



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

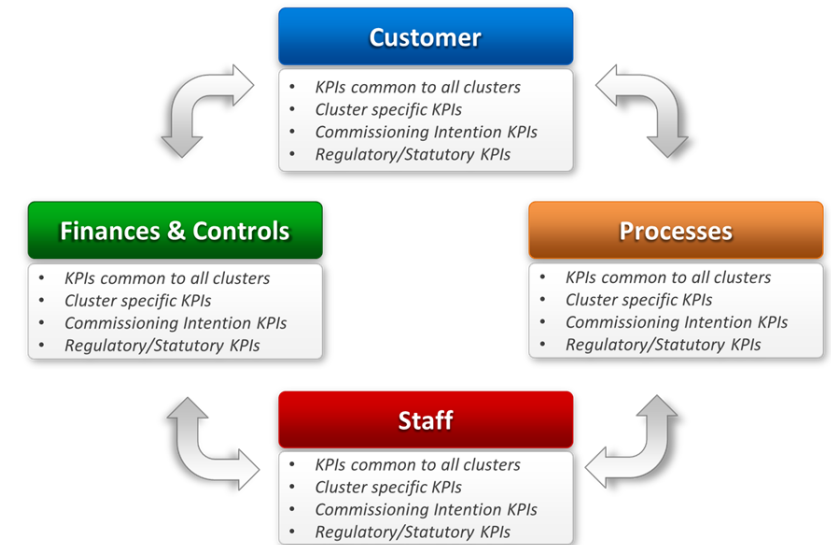
Accountabilities for performance in the management of staff and finance are common to all areas of the Council. Monitoring and reporting on these aspects of performance are aggregated to a corporate level.

- 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

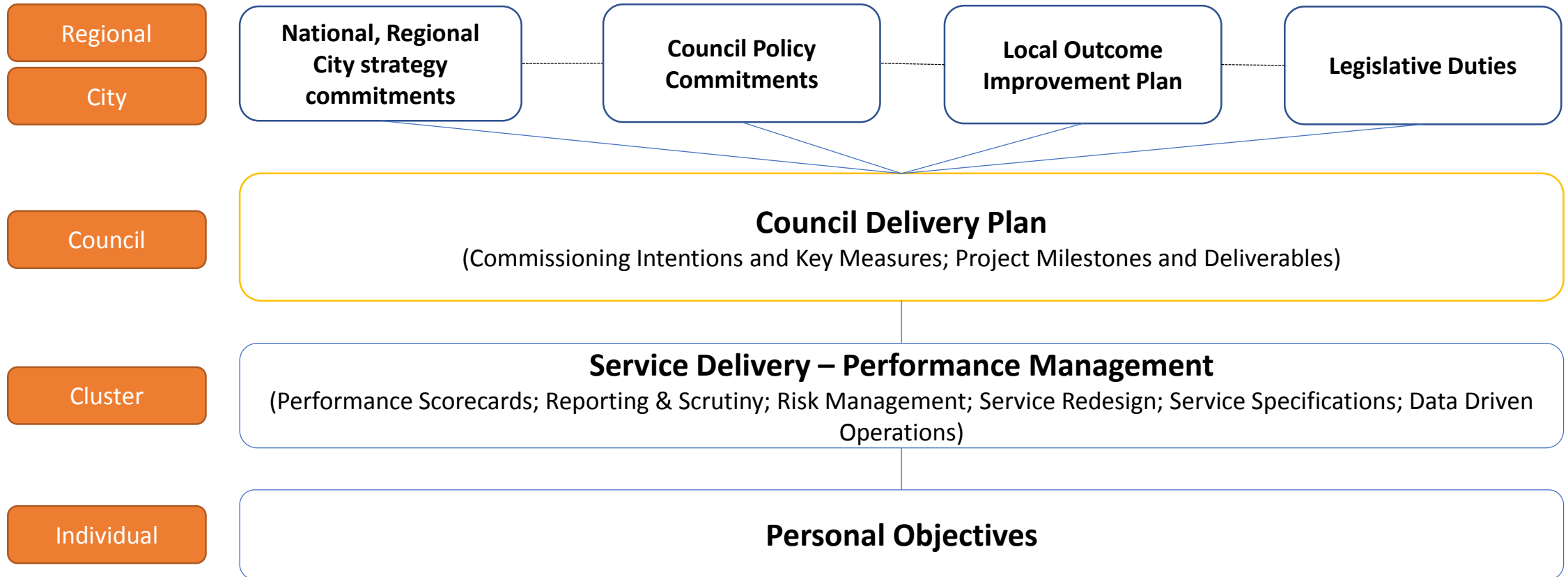
- Analysis provides intelligence and an assessment of what the data and information is telling us about our performance and the impact of improvement activity
- Performance review, reporting and scrutiny is undertaken at all level
- Data collection and indicators are reviewed to ensure they remain appropriate

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.



