ABERDEEN CITY COUNCIL

COMMITTEE	Audit, Risk and Scrutiny Committee
DATE	9 December 2020
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Internal Audit Report AC2026 – Performance Management
REPORT NUMBER	IA/AC2026
DIRECTOR	N/A
REPORT AUTHOR	Colin Harvey
TERMS OF REFERENCE	2.2

1.   PURPOSE OF REPORT

1.1   The purpose of this report is to present the planned Internal Audit report on Performance Management.

2.   RECOMMENDATION

2.1   It is recommended that the Committee review, discuss and comment on the issues raised within this report and the attached appendix.

3.   BACKGROUND / MAIN ISSUES

3.1   Internal Audit has completed the attached report which relates to an audit of Performance Management.

3.2   Management Comments

3.3   The Data and Insights cluster are pleased that this internal audit review has been helpful in both identifying a small number of recommendations to further improve our performance management arrangements and provided assurance that those arrangements are effective. The audit was conducted following a period of significant change in our performance management arrangements, which had previously been relatively stable over a number of years. These changes relate to both the Council's governance arrangements and, significantly, the opportunities provided by digital technology. It is important that the Council maximises the opportunities afforded by the increasing availability of data and the technologies to use it, whilst retaining appropriate controls to ensure that use is appropriate. We are satisfied that this review gives assurance that this is the case.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from the recommendations of this report.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

6.1 The Internal Audit process considers risks involved in the areas subject to review. Any risk implications identified through the Internal Audit process are as detailed in the attached appendix.

7. OUTCOMES

7.1 There are no direct impacts, as a result of this report, in relation to the Council Delivery Plan, or the Local Outcome Improvement Plan Themes of Prosperous Economy, People or Place.

7.2 However, Internal Audit plays a key role in providing assurance over, and helping to improve, the Council's framework of governance, risk management and control. These arrangements, put in place by the Council, help ensure that the Council achieves its strategic objectives in a well-managed and controlled environment.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	An assessment is not required because the reason for this report is for Committee to review, discuss and comment on the outcome of an internal audit. As a result, there will be no differential impact, as a result of the proposals in this report, on people with protected characteristics.
Privacy Impact Assessment	Not required

9. APPENDICES

9.1 Internal Audit report AC2026 – Performance Management.

10. REPORT AUTHOR DETAILS

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Internal Audit Report

Commissioning

Performance Management

Issued to:
Andy MacDonald, Director of Customer Services
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EXECUTIVE SUMMARY

Relevant, accurate and timely performance reporting is required to make sound strategic and policy decisions, be assured that decisions are being implemented effectively and efficiently and ensure that performance and outcomes are improving. The Council's Performance Management Framework sets out performance management arrangements at a Council, Cluster and employee level.

The objective of this audit was to provide assurance that the Council has effective performance management arrangements in place which produce accurate data. In general this was found to be the case, with some improvements to reporting agreed.

The Council's Performance Management Framework (PMF) is current, comprehensive and clearly describes arrangements for reporting and monitoring service performance, improvement and the delivery of Council outcomes at a Council, Cluster and employee level, by examining four perspectives of performance: Customer; Staff; Finance and Controls; and Processes. The PMF is aligned to the Council's Delivery Plan which is in turn aligned to the Aberdeen City Local Outcome Improvement Plan (LOIP).

The Council uses two systems for performance reporting: PowerBI for interactive reporting to Management and Committee, and Pentana Risk for Committee performance reporting. Procedures were in place on how to update these systems. Some user guidance was available, however the Cluster agreed to formalise guidance on PowerBI reporting functionality and the reports available to Members and Management.

Performance was reported to Committee in line with the 2019/20 Performance Management Framework, with staff and financial performance reported as expected to Staff Governance Committee and City, Growth and Resources Committee respectively. Cluster level performance scorecards are also reported as required. It was noted that nominal performance targets were absent from some Place performance indicators making it difficult to identify where improvement action is required. The Data and Insights (D&I) team has agreed to review targets and seek updates where required. It was also noted that sickness absence data reported to the Operational Delivery Committee was overstated, as identified and reported to the Committee by the affected Cluster in management commentary against the measure; a process is now in place to ensure this is avoided in future.

