Performance Management Framework

2021-2024

Dundee City Council
www.dundeecity.gov.uk
CHANGING FOR THE FUTURE

leisure culture

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Introduction by the Chief Executive

Welcome to our Performance Management Framework (2021 – 2024), which provides the strategic focus and the framework to guide our continuous improvement journey. As a Council, we aim to provide Best Value and we are committed to changing for the future. A key part of planning for the future is committing ourselves to ambitious targets for the city and better outcomes for our citizens. We want to make a real difference to their lives.

Gregory Colgan
Chief Executive

In committing to improving outcomes for our citizens, we need to know if we are delivering our services effectively, and we want our citizens and elected members to have meaninful information which allows them to scrutinise our performance effectively. We also work with regulators and auditors to help them provide the public with assurance that we are delivering on our key priorities.

We are committed to working in partnership and the main way we develop our plans is with our partners in Community Planning in the Dundee Partnership. Team Dundee is a term used to describe the collective activities of Dundee City Council and our key partners as we work together to improve outcomes for the city and our citizens. It's an attitude, an approach, a recognition that we are stronger when we work together across boundaries, teams and organisations. It's a mind-set, a principle, and collective values that embody a spirit of partnership. It's about how things are done across the city, for the good of the city, and for the good of our citizens.

More and more of what we do as a council is in partnership with others and therefore we have a collective responsibility to demonstrate the positive impact our partnership working is having within the many communities across our city. This framework will support us to manage our collective responsibility as Team Dundee as well as supporting us to carry out our statutory duty to deliver best value as a local authority.

As well as being an improving council, we want to be an open and transparent Council. At the heart of this is effective engagement and consultation with our citizens and we will continue to provide citizens with opportunities to help shape how we deliver on our key priorities.

Listening to, learning from and acting on feedback from our citizens and customers is an important element within our framework. We want to learn from what works well and how we can further develop good practice but equally, we need to be able to identify when we are not getting things right and we need to know what to do to make a positive change.

We are all proud to serve our city and proud of the services we provide. We recognise that everyone has a part to play in improving our services and achieving our strategic objectives. I want to encourage creativity and innovation and when it comes to our performance, we all need to embrace the principles of continuous improvement, understand the main elements within this performance management framework and how we can apply it to achieve the best possible impact in Dundee.

Together, let's make a difference!

What is Performance Management?

Performance management is about how we consistently plan and manage improvements to our services. In simple terms, performance management enables key decision makers, both elected members and officers, to take necessary action based on facts about our performance.

Good performance management offers the Council many benefits including:

• supporting our wider vision for Dundee

• embedding a culture of innovation and excellence in all that we do

• driving continuous improvement

• helping to clarify key objectives

• helping the measurement of progress towards our objectives and desired outcomes

• promoting accountability and transparency

• enabling best value to be demonstrated

• instilling confidence across our organisation, our service-users and scrutineers

• protecting and enhancing the reputation of the Council

Our Performance Management Framework has clear links to all of the above key elements and is based on the principle that we all have a role to play in shaping how our organisation and our wider partnerships perform and deliver our key priorities. Our framework provides the structure and the guidance to assist us in understanding how we use performance data to identify where and when we need to change and improve performance to ensure we are delivering on our priorities and longer-term ambitions for our city.

A Model for Continuous Improvement - PDCA Cycle

Our approach to performance management is based on the Plan-Do-Check-Act (PDCA) Cycle illustrated below
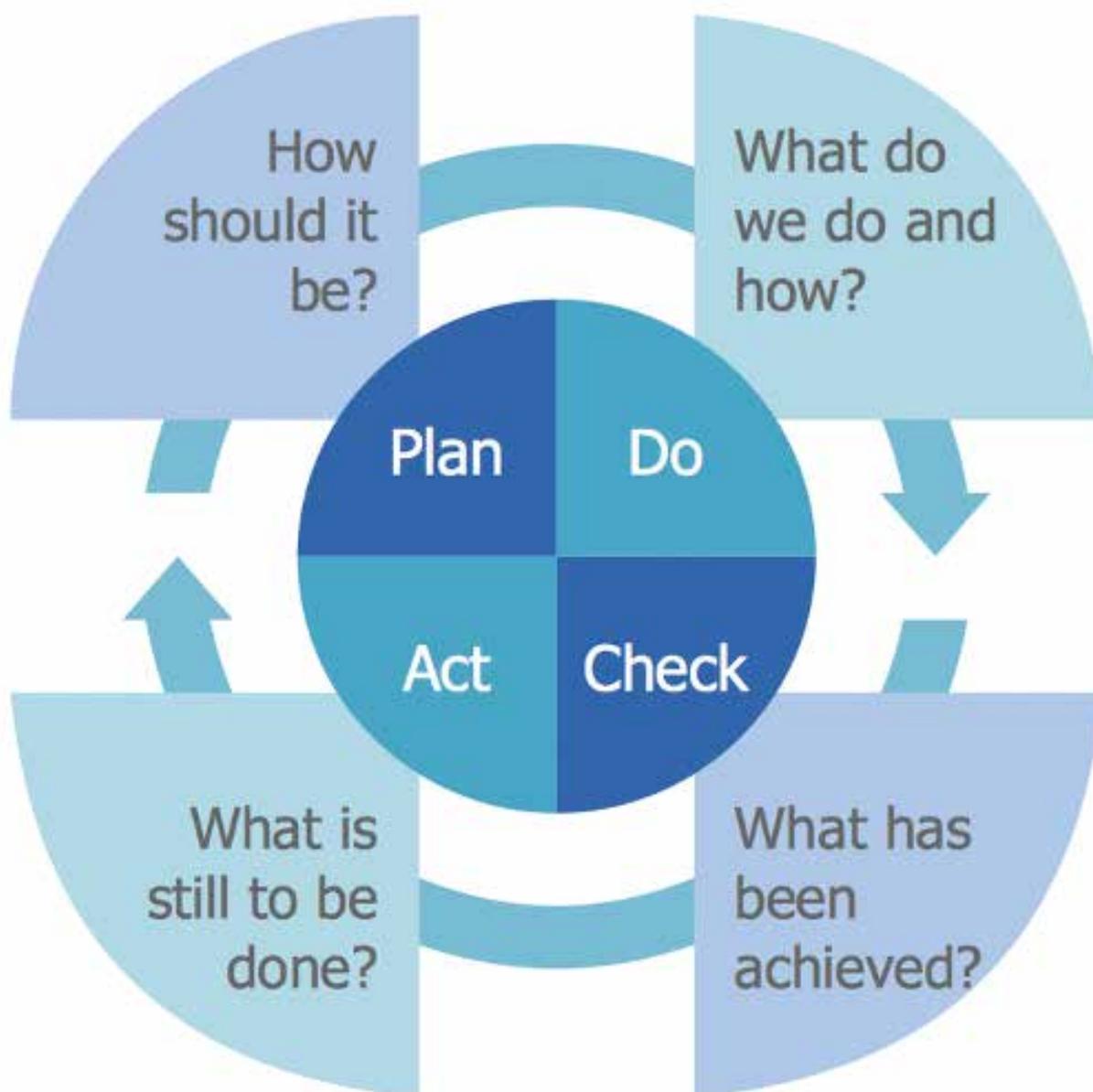
How should it be?

