



From mountain to sea

Performance Management and Reporting Framework

September 2016



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Overview

Aberdeenshire Council's performance management and reporting framework underpins the council's strategic policy and planning framework supporting the development and delivery of the council's outcomes and priorities. It is the mechanism by which the organisation can become self-aware and understand the capacity and capability to improve. It supports self-evaluation, internal and external audit and scrutiny as well as enabling transparency and accountability to our communities. The framework aims to integrate relevant parts of current datasets (in use across the organisation) into a composite dataset for Aberdeenshire Council.

Council priorities

The Community Planning Partnership Single Outcome Agreement 2013-2023 and the Council Plan 2013-2017 determine the desired outcomes for Aberdeenshire communities and the priorities that the council will focus on in order to achieve these. Each Service has developed a Service Plan which confirms how the Service will contribute to the priorities of the council and locally determined priorities. Priorities for the council can be viewed here - <http://www.aberdeenshire.gov.uk/strategy-and-performance/about-performance/>.

From April 2017 onwards the strategic priorities for Aberdeenshire will be identified through the CPP Local Outcome Improvement Plan (LOIP) and, from November 2017, a new Council Plan.

Localities

Aberdeenshire Council has identified six areas within which local decisions can be taken. These areas are coterminous with the electoral wards, the Local Community

Planning areas and the locality areas defined by the Aberdeenshire Health and Social Care Partnership. It is recognised that partners such as Police Scotland and Scottish Fire and Rescue Service will have alternative localities defined but these will be coterminous within the boundaries of Aberdeenshire. There will also be other cross council and partnership localities defined within the boundaries of Aberdeenshire (for example the local GIRFEC network groups) because these offer the most appropriate arrangements for supporting communities.

The Community Empowerment (Scotland) Act 2015 enables the Community Planning Partnership to further define localities within Aberdeenshire if it is evident that there are communities where the residents experience significantly poorer outcomes which result from socio-economic disadvantage than those experienced by other localities within Aberdeenshire or more generally across Scotland. These localities may be ward, settlement, or based on another geographic arrangement, for example locally defined by communities.

The ability to understand performance on a defined locality basis is necessary to support scrutiny and decision making. This framework is designed to ensure locality based scrutiny can be delivered.

Key Principles

The key principles for the performance management and reporting framework are:

Principle	Why
Bold Aspirations	To stretch and motivate, recognising the intentions of our partners, locally and nationally, and ensuring we are making a difference to communities.
Coherent Indicators and Targets	To translate desired outcomes into a pathway of targets and measures.

Ownership, Accountability, Leadership	To ensure those best placed to drive delivery of actions and targets have real ownership to do so.
Integration of Finance, Risk and Performance	To ensure due consideration in the drive to achieve desired outcomes.
Robust Performance Scrutiny	To enable delivery within expectations.
Leading to Improvement	To continually move towards the vision for our area and our council.

This performance management and reporting framework promotes transparency and accountability enabling assurance internally and externally that appropriate governance arrangements are in place to ensure Best Value.

Context

The requirement for performance improvement is driven by both national and local strategies. For example the National Performance Framework underpins delivery of the Scottish Government's agenda which supports the outcomes-based approach to performance.

The Government's purpose is on focussing government and public services on the creation of a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

More locally, our Community Planning Partnership has identified the priority areas where they will work together with communities to achieve improved local outcomes.

Scottish Government

The Scottish Government's National Performance Framework provides a clear vision for Scotland with broad measures of national wellbeing covering a range of economic, health, social and environmental indicators and targets.

- **The Scottish Government's Purpose** sets out the direction and ambition for Scotland
 - **Purpose Targets** are high level targets that show progress towards the Purpose
 - **Five Strategic Objectives** describe where we will focus our actions
-

- **16 National Outcomes** describe what the Scottish Government wants to achieve and the kind of Scotland we want to see
- **55 National Indicators** enable us to track progress towards the Purpose and National Outcomes

The Government's clear direction on public service reform is a focus on improving outcomes for people and communities across Scotland. The National Performance Framework is identified as a key support for focusing and tracking progress against the public service reform programme, in particular:

- A decisive shift towards prevention
- Greater integration of public services at a local level driven by better partnership, collaboration and effective local delivery
- A sharp focus on improving performance, through greater transparency, innovation and use of digital technology

The focus on outcomes encourages all public services to direct attention towards the key long-term challenges for Scotland. Shared National Outcomes enable collaboration; support effective partnership working and facilitate the closer alignment of local service provision. The national performance framework supports both the council strategic policy and planning framework and this performance framework.