Since March 2020 the majority of the Cluster's development resource has been directed towards the Council's response to Covid-19. Prior to this, D&I had progressed work through the established Data Forums, to identify, prioritise and develop data reporting products, including expanding PowerBI functionality to further populate the Managers Portal and to automate Manager's Portal PowerBI updates.

It was noted that monthly CMT performance dashboards were not being retained; the Cluster advised this was as a result of the dashboards reading from data sources which are regularly updated. This meant the level of performance reported to CMT could not be retrospectively confirmed. D&I has agreed to retain exception and summary dashboards presented to corporate performance groups in future.

Annual reports covering: the LOIP; Locality Plans; and the Council's Commissioning Intentions were reported to Committee as expected in line with the PMF. The PMF also requires regular monitoring of the Council's Transformation programme and supporting projects in order to ensure delivery of the Council's Target Operating Model. This was reviewed as part of Internal Audit report AC2022 Transformation.

1. INTRODUCTION

1.1   Relevant, accurate and timely performance reporting is required to make sound strategic and policy decisions, be assured that decisions are being implemented effectively and efficiently and ensure that performance and outcomes are improving. The Council's Performance Management Framework sets out performance management arrangements at a Council, Cluster and employee level.

1.2   The objective of this audit was to provide assurance that the Council has effective performance management arrangements in place which produce accurate data.

1.3   The factual accuracy of this report and action to be taken with regard to the recommendations made have been agreed with Martin Murchie, Chief Officer – Data and Insights and Reyna Stewart, Analytics and Insight Manager.

2.   FINDINGS AND RECOMMENDATIONS

2.1   Written Policies and Procedures

2.1.1   The Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-26 sets out how the Council and its "Community Planning Aberdeen" partners will improve outcomes for and with local people and communities. The vision set out in the LOIP is that Aberdeen will be "a place where all people can prosper" by 2026, meaning everyone in the city will have the same opportunities, regardless of their background or circumstances. The plan covers 15 goals or "stretch outcomes" across three themes: Economy, People and Place (see appendix 1), with over 100 improvement projects planned to help achieve the stretch outcomes.

2.1.2   The Council Delivery Plan 2019/20 was reported to Council on 5 March 2019, setting out the "strategic planning thread" from the LOIP, Council Policy, national, regional and city strategy, and legislative duties, to the Council's commitments and priorities for 2019/20. These commitments and priorities include commissioning intentions with key measures linked to LOIP stretch outcomes, and Transformation programme project milestones and deliverables linked to the implementation of the Council's Target Operating Model.

2.1.3   The implementation of the Council Delivery Plan commitments and priorities is supported and scrutinised using the Council's performance management framework (PMF), which was approved by the Strategic Commissioning Committee on 28 March 2019. The PMF is comprehensive and clearly describes arrangements for reporting and monitoring service performance, improvement and the delivery of Council outcomes at a Council, Cluster and employee level. The framework takes a "holistic" approach to performance reporting, by examining four perspectives of performance: Customer; Staff; Finance and Controls; and Processes.

2.1.4   The PMF approved by the Strategic Commissioning Committee in March 2019 relates to 2019/20. The Council Delivery Plan for 2020/21 was noted by Council on 3 March 2020 and included the key elements of the Performance Management Framework for 2020/21. The PMF 2020/21 was agreed by Strategic Commissioning Committee on 27 August 2020.

2.1.5   The Council currently uses two systems for performance reporting: PowerBI for reporting to a range of management forums and groups; managers and staff; and some public performance reporting, and Pentana Risk for Committee performance reporting. The Chief Officer, Data & Insights, advised that it is intended, from 2021/22, to use PowerBI for all performance reporting.

2.1.6   According to the performance management framework, PowerBI was introduced to modernise performance reporting, by using data which is nearer to real time to understand current performance and for predictive analytics, thereby allowing decision making to be increasingly responsive and informed to change. Work to roll out "real time" reporting via PowerBI is considered further in paragraph 2.2.13 below.

2.1.7   A number of PowerBI reports are based on live data (e.g. Customer data including response time to complaints and Elected Member enquiries; pupil daily attendance; access to the Council's new legislation tracker and Risk Registers) while some PowerBI data updates are updated via a manual process, managed by the Data and Insights (D&I) team, involving relevant Cluster contacts providing the required data to be uploaded to PowerBI, for monthly reporting to Management (Corporate Management Team and Chief Officers).

