Performance Management Framework

V2.1 (2020/21)

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.

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.

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.

PERFORMANCE MANAGEMENT SUPPORTING CAPABILITIES

The Council Delivery Plan identifies 7 organisational capabilities, with digital as a key enabler, 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 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.

Accountability for Service Performance

The Council delivers services 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.

These different perspectives on accountability each require different arrangements to effectively manage performance.

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.

Outcomes are continuously reviewed jointly with our partners. Through 2020/21, the Council will monitor and scrutinize the achievement of outcomes through the Strategic Commissioning Committee's consideration of:-
- the LOIP Annual Performance Report
- Locality Plan Annual Reports
- the Council's Commissioning Intentions and associated key measures
- a Population Needs Assessment
- The development and online publication of an "Aberdeen Outcomes Framework"

LOCAL OUTCOME IMPROVEMENT PLAN
2016-26
Refreshed 26 February 2019

Community Planning Aberdeen

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.

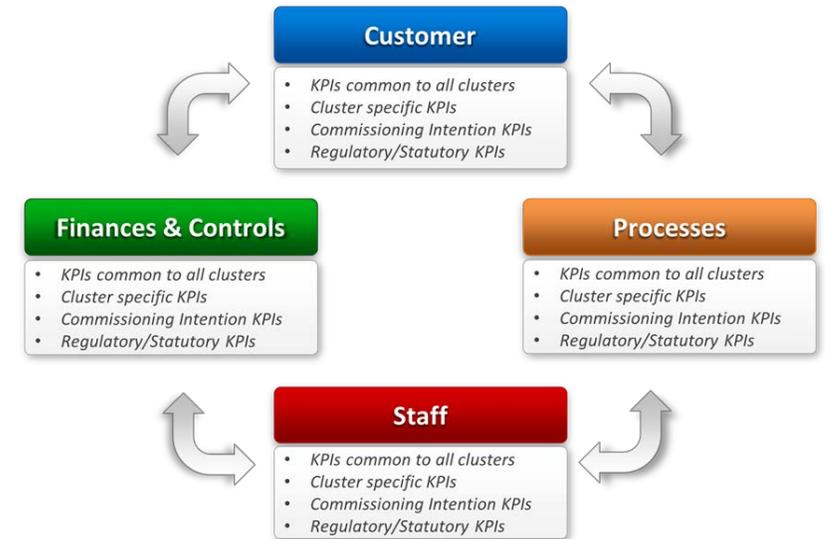i.   Corporate Level Performance Monitoring and Reporting

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.
- Council Wide Staff Perspective   -   Reported to the Staff Governance Committee
- Council Wide Finances Perspective   -   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.

Customer
- KPIs common to all clusters
- Cluster specific KPIs
- Commissioning Intention KPIs
- Regulatory/Statutory KPIs

Finances & Controls
- KPIs common to all clusters
- Cluster specific KPIs
- Commissioning Intention KPIs
- Regulatory/Statutory KPIs

Processes
- KPIs common to all clusters
- Cluster specific KPIs
- Commissioning Intention KPIs
- Regulatory/Statutory KPIs

Staff
- KPIs common to all clusters
- Cluster specific KPIs
- Commissioning Intention KPIs
- Regulatory/Statutory KPIs

Accountability for Service Performance (cont)

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.

Firstly, each cluster will report a service performance scorecard to the relevant Committee as outlined below.

Function	Cluster	Committee
Operations	Integrated Children's and Families Services	Operational Delivery
	Education	Education Operational Delivery
	Operations and Protective Services	Operational Delivery
Customer	Early Intervention and Community Empowerment	Operational Delivery
	Customer Experience	Operational Delivery
	Digital & Technology	Operational Delivery
	Data & Insights	Operational Delivery
Commissioning	City Growth	City Growth & Resources
	Strategic Place Planning	City Growth & Resources
	Commercial & Procurement	Strategic Commissioning Committee
	Governance	City Growth & Resources
Resources	Capital	City Growth & Resources
	Corporate Landlord	City Growth & Resources
	People & Organisation	City Growth & Resources
	Finance	City Growth & Resources

