

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	14 th June 2023
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Performance Management Framework (2023/24)
REPORT NUMBER	COM/23/168
DIRECTOR/INTERIM DIRECTOR	Gale Beattie
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Martin Murchie
TERMS OF REFERENCE	24.14

1. PURPOSE OF REPORT

- 1.1 The report brings before the Council a revised Performance Management Framework reflecting the Local Outcome Improvement Plan and the Council's commissioning intentions, as set out within the Council Delivery Plan 2023/24.

2. RECOMMENDATIONS

- 2.1 That the Council approves the revised Performance Management Framework for 2023-24 as detailed in Appendix A.

3. CURRENT SITUATION

Report Purpose

- 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.
- 3.2 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.

- 3.3 The content of the revised Performance Management Framework aligns directly with the “Council Delivery Plan 2023/24” which was approved by Council on 1st March 2023
- 3.4 Following on from consideration of Audit Scotland’s “Best Value Audit of the Council”, which assisted in defining the 2021/22 Framework, this revision sets out performance management arrangements at Council; Cluster; and Personal levels that reflects the evolution of governance arrangements, and data management through an approach to performance management which:
- i. focusses on accountabilities for service performance, improvement; and outcomes;
 - ii. carries forwards the established comprehensive approach by examining four perspectives of performance, namely, Customer, Staff, Finance & Controls and Processes;
 - iii. recognises the iterative nature of, and learning to be taken from, benchmarking of performance management review at both local and national levels;
 - iv. is reflective of aspects of performance management where collaboration with stakeholders can inform the Framework and its content.
- 3.5 Best Value Auditing of local authority performance is changing to include annual reporting on best value themes, rather than a full Best Value Assurance Report every five years. A report on this matter was considered by the Audit, Risk and Scrutiny Committee on 11th May. Both the officer-led Performance and Risk Boards have a role in supporting best value auditing, given their respective roles in providing assurance and assessing risk, whilst reflecting on and monitoring the Council’s performance in key areas. The Audit, Risk and Scrutiny Committee will continue to receive updates as the revised best value auditing regime embeds.

Performance Management Framework Reporting Structure and Content

- 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 The Council's Performance Management Framework supports and enables scrutiny against progress of the Council Delivery Plan, and key measures aligning with the LOIP. It establishes a robust performance management and consistent reporting system which encompasses single and multi-service inputs, outputs and outcomes.

3.8 The revised Framework both captures and expresses learning taken from recent experience, particularly that gained during the Council’s response to COVID, whilst retaining content flexibility that will enable the Council to respond to changes in emphasis resulting from legislative provisions and within the community.

4. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report.

5. LEGAL IMPLICATIONS

There are no direct legal implications arising from this report.

6. ENVIRONMENTAL IMPLICATIONS

There are no direct environmental implications arising from this report

7. RISK

The assessment of risk contained within the table below is considered to be consistent with the Council’s Risk Appetite Statement”

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic	No significant strategic risks	Robust PMF reporting offers assurance around delivery against strategic aims and objectives	L	Yes
Compliance	No significant legal risks.	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.	L	Yes
Operational	No significant operational risks.	Oversight by Elected Members of core performance measures ensures that services are supported to consider/deliver operational	L	Yes

		improvement on a consistent basis		
Financial	No significant financial risks.	Overview data on specific aspects of financial performance within the PMF offers assurance to Elected Members that the Council is delivering against its Best Value obligations	L	Yes
Reputational	No significant reputational risks.	Reporting of service performance to Members and in the public domain serves to enhance the Council's reputation for transparency and accountability.	L	Yes
Environment / Climate	No significant Environmental/ Climate risks	Development of enhanced reporting on these themes into the public domain is central to current Climate Change aims	L	Yes

8. OUTCOMES

<u>Council Delivery Plan</u>	
Impact of Report	
Aberdeen City Council Partnership Agreement	The provision of information on the 2023/24 outputs and outcomes, as defined within the Performance Management Framework Reporting supports scrutiny of progress against delivery of the each of the Aberdeen City Council Policy Statements and the Council Delivery Plan
<u>Aberdeen City Local Outcome Improvement Plan</u>	
LOIP Stretch Outcomes	The detail, and content, outlined within Performance Management Framework reporting contributes to, and evidences how, Council delivery and leadership contributes to each LOIP Stretch Outcome
Regional and City Strategies	The detail within Performance Management reporting evidences how Council Service delivery

	leads, contributes to, or influences outcomes aligned to regional and City Strategies
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9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	A full impact assessment is not required for this report
Data Protection Impact Assessment	A Data Protection Impact Assessment is not required for this report.
Other	No additional impact assessments have been completed for this report.

10. BACKGROUND PAPERS

Council Delivery Plan 2023/24, Council, 1st March 2023

Performance Management Framework Report, Strategic Commissioning Committee, 6th October 2021

[Audit Scotland. Why Best Value matters now more than-ever](#) November 2022

11. APPENDICES

Appendix A – Performance Management Framework 2023/24

12. REPORT AUTHOR CONTACT DETAILS

Martin Murchie

Chief Officer Data and Insights

MMURCHIE@aberdeencity.gov.uk

01224067580