What do we do and how?

Plan

Do

Act

Check

What is still to be done?

What has been achieved?

During the planning stage, we think about where we are now and what we want to achieve.

During the planning stage, we think about where we are now and what we want to achieve.
Our City Plan outlines the Dundee Partnership's strategic vision and agreed priorities for the city. It sets out what the partnership wants to achieve and prioritises what needs to be done to deliver our responsibilities within the wider partnership. Our Council Plan sets out council priorities as well as other statutory or regulatory standards where the Council has a responsibility to monitor and report on performance.

By prioritising actions and targets aimed at delivering the most impact for citizens in relation to our key objectives, performance can be managed by measuring progress towards targets. This will assist with identifying improvement opportunities and help us to plan for change.

During the planning process, engagement with all of our stakeholders is key to identifying our local priorities and ensuring our community planning partnerships are effective. Understanding the needs of our communities and aligning our strategic, financial and delivery plans to best meet identified needs will ensure we are delivering the right services to the right people at the right time.
Everything we do is driven by local and national policy. Clear communication of the connectivity between operational, service, organisational and higher-level policy and plans will help our understanding of the contributions we all make to delivering on priorities and support the delivery of our ambitions to improve outcomes for our citizens.

Linking Local Plans with Wider Objectives – The Golden Thread

The Council's strategic framework includes the strategies, plans, indicators, targets and standards that enable the performance of the Council to be monitored to ensure the best possible outcomes for our customers, residents and communities. The illustration below highlights the need for a golden thread running through everything we do: connecting the identified priorities for managers and employees at individual, team, service and directorate level, up through the strategic objectives of the Council and its wider partnerships, to the National Performance Framework and to the UN Sustainable Development Goals.

National Performance Framework & UN Sustainable Development Goals

City Plan

Council Plan

Recovery Plan

Local Community Plans

Strategtic Service Area Plans

Team/Operational Plans

Employee Personal Development Review
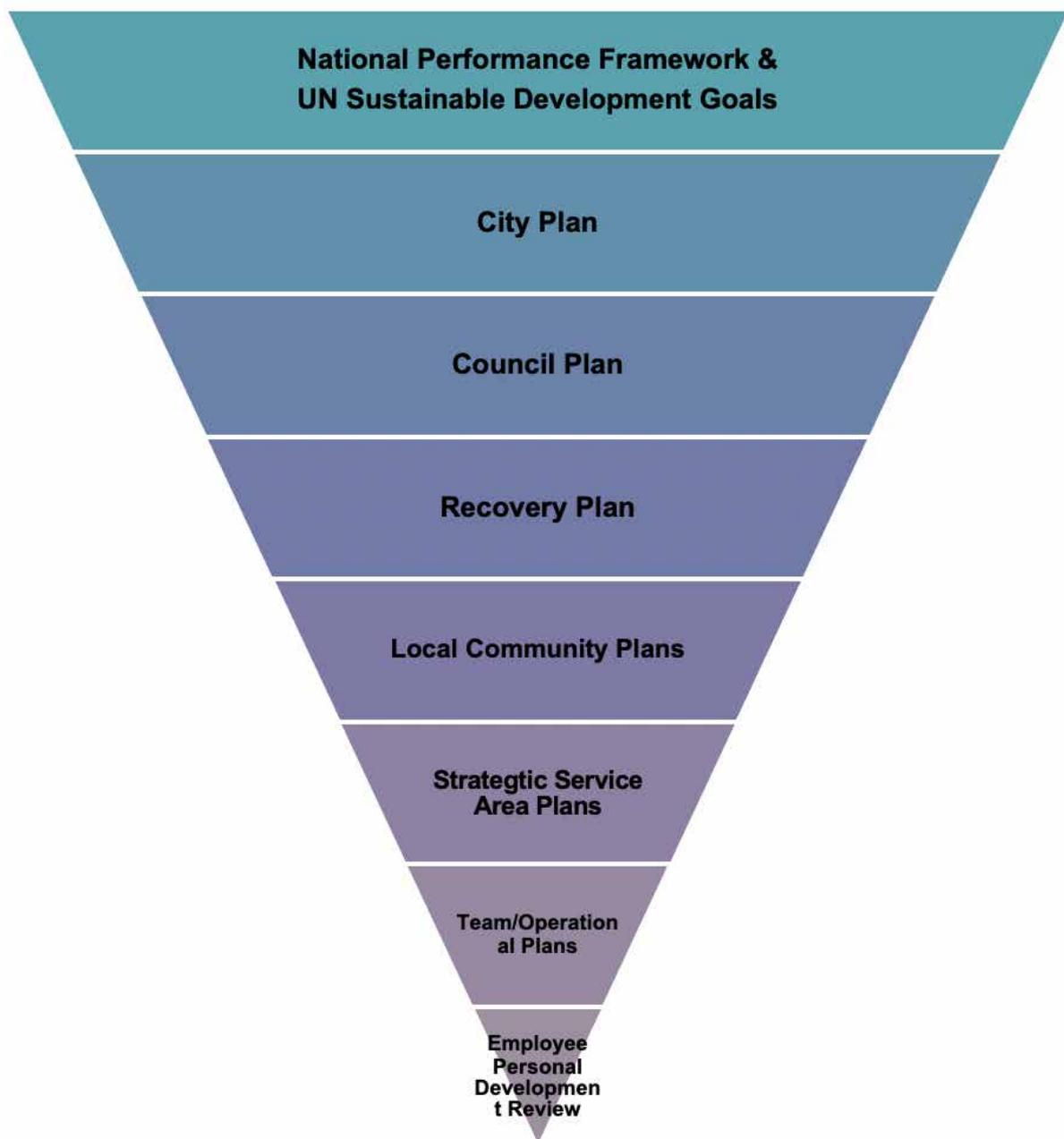
| The UN Sustainable Development Goals	The National Performance Framework		Dundee City Plan Themes
8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY INNOVATION AND INFRASTRUCTURE	A globally competitive, entrepreneurial, inclusive and sustainable economy — Thriving innovative business with fair and quality jobs for everyone	Open connected and make a positive contribution internationally	**Fair Work & Enterprise**
4 QUALITY EDUCATION	We are well educated, skilled and able to contribute to society	We grow up loved, safe and respected so that we realise our full potential	**Children & Families**
3 GOOD HEALTH AND WELL-BEING	We are well educated, skilled and able to contribute to society		**Health Care & Wellbeing**
5 GENDER EQUALITY, 10 REDUCED INEQUALITIES, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	We protect human rights and live free from discrimination		**Community Safety & Justice**
1 NO POVERTY, 2 ZERO HUNGER	We are creative and our vibrant diverse cultures are expressed and enjoyed — Tackle poverty by sharing wealth, opportunity and power more equally	We live in communities that are inclusive, empowered, resilient and safe	**Building Stronger Communities**
6 CLEAN WATER AND SANITATION, 7 AFFORDABLE AND CLEAN ENERGY, 11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION, 14 LIFE BELOW WATER, 15 LIFE ON LAND	We value, enjoy, protect and enhance our environment		**Sustainable Dundee**

City Plan 2017-2026

The **City Plan 2017-2026** is Dundee's Local Outcome Improvement Plan agreed jointly with the Dundee Partnership (the Council's Community Planning Partners) and based on guidance in alignment with the Community Empowerment Act. It includes a shared vision for the city.