Accountability for Improvement

A systematic approach will be taken to identify, plan and deliver improvement. The scrutiny of performance in both outcomes and service delivery, described above, provides the data and analysis to identify improvement priorities. Whilst there is a continuous focus on improvement, in reviewing performance reports, the Council's committees, as well as officer groups (e.g Extended Corporate Management Team (ECMT)), will consider and agree areas where formal improvement activity should be initiated. For each priority improvement area identified the undernoted steps are followed:-

i.   <u>Define the desired improvement</u>   -   a concise description of the issue to be addressed / the performance to be improved upon. It identifies the gap between the current state and the desired state.

ii.   <u>Identify the nature of the improvement</u> -   there are 3 categories of improvement project. The improvement methods applied and the tools used will vary, depending on which category the project falls in to. The categories are:-
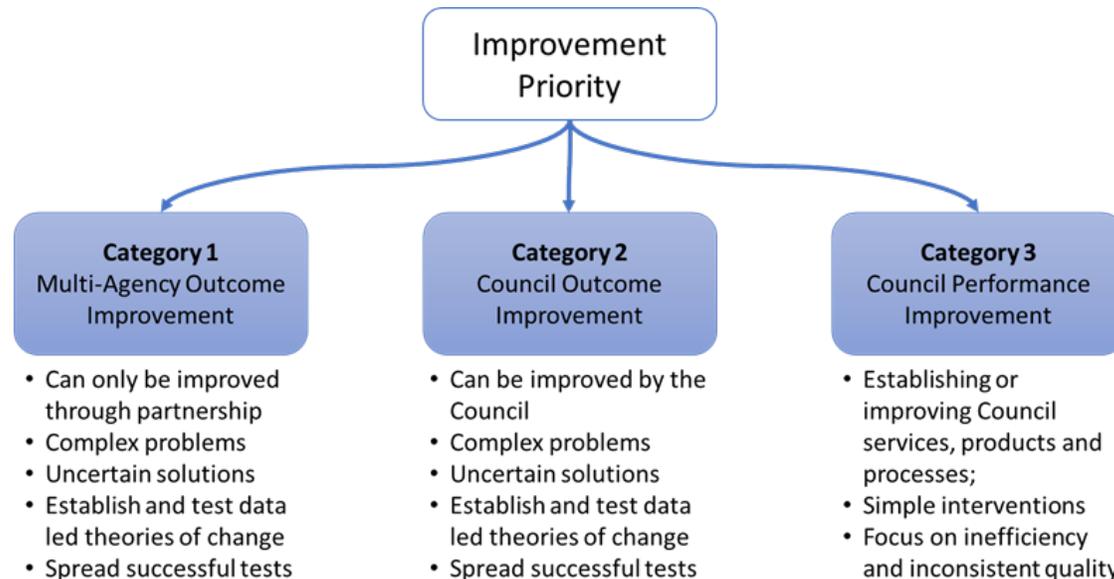

Fig 2

Accountability for Improvement (cont)

iii. Establish and implement improvement projects

Category 1 - Identified and agreed by Community Planning Aberdeen following the "Quality Improvement" methodology. Council officers lead or support the delivery of individual improvement projects.

Category 2 - Identified and agreed by the Council's committees or the Corporate / Extended Corporate Management Team. The method of improvement used will take an explorative, agile approach suitable to dealing with complex challenges, where the problem and solution is not fully understood at the outset.

Category 3 - Identified and agreed by the Council's committees or the Corporate / Extended Corporate Management Team. The methods of improvement used will focus on understanding, mapping and establishing or improving services, products and processes, removing inefficiency & improving consistency, feedback and quality.

iv. Monitor the effectiveness of improvement projects - All Category 1 projects are monitored by Community Planning Aberdeen. Category 2 and Category 3 improvement projects will be recorded and progress monitored against the agreed project stages below.

1. Improvement area identified and agreed
2. Draft Outline Project Charter / Plan and team in place
3. Understanding baseline of current system
4. Project Charter endorsed by ECMT
5. Change ideas and project measures developed
6. Testing underway
7. Initial indications of improvement
8. Improvements achieved
9. Sustainable improvement
10. Project complete

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 Quality Improvement model used by Community Planning Aberdeen). 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 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

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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.