Statutory Performance Indicators

The Local Government in Scotland 2003 places a duty on the council to secure Best Value in our service provision and, in order to evidence delivery of Best Value, a further duty to report publicly on performance. It is primarily up to the council to determine how to fulfil this duty however the Accounts Commission regularly publishes a Direction defining the performance information that we must publish for performance comparison and benchmarking purposes. The most recent Direction identifies the required information to be included within our approach to public performance reporting from the financial year ending 31st March 2017 each year through to the financial year ending 31st March 2019. In summary this is:

SPI 1: Each council will report a range of information setting out:

- Its performance in improving local public services (including with partners).
- Its performance in improving local outcomes (including with partners).
- Its performance in engaging with communities and service users, and responding to their views and concerns.
- Its performance in achieving Best Value, including its use of performance benchmarking; options appraisal; and use of resources.

SPI 2: Each council will report its performance in accordance with the requirements of the Local Government Benchmarking Framework.

The current list of local indicators that the council collects and publishes to fulfil SPI 1 is at Appendix 2. The current Local Government Benchmarking Framework dataset that fulfils SPI 2 can be viewed at Appendix 3.

Performance Governance & Reporting Structure

The performance governance and aligned reporting structure for the council is multi layered and can be illustrated by the diagram below. On a daily basis accountability is within the remit of the Chief Executive and Strategic Leadership Team whilst Aberdeenshire Council has overall accountability to ensure quality and efficient services are delivered and national and local outcomes achieved.



Appendix 1

1. What is Performance Management

Performance management translates organisational vision and strategy into a clear set of objectives and actions supported by key performance indicators that help everyone understand the contribution they make and evidence delivery, or otherwise, of the strategy and vision.

We have to be able to demonstrate that we are achieving the outcomes that are identified in our core plans and strategies (for example the Council Plan, Service Plans, Economic Development Strategy, Integrated Children's Services Plan). A performance management framework provides us with a mechanism that:

- Makes it clear to all employees the standards of service delivery to be achieved;
- Allows our customers know what to expect from us;
- Enables us to systematically and robustly assess whether we are meeting standards and targets;
- Ensures that improvement action can be taken so that planned targets and objectives are achieved.

Aberdeenshire Council Approach

In Aberdeenshire Council, performance and improvement is defined as:

Taking action in response to actual performance to make outcomes for service users and residents better than they otherwise would be.

This action could be at individual, team or service level. It might be at corporate or community level. The action taken should result in outcomes that benefit users and residents however this does not necessarily mean increased or improved levels of service. It can be about delivering the same but more efficiently or sometimes delivering less to enable resources to be used more effectively elsewhere.

The principles are simple:

- Identify what matters
- Measure what matters
- Learn from the results to improve what matters

These principles can be translated into a simple cycle:



In more detail, the stages are

PLAN	DO	REVIEW
Strategic Planning Local Outcomes Improvement Plan Strategic Assessments Council Plan Medium Term Financial Strategy Risk Strategy Service Plans Workforce Strategy Policy Framework	Performance Projects & Actions Key performance indicators Service Standards Financial Risk LGBF National performance frameworks	Scrutiny Scrutiny at Aberdeenshire Strategic Leadership Teams Directorate Management Teams HoS/AM Teams Assurance How Good Is Our... Internal Audit External Audit & Inspection
Engagement Community Engagement Strategy Communications Strategy Policy/Area Committees	Results Covalent Reports Reputation Tracker Awards Have Your Say	Communication Public performance reporting Annual Reports Improvement Area & Policy Committee Review process Benchmarking Improvement Plans

1. Plan

The Community Planning Partnership has a duty to identify local outcomes, published in a local outcome improvement plan, to which priority is to be given by all partners with a view to improving the achievement of the outcomes. There is a specific requirement to focus on reducing socio-economic inequalities in the area and to develop specific plans for any locality that is experiencing significantly poorer

outcomes when compared to those experienced elsewhere in Aberdeenshire or those experienced generally in Scotland.

Strategic needs assessments are a regular (one – three years) review of the area – people, places and resources. Strategic assessments present the ‘big picture’ of needs and strengths of communities and key challenges and opportunities.

The Council Plan sets out our vision, core outcomes and key priorities so that they are clear to our communities, our employees, and to other public sector organisations, third sector and businesses. Managing the needs and expectations of our residents against a backdrop of a growing and ageing population, reductions in available resources, and ensuring sustainable development, represent significant challenges. The plan confirms our need to work creatively and efficiently as part of our continued commitment to our communities and residents, with a focus on efficient public services with high levels of customer engagement and satisfaction. It also further confirms the council’s commitment to deliver the priorities of the Community Planning Partnership.

