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To: Councillor Laing, Convener; Councillor John, Vice Convener; and Councillors Cameron, Donnelly, Jackie Dunbar, Duncan, Flynn, Wheeler and Yuill.

Town House,
ABERDEEN 21 March 2019

STRATEGIC COMMISSIONING COMMITTEE

The Members of the **STRATEGIC COMMISSIONING COMMITTEE** are requested to meet in **Committee Room 2 - Town House** on **THURSDAY, 28 MARCH 2019 at 2.00 pm.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

DETERMINATION OF URGENT BUSINESS

1.1 There are no items of urgent business at this time

DETERMINATION OF EXEMPT BUSINESS

2.1 Members are requested to determine that any exempt business be considered with the press and public excluded

DECLARATIONS OF INTEREST

3.1 Members are requested to declare any interests (Pages 3 - 4)

REQUESTS FOR DEPUTATION

4.1 There are no requests for deputation at this time

MINUTE OF PREVIOUS MEETING

- 5.1 Minute of Previous Meeting of 29 January 2019 (Pages 5 - 8)

COMMITTEE PLANNER

- 6.1 Committee Business Planner (Pages 9 - 12)

NOTICES OF MOTION

- 7.1 There are no notices of motion at this time

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

- 8.1 There are no referrals at this time

GENERAL BUSINESS

- 9.1 Performance Management Framework (Pages 13 - 36)

EXEMPT / CONFIDENTIAL BUSINESS

- 10.1 Workplans and Business Cases (Pages 37 - 76)

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Should you require any further information about this agenda, please contact Allison Swanson, tel 01224 522822 or email aswanson@aberdeencity.gov.uk

DECLARATIONS OF INTEREST

You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether reports for meetings raise any issue of declaration of interest. Your declaration of interest must be made under the standing item on the agenda, however if you do identify the need for a declaration of interest only when a particular matter is being discussed then you must declare the interest as soon as you realise it is necessary. The following wording may be helpful for you in making your declaration.

I declare an interest in item (x) for the following reasons

For example, I know the applicant / I am a member of the Board of X / I am employed by... and I will therefore withdraw from the meeting room during any discussion and voting on that item.

OR

I have considered whether I require to declare an interest in item (x) for the following reasons however, having applied the objective test, I consider that my interest is so remote / insignificant that it does not require me to remove myself from consideration of the item.

OR

I declare an interest in item (x) for the following reasons however I consider that a specific exclusion applies as my interest is as a member of xxxx, which is

- (a) a devolved public body as defined in Schedule 3 to the Act;
- (b) a public body established by enactment or in pursuance of statutory powers or by the authority of statute or a statutory scheme;
- (c) a body with whom there is in force an agreement which has been made in pursuance of Section 19 of the Enterprise and New Towns (Scotland) Act 1990 by Scottish Enterprise or Highlands and Islands Enterprise for the discharge by that body of any of the functions of Scottish Enterprise or, as the case may be, Highlands and Islands Enterprise; or
- (d) a body being a company:-
 - i. established wholly or mainly for the purpose of providing services to the Councillor's local authority; and
 - ii. which has entered into a contractual arrangement with that local authority for the supply of goods and/or services to that local authority.

OR

I declare an interest in item (x) for the following reasons.....and although the body is covered by a specific exclusion, the matter before the Committee is one that is quasi-judicial / regulatory in nature where the body I am a member of:

- is applying for a licence, a consent or an approval
- is making an objection or representation
- has a material interest concerning a licence consent or approval
- is the subject of a statutory order of a regulatory nature made or proposed to be made by the local authority.... and I will therefore withdraw from the meeting room during any discussion and voting on that item.

STRATEGIC COMMISSIONING COMMITTEE

ABERDEEN, 29 January 2019. Minute of Meeting of the STRATEGIC COMMISSIONING COMMITTEE. Present:- Councillor Laing, Convener; Councillor John, Vice-Convener; and Councillors Cameron, Donnelly, Jackie Dunbar, Duncan, Flynn, Greig (as a substitute for Councillor Yuill) and Wheeler.

EXEMPT BUSINESS

1. The Convener proposed that the Committee consider item 10.1 (Workplans and Business Cases) with the press and public excluded.

The Committee resolved:-

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of item 10.1 on today's agenda so as to avoid disclosure of exempt information of the class described in paragraph 8 of Schedule 7(A) of the Act.

DECLARATIONS OF INTEREST

2. Members were requested to intimate any declarations of interest in respect of the items on today's agenda, thereafter, the following declaration of interest was intimated at this stage in the meeting:-

- Councillor Wheeler declared an interest in item 9.2 (Refreshed Aberdeen City Local Outcome Improvement Plan 2016-26), by virtue of his previous employment with Action for Children who were referred to within the report. Councillor Wheeler did not consider the nature of his request required him to leave the meeting during consideration of this item.

MINUTE OF PREVIOUS MEETING OF 20 NOVEMBER 2018

3. The Committee had before it the minute of its meeting of 20 November 2018 for approval.

The Committee resolved:

to approve the minute as a correct record.

COMMITTEE BUSINESS PLANNER

4. The Committee had before it the committee business planner as prepared by the Chief Officer – Governance.

STRATEGIC COMMISSIONING COMMITTEE

29 January 2019

The Committee resolved:-

- (i) to note that items 6 (Strategic Energy Services Company (SESCo) Update) and 9 (City Centre Masterplan Project EN10: Union Terrace Gardens – Outline Design, Business Case, Development Costs and Procurement Strategy) had been delayed as had been referred to the budget process; and
- (ii) to otherwise note the business planner

REVIEW OF ABERDEEN CITY COUNCIL'S APPROACH TO CUSTOMER AND COMMUNITY ENGAGEMENT - COM/19/163

5. With reference to article 9 of the minute of the meeting of the Strategic Commissioning Committee of 7 June 2018, the Committee had before it a report by the Director of Commissioning which presented the findings of a review of Aberdeen City Council's approach to Customer and Community Engagement and sought agreement of the areas of improvement identified by the review.

The report recommended:-

that the Committee agree the areas for improvement listed at paragraph 4.2 of the report.

The Committee resolved:

to approve the recommendation.