Regional / City	**National, Regional City strategy commitments**	**Council Policy Commitments**	**Local Outcome Improvement Plan**	**Legislative Duties**

Council

Council Delivery Plan
(Commissioning Intentions and Key Measures; Project Milestones and Deliverables)

Cluster

Service Delivery – Performance Management
(Performance Scorecards; Reporting & Scrutiny; Risk Management; Service Redesign; Service Standards; Data Driven Operations)

**Individual**

Personal Objectives

MODERNISING HOW WE MONITOR AND REPORT

Traditionally local authorities reporting to elected members has focused on providing historical data in static paper reports. Whilst this provides the opportunity to scrutinize what happened, and why, this if 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.

2019/20 saw a step change in the use of "real time" interactive reporting to support operational delivery of services as well as analytics, contract management and public performance reporting. 2020/21 will see further development and use of technology to give stakeholders permanent access to the automated, up to date performance data, moving towards performance management and scrutiny being a continuous process rather than event.

MODERNISING HOW WE REPORT   -   PUBLIC PERFORMANCE REPORTING
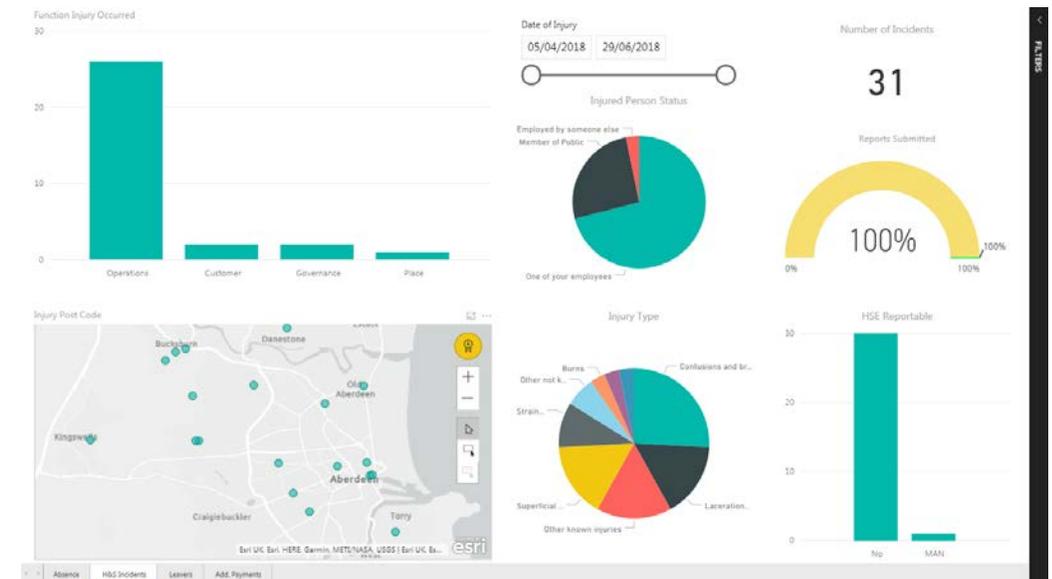
As stated above, the Council is committed to ensuring that accountability, transparency and openness is embedded throughout the organisation. Public Performance Reporting, which all councils have a statutory duty to undertake, is one of the key elements in delivering on that.