The Plan was informed by the Engage Dundee process that captured the opinions of over 6,000 Dundee residents and it focuses on key priorities like tackling poverty and inequality, increasing job opportunities, improving the lives of our young people, addressing health problems and creating stronger, safer communities.

The City Plan sets out one, three- and ten-year targets on a range of outcome measures across the priority themes. Many of the targets are measures of citizen opinion.

Progress on the City Plan is reported throughout the year to Executive Boards for each priority theme and to the Dundee Partnership Management Group. The City Plan mid-year and annual report go to the Council's Policy and Resources Committee.
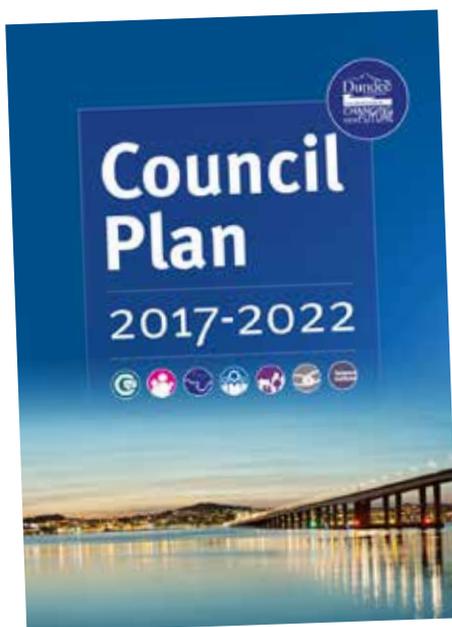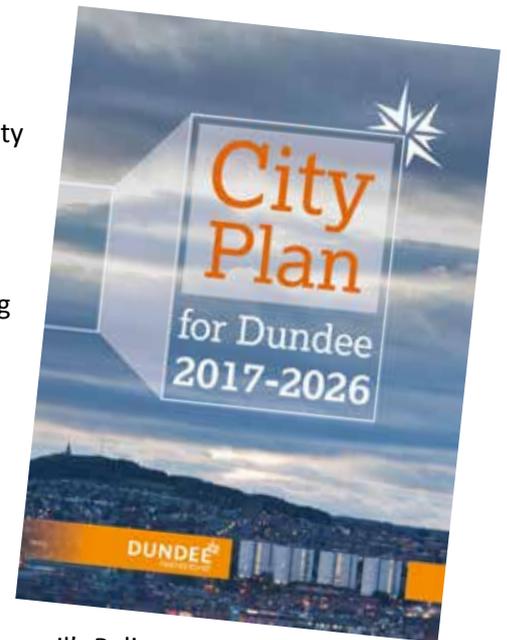
The Council Plan

The **Council Plan 2017-2022** sets out how we as a local authority will play our part in achieving this vision for the city, as well as our own priorities.

The Council Plan sets out the main priorities and how we will approach them - including scorecards to measure progress. It provides a roadmap to navigate through the challenges of unprecedented pressures on public sector finances and the resulting need to deliver services differently.

The Council Plan also outlines that we as an organisation need to continue on our Changing for the Future transformation journey by reviewing and changing how the Council operates to help make this vision a reality.

The Council Plan informs, and is informed by, other Council level plans including the Capital Plan and Digital Strategy.

The Recovery Plan

The COVID-19 Recovery Plan for Dundee City Council sets out the Council and its Partners' multi-agency response to recovery through the Dundee Partnership and the development of a refreshed City Plan.

The recovery plan covers the period after the end of lockdown and recommencement of normal service delivery, and focuses on addressing the medium/long term social and economic impact of COVID-19.

Local Community Plans

The Community Empowerment (Scotland) Act 2015 gave Community Planning Partnerships a specific duty to improve local priority outcomes and to tackle inequalities across communities in their area. The principles behind Local Community Planning are to empower all sections of the community to participate in decision making, to encourage collective action and engagement in the political process and to ensure the representation of interests.

To support the city's agreed strategic priorities, Local Community Plans have been developed for each of the eight wards. These outline actions relating to Fair Work and Enterprise, Children and Families, Health, Care and Well-being and Community Safety and Justice, together with local issues regarding the physical and social shape of localities under the well-established theme of Building Stronger Communities.

Accountability of services to localities is being improved through Engage Dundee, participatory budgeting and a right to participate.
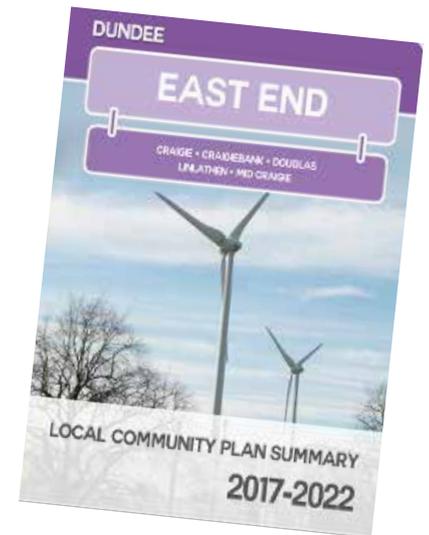
Strategic Service Area Plans

Strategic Service Area Plans translate higher level priorities into Directorate level actions. These three year plans also outline how each service area will deliver on key functions including national regulatory and benchmarking requirements. Service Plans help the development of Operational or Team Delivery Plans, so that teams and individuals understand how they contribute to, and are responsible for achieving, the Council's strategic priorities.

Sitting a layer below, Heads of Service and Service Managers operational delivery plans will translate the service level activities into team and operational level actions.

Guidance will be available for services to support the service planning process.

Progress in relation to service plan priorities are reported to service committees twice yearly.

Employee Personal Development Review

The plans are underpinned by Performance and Personal Development (EPDR) Plans. These identify objectives for every individual and contribute to the continuous development and improvement of our Council. EPDR ensures that everyone receives an individual discussion with their manager relating to their performance and development needs. Engagement in continuous improvement activity is expected and everyone should be encouraged to engage in improvement planning activities. Our People and Workforce Strategy, summarised in Our People Charter, supports the delivery of the Council Plan and its strategic priorities, through focussing on developing the right culture and workforce capacity for the future. Our people strategy will ensure that we continue to develop our knowledge and skills to support the delivery of better outcomes for our citizens.
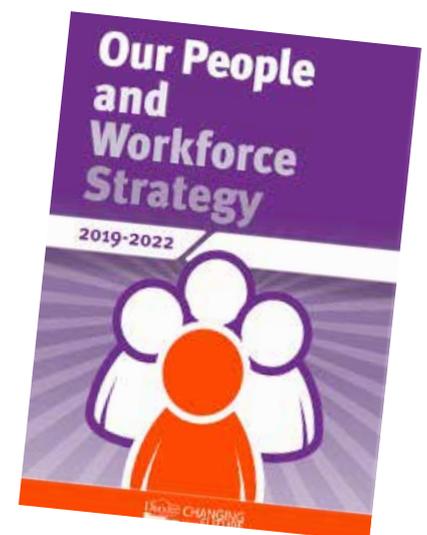
This is where we implement and monitor progress with the plans, priorities and actions we have agreed. During this stage, regular performance scorecards (or dashboards) should be accessed by managers and teams to track that progress is on target. Performance information allows us to ensure resources are in the right place to achieve results and can be directed where progress is not being made.