REFRESHED ABERDEEN CITY LOCAL OUTCOME IMPROVEMENT PLAN 2016-26 - COM/19/164

6. The Committee had before it a report by the Director of Commissioning which (1) presented the current iteration of the refreshed Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-26 for the Council's endorsement prior to being considered for approval by the CPA Board on 26 February 2019; and (2) advised of the development of a Strategic Outcomes Framework.

The report recommended:-

that the Committee –

- (a) endorse the current iteration of the Refreshed Aberdeen City LOIP 2016-2026, noting that the final document would be considered by the Community Planning Aberdeen Board on 26 February 2019 for approval; and
- (b) delegate authority to the Director of Commissioning, in consultation with the Convener of the Strategic Commissioning Committee, to endorse the final refreshed LOIP approved by the CPA Board and thereafter that it be circulated to the Committee by way of service update.

STRATEGIC COMMISSIONING COMMITTEE
29 January 2019

The Committee resolved:

to approve the recommendations.

In accordance with the decision recorded under article 1 of this minute, the following items of business was considered with the press and public excluded.

WORKPLANS AND BUSINESS CASES - COM/19/172

7. With reference to article 11 of the minute of the meeting of the Strategic Commissioning Committee of 20 November 2018, the Committee had before it a report by the Director of Commissioning which (1) presented the additional procurement workplans since the Committee's meeting on 20 November 2018 for the Customer, Operations and Resources Functions for review; and (2) sought approval of the total estimated expenditure for each proposed contract as contained in the Procurement Business Cases appended to the report. There were no additions to the procurement workplans for the Commissioning, Place and Governance Functions since the previous meeting of the Committee and therefore the workplans for these Functions were not presented.

The report recommended:-

that the Committee –

- (a) review the workplans of the Customer, Operations, and Resources Functions as detailed in the Appendices;
- (b) where a Business Case had been submitted, approve the total estimated expenditure for each proposed contract as per the Procurement Business Cases and workplans, as required by ACC Procurement Regulation 4.1.1 as detailed in section 3.1 of the report;
- (c) note that Business Cases for procurements exercises to be commenced after 29 January 2019 would be submitted on a phased basis to future meetings of the Strategic Commissioning Committee, and
- (d) approve direct award of any contracts where there were special circumstances detailed in the business case which justified not going out to tender or calling-off from a framework agreement.

The Committee resolved:-

to approve the recommendations.

- **COUNCILLOR LAING, Convener**

STRATEGIC COMMISSIONING COMMITTEE
29 January 2019

DRAFT

	A	B	C	D	E	F	G	H	I
1	STRATEGIC COMMISSIONING BUSINESS PLANNER The Business Planner details the reports which have been instructed by the Committee as well as reports which the Functions expect to be submitting for the calendar year.								
2	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
3			28 March 2019						
4	Heat Network Torry - Phase 1	To report on commissioning proposals and to seek approval for the implementation of their procurement.		Bill Watson	Capital	Resources	Remit 4.2 and 4.3	T	This was referred to in a report to Council on 4 March 2019. In line with Terms of Reference, any future reporting required on this project will be reported to the City Growth and Resources Committee.
5	Procurement Workplans and Business Cases	To present the procurement workplans for review and to seek approval of the estimated expenditure on the procurement business cases.	A report is on the agenda.	Craig Innes	Commercial and Procurement	Commissioning	Remit 4.2		
6	Strategic Energy Services Company (SESCo) Update	To present the Energy Services Company (ESCo) Business Plan for managing the councils energy and energy projects, to achieve the objectives and deliver on the instructions from the Business Case presented to Council 17 th August 2016.	Deferred from the meeting of 7/6/18 as there were several queries from ESCo Officer/Member WG that needed to be addressed and these were to be responded to in full late May at the next WG meeting. APSE Energy are providing support to reshape the Business Model and Plan. Deferred from the meeting on 13/9/18 - following feedback from the WG and receipt of the final APSE review a further option has been identified and will be worked up and included within the Business Plan to be presented in January 2019. At its meeting on 13/1/19 the Committee noted that the report had been delayed as it had been referred to the budget process.	Mike Smith	Commercial and Procurement	Commissioning	Remit 4.3 and 4.4	R	In light of budget decision of 5/3/19.

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
7	City Centre Masterplan Project EN10: Union Terrace Gardens - Outline Design, Business Case, Development Costs and Procurement Strategy	Council on 15/3/17 agreed to instruct the Head of Economic Development to submit a report to the first available FP&R Committee with recommendations on the preferred contractor from the procurement exercise and the final costs of the scheme. At its meeting of 20 Sept 2017, the FP&R Committee agreed to transfer this item to the Council Business Statement.	At its meeting on 13/9/18 the Committee noted that following a request from a bidder, officers required to extend the tender period to allow the bidders to finalise their responses. This meant that the final costs and preferred contractor won't be known until mid-October 2018. At its meeting on 20/11/18 the Committee noted that officers were continuing to assess the outcome of the procurement process and a report will be submitted to a future meeting of Full Council/Committee. At its meeting on 13/1/19 the Committee noted that the report had been delayed as it had been referred to the budget process.	John Wilson	Capital	Resources	Remit 4.3	R	In light of budget decision of 5/3/19.
8	Schoolhill Public Realm Enhancement	The Strategic Commissioning Committee on 7/6/18 agreed amongst other things to delegate authority to the Chief Officer – Place to bring forward a comprehensive public realm enhancement design for the wider Schoolhill area as future stages of works and report to appropriate committees.		Gale Beattie	Place	Place	Remit 4.2 and 4.3	R	Council on 5 March agreed to instruct the Chief Officer - City Growth to determine if any external funding can be secured for Phase 2 Public Realm Works and a Living Wall at Flourmill Lane and to report back to the relevant Committee. In accordance with Terms of Reference any future reporting on this would be to the City Growth and Resources Committee.
9	Performance Management Framework	To present the Performance Management Framework for approval.	A report is on the agenda.	Martin Murchie	Business Intelligence and Performance	Commissioning	Purpose 5.2		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
10			28 May 2019						
11	Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.		Frank McGhee	Governance	Governance	GD 7.5		
12	Commissioning Strategy	To present the proposed commissioning strategy.		Frank McGhee	Commissioning	Commissioning	N/A	R	In light of the changes to the SCC Terms of Reference as approved by Council on 4 March 2019. The commissioning intentions were approved by Council on 5/3/19 and replace the commissioning strategy terminology used in the previous version of the Terms of Reference.
13	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.2		
14	Review of Gas Services	To present the outcome of the review of gas servicing.		Mike Smith	Commercial and Procurement	Commissioning	Remit 4.2 and 4.3		
15			29 August 2019						
16	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.2		
17	Annual Procurement Performance Report	To present the annual procurement performance report.		Craig Innes	Commercial and Procurement	Commissioning	Remit 5.2		
18	Sport Aberdeen Annual Report	To present the Sport Aberdeen Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
19	Aberdeen Sports Village Annual Report	To present the Aberdeen Sports Village Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
20	Update on Customer / Citizen Review	To provide an update on the customer/citizen review of outcome statements.		Martin Murchie	Business Intelligence and Performance	Commissioning	Remit 1.1		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
21	Outcome Based Budgeting	To present financial analysis based on outcomes.		Frank McGhee/Jonathan Belford	Commissioning Finance	Commissioning/Resources	Purpose 6 and Remit 5.3		
22			21 November 2019						
23	Review of Sustainable Procurement and Community Benefits Policy	At its meeting on 20/11/18 the Committee agreed, amongst other things, (iv) to instruct the Head of Commercial and Procurement Services to report back to the Committee at its November 2019 meeting on the progress made in the implementation of the policy and its application to the LOIP.		Craig Innes	Commercial and Procurement	Commissioning	GD7.1 and Remit 5.3		
24	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Purpose 3 and remit 3.4		
25	Aberdeen Performing Arts Annual Report	To present the Aberdeen Performing Arts Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
26	Bon Accord Care Annual Report	To present the Bon Accord Care Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		

ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	28 th March 2019
REPORT TITLE	Performance Management Framework
REPORT NUMBER	COM/19/219
DIRECTOR	Frank McGhee
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Martin Murchie
TERMS OF REFERENCE	5.2

1. PURPOSE OF REPORT

The report brings before the Committee a revised Performance Management Framework reflecting the Local Outcome Improvement Plan and the Council's commissioning outcomes and intentions as set out within the Council Delivery Plan 2019/20.

2. RECOMMENDATION(S)

2.1 That Committee agree the revised Performance Management Framework.

3. BACKGROUND

3.1 The effective management of performance is a key component of any organisation. It encompasses everything the Council does and every employee and elected member. Elected Members need timely and relevant intelligence to make sound strategic and policy decisions; to be assured that decisions are being implemented effectively; and that performance and outcomes are improving. Managers need timely and relevant intelligence to make operational decisions and to make best use of resources. Council employees need timely and relevant intelligence in order to deliver effective services and manage their own performance. Customers need open, relevant and accurate information to be informed and hold the Council's services and performance to account.

3.2 The Performance Management Framework sets out performance management arrangements at Council; Cluster; and Personal levels. It reflects an approach to performance management which:

- i. focusses on accountabilities for service performance, improvement; and outcomes; and
- ii. takes a holistic approach by examining four perspectives of performance, namely, Customer, Staff, Finance & Controls and Processes.

3.3 It proposes arrangements for performance to the Council’s Committees during 2019/20.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications arising from this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	None		
Legal	None		
Employee	None		
Customer	None		
Environment	None		
Technology	None		
Reputational	None		

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The Performance Management Framework is a key element of aligning the Council's planning, resources and activity to deliver the outcomes and improvement aims set out within the LOIP and the Council Delivery Plan.
Prosperous People	
Prosperous Place	

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	None directly.
Organisational Design	None directly.
Governance	The Performance Management Framework describes the arrangements for applying governance to the delivery and performance of Council priorities.
Workforce	The Performance Management Framework enables the alignment of individual objectives to the stated priorities of the Council expressed through the LOIP and the Council Delivery Plan.
Process Design	The Performance Management Framework includes key source of intelligence to inform service and process redesign.
Technology	We will exploit digital technologies to automate data collection, analysis and reporting wherever possible.
Partnerships and Alliances	The Council Delivery Plan and, therefore, the performance management of its implementation is designed to reinforce partnership working

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	N/A
Data Protection Impact Assessment	N/A
Duty of Due Regard / Fairer Scotland Duty	N/A

9. BACKGROUND PAPERS

None

10. APPENDICES (if applicable)

Performance Management Framework

11. REPORT AUTHOR CONTACT DETAILS

Martin Murchie
Chief Officer – Business Intelligence & Performance Management
mmurchie@aberdeencity.gov.uk
01224 522008



Performance Management Framework

WHO AND WHAT IS THIS FRAMEWORK FOR?

The effective management of performance is a key component of any organisation. It encompasses everything the Council does and every employee and elected member.

Elected Members need ...

timely and relevant intelligence to make sound strategic and policy decisions; to be assured that decisions are being implemented effectively; and that performance and outcomes are improving.

Council Employees need ...

timely and relevant intelligence in order to deliver effective services and manage their own performance.

Managers need ...

timely and relevant intelligence to make operational decisions and to make best use of resources in order to meet customer's needs and improve outcomes.

Customers need ...

open, relevant and accurate information to be informed and hold the Council's services and performance to account.

PERFORMANCE MANAGEMENT SUPPORTING CAPABILITIES

The Council Delivery Plan identifies seven organisational capabilities which are being embedded within what we do as an organisation, as well as how we do it. The Performance Management Framework supports these capabilities.

