

**REPORT TO:** CITY GOVERNANCE COMMITTEE - 21 APRIL 2025

**REPORT ON:** REVISED PERFORMANCE MANAGEMENT FRAMEWORK 2025-2028

**REPORT BY:** CHIEF EXECUTIVE

**REPORT NO:** 125-2025

**1. PURPOSE OF REPORT**

This report presents the revised Performance Management Framework (PMF) 2025-28. The report highlights the revisions made to the 2021-24 framework and details how these revisions will ensure the Council will be well placed to respond to the new Statutory Performance Indicator (SPI) direction, take action to address internal audit recommendations, continue to focus on progressing our strategic priorities and achieve best value.

**2. RECOMMENDATIONS**

2.1 It is recommended that Committee:

- (a) agree the revised framework attached as Appendix 1; and
- (b) remit the Council Leadership Team to launch and deploy the framework across Council services.

**3. FINANCIAL IMPLICATIONS**

3.1 None.

**4. BACKGROUND**

- 4.1 Article V of Policy & Resources Committee of 8 March 2021 (Report 66-2021) approved the Performance Management Framework 2021-24 setting out how Dundee City Council would consistently plan and manage performance and improvements to our services. This was to enable key decision makers, both Elected Members and Officers, to take necessary action based on facts about our performance.
- 4.2 The 2021-24 Framework was implemented in 2021 following the BVAR in 2020 to address recommendations in relation to how the Council managed and reported on performance.
- 4.3 Many of the principles and processes within the 2021-24 Framework are now well established. The Council's performance reporting arrangements were commended by the Accounts Commission following the publication of the first Best Value Thematic Review on Leadership in 2023.
- 4.4 The revised framework will steer the Council through its improvement journey, clarify accountability for performance reporting and build on what is already in place by ensuring that the areas of performance within scope follow the expected standards set out in the framework.
- 4.5 The key focus of the revised framework is to provide accountability for delivering on priorities, performance and improvement. Regular reporting to the Council twice yearly on progress in relation to the following plans will continue:
  - The City Plan
  - The Council Plan
  - Service Plans

- 4.6 Appendix 2 in the framework sets out a standard set of templates that will be used to highlight the direction of performance indicators (target and trends) and progress on actions by a percentage complete and completion date.

## **5. DRIVERS FOR REVIEWING THE PERFORMANCE MANAGEMENT FRAMEWORK**

- 5.1 The Accounts Commission has published the new [Statutory Performance Information Direction 2024](#), implemented on 1 April 2025. Complying with the SPI Direction is fundamental to councils fulfilling their duty to secure best value by providing balanced, timely and accessible reporting.
- 5.2 Councils are required to draw comparisons and make judgements on performance in relation to the performance of different councils in any given period. To do this, the SPI Direction emphasises that use of the Local Government Benchmarking Framework (LGBF) should be maximised across the Council's reporting. The revised framework commits to continuing to produce the annual LGBF report and include LGBF indicators in Service Plans where they align with priorities.
- 5.3 Peer Collaborative Improvement is also a component of the new SPI Direction. Councils should make use of performance data from a variety of sources, but particularly the LGBF to identify best practice and opportunities to learn from others.
- 5.4 The SPI Direction addresses the need for councils to undertake self-assessment as part of their duty to achieve continuous improvement. The revised PMF outlines the models of self-assessment and improvement the Council will make use of for improvement and transformation. The Code of Corporate Governance self-assessment checklist will form the basis of the Council's approach to self-assessment for continuous improvement.
- 5.5 The Internal Audit Review of Ideagen (Pentana) (Scrutiny Committee 23/04/25) recommends standardised practice across the plans outlined in 4.5 above in terms of the recording, monitoring and reporting. The revised framework complies with the recommendation for performance monitoring and reporting.

## **6.0 POLICY IMPLICATIONS**

This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services, or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

## **7.0 CONSULTATIONS**

The Council Leadership Team were consulted in the preparation of this report.

## **8.0 BACKGROUND PAPERS**

None.