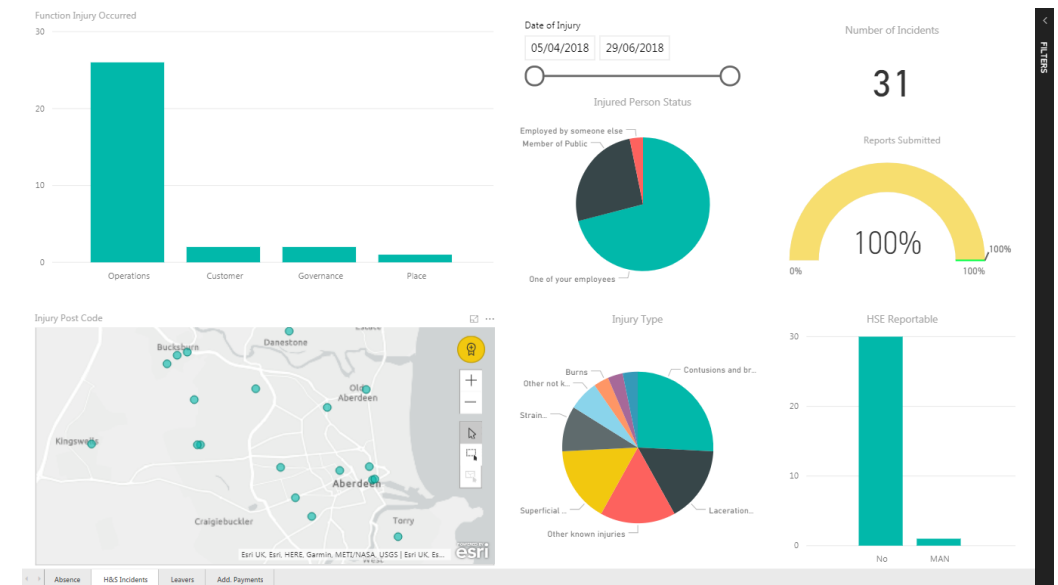
MODERNISING HOW WE REPORT



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.