2.1.8   Comprehensive written procedures which are easily accessible by all members of staff can reduce the risk of errors and inconsistency. They are beneficial for the training of current and new employees and provide management with assurance that correct and consistent instructions are available to staff, which is important in the event of an experienced employee being absent or leaving.

2.1.9   Procedures are available to the D&I team for updating PowerBI with data supplied by Clusters and are accessible via a OneNote document. It contains beginner guides and tutorials which explain the overall functionality of PowerBI as well as advanced guidance including instructions on how to upload / share data to PowerBI as well as how to modify the information once it has been uploaded. The guidance contained in OneNote was considered comprehensive and clear in relation to updating PowerBI.

2.1.10   PowerBI report guidance has been issued to Directors and Chief Officers by the Data & Insights Cluster on the use of specific PowerBi reports, including Mandatory Training (Information Governance) exception reporting and the Operations Health and Safety Group performance dashboard. To date, access to PowerBi functionality to do more than view reports has been limited to a relatively small number of users who have been allocated a PowerBi Pro license. The Cluster advised that this approach was taken to allow a controlled development and roll out of the product; approval has been provided to upgrade the Council's license to allow greater functionality to a much broader number of users.   A user guide covering general PowerBI functionality and the reports available to officers and Elected Members should be made available in line with this broader availability.

Recommendation
User guidance on PowerBI reporting functionality and the reports available to Members and Management should be made available as greater functionality is available to more users.

Service Response / Action
Agreed.

Implementation Date	**Responsible Officer**	**Grading**
December 2020	Analytics and Insight Manager	Important within audited area

2.1.11   The Pentana Risk (Pentana) performance management software, used for Committee performance reporting, is available on a dedicated webpage on the Zone. The system is used to track progress and status with performance indicators. Access (read-only or system update, specific modules) is controlled by D&I via a user access form, which requires line manager authorisation. D&I or the respective Cluster lead update Pentana for Committee reporting purposes, depending on the performance indicator concerned.

2.1.12   A basic procedure covering how to update Pentana performance indicator data and notes was available to D&I staff. A more detailed procedure for Integrated Children's and Family Services staff was also available on the Zone, with system screenshots and reference to the performance indicators that require to be updated by the Cluster.

2.1.13   The D&I team is responsible for calculating some performance indicators for Committee based on data submitted by the relevant Clusters e.g. Education Improvement Journey performance indicators.   Comprehensive procedures are in place describing the preparation of the Education Improvement Journey performance report; this is helpful as the process for calculating the related performance indicators is more complex than other indicators prepared by the team.

2.1.14   D&I also maintain a schedule of performance indicators which includes the purpose of the indicator, the Local Outcome Improvement Plan theme, the D&I lead, the data owner from the respective Cluster, the source of the data and the frequency of reporting.

2.2   Performance Management

2.2.1   As indicated in section 2.1 above, implementation of the Council Delivery Plan commitments and priorities is supported and scrutinised using the Council's performance management framework (PMF), with the framework covering performance management at: Council; Cluster; and employee levels. Performance reporting at an individual level is via the Council's Continuous Review and Development (CR&D) scheme which went live in December 2019; the CR&D process is considered further in Internal Audit report AC2018 Workforce Planning.

2.2.2   Staff and Financial performance reporting occur in aggregate at a Council level. The Staff Governance Committee is responsible for Council wide monitoring of staff matters e.g. staff absence monitoring, whilst the City Growth and Resources Committee monitors Council wide financial performance. Quarterly Council financial performance was reported as expected to City Growth and Resources Committee in 2019/20 as was Council wide sickness absence to the Staff Governance Committee. Reporting of workforce performance indicators is considered further in Internal Audit report AC2018 Workforce Planning.

2.2.3   The Council Delivery Plan 2019/20 and the Council's Performance Management Framework require each of the Council's Clusters to maintain and monitor a performance scorecard. These scorecards are aligned with the LOIP and are intended to ensure a consistent approach to accountability, scrutiny and performance management. The scorecards are presented under four perspectives to help describe how the Council is: responding to the needs of customers; ensuring efficient processes; supporting staff; and managing finances and controls.