GREGORY COLGAN  
CHIEF EXECUTIVE

26 MARCH 2025

ANDREA CALDER  
HEAD OF CHIEF EXECUTIVE'S SERVICES

# 2025-2028

# Performance Management Framework



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# Table of Contents

<b>Foreward by the Chief Executive</b>	<b>3</b>
<b>What is Performance Management?</b>	<b>4</b>
<b>A Model for Continuous Improvement - PDCA Cycle</b>	<b>6</b>
<b>1. Plan - How Should It Be?</b>	<b>7</b>
<b>2. Do - What Do We Do and How?</b>	<b>12</b>
2.1 Roles, Responsibilities and Accountability	
2.2 How we use Performance Data	<b>14</b>
2.3 Targets and Objectives	
2.4 Monitoring Performance	<b>15</b>
<b>3. Check - What Has Been Achieved?</b>	<b>16</b>
3.1 Benchmarking	
3.2 Performance Reporting	<b>18</b>
3.2.1 Corporate Performance Reporting Standards	
3.2.1 Public Performance Reporting	
3.3 Partners' Governance Boards	<b>19</b>
3.3.1 Partnership Performance	
3.4 Areas for Improvement	<b>20</b>
3.4.1 Internal	
3.4.2 External	
<b>4. Act - What Is Still To Be Done?</b>	<b>24</b>
4.1 Improvement Action Plans	
4.2 Supporting Improvement Activity	
4.3 External Recognition	<b>25</b>
<b>Appendix 1: Reporting Timetable</b>	<b>26</b>
<b>Appendix 2: Corporate Progress Reports Performance Indicators and Actions Tables Template</b>	<b>31</b>

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# Foreword by the Chief Executive

Welcome to our Performance Management Framework (2025 – 2028), 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.

The Council and our citizens are facing significant financial challenges. We have a duty to provide services which respond to these challenges. An effective performance management framework will ensure we meet our strategic objectives by focusing on delivering services that have a positive impact for our citizens. 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 he 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.

The launch of this new framework is timeous as the new Statutory Performance Information direction, which will be implemented in April 2025, makes councils accountable for providing performance information which is balanced, timely and accessible. We also have a responsibility to maximise the use of national benchmarking data which is the most comprehensive and effective means of enabling comparisons to be drawn between councils. Analysing data from the Local Government Benchmarking Framework will help us to measure our performance in relation to other councils and identify where there may be opportunities for collaborative improvement where we feel we can learn from others.



Gregory Colgan  
Chief Executive

## Who and What is this Framework for?

The effective management of performance is a key component of any organisation. It encompasses everything the Council, every employee and elected member does. 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 to meet citizens' needs and improve outcomes. Our Employees need timely and relevant intelligence to deliver effective services and manage their own performance. Citizens need accessible, relevant and accurate information so that they can be well informed and hold the Council's services and performance to account.

The Council is accountable for performance reporting which highlights the impact of activities that are relevant to the priorities and objectives articulated in our key strategic documents. Within this Framework, we set out a standardised approach to reporting on our progress in relation to the strategic objectives within our City Plan, Council Plan and Service Plans. This high standard of performance reporting will ensure consistent and effective monitoring and scrutiny can be done by elected members, officers and our citizens.

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 good practice in what 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 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.

Regular reporting at City Partnership, Council and Service level keeps our key stakeholders, including our communities, elected members and partners, up to date on our performance. This is key to ensuring informed judgements are made about our services, to support effective decision making and to challenge performance.

# Performance Management across the Council

Dundee City Council manages a broad and diverse range of services for our citizens and, through these services, aims to deliver on strategic priorities and support improved outcomes for its Citizens. Citizens engage with and experience council services in different ways at different levels. This places a series of different accountabilities for performance on the Council and its workforce. These accountabilities also reflect and integrate the statutory requirements outlined in the Accounts Commission's new **Statutory Performance Information Direction**, which takes effect from April 2025.

## 1. Accountability for Delivering Strategic Priorities

The purpose of the Council is to support the delivery of our City Plan by ensuring our Council Plan and service plans are focused on the key priorities. Our priorities are that Dundee will:

- Reduce Child Poverty and Inequalities in incomes, education and health
- Deliver Inclusive Economic Growth (including community wealth building)
- Tackle Climate Change and reach net zero carbon emissions by 2045
- Build Resilient and Empowered Communities
- Design a Modern Council

To realise this vision, the City Plan sets ambitious long-term outcomes and the Council Plan reflects those outcomes and sets further priorities that outlines the Council's contribution to, and accountability for, delivering those outcomes.

