspects of a Directorate's work
  - innovative
  - demonstrating sustainability
  - linked to good self-evaluation
  - focused on outcomes and impact with meaningful performance measures
- Link the whole planning framework to the performance management system
- Include any outstanding Organisational Improvement Plan actions in Corporate Directorate Improvement Plans
- Create a stronger, overarching Self Evaluation process for the Council, including a range of self evaluation tools, for example PSIF and Validated Self Evaluation.

2.5 The whole SPPMF will be underpinned by robust community engagement, self evaluation, asset management and the Financial Strategy.

2.6 The diagrams attached at appendix one set out how the structure and the process for developing the SPPMF will look.

2.7 The SPPMB (which will become the Performance Corporate Improvement Group) will develop guidance on 'What is good self evaluation' to support the whole process for planning and performance management, and roll this out across the Council. This will ensure that any plans and strategies are based on robust self evaluation, and reflect the needs of the Council and the communities of Inverclyde.

### **3.0 RECOMMENDATIONS**

It is recommended that the Committee:

- a. Consider and discuss the proposed Strategic Planning and Performance Management Framework
- b. Support the development of a robust self evaluation process
- c. Agree the proposed Strategic Planning and Performance Management Framework.

**Albert Henderson**  
**Corporate Director**  
**Education, Communities and Organisational Development**

## 4.0 BACKGROUND

- 4.1 Since 2005 the Council has been developing a comprehensive Strategic Planning and Performance Management Framework, integrating planning and performance management to ensure the effective delivery of corporate and service outcomes.
- 4.2 The framework has been adjusted to incorporate new initiatives or strategic directions over time.
- 4.3 As a result of the variety of strategies and plans being developed to a variety of timescales, and the introduction of Single Outcome Agreements (SOA), there is a large amount of duplication across the documents produced, particularly across the Community Plan, SOA and the Corporate Plan. Each document has a set of outcomes, each worded slightly differently, but essentially aiming to achieve the same things for Inverclyde. All three documents share the same vision.
- 4.4 It is suggested for the new framework that the vision, as articulated in the revised SOA, be the over-arching vision for the area:

‘Getting it Right for Every Child, Citizen and Community’

This means that we will work in partnership to create a confident, inclusive Inverclyde with safe and sustainable, healthy, nurtured communities, and a thriving, prosperous economy, with active citizens who are resilient, respected and responsible and able to make a positive contribution to the area.

- 4.5 The review of the Framework by the Strategic Planning and Performance Management Board (SPPMB) highlighted the duplication of outcomes and the suggestion from the Board is to use one set of outcomes going forward, those set out in the Single Outcome Agreement, or an adapted version of those outcomes, planned around the GIRFEC wellbeing outcomes (as set out in Appendix Two).

Focusing on these outcomes means that the Council will no longer reference or report on the outcomes set out in the Community Plan or the Corporate Plan. The Community Plan was agreed as a 10 year document, to 2018, so can stand as is and act as the longer term direction of travel for Inverclyde, with the SOA as the intermediate term delivery plan for the Community Plan.

- 4.6 Using these outcomes, the Council can then set out in a Corporate Statement and Corporate Directorate Improvement Plans (CDIPs) what each of these outcomes means to the Council and what it will do as a partner in the Community Planning Partnership, as well as a standalone organisation, to help to achieve these outcomes for the communities of Inverclyde.
- 4.7 The CDIPs should also set out the high level overall budget, linked to outcomes, and as with all of the strategic/planning documents should be informed by robust self evaluation. It was recognised during the review that the Council needs to focus on Improvement throughout the organisation, and so Directorate Plans should be refocused to become Corporate Directorate Improvement Plans as was originally intended. The Directorate Plans at present largely capture what services do on a day to day basis, rather than on what improvements will be made to the service delivered to communities.
- 4.8 The CDIPS will incorporate any outstanding actions from the Organisational Improvement Plan that are relevant, and this, combined with the self evaluation that will take place to generate the improvement actions for the CDIPs, should ensure that the Council continues to deliver best value and continuous improvement. This in turn, should satisfy the expectations of Audit Scotland and our External Auditors in regard to Best Value and improvement.