2.2.4   Each Cluster scorecard perspective is underpinned by a suite of key performance indicators (KPIs). These KPIs include:
- KPIs which are common to all clusters e.g. level of staff engagement *(Staff Perspective)*; Spend vs Budget *(Finances and Controls Perspective)*;
- KPIs which are specific to clusters e.g. Repairs within timescale *(Customer Perspective)*; Average processing time *(Processes Perspective);*
- Key measures, set out within the Council Delivery Plan, which relate to the delivery of the Council's Commissioning Intentions; and
- Additional KPIs required through regulatory and statutory reporting arrangements.

2.2.5   The Council's Performance Management Framework states "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 [Customer; Staff; Finance and Controls; and Processes]. These KPIs will be reported through a performance scorecard model." The Council Delivery Plan 2019/20 Committee reporting requirements for Cluster performance scorecards are as detailed below:

Function	Cluster	Committee
Operations	Integrated Children's and Families Services (Educational Services)	Education Operational Delivery
	Integrated Children's and Families Services (Non-Educational)	Operational Delivery

	Operations and Protective Services	Operational Delivery
Customer	Early Intervention and Community Engagement	Operational Delivery
Place	City Growth	City Growth and Resources
	Strategic Place Planning	City Growth and Resources

2.2.6   Cluster scorecards were not required to be reported to Committee for the following Clusters under the 2019/20 Council Delivery Plan: Customer Experience; Digital and Technology; Capital; Corporate Landlord; People and Organisation; Finance; Commercial and Procurement; Business Intelligence and Performance Management; and Governance; as such they were not reviewed as part of this audit. These Clusters are required to report performance scorecards in 2020/21 as detailed in the Council Delivery Plan 2020/21.

2.2.7   The Council's performance management framework requires performance to be reported against targets, using a traffic light reporting system. For the majority of performance indicators, green means greater than or equal to 95% of target, amber means between less than 95% and 80% of target, and red means less than 80% of target. Exceptionally where higher performance indicator nominal values equate to a reduction in performance e.g. average number of sickness absence days per year, green is less than or equal to 105% of target, amber is greater than 105% but less than or equal to 120% of target, and red is greater than 120% of target.

2.2.8   A sample of Cluster performance reports to Committee was selected and reviewed to ensure performance indicators were appropriate and meaningful, had been reported to Committee regularly, and where performance was significantly below target, corrective action was proposed. Performance had been reported to Committee in 2019/20 for all Clusters detailed in the table at paragraph 2.2.5 as per the Council Delivery Plan 2019/20.

2.2.9   KPIs were reported to the Education Operational Delivery Committee (EODC) in May and November 2019, to provide updates on the Education Improvement Journey aligned to the Aberdeen City National Improvement Framework Plan for 2018/19 (mid-year and full year respectively). Relevant performance indicators were reported, with explanations for improvements and reductions in performance. The report to the May 2019 EODC on the Educational Improvement Journey used a traffic light system for identifying improvement and deterioration in performance. The format of the November 2019 report was revised to include graphs and ceased the use of the traffic light reporting system; the Cluster advised that this was at the request of the Committee.

2.2.10   It was noted that nominal performance targets were absent from a number of Place performance indicators reported to the City Growth and Resources Committee, in September 2019 and February 2020 e.g. number of visits to museums and galleries; average number of days lost through sickness absence. This makes it more difficult to identify where improvement action is required.

Recommendation
Key performance indicators reported to Committee should include nominal performance targets where appropriate.

Service Response / Action

Agreed. D&I will review targets and where any are missing seek confirmation of targets from Cluster.

Implementation Date	**Responsible Officer**	**Grading**
December 2020	Analytics and Insight Manager	Important within audited area

2.2.11 Performance was reported to the Operational Delivery Committee in January and March 2020 as expected, with improvement actions identified where required with the exception of sickness absence. It was noted that a number of service areas within Operations and Protective Services were reported as having high sickness absence and, whilst, improvement actions had been identified at the Operational Delivery Committee meeting in September 2019, the Committee was subsequently advised that work to integrate absence data from the Council's legacy HR information system to the new CoreHR system meant accurate rolling 12 month absence data was not available. Detailed reasons for high sickness absence and further improvement actions were, therefore, not included within the performance report as a result. Notwithstanding this, sickness absence was reported to the Staff Governance Committee for the Council as a whole in December 2019, although this did not cover specific reasons for high levels of sickness absence and related improvement action at a Cluster level.