There is a broad range of performance data, available from a number of internal and external sources that we may use to monitor our progress in relation to priorities within our plans, identify opportunities to learn from best practice and where change is required to improve performance. This includes but is not limited to:

- Current performance measured against previous results
- Performance against target
- Benchmarking tools such as the Local Government Benchmark Framework
- Service Standards
- Feedback from service users, customers and stakeholders
- Findings from audit, review and inspection

Accurate and timely performance data at all levels is essential to our improvement journey. This framework provides the structure which will ensure:

- high standards of data quality
- information is gathered to track and monitor performance and identify trends
- clarity in relation to roles and responsibilities.

Good objectives, goals, performance measures and actions should be **SMART**:

- **Specific** - performance measures have to indicate exactly what result is expected so that the performance can be judged accurately.
- **Measuable** - the intended outputs and outcomes have to be something that can be measured and reported in quantitative and/or clear qualitative terms
- **Achievable** - performance measures are realistic. A also stands for Assignable - identifying who has lead responsibility for the measure
- **Relevant** - performance measures matter to the intended audience and relate to the service being measured
- **Timely** - information is available to support effective decision making as well as allowing for the reporting of performance in a timely manner

A smart action should be capable of being delegated to someone to lead and be completed by a specified date. Milestones identified within the overall action will help measure and report on progress.

Appendix 2 provides a proforma to guide the process of establishing **SMART** performance measures and ensure consistently high levels of data quality. The proforma should be completed for all performance indicators to ensure performance is measured within a set of standardised parameters.

2.1 Targets

Setting targets allows us to work towards improving our services and achieving our goals. Targets should be based on past, current performance and comparisons with other services/councils so that they contribute to improved performance. Targets can:

- Promote accountability
- Help manage a service
- Stretch performance
- Enable self- improvement

S Specific

M Measurable

A Achievable

R Relevant

T Time-bound

2.2 Monitoring Performance - The Corporate Performance Management System (Pentana)

Performance reports are generated via Pentana, the Council's online performance management system, where all of the data relating to performance against targets is stored. Reports can be generated at scheduled intervals or on an as required basis for discussion at team or managers meetings as well as for more formal reporting. Digital dashboards will also provide the most up-to-date position regarding performance and are a good way to interact with the system during meetings.

It is necessary to have a full set of metadata for each indicator to ensure data quality and integrity. Metadata describes the statistic you are using as a performance measure. It describes what data is being collected, from what source and when/how it is calculated. A complete set of metadata for performance indicators ensures data integrity and business continuity. Appendix 2 contains a form where metadata about performance indicators will be recorded. Pentana includes a facility to record metadata and guide the user through the required elements.

Performance management is a continuous ongoing process involving a number of stages. The **Plan Do-** Pentana is a cloud-based performance management software system, accessible remotely, it will provide real time visibility of performance if data is input timeously. Pentana allows us to:

- analyse data on a range of frequencies for trends and comparison
- track the progress of indicators and actions
- provide and communicate regular and robust performance information to Managers and Elected Members

The development of Pentana as the Council's only performance management system is led by Chief Executives Services, supported by skilled System Administrators from across the Council who support users to maximise the use of Pentana for service-based performance recording and reporting. To ensure data integrity, training on Pentana is necessary for anyone who needs to make use of the system. The Chief Executive's Services Performance Team will advise users on the range of options to access the appropriate level of training.

This is where we review and monitor how we are performing against targets and benchmarks so that we can make an informed assessment of what the data is telling us. This stage is also an opportunity to review the performance measures to ensure that the data being collected is useful in terms of being able to measure performance and delivery against key priorities and intended outcomes.

The analysis and interpretation of performance data, irrespective of whether it is qualitative or quantitative, is the process of attaching meaning to the data. Individuals and teams directly involved in delivering the service will add value to discussions in relation to service performance and should be engaged in this process.

At every level, discussions about performance should be encouraged and embedded into team and service meetings. Regular monitoring will trigger further discussion and provide a good opportunity to take stock of what is working well and where corrective action may be necessary.

These regular performance discussions will:

- Ensure visibility of all services and performance at every level
- Share best practice and celebrate success
- Identify and remove barriers to improving performance
- Ensure objectives and key performance indicators are met

The conclusions form these discussions and review of performance are what gets reflected in Performance Reporting. For example, in a six-monthly Strategic Service Area performance report. As well as making performance and progress on actions public these reports can celebrate the successes and propose actions to improve areas where progress is not being made. There is a separate section on Performance Reporting later in the document that outlines this further.

Benchmarking can contribute to improving services by sharing data, processes and solutions to with associations of peers in similar activities and services common areas. Good practice and learning can be identified. Benchmarking can be undertaken with other Councils, public and private organisations and sectors but also carried out internally across services. Core elements of Benchmarking include:

- understanding **how** a service or organisation performs in comparison to others
- a **systematic process** that needs to be planned, resourced and carried out with a degree of rigour

- a **learning process** where the core purpose is to understand why current performance levels are where they are, how well others perform in the same service area, and why some services or organisations achieve better performance results
- supporting **change and improvement** within a service or organisation based upon knowledge of what constitutes achievable best practice.

The LGBF brings together a wide range of information about how all Scottish councils perform in delivering services to local communities. The information takes the form of specific 'indicators' that measure aspects of performance, for example, how much a service costs per user or how satisfied local people are with a service. The indicators cover several service areas. These service areas are: children, corporate, adult social care, culture and leisure, environmental, housing and economic development.

The list of LGBF indicators is attached at Appendix 3.

We also work with our family groups which are groups of local authorities similar to us in terms of urban density and demographics. Our LGBF family groups are listed at Appendix 4. We will also continue to make this information available to all residents and users of council services, so that they in turn can hold us to account for what is achieved on their behalf.

Across the Council there are several other sources of benchmarking activities including, but not limited to:

- Chartered Institute of Public Finance and Accountancy (CIPFA)
- The Society of Local Authority Lawyers and Administrators in Scotland (SOLAR)
- Customer Services Benchmarking Group
- Association of Public Service Excellence (APSE) Performance Networks
- The Society of Chief Officers of Transportation in Scotland (SCOTS) - Roads and Transportation
- Keep Scotland Beautiful - Streetscene

The roles and responsibilities for performance monitoring at every level are detailed in the table on the following page.