Managing demand through prevention and early intervention - *Performance management encompasses the capture, analysis and reporting of data and information to understand demand and support actions which reduce and mitigate it.*

Being flexible and adaptable - *Performance management will inform the design of the services and workforce of the future. Digital technologies will be exploited to automate data collection, analysis and reporting.*

Ensuring accountability, transparency and openness - *The Framework is a key element in enabling accountability for performance through scrutiny arrangements and for transparency and openness through public performance reporting.*

Becoming intelligence led - *Decision making in planning and performance management is data rich and intelligence led.*

Encouraging inclusiveness, engagement and collaboration - *The delivery of outcomes is connected to and includes the personal objectives of all staff. A focus on staff and customer measures informs the management of their engagement.*

Achieving consolidation and consistency - *The Framework is corporate and applied to all functions, clusters, services, teams and staff. It will support the design and delivery of for the consolidation of services.*

Focussing on outcomes that make a difference - *A golden thread aligns the LOIP outcomes with the Council's commissioning intentions and this Framework provides the structure to understand, scrutinize and improve their delivery.*

MANAGING PERFORMANCE ACROSS ACCOUNTABILITIES

Managing the delivery of services to our customers, and ensuring this supports improved outcomes for the people, place and economy of Aberdeen, places a series of accountabilities on the Council.

Accountability for Service Performance

The Council delivers service every day to external and internal customers. It is accountable for ensuring that these services meet customers' needs; are efficiently managed; and meet performance standards set through legislation, regulation and policy.

Accountability for Improvement

All councils have a statutory duty, and are accountable, for achieving continuous improvement in the delivery of services. Planned improvements need to be evidence based, systematic and aligned to agreed outcomes.

Accountability for Outcomes

The purpose of the Council is to support the vision of the LOIP and ensure Aberdeen is 'a place where all people can prosper'. In order to realise this vision, the LOIP sets long term stretch outcomes. The Council's Commissioning intentions define the Council's contribution to, and accountability for, delivering those outcomes.

These different perspectives on accountability each require different arrangements to effectively manage performance.

Accountability for Service Performance

Each of the Council’s organisational Functions is responsible for the delivery of services to customers and is accountable for the performance of those services. Monitoring and reporting to elected members on that ongoing performance is undertaken as follows.

i. Corporate Level Performance Monitoring and Reporting

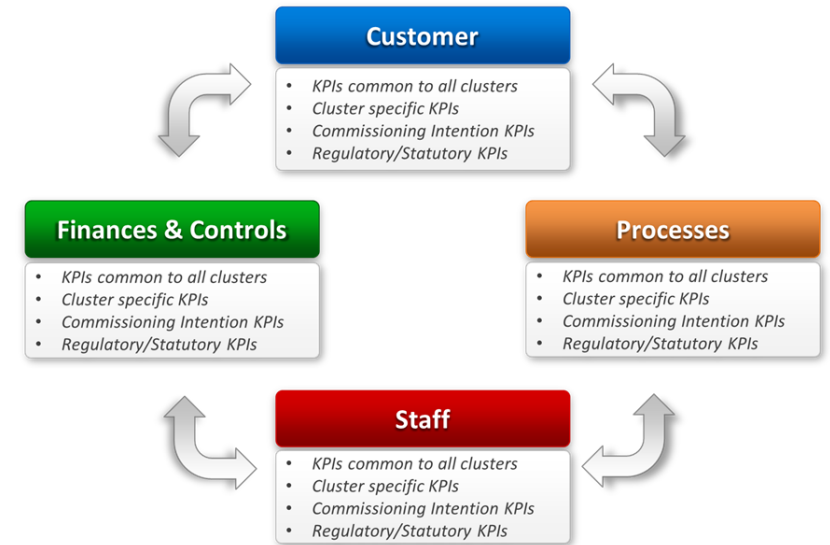
Accountabilities for performance in the management of staff and finance are common to all areas of the Council. Monitoring and reporting on these aspects of performance are aggregated to a corporate level.

- Corporate Performance for Staff Management - Reported to the Staff Governance Committee
- Corporate Performance for Financial Management - Reported to the City Growth and Resources Committee

ii. Cluster Level Performance Monitoring and Reporting

Cluster level performance Scorecards are structured as shown in the figure opposite. These show the performance of services in the round. The KPIs which populate the scorecards are continuously monitored by officers and regular reporting to Committees and management teams is undertaken showing current performance data, as well as relevant contextual analysis to support scrutiny and decision making.

Additional, supplemental performance reporting to committees will be scheduled, as appropriate, to provide timely and full analysis in key areas e.g. annual educational attainment performance.



Accountability for Improvement

ACC will use Quality Improvement (QI) and the Model for Improvement framework (Fig 2 opposite) to drive improvement activity. This approach has been embedded throughout Community Planning Aberdeen since 2016 to support delivery of the LOIP and Locality Plans. Spreading its use within the Council will provide the Council with a systematic approach to managing improvement to deliver improved services and outcomes.

The Model breaks down the changes needed to achieve better performance and better outcomes into manageable chunks. Improvements will be planned and based on an evidence based theory of change and rationale for undertaking the improvement. Each planned improvement specifically identifies the improvement intended, by how much and by when and draws on data and intelligence to monitor and assess the improvements achieved.

The management of improvement is ongoing, cyclical and focusses on measurable tests of change. These should act as “proxy” measures for establishing whether long term outcomes will be achieved.

The impact of these changes is continuously monitored and effective changes can be spread where the evidence supports this. Regular reporting to Committee, detailing planned and ongoing improvement activity and analysing its impact, provides assurance to elected members of the effective management of improvement.



Fig 2

Accountability for Outcomes

The purpose of the Council is to support the vision of the Local Outcome Improvement Plan (LOIP) and ensure Aberdeen is ‘a place where all people can prosper’. Ultimately, improving the outcomes set within the LOIP, as well as our Locality Plans, will be the test of our success. Reaching these outcomes, most often, represents fundamental social, environmental and economic change which can only be realised over the long term.

The LOIP; our Locality Plans; and the Council’s Delivery Plan each include key measures which are used to evaluate the extent to which these outcomes have been achieved.

Regular reporting, within the Council, on the key measures of outcomes will be undertaken through annual reports submitted to the Strategic Commissioning Committee on:-

- the LOIP,
- Our Locality Plans
- Our Commissioning Intentions and key measures



THE PLANNING, IMPROVEMENT AND PERFORMANCE MANAGEMENT CYCLE

Our approach to performance management is based around a cycle of four activities: Plan, Do, Study, Act (which aligns with the Model for Improvement). This cycle ensures an integrated approach to performance management and planning, where information and intelligence supports delivery and enables scrutiny of existing priorities and leads the development of learning, forward planning and commissioning.