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.
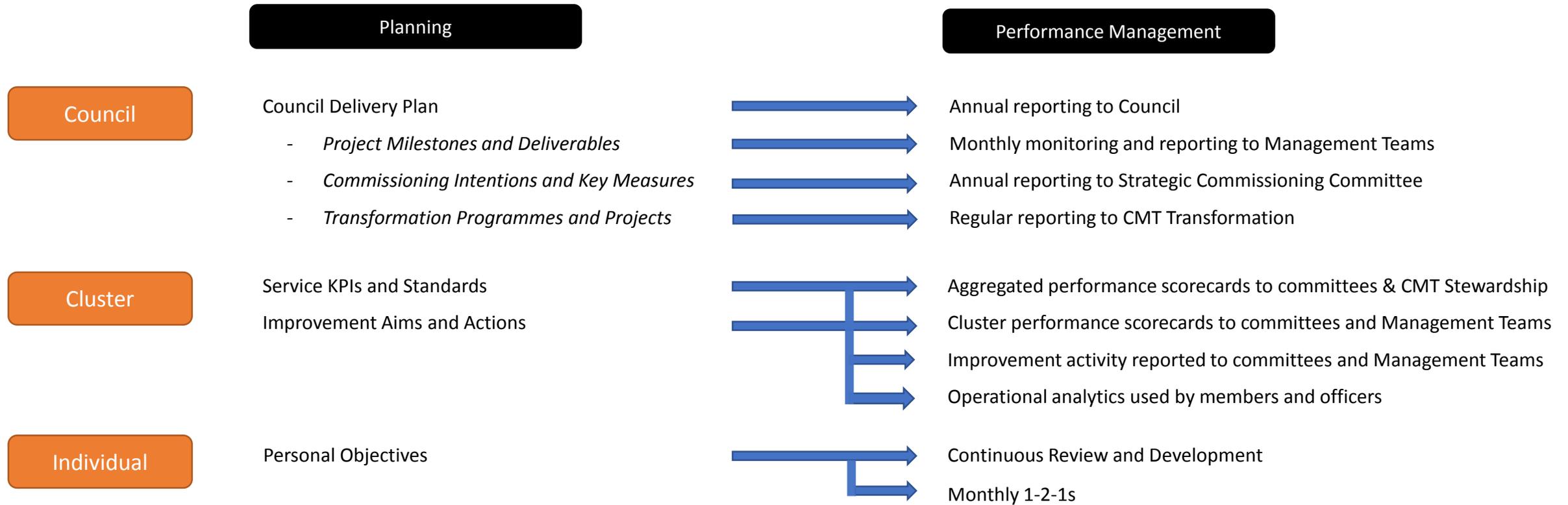
Planning

Performance Management

Council

Council Delivery Plan → Annual reporting to Council

- *Project Milestones and Deliverables* → Monthly monitoring and reporting to Management Teams

- *Commissioning Intentions and Key Measures* → Annual reporting to Strategic Commissioning Committee

- *Transformation Programmes and Projects* → Regular reporting to CMT Transformation

Cluster

Service KPIs and Standards → Aggregated performance scorecards to committees & CMT Stewardship

Improvement Aims and Actions → Cluster performance scorecards to committees and Management Teams

→ Improvement activity reported to committees and Management Teams

→ Operational analytics used by members and officers

Individual

Personal Objectives → Continuous Review and Development

→ Monthly 1-2-1s

Fig 3

Council

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 and the Strategic Commissioning Committee annually considers the services it requires to deliver, and how these will most effectively be commissioned. Annual commissioning intentions are agreed which define the Council's contributions to the LOIP. These direct re-commissioning, de-commissioning, required service actions 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.

COUNCIL PLANS AND PERFORMANCE MANAGEMENT

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: Data & Insights, 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: Data & Insights, with involvement of all functions.

- Regular reporting of all commitments and measures within the Council Delivery Plan.

  When / Where: Appropriate senior management teams
  By Whom: Data & Insights 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 CMT Transformation
                   - Programme and Project Governance structures
By Whom: - Programme Management Office (Data & Insights)
                   - SROs, Programme and Project Managers.

iii. Council Strategy and Policy Suite

When / Where: Targeted and prioritised monitoring at CMT Strategy and CMT Stewardship
By Whom: Programme Management Office (Data & Insights)

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CLUSTER LEVEL PLANNING AND PERFORMANCE MANAGEMENT

Aberdeen City Council - Planning

i.   Services Standards

The Council's commissioning intentions have been agreed through the Council's Delivery Plan for 2020/21. These define the Council's contributions to the LOIP, frame the ask of our in-house commissioned services and inform the development of service specifications and service standards. The allocation of resources is considered in the context of the standards to which those services will be delivered. Service standards have been categorised as relating to:-

- The availability of the service
- The responsiveness of the service
- The quality of the service
- Eligibility for the service.

2020/21 Service Standards were agreed at the Council's Budget meeting on 3rd March, 2020 and will be monitored and reported on throughout the year.