To ensure accountability, progress towards delivering these strategic priorities will be reported on by annual City Plan reports and 6 monthly Council Plan reports to the City Governance Committee. These reports will outline how the Council is prioritising its resources to deliver on our strategic priorities, if we are on track to meet our objectives, and, if not, what improvement action will be taken to address this. These reports will also be published on our Dundee Performs webpage.

## 2. Accountability for Service Performance

The Council delivers services every day to citizens. Accountability for service performance is ensured by the development of Service plans. Service plans translate the priorities set out in the City Plan and Council Plan into more focused actions at a service level, explaining how services will prioritise their resources to deliver on the Council's strategic priorities. Performance on these service plans will be reported on, providing an opportunity for services to highlight key successes and identify areas for improvement. Service plans ensure that services remain accountable for continuing to support delivery of strategic priorities; meet citizens' needs; are efficiently managed; and they can continuously improve. Progress towards delivering on priorities within service plans will be reported to City Governance Committee six monthly.

In addition to service plans, services may also be required to produce statutory reports. These reports not only fulfil the requirement to meet performance standards set through legislation, regulation and policy, they also have a key role in ensuring accountability for service performance.

## 3. Accountability for Improvement

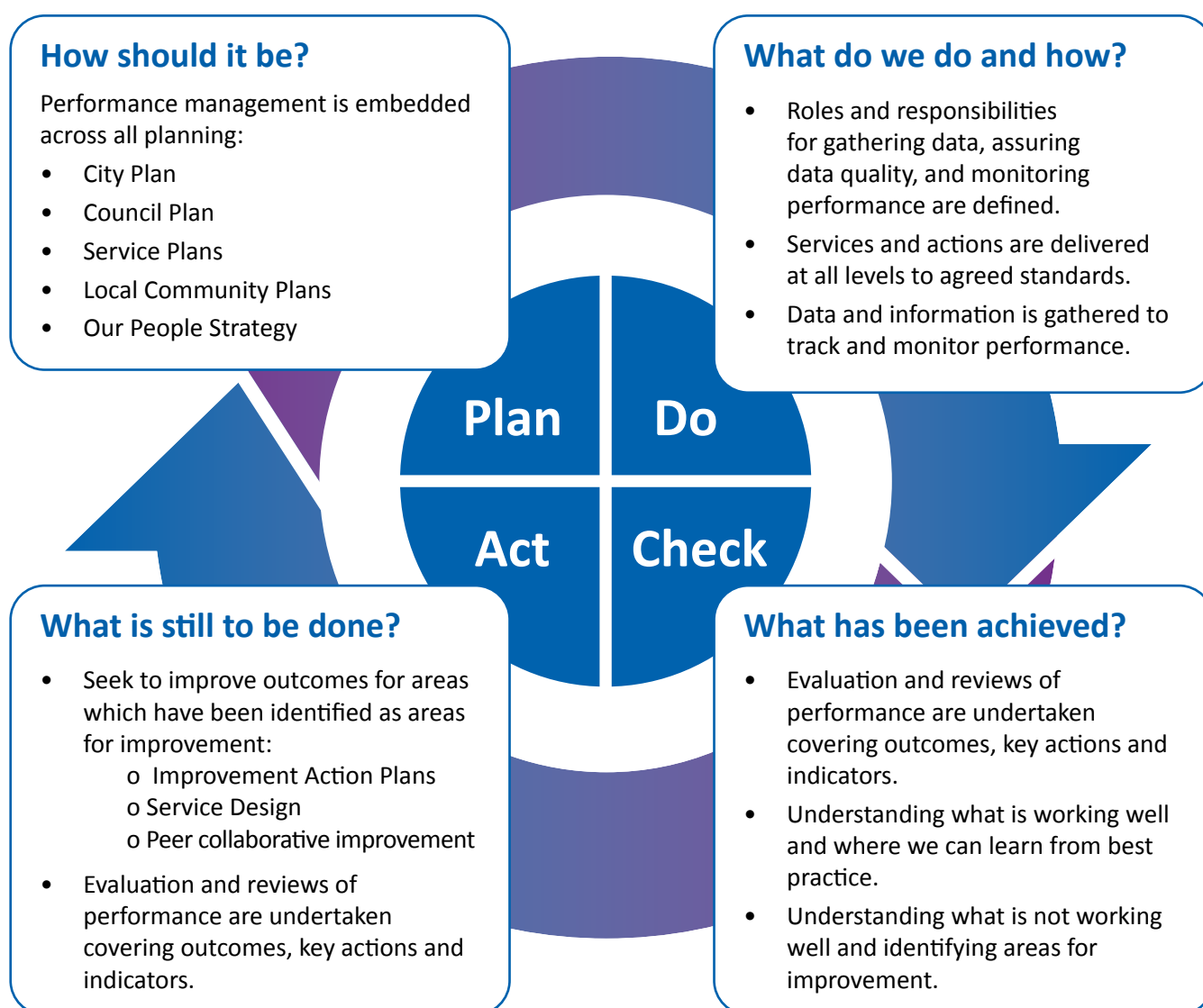
The Accounts Commission's Statutory Performance Information Direction sets out clear expectations that local authorities should be using data and assessments to support improvement and transformation. It specifies that improvement activity should be driven by self-assessments and make use of third-party feedback mechanisms and opportunities to learn from each other such as peer collaborative improvement. The Council will continue to evaluate its performance at corporate and service level and use and respond to findings and recommendations to drive continuous improvement in the context of resource constraints.