ACT

- Performance reviews inform revised improvement activity
- What is working well is strengthened and spread
- What needs to be improved is addressed

PLAN

- Engagement with stakeholders
- All legislative duties and policies understood
- Regional, City Plans and Strategies agreed
- Council Delivery Plan agreed
- Commissioning Intentions agreed
- Service specifications and standards agreed
- Improvement aims in place
- Personal objectives identified for all staff

STUDY

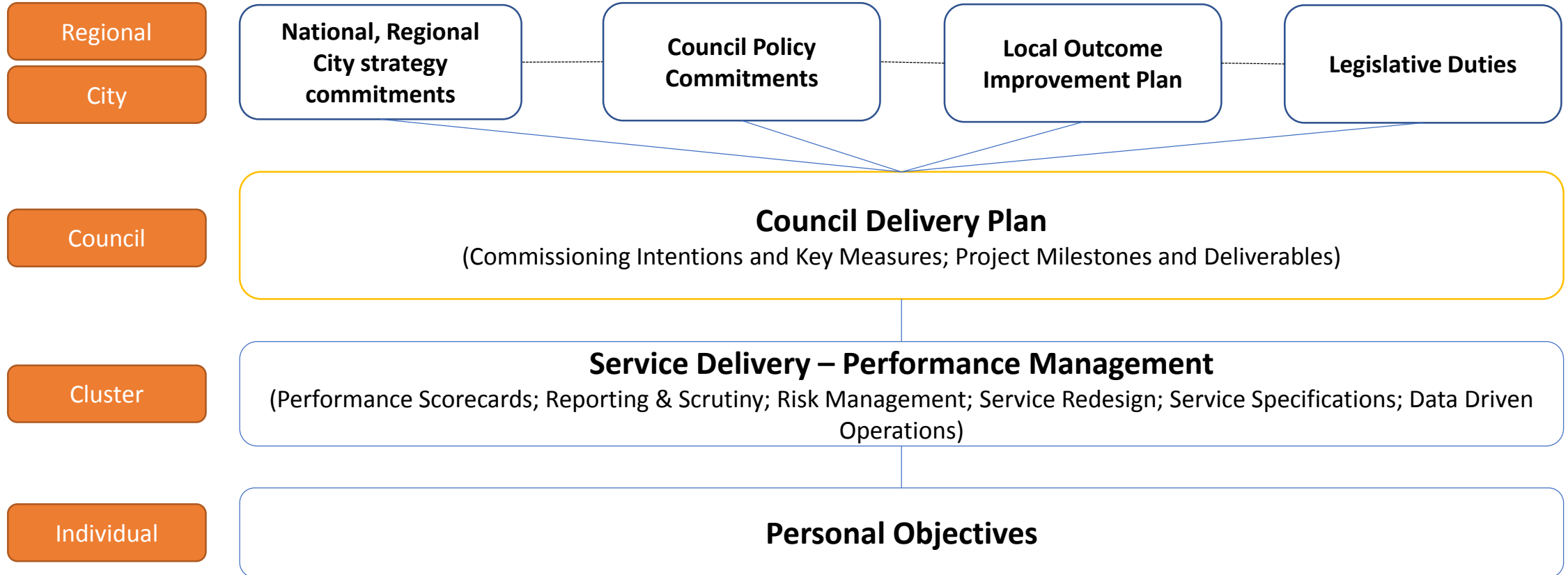
- Analysis provides intelligence and an assessment of what the data and information is telling us about our performance and the impact of improvement activity
- Performance review, reporting and scrutiny is undertaken at all level
- Data collection and indicators are reviewed to ensure they remain appropriate

DO

- Actions are implemented at all levels including agreed deliverables; project milestones; improvement activity; commissioning.
- High standards of data quality are ensured
- Information is gathered to track and monitor implementation and performance improvement

THE STRATEGIC PLANNING LANDSCAPE

The Council's strategic planning reflects a range of partnerships; statutory and non-statutory Plans and Strategies; as well as our own organisational Plans.



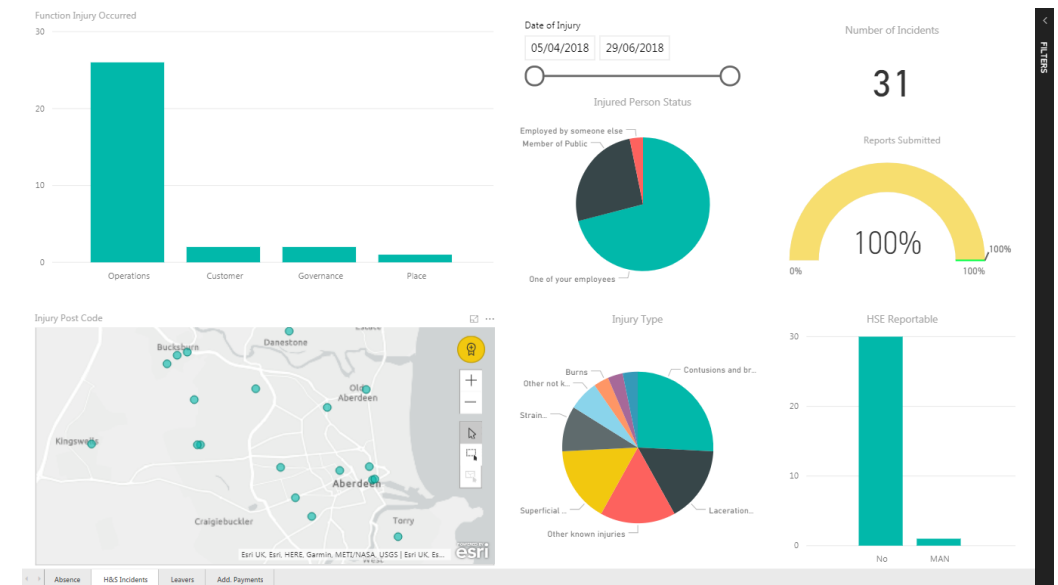
MODERNISING HOW WE REPORT



Traditionally local authorities reporting to elected members has focused on providing historical data in static paper reports. Whilst this does provide the opportunity to scrutinize what happened, and why, this is often referred to as “rear mirror” performance management because it focuses on looking back at performance that has already happened.