- 4.9 The SPPMB have been developing guidance on what good self evaluation is, to help the Council to develop a culture of self evaluation, informed by a variety of tools, such as PSIF and Validated Self Evaluation. The CDIPs will be both outward facing (to communities) and inward facing (to the organisation itself) and should cover a three year period (including annual reviews).
- 4.10 In order to capture the day to day work of services, it is suggested that sitting alongside CDIPs should be a set of Service Statements. These would set out the core work of the service areas within a Directorate, what service users can expect of the service and set out the costs associated with delivering the service. The Service Statements documents can be used to populate service pages on the website and at service points in Council buildings, making it clear to service users what services the Council delivers combined with any customer service standards agreed for the Council.
- 4.11 There are a number of services (former Direct Labour Organisations) which currently produce Business Plans, e.g. Waste Management, Building Services etc. Arrangements will be made with these services to accommodate the requirements they have in setting out more detail in their plans. The intention will be that they will follow the format for Service Statements, adding any additional information as required.
- 4.12 Underpinning the Service Statements and the CDIPs will be more detailed Improvement Projects, some of which will be outward facing, telling communities how we will make services better for them, and some inward facing, dealing with how internally we will improve processes.
- 4.13 The whole planning process must be informed by community engagement (which will also form part of the self evaluation process), as well as asset management and the financial strategy.
- 4.14 Guidance has been drafted to support the whole process to ensure consistency across all three Directorates.

## 5.0 COMPONENTS OF THE FRAMEWORK

- 5.1 The proposed framework for the Council is set out in Appendix One, along with the process for developing plans.
- 5.2 The [National Outcomes](#) guide the general direction for the Community Planning Partnership and the Council and are set by the Scottish Government. There is an expectation that the Council will work towards the achievement of these outcomes in everything it does.
- 5.3 The [Single Outcome Agreement](#) (SOA) is the partnership document, agreed between the Inverclyde Alliance Community Planning Partnership and the Scottish Government, setting out what the local priority outcomes are and how these link to the national outcomes. The SOA is the main guiding document for the Inverclyde area, and the Council has adopted the eight local outcomes set out in this document.
- 5.4 The **Corporate Statement** will be a public facing document and sets out the local outcomes for Inverclyde Council, how the Council will contribute to the delivery of these, what this means for communities and how the Council's budget is spent.
- 5.5 The **Corporate Directorate Improvement Plans** have been developed from the former Directorate Plans, and will now focus much more on improvement action, based on robust **self evaluation**. The Corporate Directorate Improvement Plans (CDIPs) cover corporate cross cutting improvement actions which are led by the relevant Corporate Director through the Corporate Improvement Groups, as well as the improvement actions for the directorate which should be reached through a process of self evaluation set out in the self evaluation guidance. Each action will make reference to the outcome which it contributes to the delivery of, as well as the GIRFEC wellbeing indicator it refers to (see Appendix Two).

- 5.6 The **Service Statements and Standards** are public facing documents which should briefly set out what each service, or function within a service, does. They set out for customers what they can expect from that service, how they can contact the service, and what they can do to help the service run well.
- 5.7 The main reports which will be submitted to committee will be CDIP performance reports (to every second committee cycle) and a Corporate Performance Report (to the alternate second committee cycle) which will roll up all the actions under each outcome, to identify how well the Council is doing in regard to the achievement of the outcomes. Due to the nature of the new committee structure and the new management structure a Performance Report will be submitted to the Policy and Resources Committee, bringing together the progress updates on actions which sit within the services of Organisational Development, HR and Communications, Finance, ICT, Legal and Democratic Services, and Corporate Policy (which sits within Inclusive Education, Culture and Corporate Policy).

## **6.0 PERFORMANCE MANAGEMENT**

- 6.1 Supporting the whole planning framework will be the performance management system Inverclyde Performs, which will contain all performance measures and actions set out in the aforementioned documents. Each measure will be referenced to one of the eight outcomes as well as being referenced to scorecards to allow reporting on a Directorate or Service level, or to a particular work stream. The measures can also be referenced to a well being indicator (the Getting it Right for Every Child 'SHANARRI' indicators, which have been expanded to cover all citizens' and communities - see Appendix 2).
- 6.2 The system will be able to show red/amber/green (RAG) status for each action and indicator entered, and performance reporting and management can move to exception reporting, whereby red or amber actions or indicators are flagged up to management teams and committees. A commentary can be entered into the system to outline what mitigating action will be taken to address the failing indicator or action and to improve performance, or to explain why performance is not as anticipated.
- 6.3 Different levels of reporting in the system will allow management teams within the Council to assess the information that is appropriate and relevant to them. The aim is that each team meeting can be used to provide commentary on progress, which is entered into the system and which can then be used to populate committee reports.

## **7.0 PROPOSALS**

- 7.1 It is proposed that the Committee discuss the suggested SPPMF and decide whether to adopt this for the Council. It is also proposed that the Committee support the development and roll out of a robust self evaluation process.