3.1 Roles and Responsibilities

Who Does What	
Individuals	Individuals have a responsibility to undertake tasks allocated in accordance with their role. Performance is discussed during regular 1:1s with line manager and during annual EPDRs and employees are supported to develop the skills and knowledge required to undertake their role. Everyone should understand how their work contributes to the delivery of the Council's key priorities. Engagement in continuous improvement processes is expected and encouraged and employees should feel able to contribute to performance improvement activity.
Team Leaders	Responsible for creating and delivering team plans and monitoring and managing performance. Supporting their team to deliver agreed objectives. Responsible for engaging their team in discussions about team performance. Using performance improvement methods to improve service delivery where necessary.
Senior Managers	Setting, monitoring and managing performance against targets and contributing to the delivery of the council and partnership priorities. Communicating expectations in relation to performance and engaging with teams in performance improvement activity. Using performance improvement methods to improve service delivery where necessary.
Heads of Service	Accountable for setting objectives, key Performance Indicators and Targets within their service areas, Responsible for the delivery of the Strategic Service Area Plan, overseeing the performance of service areas within their remit and contributing to the Council's priorities. Ensuring all staff are encouraged and have the opportunity to engage in performance improvement activity in relation to their service area. Using performance improvement methods to improve service delivery where necessary.
Executive Directors	Strategic accountability and responsibility for leading and directing the performance of their strategic service area via their Heads of Service. Contributing to the setting of the Council's priorities by Elected Members. Ensuring performance improvement methods are utilised to improve service delivery where necessary. Quarterly reporting on Performance to CMT and Service Committee twice yearly.
Council Management Team	Strategic responsibility for performance in relation to the Council's priorities. Driving continuous improvement activity by implementing and embedding the Performance Management Framework across the council. Quarterly review of Council and Service Plan performance and agreeing corrective action where performance needs to improve. Twice yearly reporting of Council Plan performance.

Who Does What (continued)	
Corporate Performance Management System (Pentana) Site Admin Group)	Co-ordinate the use of Pentana across the council to ensure key performance data is recorded, is available for monitoring purposes and can be published in accordance with agreed standards and performance reporting requirements. Supporting users and managers to make best use of Pentana. Interpret performance data to highlight where improvement activity may be necessary.
Convenors	Review progress towards key performance targets set out in Service Plans with Executive Directors. Decide on necessary adjustments and/or improvement actions. Highlight good performance and action on areas for improvement at Committees.
Elected Members, Committees, Scrutiny Committee	Responsible for setting the vision and direction of the Council and its key strategic service areas. Approving, reviewing and scrutinising performance information in relation to strategic and service plans.
Citizens and Service Customers	Take part in local elections, local community planning processes and Council surveys and consultation exercises. Look out for performance reports about the Council in the local press and sign up to the Council's social media for latest updates and links to Dundee Performs. Provide feedback on experience of Council services.

3.2 Partner's Governance Boards

There are other forums which oversee performance and the delivery of key plans and priorities highlighted in the City Plan and Council Plan. These include:

• Dundee Health and Social Care Integration Joint Board

• Leisure and Culture Dundee Board

• Dundee Partnership Management Team

• Dundee Partnership Executive Boards

• Local Community Planning Partnerships

This framework supports the process of monitoring and reporting performance in relation to key plans and strategies directly managed by Dundee City Council Committees and Chief Officers. It is acknowledged the Dundee Health & Social Care Partnership and Leisure and Culture Dundee each have their own strategic plans and therefore will not develop a separate "Council" Service Plan. The Council will work with both partners to ensure performance reporting is in accordance with the standards agreed across Council Services to allow Elected Members appropriate scrutiny.

4.1 Internal Drivers

Managing our performance begins with understanding how to interpret performance data and trends which will help identify areas for improvement. Improvement activity will be driven by results to ensure maximum impact in terms of delivering on key priorities and outcomes for citizens.

Our efforts to achieve continuous improvement will be supported by a range of approaches and tools which aim to assist teams and services to identify areas for improvement and take the necessary corrective action to improve performance.

Annual Code of Corporate Governance

Each Council Service completes and annual code of corporate governance compliance assessment which generates improvement actions. There is a corporate code of governance report produced each year for the Council.

Internal Audit

The annual internal audit plan contains priority audits identified by officers as performance or risk concerns. The plan and internal audits reports are submitted to the Scrutiny Committee as are subsequent audit follow up reports to confirm recommended improvements have been delivered.

Best Value

Best Value is about ensuring that there is good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public. The duty of Best Value applies to all public bodies in Scotland and is a statutory duty for local authorities.

On behalf of the Auditor General and the Accounts Commission, Audit Scotland works to ensure that the approach to auditing Best Value continues to improve and reflect the context, different accountability regimes and reporting arrangements across the public sector.

Following a Best Value Audit, a Best Value Assurance Report is published which includes recommendations for improvement. The last Best Value Assurance Report on Dundee City Council was published in September 2020. The report outlines the Council's compliance with its statutory duty of Best Value.

Delivering the Action Plan to achieve the necessary improvements will be a key focus of the Council's improvement activity over the life of this Framework. The Council is also required to undertaken an annual Best Value self-assessment and submit findings to Audit Scotland to comply with the statutory duty of Best Value. Further development is underway to align the process of assessment to avoid duplication and meet the requirements of Corporate Governance and Best Value.

Self-assessment

We will use self-assessment approaches like the Public Service Improvement Framework (PSIF), the Best Value Characteristics Framework and the Code of Corporate Governance (as above) to undertake self-assessment to identify key strengths and areas for improvement in relation to service delivery and performance.

Self-assessment activity will be prioritised by analysing performance results and identifying where performance needs to improve the most. For example, where a performance report shows results for a service are not improving or improving fast enough in a particular area a PSIF self-assessment is a good way to bring people together to come to a consensus on what needs to change to improve results.

My Contribution

We will continue to encourage employees to seek improvement to working practices and come up with solutions and ideas to continually improve the way things are done by promoting the BOLD approach (Building Organisational and Learning Development). An empowered workforce is crucial to the Council's journey towards having a positive culture of innovation, improvement and change.

Service Design

We will use service design principles in a variety of situations to improve services for our customers and citizens. For example, where an action plan calls for a new service to meet a new legislative or social need, service design principles and approaches can co-design it with the end user. Alternatively, where a plan calls for a service to be modernised or redesigned, these approaches can work through what the customer needs and how to meet those needs in the most empathetic and efficient way.

STEP

Systems Thinking Empowers People (STEP) is an approach to effect change at a team and service level to improve services for our customers and citizens. It is based on lean service and lean manufacturing approaches and suits a team who work in and are responsible for a specific operation or process. It goes through Check, Plan, Do stages to help a team measure part of the operation, plan an improvement and do it in a way that manages the change successfully.

Support and training are available for teams and services embarking on improvement activity. Chief Executive's Services and Learning and Organisational Development will offer advice on the range of models and approaches that are available.

4.2   External Drivers

Improvement activity may also be driven by the findings of external assessment, audit or inspection. The main audit and regulatory bodies are:

• Audit Scotland - Accounts and Best Value - all services
• Her Majesty's Inspector of Education - Education and Community Learning and Development
• Care Commission - Social Care
• Scottish Housing Regulator - Scottish Social Housing Charter

Local Policing and Fire and Rescue are submitted to the Council's Community Safety and Public Protection Committee.

The Council has always adopted a positive approach in engaging with regulators in a common purpose to provide the best level of service we can. Improvement Plans will be put in place following audit and inspection with progress being reported to the relevant Service and Scrutiny Committee.

External Audit

The annual report and external audit report include an annual performance review and assessment by the External Auditor on the Council as a Best Value Council.