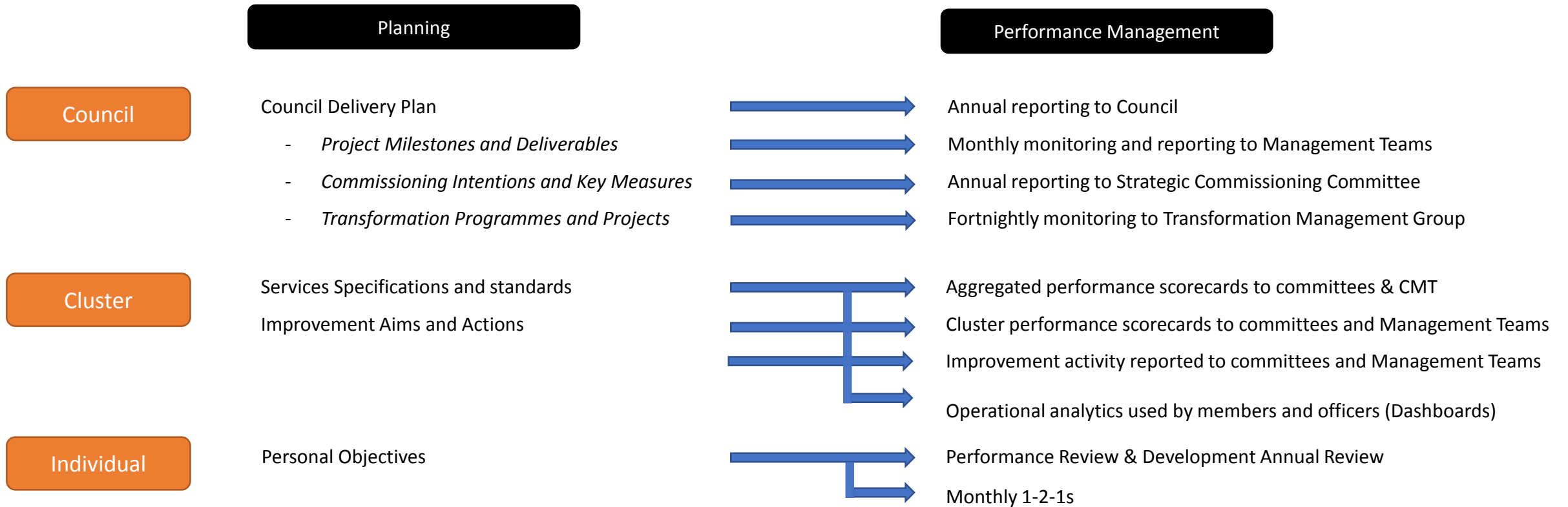


Fig 3

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

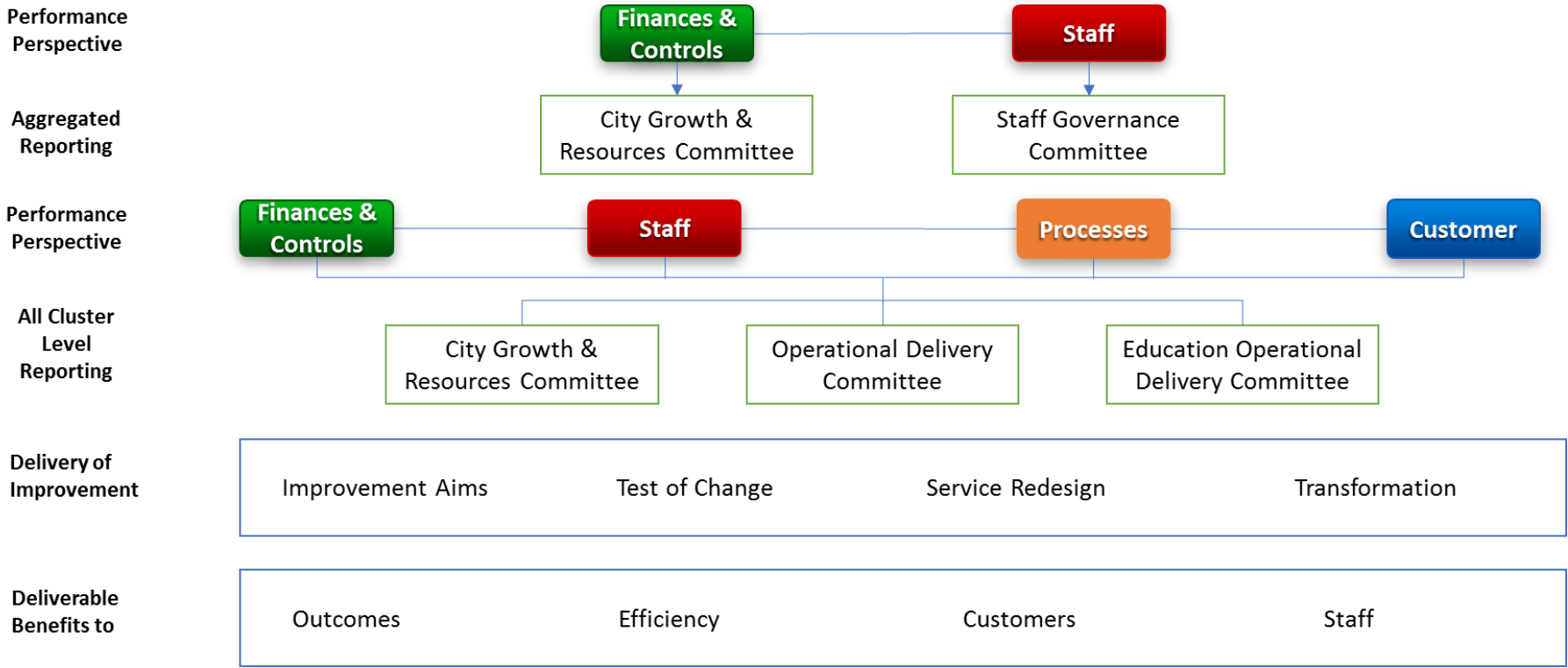
As described above, the management of performance requires a systematic approach to managing improvement to deliver improved services and outcomes and the Council will use Quality Improvement (QI) and the Model for Improvement framework to manage that improvement activity.