Exploiting the increasing availability of data and the ability to visualise and report on that data in much nearer to real time radically changes the nature of performance management. It allows us to understand what current performance is and provides richer data for predictive analytics. This allows decision making to be increasingly responsive to and informed by change.

Through 2019/20 we will develop and roll out “real time” interactive dashboards to support operational delivery of services as well as analytics, contract management and public performance reporting. We will also introduce interactive dashboards for elected members which allow permanent access to the most up to date performance data, moving towards performance management and scrutiny being a continuous process rather than event.



As stated above, the Council is committed to ensuring that accountability, transparency and openness is embedded throughout the organisation. Public Performance Reporting, which all councils have a statutory duty to undertake, is one of the key elements in delivering on that.

The Council currently provides a range of performance information to the public through various media and consolidates corporate Public Performance Reporting through the Council's website <https://www.aberdeencity.gov.uk/services/strategy-performance-and-statistics>

The nature of our public performance reporting will change over the coming year. The digital revolution means that there is exponentially more data and information created and available in real, or near real, time. Our public performance reporting arrangements need to develop to take advantage of this by engaging with stakeholders to understand the range of information they want to receive, how they want to receive it and by exploiting digital technology to allow customers and other stakeholders to access and interact with the most current and relevant data and information in the ways that they want.

The Council is increasingly publishing both Council and partners' "Open Data" to the wider community to promote transparency and encourage innovation around that data.

PLANNING AND PERFORMANCE MANAGEMENT ARRANGEMENTS

This Framework establishes arrangements at Council; Cluster; and individual levels. Performance management arrangements at Regional and City levels have been established by responsible bodies and forums. Fig 3 shows the planning activity and corresponding performance management arrangements at these levels.

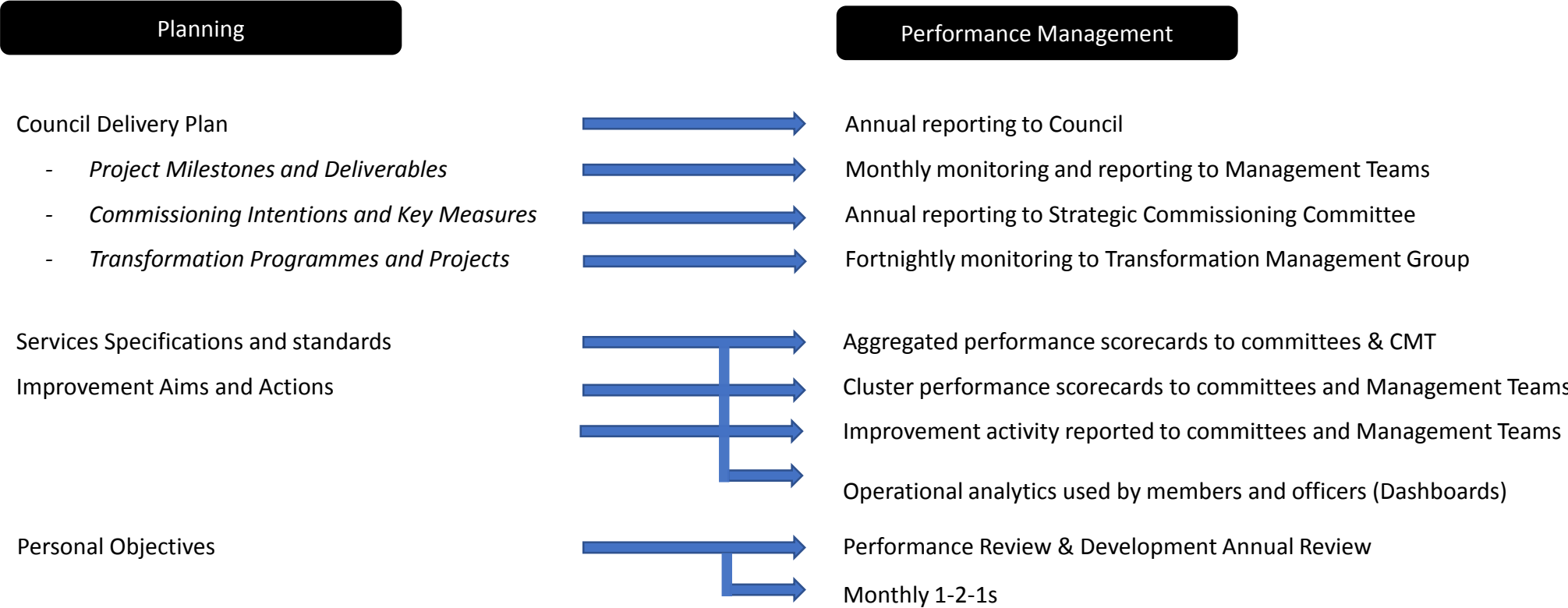


Fig 3

Aberdeen City Council - Planning

i. Council Delivery Plan

The Council Delivery Plan is agreed annually at the Council's budget setting meeting and brings together:-

- Commitments set out in the Policy Statement
- Outcomes and measures from the LOIP and Locality Plans, including Council commissioning intentions
- Commitments and actions arising from regional and city strategies and commissioning intentions
- Legislative duties
- Transformation activity

ii. Policy Statement

The Council regularly agrees policy commitments which are expressed as the Council's Policy Statement.

iii. Council Strategy Suite

The Council, like all Community Planning Partners, develops organisational strategies ensuring that resources are strategically aligned to facilitate the delivery of regional and city priorities.

iv. ACC Commissioning Intentions

The Council annually considers the services it requires to deliver, and how these will most effectively be commissioned. Annual commissioning intentions will be agreed which define the Council's contributions to the LOIP. These will direct re-commissioning, de-commissioning, required service actions, specifications and standards.

v. Transformation Programme

Transformation activities to deliver the Council's Target Operating Model by 2021 are set out with the Transformation Programme and supporting projects.

vi. Council Policies

ACC determines which policies are required to help deliver its priority outcomes and transformation activity.