**These different perspectives on accountability require standardised arrangements to effectively manage and report on performance based on our agreed approach. The template for reporting progress in accordance with our agreed approach is contained in Appendix 2.**



# A Model for Continuous Improvement – PDCA Cycle

Our approach to performance management is based on the Plan-Do-Check-Act (PDCA) Cycle illustrated below. This cycle ensures an integrated approach to performance management and planning, where information and intelligence supports delivery and enables scrutiny of progress being made in relation to existing priorities.



The above process is an effective approach to continuous improvement and consists of four parts.

# 1 Plan - How Should It Be?



Performance management is embedded across all planning in Dundee City Council. 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.

Our City Plan, Council Plan, and Service Plans are our key plans which ensure we fulfil our accountability towards delivering our strategic priorities and service performance. They will identify and prioritise key actions and performance indicators for a wide range of services aimed at delivering the most impact for citizens in relation to our strategic priorities. Importantly, our progress and performance can be measured against these actions and indicators, meaning areas for improvement can be identified to help us plan for change so that the Council can ensure the best possible outcomes for our customers, residents and communities. As a result, the performance management of these key strategic plans can be used as a foundation for continuous improvement. This is supported by our performance management system which officers use to input and analyse data, update and monitor progress on actions and summarise areas for improvement.

Stakeholder engagement is a key part of the strategic planning process to identify our local priorities and ensure 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. An effective engagement process will include:

- Citizens and communities
- Partners Community Planning Partners & Strategic Leadership Groups
- Management, employees & trade unions
- Equality groups
- Dundee Partnership Forum
- Leisure and Culture Dundee
- Health and Social Care Partnership
- Elected Members

Everything we do is driven by local and national policy. Clear alignment between operational, service, organisational and higher-level policies 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.