4.3   External Recognition

External recognition is an important element of our continuous improvement journey. We participate successfully in a number of external awards including:

• **The CoSLA Excellence Awards** - showcase and celebrate the very best of Scotland's local services, profiling the innovative and creative approaches that Scottish local authorities and their partners are embracing to change lives across the country.
• **The Association for Public Service Excellence (APSE)** - demonstrate innovation within service delivery and implementation of new approaches, which improves the level of service to local communities and people.
• **Scottish Public Service Awards** - celebrate outstanding achievement across the public and third sector, including public service reform, leadership, communications, policy development and project management.
• **MJ Achievement Awards** - demonstrate innovation, value for money and positive outcomes for local communities and people.
• **Service Specific Awards** - recognise achievement in specific services or professional disciplines such as transport, housing, education, social work and regeneration.
• **Healthy Working Lives Award Programme** - supports employers and employees to develop health promotion and safety themes in the workplace in a practical, logical way, that's beneficial to all.

4.4   Internal Recognition

External recognition is an important element of our continuous improvement journey. We participate successfully in a number of external awards including:

• **OSCAs.** The Council's recognition of outstanding achievement. Empirical evidence of improved performance is one of the main criteria for assessing nominations.

5.1 Council Performance

The Council has several levels of Performance Indicators:

- **Council Plan performance indicators** – these are reported quarterly by Chief Executive's Performance Team to Council Management Team and by Council Management Team twice yearly to Policy & Resources Committee

- **Service Plan performance Indicators** – these are monitored regularly by Service Management Teams and reported twice yearly to Council Management Team and Service Committees

- **Team or Operational Plan performance indicators** – these are monitored regularly within teams and reported to Heads of Service and Service Directorates at least quarterly

We publish an Annual Performance Report outlining our performance over the last year. A range of media is used to report performance information to the public including the website, press articles, info and distribution of information to public offices.

Performance indicators are assessed as Green, Amber or Red (see below).

Detailed analysis will be required to understand the reasons for those indicators that are adrift of target.

Performance Indicator Status and Trend Key

🔴	Significantly adrift of target (5% or more)
🔺	Slightly adrift of target (between 1% and 5%)
✅	On target (within 1% or better)
📊	Data Only
❓	This symbol means that the data is not yet available or has no target for this year
⬆	Improving trend
⬇	Worsening trend
➖	No change

Performance reports will also include trend information to assess direction of travel. Your Service Plan will outline your priorities and targets over the period of the plan. Your target will not necessarily be to improve everything if performance is already at a satisfactory level, maintaining this level of performance will be the goal.

The reporting of performance to Elected Members, the public and other stakeholders helps to ensure accountability. Elected Members have a key role in prioritising and scrutinising improvement activity through the committee process, including:

• the approval of the Council Plan, Performance Management Framework and Strategic Service Area Plans

• the scrutiny of six-monthly performance reports

• the approval and scrutiny of action plans developed in response to investigation, inspection or audit recommendations

Performance reporting to Elected Members is underpinned and supported by detailed reporting and scrutiny at Service and Directorate level.

5.2 Partnership Performance

This framework will support the Council to have effective performance management arrangements in place so that performance can be monitored, reported and scrutinised by the appropriate bodies.
More and more of what we do however is in partnership with others. It is therefore important that we demonstrate the positive impact our partnership working is having within the many communities across our city.

Performance reporting across the Dundee Partnership is important as it underpins ongoing partnership working towards the outcomes contained in the City Plan. Similarly, our partnerships with the Dundee Health & Social Care Partnership and Leisure & Culture Dundee must be able to demonstrate positive impact and evidence of continuous improvement.

The Council will work with partners to establish performance management arrangements which are in line with the key elements within this framework and also meet respective and collective reporting requirements.

A performance reporting timetable is attached at Appendix 1. This outlines dates and deadlines for a range of reports that allow scrutiny of services' performance as well as highlighting areas for improvement. In addition to the reporting timetable for Council Committee, Appendix 1 includes the reporting timetable for the Dundee Partnership Management Group for the monitoring of progress towards City Plan Objectives as well as performance reports from the IJB to the Council for information.

5.3 Public Performance Reporting

The Council has a statutory requirement to publish information about corporate and service performance.

We will satisfy the statutory requirement though a combination of performance reports to Committee covering the City Plan, Council Plan, Service Plans, LGBF and by maintaining the Dundee Performs webpage to a high standard.

Dundee Performs contains information on:

• The Council's Performance Management Framework
• Budgets and Finance
• Achievements, Recognitions and Awards
• Council Performance
• Corporate Plans and Policies
• Audits and Inspections

Performance Progress reports are published six-monthly on the website in accordance with the reporting timetable contained in Appendix 1.
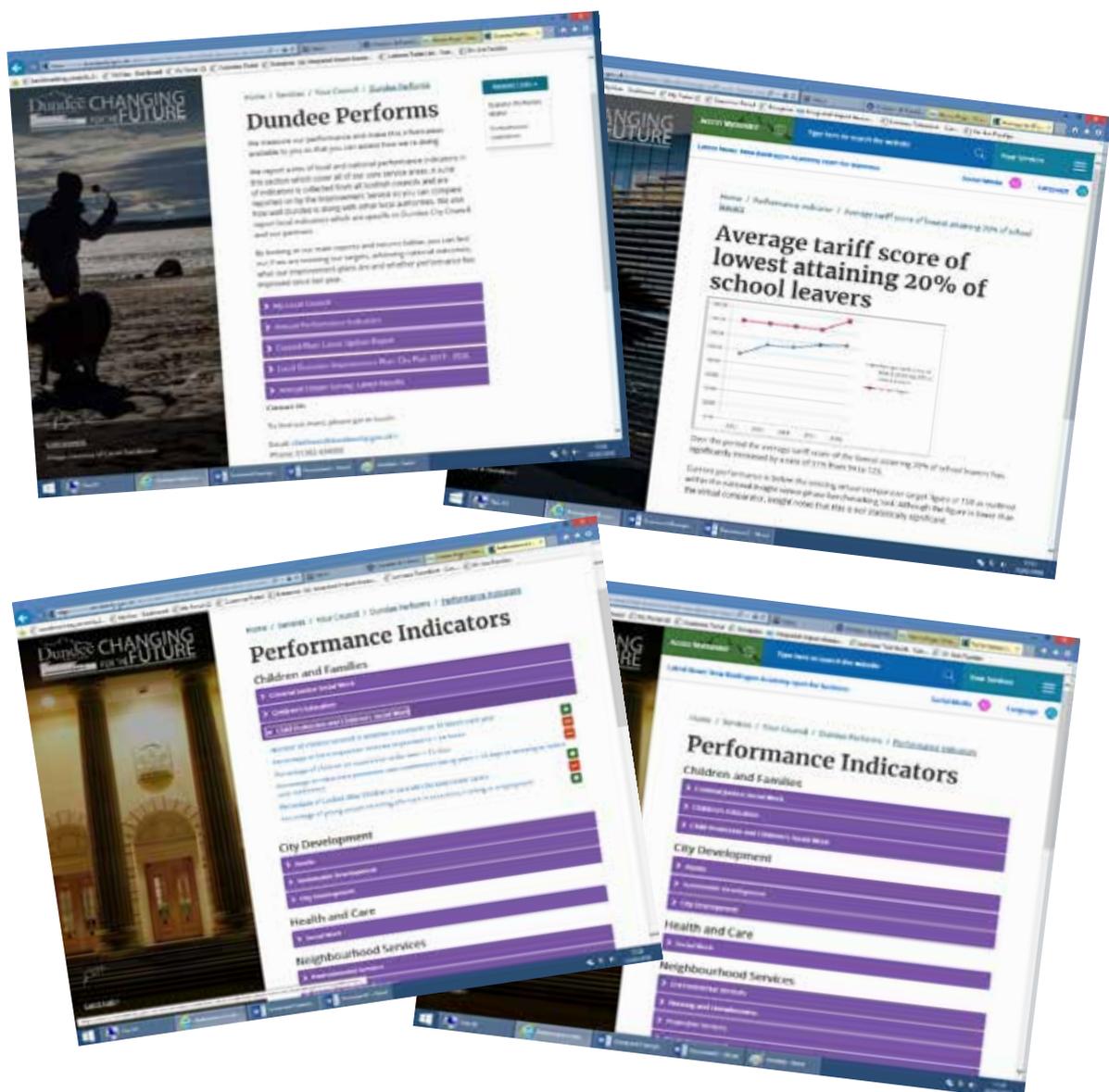
Appendix 1: Indicative Reporting Timetable