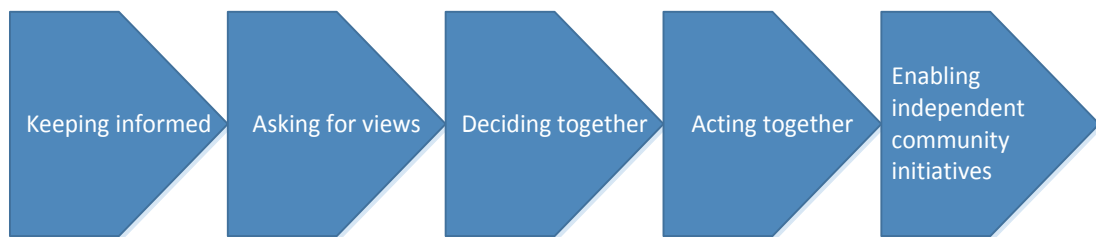
All priorities identified through strategic planning will have projects, actions and improvement activity that will enable progress towards delivery of the priorities and achievement of outcomes. Each plan will also have key performance indicators that will evidence progress. As the life cycle of a plan moves forward this activity will move and change in response to the performance of the key performance indicators.

The policy development and review framework for the council confirms the key plans, strategies and policies in place and how these are developed, implemented and reviewed and will be accessible through Arcadia.

The role of engagement and consultation in the planning, delivery and assessing of priorities and service deliver is critical. It lies at the heart of Aberdeenshire Council's approach to service improvement and development.

By consulting and engaging with communities, residents, customers, employees and other stakeholders we can utilise the information received. This ensures that our plans, priorities and actions are informed by understanding and reporting to those needs.

There are five main ways, also known as the ‘ladder for participation’, that will help us work better together.



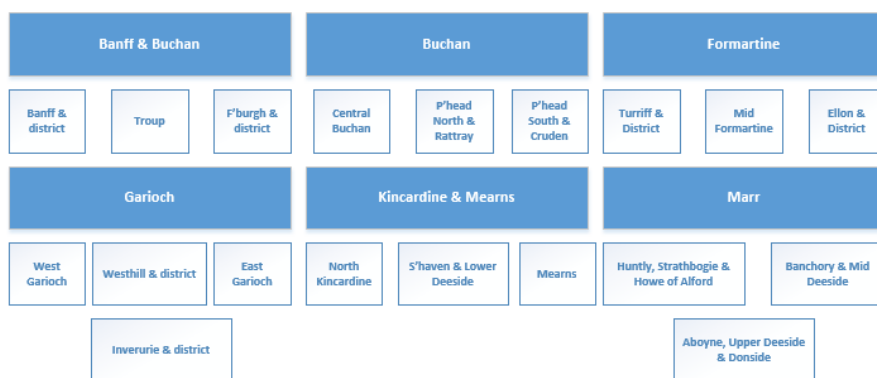
2. Do

The monitoring of key projects and actions along with the achievement of targets (or service standards) and trends associated with key performance indicators is essential to understand progress and identify improvement activity. This is done in conjunction with understanding financial and risk status alongside the ‘voice of the customer’ facilitating a balanced, holistic, perspective.

The council’s corporate performance management system consolidates core performance information into a single repository allowing visibility online via scorecards and dashboards and in more traditional reports.

Reporting is delivered on several levels:

Aberdeenshire Council



In more detail this looks like:

GOVERNANCE	FOCUS	WHAT	HOW	WHEN	OFFICER LEAD
FULL COUNCIL	Strategic – Council & CPP priorities	Narrative and performance associated with key performance indicators and statutory performance indicators evidencing progress towards delivery of council priorities and outcomes as identified in the Council Plan.	Annual Report	September	SLT/Corporate Leadership Group
POLICY COMMITTEES	Strategic – Council & Service priorities and projects	Narrative evidencing delivery of priorities and projects within Service Plan (as approved by Policy Committee – e.g. P&R will get a six monthly report based on the priorities included within the Business Services 2016-2019 Service Plan.	Committee Report	Six Monthly	SLT/ Directorate Management Teams
POLICY COMMITTEES	Impact of policy related to the functions delegated to the committee	Key performance indicators (KPI) that demonstrate impact of policy including financial, customer, delivery of key processes and workforce.	Balanced Scorecard (visual one page report)	Quarterly – aligned to financial monitoring	SLT/ Directorate Management Teams
AREA COMMITTEES	Implementation and impact of council policy in the area	A set of KPIs that focus on the aspects of policy and service delivery of most interest to communities and Members alongside a locality focused narrative putting the scorecard into context with other activity and data appropriate to the locality.	Balanced Scorecard + Locality Report	Quarterly	Area Manager HoS MT
STRATEGIC LEADERSHIP TEAM	How well placed is 'Team Aberdeenshire' to deliver priorities/ service delivery	A set of KPIs that focus on Finance, Our People, Our Customer (reputation) and Our Internal processes (specifically delivery of the LGBF indicators identified as a priority for improvement)	Balanced Scorecard	Quarterly	DMT