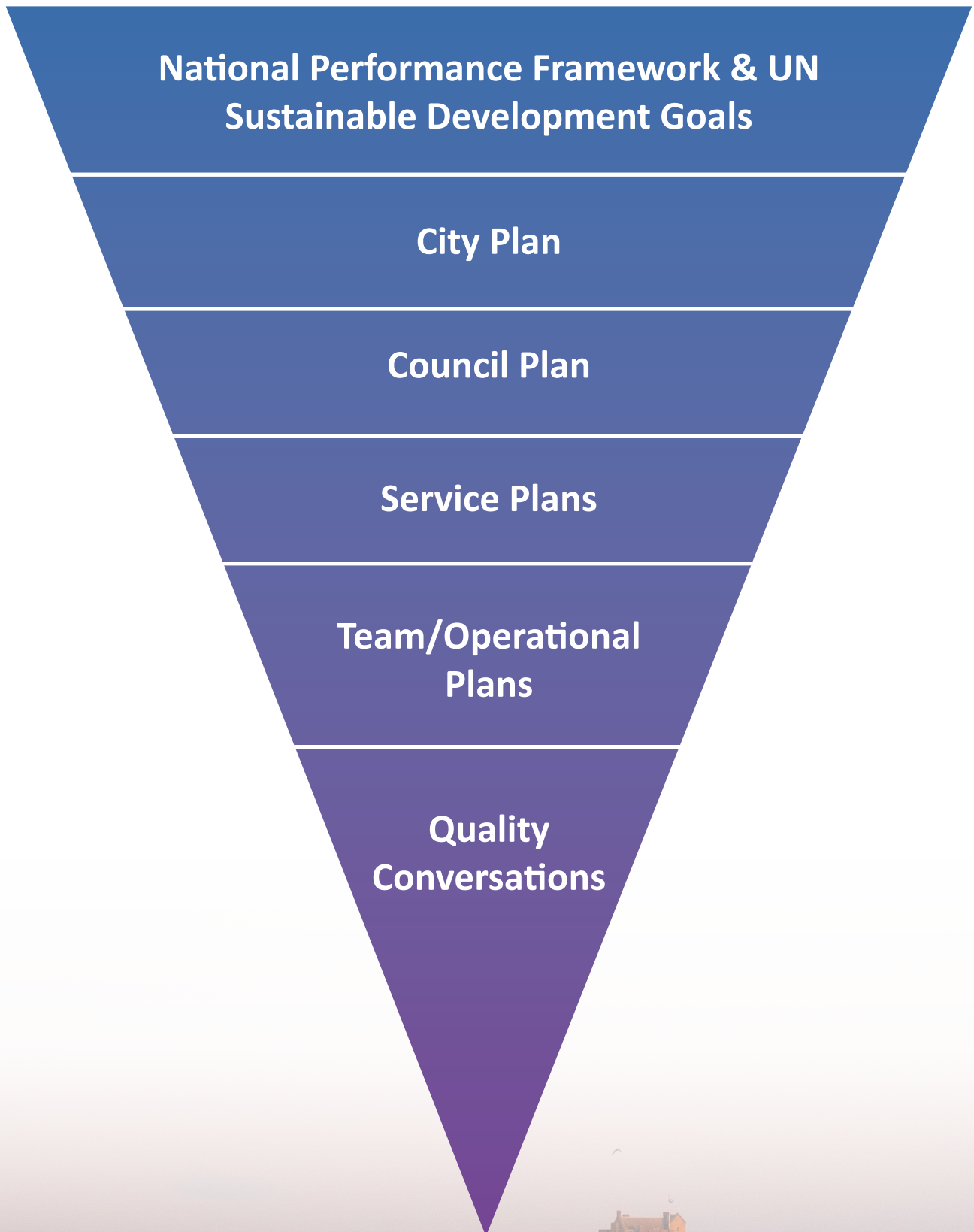
The illustration below highlights the need for a golden thread running through everything we do: connecting the identified priorities for managers and employees at individual, team, service and directorate level, up through the strategic objectives of the Council and its wider partnerships, to the National Performance Framework and ultimately to the UN Sustainable Development Goals.

Reports on progress towards meeting the key priorities will be presented to the Council twice per year. The performance management framework sets out how the Council Leadership Team will manage and monitor performance in relation to each plan.