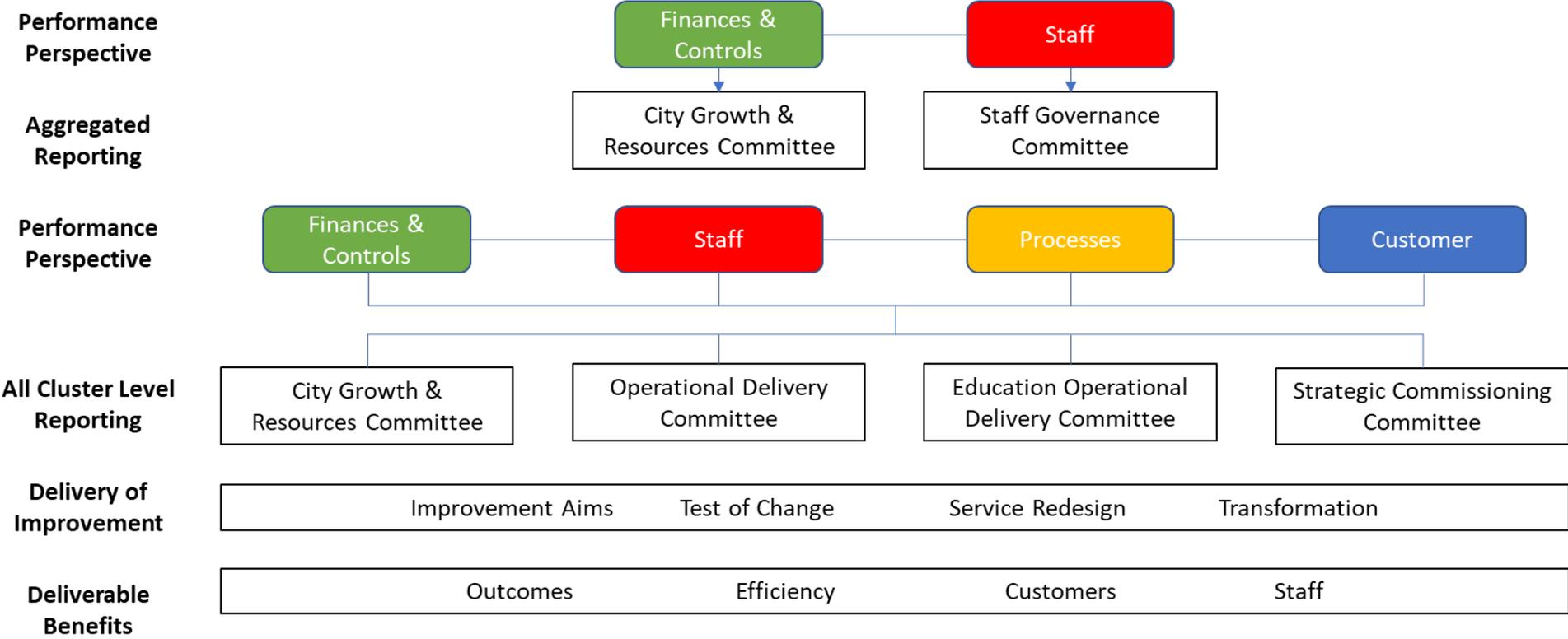*ii.   Improvement Aims and Actions*

As described above, the management of performance requires a systematic approach to managing improvement to deliver improved services and outcomes. The Council will use a suite of approaches and tools 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

Cluster

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 2020/21, enabling members to undertake scrutiny. The Council Delivery Plan details aggregated and cluster level performance reporting as follows.

Performance Perspective

- Finances & Controls
- Staff

Aggregated Reporting

- City Growth & Resources Committee
- Staff Governance Committee

Performance Perspective

- Finances & Controls
- Staff
- Processes
- Customer

All Cluster Level Reporting

- City Growth & Resources Committee
- Operational Delivery Committee
- Education Operational Delivery Committee
- Strategic Commissioning Committee