3. Review

The Review stage focuses on understanding ‘How are we doing?’ in order to determine ‘What are we going to do to improve?’. Key performance indicators and the reporting of these are part of this understanding but other elements include:

Scrutiny

Policy and Area Committees now have an enhanced scrutiny responsibility, reviewing performance of the council, service and within localities and looking at the effectiveness of policies and service delivery. The following guidance supports Elected Members to use scrutiny to support improvement:

- **Scrutiny at Aberdeenshire guidance** – ensures the delivery of scrutiny across the Council by different committees in a consistent and regulated way by providing a cross-Council governance framework and recognised processes.
- **Area and Policy Committee Review process** – specifies the roles and responsibilities of area and policy committees and lead officers in the review process and provides a step by step guide to delivering the three stage scrutiny process in a clear and consistent manner.
- **Policy Development & Review Framework** - provides a process and framework for Policy Committees to review policies including a definition of what constitutes a policy.

Assurance

Self-Assessment & Evaluation

Self-assessment and evaluation enables officers and others to take a conscious effort to reflect on particular aspects of service delivery, processes, management , leadership and the impact what we do as an organisation has on residents, communities, employees and place. It allows for strengths and areas for improvement to be determined as well as the actions that can be taken to make the

improvements. It also helps to measure outcomes and gather evidence to evaluate the effectiveness of projects and actions.

The council had adopted the ‘How Good Is Our...’ evaluation framework and is continuing to build organisational understanding and capacity to undertake self-evaluation routinely and robustly at all levels. An online toolkit supporting the process is available on [Arcadia](#).

Internal Audit

The role of internal audit is to provide independent assurance that the council’s risk management, governance and internal control processes are operating effectively. An important part of performance management, audits can highlight aspects of policy and practice that are creating a barrier to effective performance for example where agreed processes are not being applied effectively or processes and practices which are not resulting in efficient working.

External Audit & Inspection

There is a wide range of external assurance on the council. Specific service delivery areas are subject to regular inspection for example care at home services, schools and community learning, and housing.

Corporately, on an annual basis the local area network of scrutiny bodies (including Education Scotland, Care Inspectorate, Audit Scotland and the Scottish Housing Regulator) undertakes a shared risk assessment in order to inform the approach to the council audit for the year ahead and looking forward for a five-year period (based on the five year audit appointment timescales). This five-year planning will consider arrangements for how the characteristics of Best Value will be covered over that period, as determined by the Accounts Commission in their Audit of Best Value framework, reflecting the specific circumstances, risks and performance of the council. The outcome of the shared risk assessment is currently published annually as the Local Scrutiny Plan which is presented to Aberdeenshire Council in April.

Annual Audit Report (AAR)

The annual audit and resulting report is undertaken by Audit Scotland (or by external auditors appointed on their behalf). The AAR will continue to consider whether the council is managing its finances to the highest standards and achieving the best possible value for public money however from 2016/17, reports will reflect the wider scope from the Code of Audit Practice and summarise the Best Value assessment work of the Local Area Network. The AAR is reported to Aberdeenshire Council in September and any action required by the council is monitored by the *Scrutiny & Audit Committee*.

Best Value Assurance Report (BVAR)

The Controller of Audit will be required to submit a BVAR on the council at least once during the five year audit appointment period. This report will provide a longitudinal perspective, providing both a broad assessment over all the Best Value characteristics as well as a rounded picture of the overall performance of the council. This will primarily be based on an aggregation of the conclusions from a range of audit and other scrutiny work over time.