## Aligning our Strategic Priorities with National and International Objectives

UN Sustainability Goals	The National Performance Framework	Council Plan Key Priorities
	 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  We are well educated, skilled and able to contribute to society  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	 Reduce child poverty and inequalities in incomes, education and health  Resilient and Empowered Communities  Modern Council
	 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	 Deliver Inclusive Economic Growth (including community wealth Building)
	 We value, enjoy, protect and enhance our environment	 Tackle Climate Change and reach Net Zero emissions by 2045

## Linking Local Plans with Wider Objectives – The Golden Thread





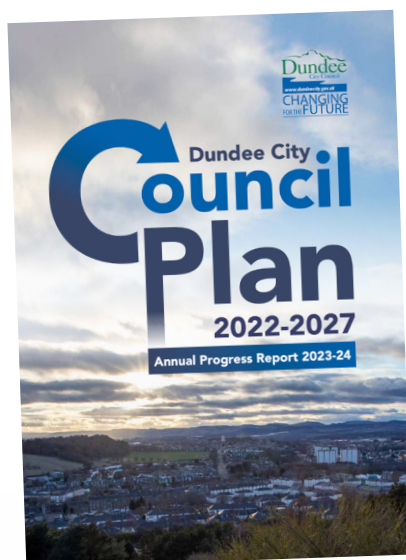
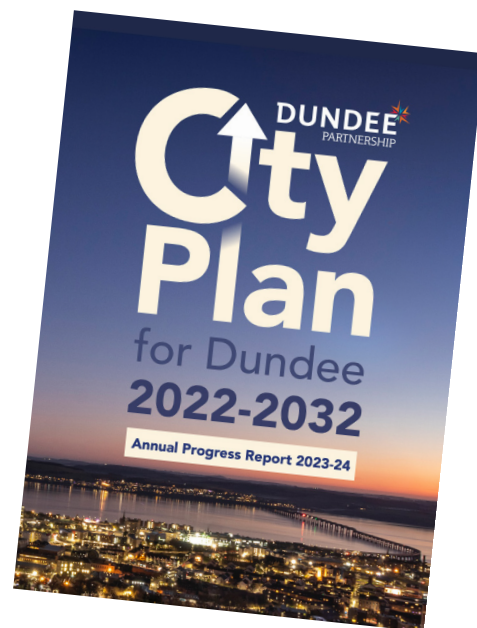
## City Plan

The **City Plan 2022-32** 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 City Plan sets out one, three and ten-year targets on a range of outcome measures across the three priority themes.

- Reduce Child Poverty and Inequalities in incomes, education and health
- Deliver Inclusive Economic Growth (including Community Wealth Building)
- Tackle Climate Change and reach Net Zero carbon emissions by 2045

Many of the targets are measures of citizen opinion.

Progress on the City Plan is reported throughout the year to the three Strategic Leadership Groups and to the Dundee Partnership Management Group. The City Plan annual report goes to the Council's City Governance Committee.



## The Council Plan

The **Council Plan 2022-27** 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 reflects the City Plan priorities and how we will approach them and includes two further priorities.

- Build Resilient and Empowered Communities
- Design a Modern Council

Annual targets help measure progress which is reported throughout the year to the Council Leadership Team. The Council Plan mid-year and annual report go to the Council's City Governance Committee.







## 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.

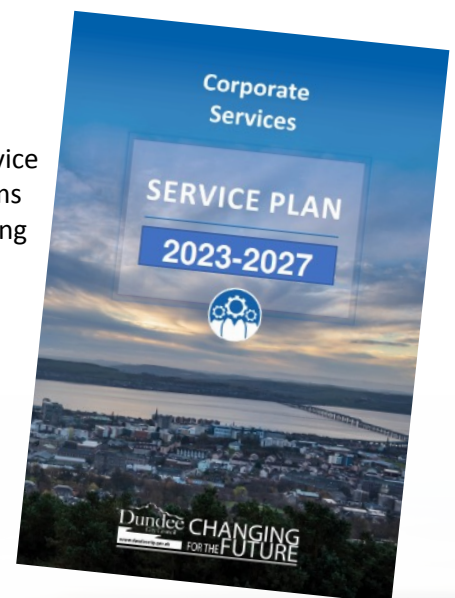
To support the city's agreed strategic priorities, have been developed for each of the eight wards. These outline actions relating to Community Priorities of Children and Families, Health and Wellbeing, Cost of Living, Climate Change, and Empowering Communities, together with local issues regarding the physical and social shape of localities under the well established theme of Building Stronger Communities.