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

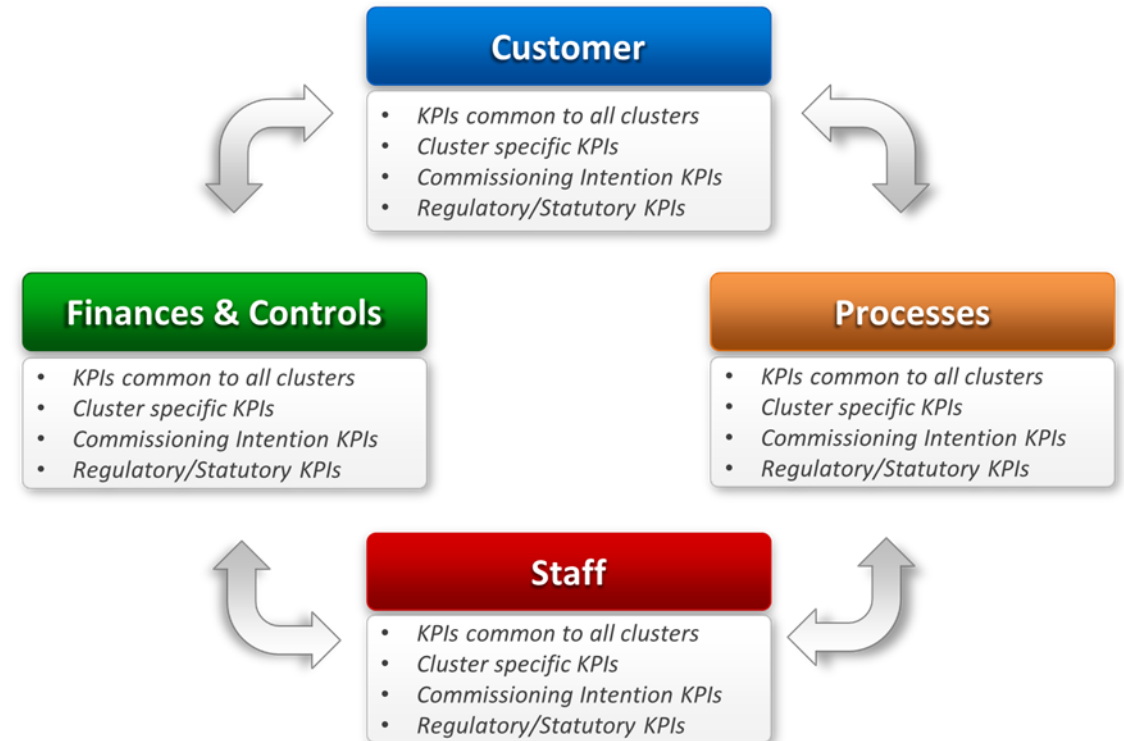
By Whom: - Each Cluster / Service supported by BIU

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

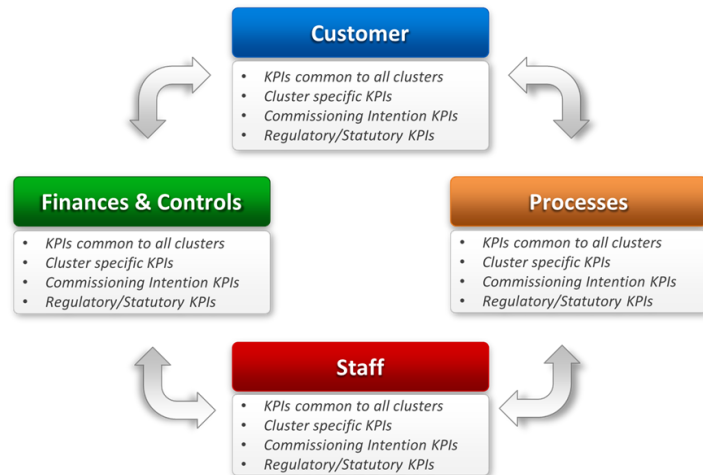
Cluster



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](#).