

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	20th August 2025
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Performance Management Framework Refresh 2025/26
REPORT NUMBER	CORS/25/189
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 refreshed Performance Management Framework 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 2025-26.

2. RECOMMENDATION

- 2.1 That the Council approves the revised Performance Management Framework for 2025-26 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 on-going 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 2025-26.
- 3.2 The Framework also captures those aspects of performance management where (a) additional focus has been applied over the course of the past 12 months

and (b) how the Council intends to incorporate learning from revisions, and developments, in the national performance data landscape going forwards.

- 3.3 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.
- 3.4 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.
- 3.5 The content of the revised Performance Management Framework aligns directly with the Council Delivery Plan 2025/26, which was approved by Council on 16th April 2025.
- 3.6 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 forward the established holistic approach by examining four perspectives of performance delivery, namely those relating to Citizens, 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.

3.7 Summary of proposed revisions to Performance Management Framework

3.7.1 Key Updates and Drivers

- Alignment of the Council's Performance Management Framework with the renewed Accounts Commission Statutory Performance Information Guidance 2024.

- An increased emphasis on highlighting Best Value principles contained in the above is to be delivered through enhancements to performance reporting.
- Local Government Benchmarking Framework comparator data is to be used more regularly in both operational and strategic reporting.
- A greater focus is to be placed on evaluating Aberdeen City Council's relative performance to identify improvement priorities.

3.7.2 Statutory Performance Reporting Timeline Changes:

- The deadline for publishing statutory performance data has reduced from 12 months to 6 months post-financial year which may affect timing of reports like the Council Delivery Plan Review.

3.7.3 Performance Reporting Enhancements

- Greater consistency of data and presentation of Performance reporting across Committee reporting in response to collaborations with External Audit throughout the past year, along with an expectation of more cohesive and widespread inclusion of performance data in Committee reports.

3.7.4 Use of AI and Data Analytics Tools:

- Tools like Microsoft Copilot etc. will increasingly support delivery of improvement activities and public performance reporting, Although AI use is in early stages within these areas, it is expected to become more visible in reporting by the year-end.

3.7.5 Feedback Integration and Quality Assurance

- Feedback on PMF use and presentation from stakeholders, including Committee, has been reviewed and incorporated within delivery of the refreshed document and is combined with insights from a new Council-wide quality assurance project that aims to foster greater consistency and shared learning across services and Clusters.

3.7.6 Governance

- There is a proposal to lift and shift Committee-based performance accountability around the Digital and Technology Cluster from the Communities, Housing and Public Protection Committee to the Finance and Resources Committee. This proposal better aligns, and is more consistent, with the latter's general terms of reference and the current TOM 1.2 model.

Performance Management Framework Reporting Structure and Content

3.8 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.

- 3.9 The Council's Performance Management Framework supports and enables on-going 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.
- 3.10. This iteration aligns reporting for the Function/Cluster/Service levels with the current 'parent performance committee' structure, taking cognisance of revisions to the Scheme of Governance agreed at the meeting of Council on 16th April 2025.
- 3.11 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.
- 3.11 The work of, and outputs from, the Health Determinants Research Collaborative increasingly forms a critical role in evaluation of Council performance, alongside the application of the Framework, by offering data that enables us to:
- (i) 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.

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) <i>*taking into account controls/control actions</i>	*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 for transparency and accountability.	L	Yes
Environment / Climate	No significant Environmenta l/Climate risks	Development of enhanced reporting on these themes into the public domain is	L	Yes

		central to current Climate Change aims		
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8. OUTCOMES

Council Delivery Plan 2025-26	
	Impact of Report
Aberdeen City Council Partnership Agreement	The provision of information on the 2025/26 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 was confirmed by Executive Director Andy MacDonald on 24 th July 2025 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

Council Delivery Plan 2025-26, Council, 16th April 2025
 Refreshed Local Outcome Improvement Plan 2016-26, Council, 3rd July 2024
 Scheme of Governance Review 2025, Council, 16th April 2025
 Performance Management Framework Update 2024-25, Council, August 2024

11. APPENDICES

Appendix A – Performance Management Framework 2025/26

12. REPORT AUTHOR CONTACT DETAILS

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