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Improving Corporate Performance Management In Scottish Local Government

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The Workshop

- **The operating context**
- **Future directions**
- **Challenges & I.S. role**
- **Over to you...**

The Operating Context For P.M

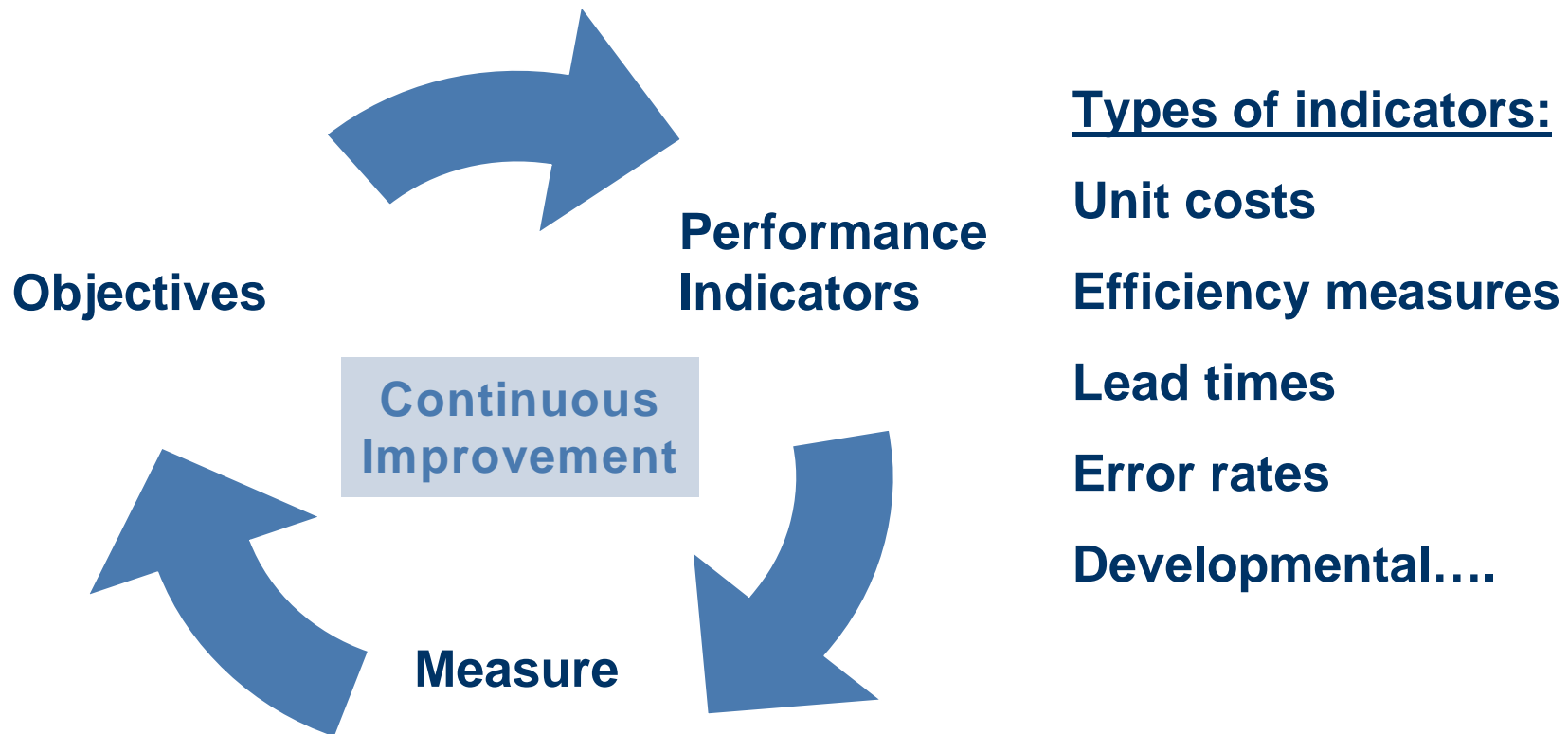
- **BV Audits**
Role of elected members in PM
Corporate governance
- **SPI review – reform or replacement?**
- **Citistat – building in political challenge**

The Future Direction: I.S. Ambitions for PM

- Improved local political engagement in PM
- More robust local corporate PM Framework
- Improved performance reporting & decision making
- Improved local accountability

PM as a key governance & improvement tool

What is performance management?



What a Good P.M. Framework Should Do

- Improve diagnosis & decision making
- Provide challenge
- Improve service performance
- Improve governance

Performance Management
Not Just Measurement

Some Key Guiding Principles

- **Locally focused**
- **Strategic**
- **Reliable & verifiable**
- **Improvement focused**
- **Improve accountability**
- **Comparable**