2.2.12 Customer Experience advised that sickness absence is being overstated by the employee management system for some leavers on long term sick leave where the sickness absence was not closed in the employee management system after the employee left i.e. the sickness absence for these leavers continues to increase until the sickness absence is closed in the system. This was noted in management commentary against the measure. The HR Service Centre has since closed existing open absences for former employees, updated the Managing Leavers guidance for managers to include the requirement to close sickness absence in the employee management system and confirmed a regular check of former employee open absences will be undertaken, to ensure these are closed where required in future.

2.2.13 As stated in the PMF, the Council intended to develop and roll out "real time" interactive dashboards in 2019/20 (via PowerBI) to support operational delivery of services as well as analytics, contract management and public performance reporting. Interactive dashboards are also to be introduced for Elected Members which allow permanent access to the most up to date performance data, moving towards performance management being a continuous process rather than an event.

2.2.14 The Managers Portal is a PowerBI based dashboard providing access to performance, and governance information to management under the following headings:

- People - covers sickness absence days and reasons, HSE reportable accidents, additional staff payments (overtime and TOIL) and establishment data.

- Customer - includes response to complaints and Member enquiries.

- Processes / Assurance – includes consultation and legislation trackers; risk management (Council risk registers); External Audit and inspection (outstanding recommendations); Internal Audit (outstanding recommendations); Council policies (under development); resilience (under development); health and safety (under development); strategy (under development); ALEOs (under development)

- Finance and Controls - includes spend against contracts in the Council's contract

register.

- Programmes - includes information related to the Council's Transformation programme and capital programmes.

- KPIs, including Committee reporting, Function, and Cluster KPIs - includes Customer; Operations and Protective Services; and Children's Social Work reports which D&I advised have been used on an informal basis by Clusters / Functions.

2.2.15　As stated at 2.1.10 above, access to PowerBI functionality, through a PowerBI Pro License, to do more than view reports, has been limited to a relatively small number of users to allow a controlled development and roll out of the product. PowerBI Pro licenses have been made available to CMT members, Chief Officers, third tier managers and Elected Members.

2.2.16　At the time of the audit, the reporting available under the Manager's Portal was under development with some areas yet to go live. The Chief Officer, Data & Insights, advised that progress had been delayed due to the majority of the Cluster's development resource being directed towards the Council's response to Covid-19. As an example, whilst the interactive contracts register spend dashboard, part of the Finance and Controls dashboard in the Manager's Portal, had not been reported to CMT for performance purposes, this had been further developed as part of the Council's Covid-19 response and submitted regularly to both CMT and the Council's Incident Management Team in relation to continuity of supply chain. The People and Customer dashboards within the Manager's Portal were used on a monthly basis by CMT. Elements of the interactive reporting available under Processes remain under development, including Council Policies; Health and Safety; Resilience; ALEOs; and Strategy.

2.2.17　The Council's Data & Insights team has established the following six Data Forums, co-chaired by relevant Chief Officers, to ensure data challenges are identified and prioritised by services; solutions co-designed; resources allocated; and that Clusters have access to data for improvement and quality assurance purposes:

- Employee
- Children and Young People
- Governance
- Asset Data
- Finance and Procurement
- Customer

2.2.18　The Council's Customer Service platform interfaces customer experience performance data updates to PowerBI on a scheduled automated basis. Action notes for the Employee Data Forum on 18 March 2020 and the Children and Young People Data Forum on 15 January 2020 indicated work was progressing to automate PowerBI performance data updates for both absence reporting and Child Protection Register data; This work is now complete. In addition, a number of reports developed during the response to Covid-19 are automated including daily pupil attendance at schools; the Council risk registers and issues logs. Manual data updates continue to take place for the remaining performance indicators reported via PowerBI (Overtime – time and a half, number of staff receiving additional payments – excess, employee – HSE reportable, number of leavers, average number of days lost to sickness absence and TOIL - hours taken) however as indicated in 2.2.16 above, D&I has advised that progress has been delayed due to the majority of the Cluster's development resource being directed towards the Council's response to Covid-19.