## **8.0 IMPLICATIONS**

- 8.1 Legal: None anticipated at present

Finance: Outcome based budgeting may pose challenges for the Council as this is resource intensive. The Council will also have to outline how it reflects preventative spend going forward.

Personnel: None anticipated at present

Equality and Diversity: Equality Impact Assessment will be a key part of the self evaluation process which will be used to develop the Directorate Improvement Plans.

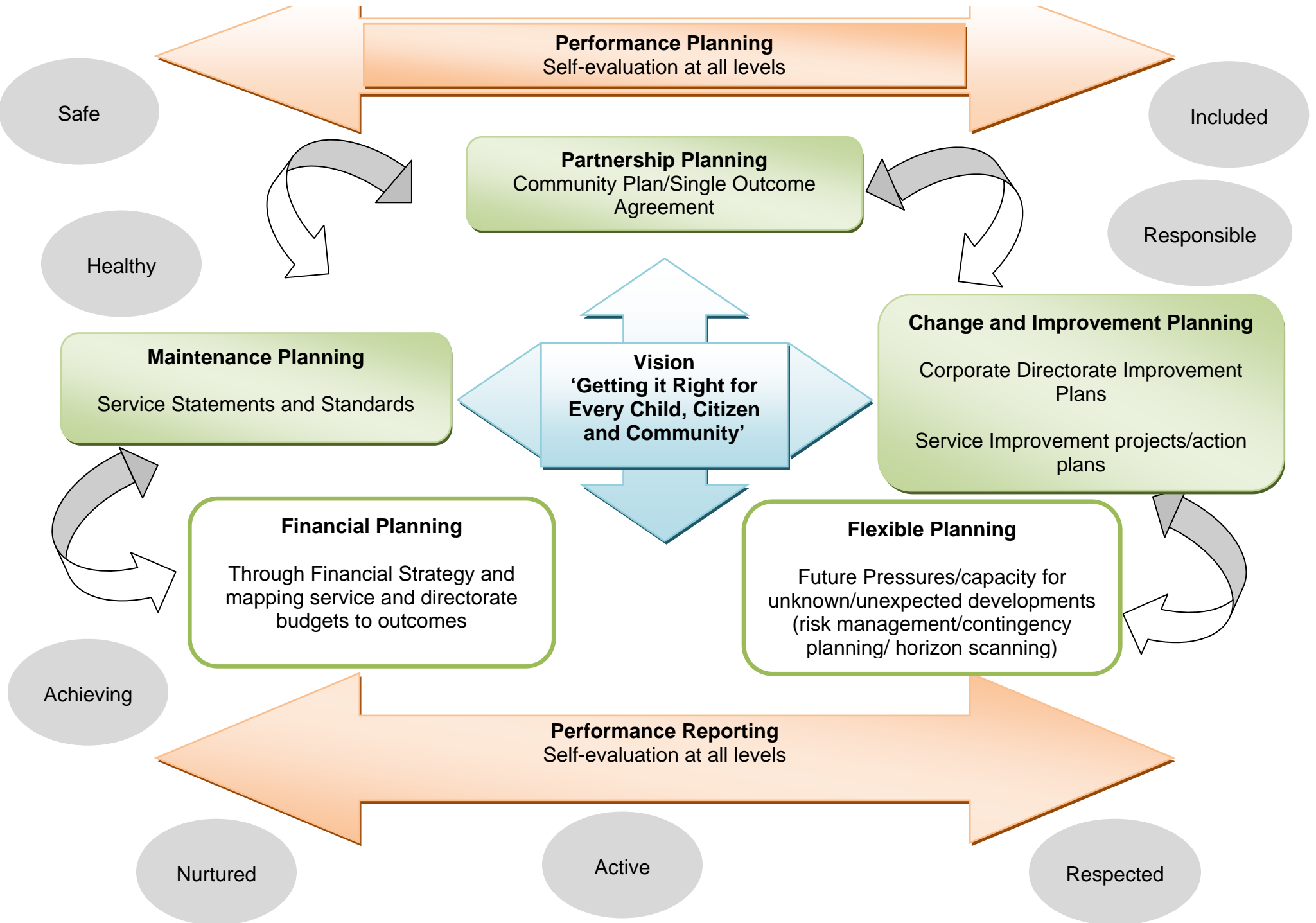
## **9.0 Consultations**

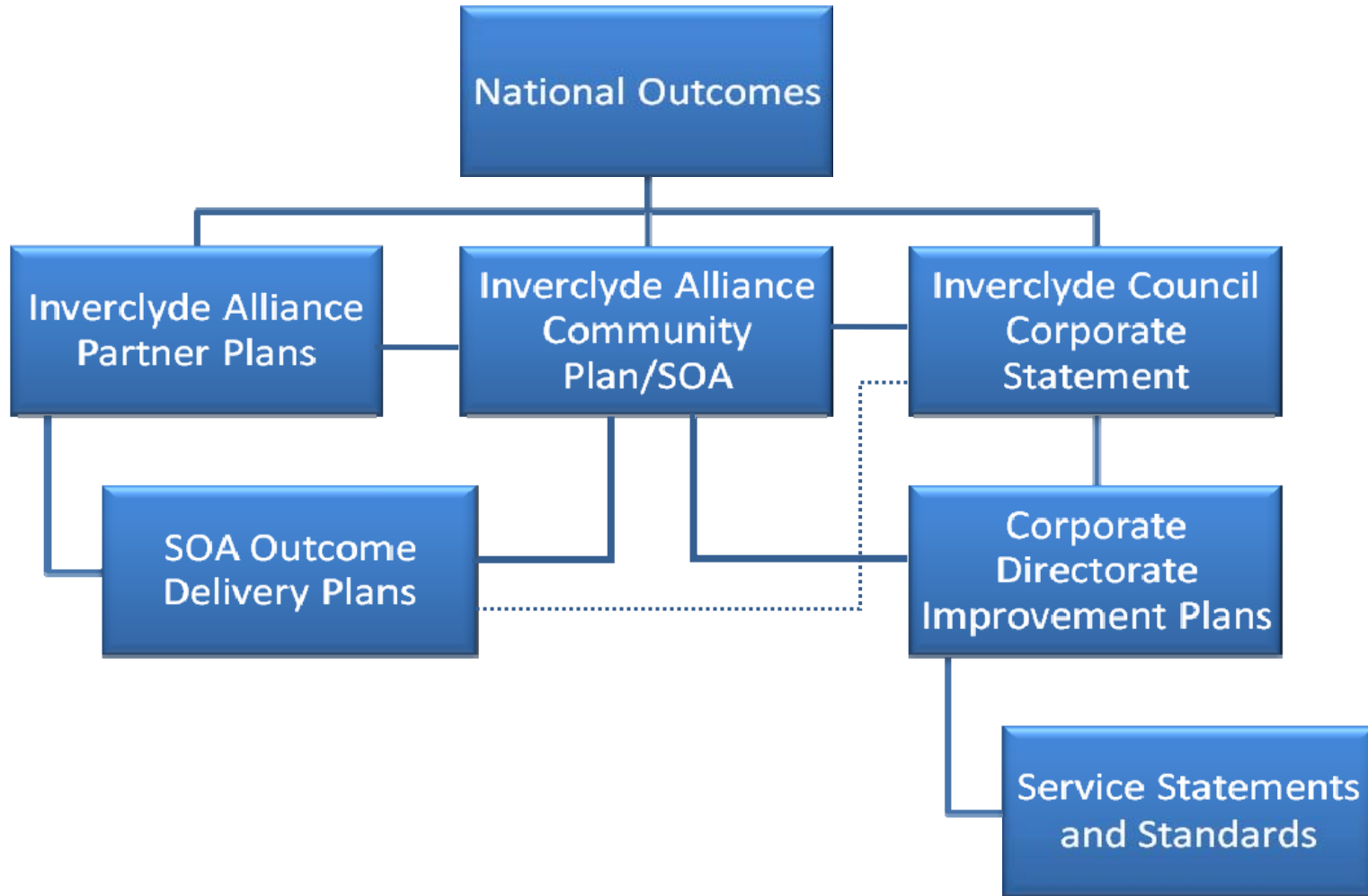
9.1 A range of services have been involved in the work of the SPPMB.

## **10.0 List of Background Papers**

10.1 Inverclyde Alliance Single Outcome Agreement 2009-11  
Inverclyde Council Corporate Plan 2007-11  
Directorate Planning Guidance

# Planning for Delivery and to Secure Improvement







## Appendix Two

The wellbeing outcomes from GIRFEC, adapted to fit the wider community, are set out below.

We want all our citizens' to be:

- Safe** Protected from abuse, neglect or harm and supported when at risk. Enabled to understand and take responsibility for actions and choices. Having access to a safe environment to live and learn in.
- Healthy** Achieve high standards of physical and mental health and equality of access to suitable health care and protection, while being supported and encouraged to make healthy and safe choices.
- Achieving** Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work , leisure or the community.
- Nurtured** Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.
- Active** Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development.
- Respected and Responsible** Respected and share responsibilities. Citizens are involved in decision making and play an active role in improving the community.
- Included** Overcoming social, educational, health and economic inequalities and being valued as part of the community.