

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	21 st August 2024
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Performance Management Framework 2024/25 Update
REPORT NUMBER	CORS/24/232
EXECUTIVE DIRECTOR	Andy MacDonald
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Martin Murchie
TERMS OF REFERENCE	24.10

1. PURPOSE OF REPORT

- 1.1 The report brings before the Council a revised Performance Management Framework 2024/25 reflecting proposals for the capture, scrutiny and reporting of Council performance, aligning with the Council's commissioning intentions, Service Standards, and approach to evidencing and evaluating improvement as outlined within the Council Delivery Plan 2024/25

2. RECOMMENDATION

- 2.1 That the Council approves the revised Performance Management Framework for 2024-25 as detailed in Appendix A.

3. CURRENT SITUATION

Report Purpose

- 3.1 This is an annually recurring update to the Council's Performance Management Framework, taking account of: (i) changes to services operating environments, (ii) the contribution of the Health Determinants Research Collaborative Aberdeen in supporting performance management and (iii) improvement activity against the Council's internal and external scrutiny of performance in the past year; and how the Framework will be applied in 2024/25.
- 3.2 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.

- 3.3 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. Citizens need open, relevant and accurate information to be informed and hold the Council's services and performance to account.
- 3.4 The content of the revised Performance Management Framework aligns directly with the Council Delivery Plan 2024/25, which was approved by Council on 6th March 2024.
- 3.5 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 holistic 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, and cognisance of national dialogues around partnership accountability, can inform the Framework and its content.
 - v. takes account of external and audited scrutiny of Council performance and recommendations arising from inspection and review activity conducted within the past 12 months
 - vi. widens, and re-titles the scope of the previous Customer aspect of performance reporting to acknowledge the impacts/consequences of Council delivery for all Citizen's, regardless of levels of direct engagement with Aberdeen City Council.

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. This iteration also reflects the changes to the Council's organisational structure, agreed within the TOM1.2 report to Council in February 2024, and aligns reporting for the new Function/Cluster/Service levels with the current 'parent committee' structure. Work around re-structuring performance data and reporting models with these changes, including the revised Service Standards, at each level of accountability is now complete.
- 3.9 The revised Framework both captures and expresses learning taken from recent experience, whilst retaining the content flexibility that will enable the Council to respond to changes in emphasis resulting from legislative provisions and the information needs of our communities.
- 3.10 The work of, and emerging outputs from, the Health Determinants Research Collaborative will form a critical role in evaluation of Council performance, alongside the application of the Framework, by offering data that enables us to:
- (i) to make judgements around the extent to which our collective efforts are positively impacting on our citizens and;
 - (ii) use the research from the Collaborative to help both inform recommendations to Council around our service delivery, and policy decision making.
- 3.11 The revised document adjusts phrasing around the previous Customer aspect of Performance Management Framework reporting to reflect a wider Citizen theme, which captures the impact of Aberdeen City Council service delivery, including that provided in partnership, on those individuals/communities which have limited direct engagement with the Council.

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 improvement on a consistent basis	L	Yes
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	L	Yes

		for transparency and accountability.		
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

Council Delivery Plan 2024-25	
	Impact of Report
Aberdeen City Council Partnership Agreement	The provision of information on the 2024/25 inputs, outputs and outcomes, as defined within 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
Aberdeen City Local Outcome Improvement Plan	
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

9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	It is confirmed by Executive Director Andy MacDonald that no Integrated Impact Assessment is required
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

11. APPENDICES

Appendix A – Performance Management Framework 2024/25

12. REPORT AUTHOR CONTACT DETAILS

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