2.2.19　As stated in the Council Delivery Plan 2019/20, in addition to scrutiny undertaken by

Elected Members, officers are required to continuously monitor performance through operational dashboards (PowerBI), with regular reporting to relevant management teams, and escalated and aggregated reporting to Corporate Management Team.

2.2.20   CMT Stewardship meetings took place on a monthly basis up until March 2020 and covered People, Customer and Processes performance as reported through Manager's Portal. Exceptional areas of performance were included in a single summary dashboard which allowed "drilldown" interrogation of data to Function, Cluster and Team levels.

2.2.21   Since March 2020, CMT have been meeting on a weekly basis to report on data dashboards, relating to the various Covid-19 risk workstreams. The Council's risk registers are available through PowerBI. Risks can be filtered by various means including: Corporate; Function; Cluster; Operational; Risk Category e.g. Covid-19, EU-exit; Risk Owner; and Risk Lead. The Service has also set up a Finance Resilience dashboard via PowerBI, which details the financial impact at a Cluster level of the pandemic on the Council, including balance sheet impact, savings risks, and income and bad debt impact.

2.2.22   As stated in paragraph 2.1.11 above, Pentana is updated by D&I or the relevant Cluster. PowerBI is updated by D&I manually for the most part or by system interface e.g. with the Council's Customer Service platform GovService (formerly known as Firmstep).

2.2.23   D&I advised that prior to reporting performance to Committee or Management, D&I "sense check" the performance indicators by comparing current performance to previously reported values and investigating any significant unexplained differences.

2.2.24   A sample of performance indicators reported to Committees (in line with the Council Delivery Plan) was reviewed to confirm their accuracy. Performance reported agreed to source data where available, however, there were instances where source data used to calculate performance indicators was not available. The Cluster has advised that supporting data supplied by Clusters for the purposes of reporting performance to February City, Growth and Resources was deleted during migration of D&I files to Sharepoint. Since there is no record of the performance indicator checking process carried out by D&I it is not clear if the data reported was validated.

Recommendation		
A checklist should be prepared and reviewed by D&I prior to reporting performance data to Committee and Management.		
Service Response / Action		
Agreed.		
Implementation Date	**Responsible Officer**	**Grading**
December 2020	Analytics and Insight Manager	Important within audited area

2.2.25   D&I advised performance information was presented to monthly meetings of CMT Stewardship through PowerBI dashboards which use "live" data to highlight areas of exceptional performance, together with a narrative which set those exceptions in context and that these exception reports are interactive and linked to the full Managers Portal. It was not possible to review the history of these exception reports because as the PowerBi dashboard is updated it overwrites the previous month's report. A copy of "exceptional" dashboards presented to corporate performance groups should be retained.

Recommendation
Exception and summary dashboards presented to corporate performance groups should be retained.

Service Response / Action
Agreed.

Implementation Date	Responsible Officer	Grading
December 2020	Chief Officer - Data & Insights	Significant within audited area

2.3 Local Outcome Improvement Plan and Transformation

2.3.1 The Council's Performance Management Framework identifies that the Council is required to support the vision of the Local Outcome Improvement Plan (LOIP) and ensure Aberdeen is 'a place where all people can prosper'. The LOIP; Aberdeen's Locality Plans; and the Council's Delivery Plan each include key measures which are used to evaluate the extent to which the LOIP outcomes have been achieved.

2.3.2 The PMF requires annual reports on the measures of outcomes to be submitted to the Strategic Commissioning Committee, covering: the LOIP; Locality Plans; and the Council's Commissioning Intentions and key measures.

2.3.3 The Strategic Commissioning Committee (SCC) approved a joint commissioning approach between the Council and the Aberdeen City Integrated Joint Board on 28 August 2019 in order to enhance integrated service provision. The joint commissioning approach was described as combining strategic planning, service design, procurement, internal service planning and performance management, and was aligned to the LOIP.

2.3.4 The Strategic Commissioning Committee endorsed the draft Refreshed Aberdeen City LOIP 2016-26 on 29 January 2019 prior to being reported to the Community Planning Aberdeen Board on 26 February 2019 for approval.