Delivery of Improvement

Improvement Aims   Test of Change   Service Redesign   Transformation

Deliverable Benefits

Outcomes   Efficiency   Customers   Staff

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.
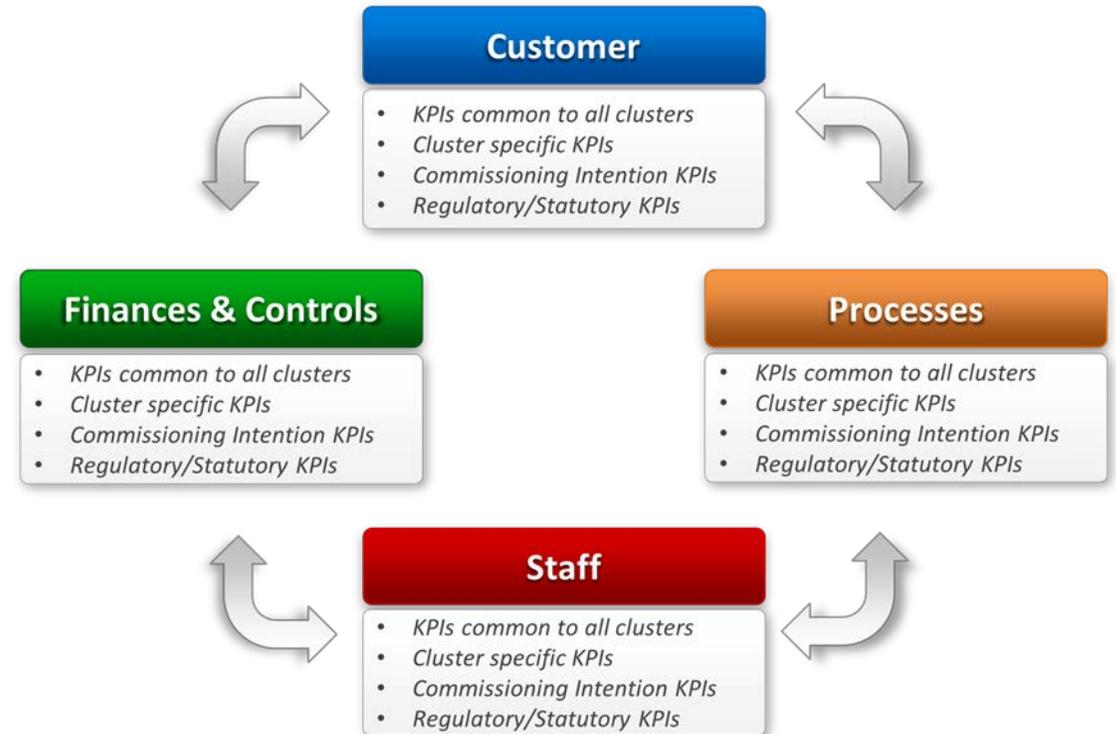
Elected Members
When / Where: - Meetings of the Council's Committees as per agreed reporting schedule
By Whom: - Each Cluster / Service supported by Data & Insights

Management
When / Where: - Regular Senior Management Team meetings
By Whom: - Each Cluster / Service supported by Data & Insights

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.

Customer
- KPIs common to all clusters
- Cluster specific KPIs
- Commissioning Intention KPIs
- Regulatory/Statutory KPIs

Finances & Controls
- KPIs common to all clusters
- Cluster specific KPIs
- Commissioning Intention KPIs
- Regulatory/Statutory KPIs

Processes
- KPIs common to all clusters
- Cluster specific KPIs
- Commissioning Intention KPIs
- Regulatory/Statutory KPIs

Staff
- KPIs common to all clusters
- Cluster specific KPIs
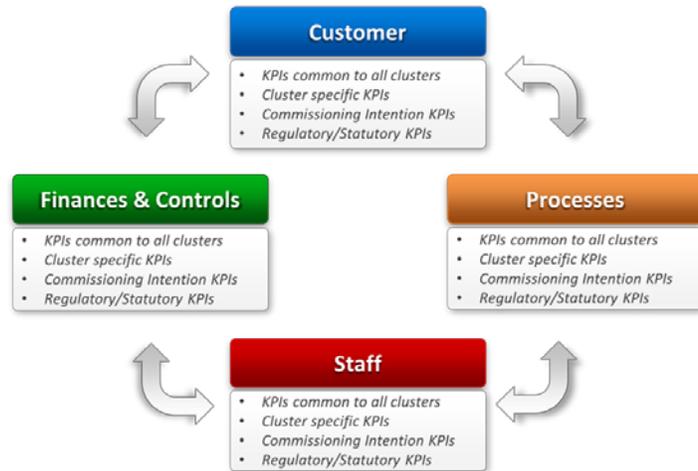- Commissioning Intention KPIs
- Regulatory/Statutory KPIs

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 Data & Insights. 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 Data & Insights. Using improvement approaches and tools 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

Continuous Review and Development (CR&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.

CR&D emphasises regular quality conversations between employees and line managers to reflect on achievements and development needs and to plan ahead.

Guides on CR&D and the 360 review process can be found *here.*