

ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	6 October 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Aberdeen City Council Performance Management Framework 2022-23
REPORT NUMBER	CUS/21/224
DIRECTOR	Andy MacDonald
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Martin Murchie
TERMS OF REFERENCE	4.1

1. PURPOSE OF REPORT

- 1.1 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 2021/22, as well as comments and recommendations made within Audit Scotland's ["Best Value Audit of the Council"](#).

2. RECOMMENDATION

- 2.1 That the Committee agree the revised Performance Management Framework for 2022-23.

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 content of the revised Performance Management Framework is reflected within the "Council Delivery Plan 2021/22" which was approved by Council on 10th March 2021 and is reported now following consideration of Audit Scotland's "Best Value Audit of the Council".
- 3.3 The 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.

Best Value Audit of the Council

- 3.4 The Best Value Audit report was, generally, positive about the Council's arrangements for performance management and improvement. The following comments are the most significant in terms of the Council's Performance Management Framework:

"The council has developed its performance management arrangements and public performance reporting, making greater use of real-time data, but how overall progress against priorities is reported could be simplified to further aid public understanding and scrutiny."

"A revised Performance Management Framework provides a more structured approach to reporting performance but reporting overall progress against outcomes could be clearer."

"The council has improved how it reports performance information to committees through the introduction of a revised Performance Management Framework. It continuously updates performance information but could further enhance its reporting against priorities."

- 3.5 In summary, therefore, the comments should be considered to be a positive reflection on ACCs performance management arrangements and officers believe that the Performance Management Framework remains appropriate. There are, however, repeated comments regarding the clarity of "overall" public reporting. Specifically, this refers to the reporting of outcomes as described within the annual report on the Council Delivery Plan. In response, the following comments were included by officers within the report submitting the Best Value Audit Report to Council on 23rd August 2021:-

"Current arrangements are described below:-

- An "Annual Outcome Improvement Report" is prepared by Council officers, on behalf of Community Planning Aberdeen, which provides a summary of in-year highlights and progress in achieving the long-term stretch outcomes and improvement targets which have been set within the LOIP. This report is supplemented with:-
 - o a more concise public "friendly" version;
 - o a single page infographic summary; and
 - o the "Aberdeen Outcomes Framework" interactive public website, which includes a very large amount of continuously updated data and information, giving detailed progress on the delivery of all agreed improvement projects as well as reporting on the outcomes which those projects support. It also provides access to external reports

and information on the performance of the Council and outcomes for the city and its communities. For example, Local Government Benchmarking Framework; Scottish Public Health Observatory; Community Planning Outcome Profiles.

- “Locality Partnership Annual Reports” for each of the Council’s priority localities, are prepared by Council officers on behalf of Community Planning Aberdeen. Supplemented, as above, by locality data within the “Aberdeen Outcomes Framework”.
- An annual report is prepared on the progress in delivering the Council Delivery Plan. In the same way as the Community Planning “Annual Outcome Improvement Report”, this report includes in year highlights and progress in achieving the outcomes and improvement targets set out within the Council Delivery Plan. This is, again, supplemented by the “Aberdeen Outcomes Framework”, as described above, which gives access to continuously updated data on the 300+ performance measures which are included within the Council Delivery Plan.

These arrangements describe the main “corporate” vehicles for public performance reporting on outcomes, however, there are many additional reports which are targeted to different demographic or service user audiences.

The arrangements described above reflect:

- i. reporting performance against outcomes which are, in most cases, agreed through Community Planning Aberdeen and are a shared priority with our partners. This is a deliberate approach which emphasises the importance of outcomes measures, rather than process measures, as a key element of moving to outcome-based approaches to the design and delivery of public services. This does not, of course, mean that measurement and reporting of key processes is not important and the Council’s Performance Management Framework, which the Best Value audit report, recognises as comprehensive, clearly sets out how both are achieved; and
- ii. a preference for reporting which is capable of continuous updating as new data and information becomes available, rather than static reports. Taking advantage of the near ubiquitous use of digital communication channels and blending narrative context and explanation with access to data.

The approach set out above is considered to be appropriate, with the development of the Aberdeen Outcomes Framework, in particular, to be leading practice.”

3.6 Considering and reporting on how any local authority is performing is complex. This reflects:-

- the breadth and diversity of services delivered;

- the influence of external socio-economic factors on the achievement of outcomes;
- relationships with partners where responsibilities and accountabilities are shared; and
- the need to focus on longer term outcomes as well as more immediate service delivery performance.

3.7 Against this background, officers acknowledge the comments made by Audit Scotland with regard to reviewing how public reporting may be simplified. Accordingly, it is proposed that in addition to signposting access to the “Aberdeen Outcomes Framework”, the 2021 Annual Report on the Council Delivery Plan, includes a point in time status report on key indicators at the point of publication.

Targeted Public Performance Reporting

3.8 As referred to at 3.5 above, council services undertake a very broad range of targeted public performance reporting for specific demographic or service user audiences. This Committee last considered these arrangements, including engagement and feedback from service users, in a 2019 report ([COM/19/163](#)). Officers have scheduled a review of these arrangements during 2022, to ensure they remain appropriate. The output of that review will be reported to this Committee.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications arising from this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from this report.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	None	N/A	N/A
Compliance	No significant compliance related risks.	L	Management and subsequent publication of service performance information in the public domain ensures that the Council is meeting its legal obligations in the context of Best Value reporting.
Operational	No significant operational risks.	L	The provision and application of the Performance Management Framework effectively signposts operational risk

Financial	No significant financial risks	L	Overview of specific aspects of financial performance at various organisational levels is provided for within the Framework
Reputational	No significant reputational risk	L	The effective management of performance is critical to maintaining the Council's reputation internally and externally
Environment / Climate	None	N/A	N/A

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
Impact of Report	
Aberdeen City Council Policy Statement	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.
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	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 Stretch Outcomes	
Prosperous Place Stretch Outcomes	

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	N/A
Data Protection Impact Assessment	N/A

9. BACKGROUND PAPERS

Best Value Assurance Report Aberdeen City Council, Audit Scotland, 24th June 2021

COM/19/163, Review of Aberdeen City Council's approach to Customer and Community Engagement, 29 January 2019

10. APPENDICES

Appendix A Performance Management Framework 2022/23

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