2.3.5 The Community Planning Aberdeen Annual Outcome Improvement Report 2019/20 was approved on 1 July 2020 by the Community Planning Aberdeen Board, detailing progress against the Aberdeen City Local Outcome Improvement Plan (LOIP) stretch outcomes detailed in appendix 1 and the improvement priorities for 2020/21. In relation to Locality Plans, the Annual Outcome Improvement Report identifies the fact the Locality Planning Partnerships have reported progress with local priorities in their most recent Annual Reports for 2018/19. Strategic Commissioning Committee subsequently approved the Annual Outcome Improvement Report 2019/20, as a representation of the Council's contribution to partnership working in delivery of the Local Outcome Improvement Plan 2016-26, on the 27 August 2020.

2.3.6 The PMF also requires regular monitoring of the Council's Transformation programme and supporting projects in order to ensure delivery of the Council's Target Operating Model. This was reviewed as part of Internal Audit report AC2022 Transformation.

2.4 External Performance Reporting

2.4.1 The PMF states "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 on delivering on that. The Council … consolidates corporate Public Performance Reporting through the Council's website."

2.4.2 The Council's non-Education statutory performance indicators were noted by the Operational Delivery Committee on 9 January 2020, and the Council's Educational Service statutory performance indicators were noted by the Educational Operational

Delivery Committee on 12 March 2020. The Council's non-education statutory performance indicators for 2018/19 were made available to the public via the Council Performance webpage of the Council's website however SPIs for Education have not been made available (as they were for 2017/18). These indicators should be published on the Council's website in line with the Council's PMF.

Recommendation
The Education SPIs for 2018/19 should be made available on the Council's website.

Service Response / Action
Agreed.

Implementation Date	**Responsible Officer**	**Grading**
Implemented	Strategic Performance and Improvement Officer	Important within audited area

2.4.3   The Council Performance webpage also contains links to: the Local Government Benchmarking Framework website, which enables Council performance to be compared to that of other Scottish Local Authorities; the Community Planning Aberdeen website, which contains Aberdeen City wide and Priority Locality performance data; the Council's Annual Accounts; and the Council's complaints performance for 2018/19.

2.4.4   Officers from D&I have used PowerBI to enhance the Council's public performance reporting arrangements. An overarching "Aberdeen Outcomes Framework", presented through Community Planning Aberdeen, has been developed which includes current performance levels relating to all Local Outcome Improvement Plan stretch outcomes, improvement measures and progress with improvement projects. This Framework also includes the PowerBI based Aberdeen City Data Observatory (online Population Needs Assessment).

AUDITORS: D Hughes
A Johnston
C Jamieson

Appendix 1 – Local Outcome Improvement Plan Stretch Outcomes

ECONOMY	PEOPLE (Children & young people)	PEOPLE (Adults)	PLACE
1. 10% increase in employment across priority and volume growth sectors by 2026. 2. 90% of working people in Living Wage employment by 2026.	3. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026. 4. 90% of children and young people will report that they feel mentally well by 2026. 5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026. 6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026. 7. Child Friendly City which supports all children to prosper and engage actively with their communities by 2026. 8. 25% fewer young people (under 18) charged with an offence by 2026.	9. 25% fewer people receiving a first ever Court conviction each year by 2026. 10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026. 11. Healthy life expectancy (time lived in good health) is five years longer by 2026. 12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.	13. No one in Aberdeen will go without food due to poverty by 2026. 14. Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate. 15. 38% of people walking and 5% of people cycling as main mode of travel by 2026.

Report No. AC2026

Appendix 2 – Grading of Recommendations

GRADE	DEFINITION
Major at a Corporate Level	The absence of, or failure to comply with, an appropriate internal control which could result in, for example, a material financial loss, or loss of reputation, to the organisation.
Major at a Service Level	The absence of, or failure to comply with, an appropriate internal control which could result in, for example, a material financial loss to the Service/area audited. Financial Regulations have been consistently breached.
Significant within audited area	Addressing this issue will enhance internal controls. An element of control is missing or only partial in nature. The existence of the weakness identified has an impact on a system's adequacy and effectiveness. Financial Regulations have been breached.
Important within audited area	Although the element of internal control is satisfactory, a control weakness was identified, the existence of the weakness, taken independently or with other findings does not impair the overall system of internal control.