Aberdeen City Council - Performance Management

i. Council Delivery Plan

- Progress against the commitments within the Council Delivery Plan will be monitored, analysed and reported annually. This incorporates commissioning intentions and associated key measures; project milestones and deliverables.

When / Where: September annually to Council

By Whom: BIU, with involvement of all functions

- Reporting of the Council's commissioning intentions and associated key measures.

When / Where: Annually to the Strategic Commissioning Committee

By Whom: BIU with involvement of all functions

- Regular reporting of all commitments and measures within the Council Delivery Plan.

When / Where: Each meeting of senior management teams

By Whom: BIU with involvement of all functions

ii. Transformation Programme

Regular and standard reporting of delivery of the Transformation Programme and supporting projects.

When / Where: - Each meeting of Transformation Management Group
- Programme and Project Governance structures

By Whom: - Programme Management Office
- SROs, Programme and Project Managers.

iii. Council Strategy and Policy Suite

When / Where: Targeted and prioritised monitoring at each meeting of CMT Stewardship

By Whom: Governance Function and BIU



Aberdeen City Council - Planning

i. Services Specifications and standards

The Council's commissioning intentions have been agreed through the Council's Delivery Plan for 2019/20. These define the Council's contributions to the LOIP, frame the ask of our in-house commissioned services and precede the development, throughout 2019/20, of service specifications and service standards which reflect the nature, design and level of services required and the available resource.

In addition to the commissioning intentions included with the Council Delivery Plan, the Council has a requirement to deliver outcomes and services which do not directly deliver the LOIP, but rather, enable and support its delivery, as well as ensuring that all statutory duties are met. During 2019/20 all enabling services will review the level of services delivered and required.

ii. Improvement Aims and Actions

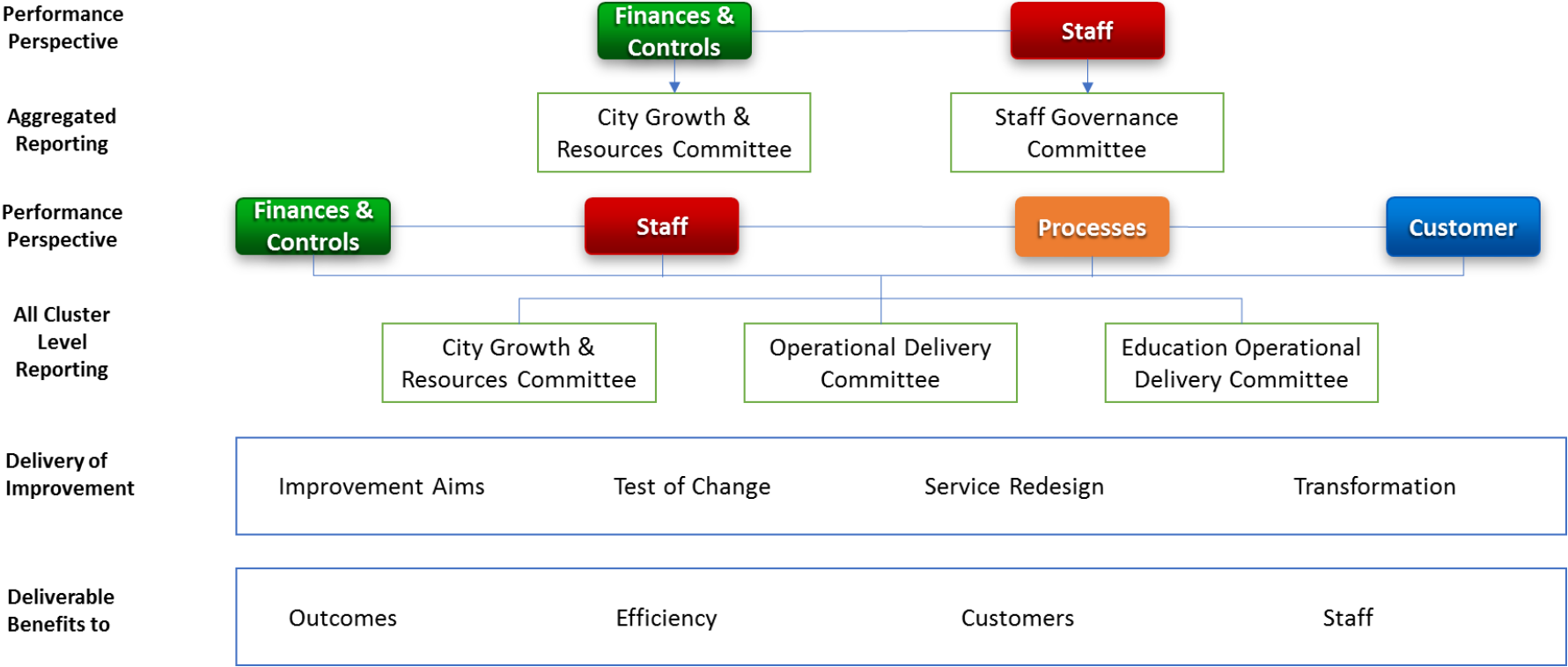
As described above, the management of performance requires a systematic approach to managing improvement to deliver improved services and outcomes and the Council will use Quality Improvement (QI) and the Model for Improvement framework to manage that improvement activity.

All clusters will identify clear, intelligence driven, improvement aims and actions which will support the delivery of service improvement and the delivery of improved of the outcomes as agreed through the LOIP, Locality Plans and the Council's commissioning intentions.

CLUSTER LEVEL PERFORMANCE MANAGEMENT



The Council Delivery Plan sets out how the Council will manage performance across four perspectives: Customer; Finance & Controls; Processes; Staff and that these perspectives will underpin regular performance reports to the Council’s committees throughout 2019/20, enabling members to undertake scrutiny. The Council Delivery Plan details aggregated and cluster level performance reporting as follows.



CLUSTER LEVEL PERFORMANCE MANAGEMENT

Cluster



Performance Management

i. Performance Scorecards

Scorecards are an essential tool within our management system for helping elected member and managers know whether the organisation is succeeding and whether our transformation efforts are on track.

Each cluster will identify key performance indicators (KPIs), which relate to and measure performance in the delivery of cluster outcomes and intentions for each of the perspectives opposite. These KPIs will be reported through a performance scorecard model.