Each year a range of reports will come before our Committees allowing Elected Members and the public to scrutinise our performance and see how we plan to develop areas for improvement. A calendar of reports for committees will be published and delivered throughout the year.

Council Performance Reporting Calendar	Parent Committee	Scrutiny Committee
Child Protection Committee Annual Report	February	
Adult Support and Protection Committee Annual Report	February	
Mainstreaming Equalities bi-annual progress report	April	
Annual Citizen Survey Report	April	
Annual Report on Improving Services Through Listening to Customers and Service Users	April	
Local Government Benchmarking Framework and Improvement Plan (covers all services)	April	June
Best Value Action Plan Progress Report	April November	
Chief Executive's Service Plan then 6 Month Progress reports	May/June October/November	
Corporate Services – Service Plan then 6 Month Progress reports	May/June October/November	
City Development Service Plan then 6 Month Progress reports	May/June October/November	
Children and Families Service Plan then 6 Month Progress reports	May/June October/November	
Neighbourhood Services Service Plan then 6 Month Progress reports	May/June October/November	
Dundee Fairness Action Plan and Child Poverty Annual Report	June	
City Plan Annual Report and then 6-month progress	June November	September December
Council Plan Annual Report and then 6-month progress	June November	September December
Audit Scotland - Annual Scrutiny Plan		June
Bi-annual Reports on Complaints		June December
Council Plan Annual Progress	June	September
Performance of the Planning Service	August	

Follow the Public Pound - Leisure and Culture Dundee	August	
Local Government in Scotland Performance and Challenges – Audit Scotland	September	
Annual Accounts	September	
Council Plan Year 6-month progress	November	December
City Plan Mid-Year Interim Progress Report	November	
Annual Internal Audit Plan Progress Report		December
HMIe reports on individual schools or Education functions		December
Care Commission reports on care establishments		December
Internal Audit reports		Throughout year
Dundee City Policing Area - Performance Results	Throughout year	Throughout year
Fire and Rescue quarterly performance report	Throughout year	Throughout year
Protecting People - Independent Chairs' Reports	Bi Annual	Throughout year

Partnership and Other Boards Performance Reporting Calendar	Board	Scrutiny Committee
Fair Work & Enterprise Executive Board Annual Progress Report	March	
Community Safety & Justice Executive Board Annual Progress Report	June	
Health, Care & Wellbeing Executive Board Annual Progress Report	September	
Annual Performance Report for IJB - Scrutiny (by November) (this includes complaints data)		November
Children & Families Executive Board Annual Progress Report	December	
Annual summary of Care Inspection Gradings for regulated adult social work and social care services	Throughout year	Throughout year
Quarterly IJB Performance Reports	Throughout year	Throughout year
Dundee City Policing Area - Performance Results	Throughout year	Throughout year
Fire and Rescue quarterly performance report	Throughout year	Throughout year
Protecting People - Independent Chairs' Reports	Bi Annual	Throughout year

Dundee Performs Update Calendar	Update by
Local Government Benchmarking Framework and Improvement Plan (covers all services) - Improvement Service publication - My Council	End of January
Performance Indicator Graphs Annual Update no later than	End of September
Council Plan	End of September
City Plan Progress Report	End of September
Strategic Service Performance Scorecard Reports	End of November
Annual Citizen Survey	TBC

Appendix 2: Performance Measurement Recording Sheet

Directorate / Service / Team				
PI Title *The title should summarise what is being measured.*				
Purpose *Consider the purpose of measuring this aspect of performance. If there is no good reason, do you really need to measure it?*				
Relates to (which) Plan *(link to Strategic Themes/Priorities) Which strategic priority does the measure relate to? By completing this section, you ensure the link is made.*	Plan	e.g. City Plan		
		e.g. Health & Wellbeing Reducing Inequalities		
Targets 2019/23 *Which performance targets should you set, and by when? This communicates precisely what you are trying to achieve. Please advise of monthly, quarterly and annual targets as required.*	Quarterly target:			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Annual target:			
	2019/20	2020/21	2021/22	2022/23
Rationale for target *How is the target set? Aim to improve by 5% on last year? Aim to close the gap with peers?*				
Formula for calculation/collation **Written procedures** - *step by step guide is an audit requirement. How do you calculate the performance measure? Outline source of data. Be precise: the formula must include exactly what you are measuring to avoid any confusion. This can be a separate document.*				
Frequency *Decide how often you will measure and how often you will review the measure itself. Detail both the frequency of collection (daily, weekly, monthly etc.) and reporting frequency (weekly, monthly, quarterly etc.)*	How often is the data collected? How often is the data reported? Is there a time lag between period recorded and data availability?			
Responsible persons *Identify the persons responsible for the measure.*				
Benchmarking *Is the measure benchmarked or reported anywhere e.g. LGBF, APSE, SCOTS, SHBVN, Scottish Social Housing Charter?*				
Form completed by: **Date**:				

Appendix 3: LGBF Indicators

The tables below contain all of the national LGBF indicators. Dundee's performance against these will be reported, as appropriate, within progress reports on strategic and service plans and a detailed report benchmarking our performance against our family groups and the national average will be presented to scrutiny committee annually.