Audit Scotland

Audit Scotland produce a range of local and national reports about the performance and financial management of Scotland's public bodies. The council considers the findings in these reports and identifies good practice or learning that needs to be undertaken. The reports will be presented to the most appropriate committee. The reports include themed performance audits (for example on Maintaining Scotland's Roads or Supporting Economic Growth) and the Housing Benefit Audit as well as the National Fraud Initiative. In addition Audit Scotland publishes an overview of Local Government each year and periodically adds to a series of improvement reports for councillors and officers on areas such as charging for services and options appraisals.

Communication

Informing residents and communities about how we are performing is a statutory duty. We use a range of mechanisms to publically report performance. Most of the

council's performance is reported through the council's website – www.aberdeenshire.gov.uk/performance as well as directly to Elected Members at Policy, Area or Council level.

Improvement

The core purpose of managing performance is to identify where improvement may be required in order to ensure service standards are maintained and priorities achieved.

The scrutiny function of policy and area committees will help to determine improvements that can be taken as can benchmarking through the Local Government Benchmarking Framework and professional networks such as SCOTS and HoPs for example.

Teams can be supported in identifying and delivering improvement by Service Improvement Teams and the corporate Policy, Performance & Improvement Team.

Appendix 2

2. SPI 1 (Local Indicators)

The current set of locally defined indicators to fulfil the requirement of SPI 1 are:

To be confirmed during consultation with Services

Appendix 3

3. SPI 2 (Local Government Benchmarking Framework Dataset)

The core purpose of the LGBF is to help councils deliver improved local services within communities. It encourages dialogue between councils and helps them to better understand the factors that each council can control and influence in order to reduce costs and improve outcomes. The framework represents around 70% of council spend common to all local authorities and the current indicator set is:

LGBF Ref	Indicator Description
	Children's Services
<u>CHN1</u>	Cost per Primary school Pupil
<u>CHN2</u>	Cost per Secondary School Pupil
<u>CHN3</u>	Cost per Pre-School Education Registration
<u>CHN 4-</u> <u>CHN5.</u>	Measure on attainment – e.g. % of Pupils Gaining 5+ Awards at Level 5 Measure on attainment – e.g. % of Pupils Gaining 5+ Awards at Level 6
<u>CHN8a</u>	The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week
<u>CHN8b</u>	The Gross Cost of "Children Looked After" in a Community Setting per Child per Week
<u>CHN9</u>	Balance of Care for looked after children: % of children being looked after in the Community
<u>CHN10</u>	% of Adults Satisfied with Local Schools
<u>CHN11</u>	% pupils entering positive destinations
	Corporate Services
<u>CORP</u> <u>1</u>	Support services as a % of Total Gross expenditure

<u>CORP2</u>	Cost of Democratic Core per 1,000 population
<u>CORP3b</u>	The percentage of the highest paid 5% of employees who are women
<u>CORP4</u>	The cost per dwelling of collecting Council Tax
<u>CORP5b2</u>	(Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site
<u>CORP6a</u>	Sickness Absence Days per Employee (teachers)
<u>CORP6b</u>	Sickness Absence Days per Employee (Non-teachers)
<u>CORP7</u>	Percentage of income due from Council Tax received by the end of the year
<u>CORP8</u>	Percentage of invoices sampled that were paid within 30 days
	Social Work Services
<u>SW1</u>	Older Persons (Over65) Home Care Costs per Hour
<u>SW2</u>	SDS spend on adults 18+ as a % of total social work spend on adults 18+
<u>SW3</u>	% of people 65+ with intensive needs receiving care at home
<u>SW4</u>	% of Adults satisfied with social care or social work services
NEW	Net Residential Costs Per Week for Older Persons (Over 65)
	Culture & Leisure Services
<u>C&L1</u>	Cost per attendance at Sports facilities
<u>C&L2</u>	Cost Per Library Visit
<u>C&L3</u>	Cost of Museums per Visit
<u>C&L4</u>	Cost of Parks& Open Spaces per 1,000 Population
<u>C&L5a</u>	% of adults satisfied with libraries
<u>C&L5b</u>	% of adults satisfied with parks and open spaces
<u>C&L5c</u>	% of adults satisfied with museums and galleries