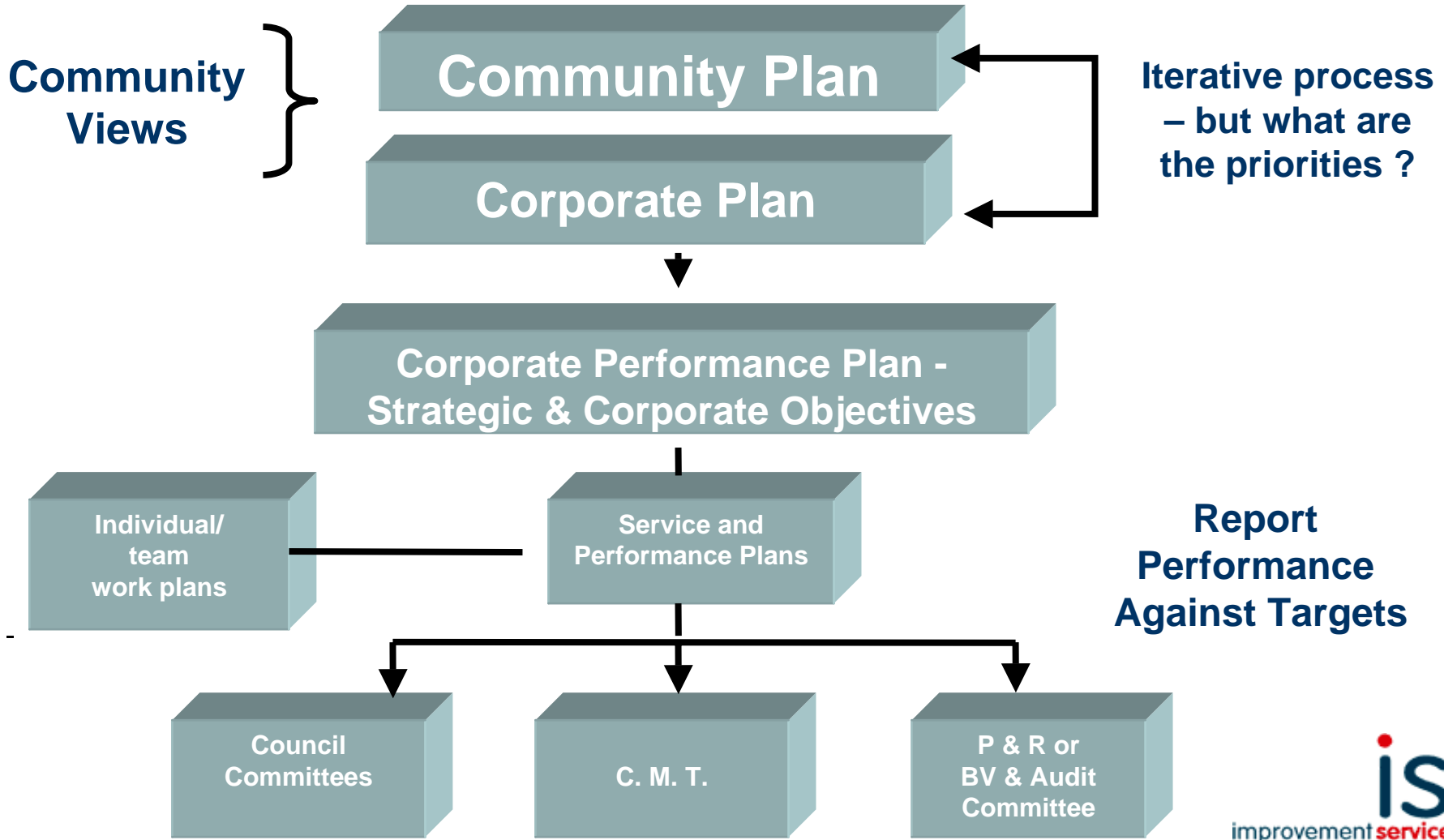
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Performance management framework



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An Underlying Corporate Performance Framework



Making the PM Processes Work: The Organisational Challenges

- **Strong links between community & corporate plan priorities**
- **Ensuring senior members/ CMT set & are reported to on strategic priorities & actions**
- **Real links between long term; medium & day-day priorities are forged**
- **Core business processes actively linked & resourced – corporate, service & financial planning**

Making the PM Processes Work: The Collective Challenges

- **Developing appropriate suite of measures**
- **Developing organisational capacity**
- **Developing appropriate systems & architecture**
- **Developing supportive cultures**

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Building & Sustaining A Performance Culture: Building Blocks

- **Leadership – political & managerial**
- **Repeat selling – performance matters**
- **Devising PM systems & processes that help & don't hinder the culture**
- **Corporate support – not bureaucracy & not policing**
- **Incentives – team & individual**
- **Honesty with ourselves**

Building & Sustaining A Performance Culture: In Practice This Means...

- Good managers encouraging & motivating good people
- Listening not just talking
- Building an understanding of & sharing improvement targets
- Focus on development not simply training
- Keeping focused & keep getting the basics right

Where Will This Take Us

- **A strategic & corporate PM framework within councils**
- **A PM framework based around clearer outcomes & priorities**
- **Reduced burdens on L.A's - collection/reporting**
- **Balanced frameworks at local & national levels**

The I.S. Role(s)

- **Developing corporate PM frameworks with councils**
- **Creating collective resources for change: capacity, systems & culture**
- **Stimulating & supporting exemplary change programmes**

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But Remember The Einstein Principle...

“Keep things as simple as possible, but no more simple than that.”

End Point : Key Questions

- Are PM systems fit for purpose?
- How clear & coherent are national frameworks?
- How strong is corporate governance?
- How useful are PM approaches to politicians, managers & citizens?
- Do current approaches support real local accountability & improvement?