Elected Members

When / Where: - Meetings of the Council's Committees as per agreed reporting schedule

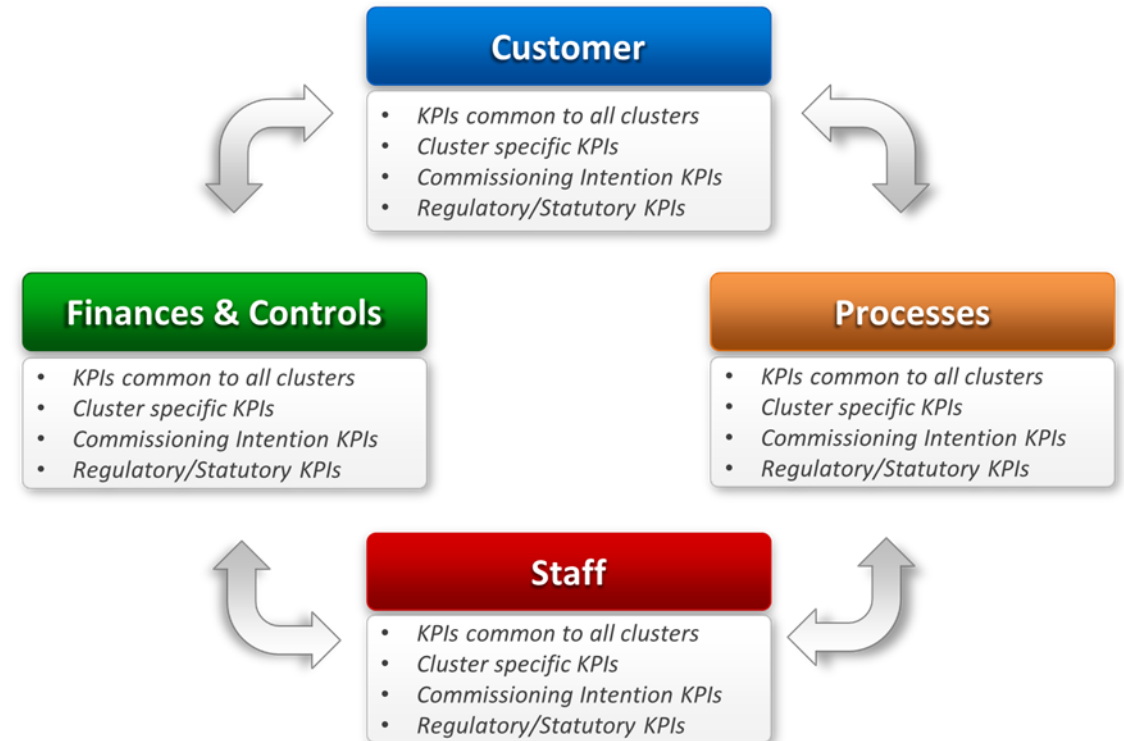
By Whom: - Each Cluster / Service supported by BIU

Management

When / Where: - Regular Senior Management Team meetings

By Whom: - Each Cluster / Service supported by BIU

Performance scorecards are structured as shown in the figure below. Reporting to Committees and management teams will show the data for these indicators and provide context and analysis.



Guidance and templates for developing and reporting Performance Scorecards are available [here](#).

CLUSTER LEVEL PERFORMANCE MANAGEMENT

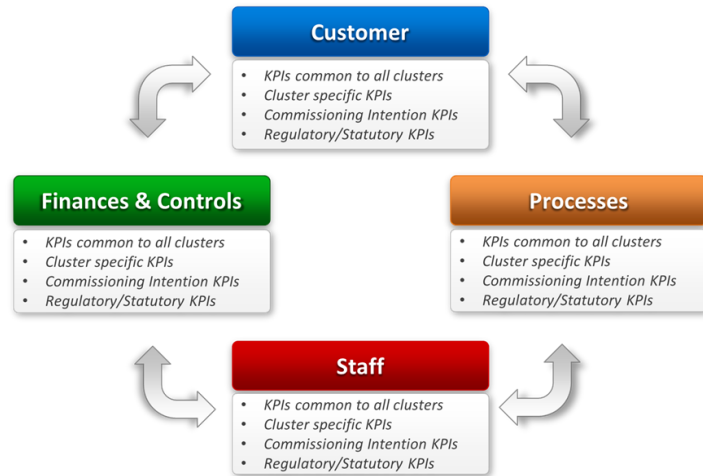
Cluster



i. Performance Scorecards (cont)

Presentation of scorecard reports to Committees and Senior Management will include the following elements.

1.



2.

Indicator	Period 1	Period 2	Period 3	Target	RAG	Trend
Customer Perspective						
% of ...	x%	x%	x%	x%	●	
Finances & Controls Perspective						
No. of ...	10	10	10	9	✔	
Processes						
% of	x%	x%	x%	x%	▲	
Staff Perspective						
Level of ...	x%	x%	x%	x%	✔	

3. **Analysis:-** Jointly provided by service management and BIU. To include description of performance and trends; reasons for variation from forecast / target performance; ongoing reference to benchmarks; mitigation of risks.

4. **Improvement Aims and Activity:-** Jointly provided by service management and BIU. Using the Model for Improvement, to set out prioritised improvement aims for service performance and delivery of outcomes and analysis of the impact of improvement activity.

PERFORMANCE REVIEW AND DEVELOPMENT – INDIVIDUAL PLANNING AND PERFORMANCE MANAGEMENT



Personal Objectives

Performance Review and Development (PR&D) is the Council's scheme for aligning all employees' personal objectives to the Council's priorities and for supporting staff achieve the right levels of performance.

It is important that employees understand the outcomes the Council expect to deliver for the city through the Local Outcome Improvement Plan as well as the transformation activities which are transitioning the Council to the Target Operating Model. Managers and employees must consider how every job supports those outcomes and how personal objectives tie in with this.

360 review is available as an option for managers to use. 360 review allows individuals to ask direct reports, managers, peers and internal customers for feedback, to raise self-awareness and identify areas of strength and areas for development.

Guides on PR&D and the 360 review process can be found [here](#).

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