<u>C&L5d</u>	% of adults satisfied with leisure facilities
	Environmental Services
<u>ENV1</u>	Net cost of Waste collection per premises
<u>ENV2</u>	Net cost per Waste disposal per premises
<u>ENV3a</u>	Net cost of street cleaning per 1,000 population
<u>ENV3b</u>	Street Cleanliness Index - % Clean
<u>ENV4a</u>	Cost of maintenance per kilometre of roads
<u>ENV4b</u>	Percentage of A class roads that should be considered for maintenance treatment
<u>ENV4c</u>	Percentage of B class roads that should be considered for maintenance treatment
<u>ENV4d</u>	Percentage of C class roads that should be considered for maintenance treatment
NEW	Percentage of U class roads that should be considered for maintenance treatment
<u>ENV5a</u>	Cost of trading standards per 1,000 population
<u>ENV5b</u>	Cost of environmental health per 1,000 population
<u>ENV6</u>	The % of total waste arising that is recycled
<u>ENV7a</u>	% of adults satisfied with refuse collection
<u>ENV7b</u>	% of adults satisfied with street cleaning
	Housing Services
<u>HSN1</u>	Gross rent arrears (all tenants) as at 31 st March each year as a percentage of rent due for reporting year (SHR31)
<u>HSN2</u>	% of rent due lost through properties being empty during the last year (SHR34)
<u>HSN3</u>	% of stock meeting the SHQS (SHR7)
<u>HSN4</u>	Average length of time taken to complete non-emergency repairs (SHR12)
<u>HSN5</u>	Percentage of council dwellings that are energy efficient (SHR 8)

	Corporate Services: Asset Management and Property
<u>C-AST</u> 1	Proportion of operational buildings that are suitable for their current use
<u>C-AST</u> 2	Proportion of internal floor area of operational buildings in satisfactory condition
	Economic Development
NEW	% Unemployed People Assisted into work from Council operated / funded Employability Programmes

Appendix 4

4. Core Locality KPIs

To be agreed following consultation with Area Committees and Services

Appendix 5

5. Calendar

The various stages of the Plan, Do Review cycle can be viewed as a timeline:

MONTH	PLAN	DO	REVIEW
January	Strategic Planning	Performance Monitoring	Policy Committees (Balanced Scorecard) Area Committees (tbc)
February	Strategic Planning Budget Setting		
March	Strategic Planning		
April		Performance Monitoring	Local Scrutiny Plan Policy Committees (Balanced Scorecard)
May			
June	Community Engagement		Policy Committees (Strategic) Area Committees(tbc)
July	Community Engagement	Performance Monitoring	
August	Community Engagement		
September	Community Engagement		Annual Audit Report Full Council Public Performance Reporting

			Policy Committees (Balanced Scorecard)
October		Performance Monitoring	Self-Assessment & Evaluation
November	Strategic Planning		Self-Assessment & Evaluation Policy Committees (Strategic) Policy Committees (Balanced scorecard) Area Committees (tbc)
December	Strategic Planning		Self-Assessment & Evaluation

Appendix 6

6. Public Performance Reporting

The Accounts Commission (Standards of Performance) Direction requires councils to publish information about their performance. On behalf of the Accounts Commission, Audit Scotland has previously considered the appropriateness of the council's public performance reporting in meeting the requirements of the Direction. Assessing it against a range of criteria, the most recent assessment for Aberdeenshire Council indicated that overall "There is a well-structured approach to PPR, with detailed information for most major service areas. Information is presented clearly and consistently, and effective signposting allows easy navigation... Performance reporting is balanced, with actions for improvement highlighted." The council was deemed compliant on 22 areas out of a total of 26. Where an area for improvement was identified, this has been taken into account when developing public performance reporting arrangements for future years. For example research has now been undertaken to identify what performance information would be of most interest to them.

As a minimum we will seek to report information that demonstrates we are securing best value in relation to:

Corporate:

- responsiveness to our communities
- revenues and service costs
- employees
- assets
- procurement
- sustainable development
- equalities and diversity.

Service:

Provision of the following services (which may be in partnership):

- Benefits administration
- Health and social care incl. criminal justice social work
- Cultural, sport & community learning services services
- planning (both environmental and development management)
- the education of children
- child protection and children's social work
- housing & homelessness
- protective services including environmental health & trading standards
- roads and lighting
- waste management services.

Where appropriate links will be made to appropriate annual performance reports – for example the national planning performance framework or the HSCP Annual Performance Report

We will look to demonstrate:

- A structured approach to public performance reporting
- Clear presentation of information
- Effective use of customer satisfaction information
- Balanced picture of performance
- Good use of comparators
- Good use of financial and cost information
- Dialogue with residents and communities involving PPR.
- Accessibility

The Annual Report evidencing the delivery of the Council Plan is core element of the council's public performance arrangements however the council publishes a range of reports and documents throughout the year that provide an update on how the council is performing. A calendar of these reports has been developed, updated annually, is available [here](#).