Children's Services	
Indicator	**Descriptor**
CHN1	Cost per primary school pupil
CHN2	Cost per secondary school pupil
CHN3	Cost per pre-school education place
CHN4	Percentage of pupils gaining 5+ awards at level 5
CHN5	Percentage of pupils gaining 5+ awards at level 6
CHN6	Percentage of pupils living in the 20% most deprived areas gaining 5+ awards at level 5
CHN7	Percentage of pupils living in the 20% most deprived areas gaining 5+ awards at level 6
CHN8a	The gross cost of "children looked after" in residential based services per child per week
CHN8b	The gross cost of "children looked after" in a community setting per child per week
CHN9	Balance of care for 'looked after children': % of children being looked after in the community
CHN10	Percentage of adults satisfied with local schools
CHN11	Percentage of pupils entering positive destinations
CHN12a	Overall average total tariff
CHN12b	Average total tariff SIMD quintile 1
CHN12c	Average total tariff SIMD quintile 2
CHN12d	Average total tariff SIMD quintile 3
CHN12e	Average total tariff SIMD quintile 4
CHN12f	Average total tariff SIMD quintile 5
CHN13a	Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in literacy
CHN13b	Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in numeracy
CHN14a	Literacy attainment gap (P1,4,7 combined) - percentage point gap between the least deprived and most deprived pupils
CHN14b	Numeracy attainment gap (P1,4,7 combined) - percentage point gap between the least deprived and most deprived pupils

CHN17	Percentage of children meeting developmental milestones
CHN18	Percentage of funded early years provision which is graded good/better
CHN19a	School attendance rates
CHN19b	School attendance rates
CHN20a	School exclusion rates (per 1,000 pupils)
CHN20b	School exclusion rates (per 1,000 'looked after children')
CHN21	Participation rate for 16-19-year olds (per 100)
CHN22	Percentage of child protection re-registrations within 18 months
CHN23	Percentage LAC with more than 1 placement in the last year (Aug-July)

Adult Social Care	
Indicator	**Descriptor**
SW1	Home care costs per hour for people aged 65 or over
SW2	Direct Payments + Managed Personalised Budgets spend on adults 18+ as a percentage of total social work spend on adults 18+
SW3a	Percentage of people aged 65 or over with long-term care needs receiving personal care at home
SW4b	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life
SW4c	Percentage of adults supported at home who agree that they are supported to live as independently as possible
SW4d	Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided
SW4e	Percentage of carers who feel supported to continue in their caring role
SW5	Residential costs per week per resident for people aged 65 or over
SW6	Rate of readmission to hospital within 28 days per 1,000 discharges
SW7	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections
SW8	Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)

Culture & Leisure	
Indicator	**Descriptor**
C&L1	Cost per attendance at sports facilities
C&L2	Cost per library visit
C&L3	Cost of museums per visit
C&L4	Cost of parks & open spaces per 1,000 population
C&L5a	Percentage of adults satisfied with libraries
C&L5b	Percentage of adults satisfied with parks and open spaces
C&L5c	Percentage of adults satisfied with museums and galleries
C&L5d	Percentage of adults satisfied with leisure facilities

Environmental Services	
Indicator	**Descriptor**
ENV1a	ENV1a: Net cost of waste collection per premise
ENV2a	ENV2a: Net cost of waste disposal per premise
ENV3a	ENV3a: Net cost of street cleaning per 1,000 population
ENV3c	ENV3c: Street Cleanliness Score
ENV4a	ENV4a: Cost per kilometre of roads
ENV4b	ENV4b: Percentage of A Class roads that should be considered for maintenance treatment
ENV4c	ENV4c: Percentage of B Class roads that should be considered for maintenance treatment
ENV4d	ENV4d: Percentage of C Class roads that should be considered for maintenance treatment
ENV4e	ENV4e: Percentage of U Class roads that should be considered for maintenance treatment
ENV5a	ENV5a: Cost of Trading Standards, Money Advice & Citizen Advice per 1000
ENV5b	ENV5b: Cost of environmental health per 1,000 population
ENV6	ENV6: Percentage of total household waste arising that is recycled
ENV7a	ENV7a: Percentage of adults satisfied with refuse collection
ENV7b	ENV7b: Percentage of adults satisfied with street cleaning

Corporate

Indicator	Descriptor
CORP3b	Percentage of the highest paid 5% employees who are women
CORP3c	The gender pay gap (%)
CORP4	The cost per dwelling of collecting council tax
CORP6a	Sickness absence days per teacher
CORP6b	Sickness absence days per employee (non-teacher)
CORP7	Percentage of income due from council tax received by the end of the year
CORP8	Percentage of invoices sampled that were paid within 30 days
CORP-ASSET1	Proportion of operational buildings that are suitable for their current use
CORP-ASSET2	Proportion of internal floor area of operational buildings in satisfactory condition

Housing

Indicator	Descriptor
HSN1b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year
HSN2	Percentage of rent due in the year that was lost due to voids
HSN3	Percentage of council dwellings meeting Scottish Housing Standards
HSN4b	Average number of days taken to complete non-emergency repairs
HSN5	Percentage of council dwellings that are energy efficient

Economic Development and Planning

Indicator	Descriptor
ECON1	Percentage of unemployed people assisted into work from council operated / funded employability programmes
ECON2	Cost per planning application
ECON3	Average time per business and industry planning application (weeks)
ECON4	Percentage of procurement spent on local enterprises
ECON5	Number of business gateway start-ups per 10,000 population
ECON6	Investment in Economic Development and Tourism per 1,000 population
ECON7	Proportion of people earning less than the living wage
ECON8	Proportion of properties receiving superfast broadband
ECON9	Town Vacancy Rates
ECON10	Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan

Financial Sustainability	
Indicator	**Descriptor**
FINUS1	Total useable reserves as a % of council annual budgeted revenue
FINUS2	Uncommitted General Fund Balance as a % of council annual budgeted net revenue
FINUS3	Ratio of Financing Costs to Net Revenue Stream - General Fund
FINUS4	Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account
FINUS5	Actual outturn as a percentage of budgeted expenditure

Tackling Climate Change	
Indicator	**Descriptor**
CLIM1 C02	CO2 emissions area wide per capita
CLIM2 C02	CO2 emissions are wide: emissions within scope of LA per capita

To understand why variations in cost and performance are occurring, councils work together to 'drill- down' into the benchmarking data across service areas. This process has been organised around 'family groups' of councils so that we are comparing councils with similar characteristics, for example, relative deprivation and affluence; urban, semi-rural, rural. The point of comparing like with like is that this is more likely to lead to useful learning and improvement.

Dundee City Council sits in Family Group 4 for "people" and "Other" services.

Children, Social Work and Housing Indicators				
	Family Group 1	**Family Group 2**	**Family Group 3**	**Family Group 4**
Peoples Services	East Renfrewshire	Moray	Falkirk	Eilean Siar
	East Dunbartonshire	Stirling	Dumfries & Galloway	**Dundee City**
	Aberdeenshire	East Lothian	Fife	East Ayrshire
	Edinburgh, City of	Angus	South Ayrshire	North Ayrshire
	Perth & Kinross	Scottish Borders	West Lothian	North Lanarkshire
	Aberdeen City	Highland	South Lanarkshire	Inverclyde
	Shetland Islands	Argyll & Bute	Renfrewshire	West Dunbartonshire
	Orkney Islands	Midlothian	Clackmannanshire	Glasgow City

Environmental, Culture & Leisure, Economic Development, Corporate, Property, Climate Change and Financial Sustainability indicators				
	Family Group 1	**Family Group 2**	**Family Group 3**	**Family Group 4**
Other Services	Eilean Siar	Perth & Kinross	Angus	North Lanarkshire
	Argyll & Bute	Stirling	Clackmannanshire	Falkirk
	Shetland Islands	Moray	Midlothian	East Dunbartonshire
	Highland	South Ayrshire	South Lanarkshire	Aberdeen City
	Orkney Islands	East Ayrshire	Inverclyde	Edinburgh, City of
	Scottish Borders	East Lothian	Renfrewshire	West Dunbartonshire
	Dumfries & Galloway	North Ayrshire	West Lothian	**Dundee City**
	Aberdeenshire	Fife	East Renfrewshire	Glasgow City

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