Accountability of services to localities is being improved through the Community Wealth Building Strategy which includes Engage Dundee, participatory budgeting and is based on the right to participate.

## Service Plans

Service Plans translate higher level priorities into Directorate level actions. These plans also outline how each service area will deliver on key functions including national regulatory and benchmarking requirements. The priorities outlined in Service Plans support the development of Operational or Team Delivery Plans, so that teams and individuals understand how they contribute to and are accountable 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 and standard templates are available for services to support the service planning process and ensure consistency in performance reporting. Progress in relation to service plan priorities are reported to City Governance Committee six monthly.





During this stage we implement and monitor progress of the priorities we have set out in our plans. Our Corporate Performance Management System will hold the key performance data necessary to report progress with our strategic priorities. Accurate and timely performance information allows us to ensure resources are in the right place to achieve results and can be re-directed where progress is not being made. We all have a role to play and are accountable for the performance of the Council. The following table provides clarity in relation to roles, responsibilities and accountability.

## 2.1 Roles, Responsibilities and Accountability

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

Who Does What	
<b>Individuals</b>	Individuals have a responsibility to undertake tasks allocated in accordance with their role. Performance is discussed during quality conversations 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 be given the opportunity to contribute to performance improvement activity.
<b>Team Leaders</b>	Responsible for creating and delivering team plans and monitoring and managing performance. Support their team to deliver agreed objectives. Responsible for engaging their team in discussions about team performance. Responsible for improving service delivery where this has been highlighted as an area for improvement.
<b>Senior Managers</b>	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. Responsible for improving service delivery where this has been highlighted as an area for improvement.

<b>Heads of Service</b>	Responsible for setting key Performance Indicators and targets within their service area. Accountable for the performance of their area within the Service Plan and contributing to the delivery of the relevant key priorities in the City and Council Plans. Ensuring all employees are encouraged and have the opportunity to engage in performance improvement activity in relation to their service area. Responsible for improving service delivery where this has been highlighted as an area for improvement.
<b>Executive Directors</b>	Accountable for performance in relation to the Council's priorities and for the Council's responsibilities within the City Plan. Driving continuous improvement activity by implementing and embedding the Performance Management Framework across the council. Monthly review of CLT top indicator dashboard, six monthly review of Council Plan performance and agreeing corrective action where performance needs to improve.
<b>Council Leadership Team</b>	Accountable for performance in relation to the Council's priorities and for the Council's responsibilities within the City Plan. Driving continuous improvement activity by implementing and embedding the Performance Management Framework across the council. Monthly review of CLT top indicator dashboard, six monthly review of Council Plan performance and agreeing corrective action where performance needs to improve.
<b>Corporate Performance Management System Site Administrators</b>	The site administrators are skilled and trained users who are responsible for supporting the use of the performance management system in their service area, to ensure key performance data is recorded to a high standard of data quality across the Council. They are responsible for ensuring that data is available for monitoring purposes and can be published in accordance with agreed performance reporting requirements and interpret performance data to highlight where improvement activity may be necessary. Site administrators will support users and managers to make best use of the system and provide guidance and training to users when needed. The site administrator network will also meet regularly to provide mutual support and assistance.
<b>Convenors</b>	Review progress towards key performance targets set out in strategic and service plans with Executive Directors. Highlight good performance and action on areas for improvement at Committee.
<b>Elected Members, Committees, Scrutiny Committee</b>	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.
<b>Citizens and Customers</b>	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.



## 2.2 How we use Performance Data

There is a broad range of performance data, available from a number of internal and external sources that we use to monitor our progress in relation to our targets, to identify opportunities to learn from best practice elsewhere, and where improvement action is necessary. This includes but is not limited to:

- Performance in relation to target
- Trend data
- Benchmarking tools such as the Local Government Benchmark Framework

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

- high standards of data quality
- data integrity
- a systematic approach to monitoring performance
- a standard approach to performance reporting

It is important 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.

## 2.3 Targets and Objectives

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

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

Our City Plan, Council Plan and Service Plans will have targets set for the duration of their lifespan. These targets will be chosen in the development of these plans as ones which link most closely with our strategic priorities, and will provide the best indication of whether we are on track to deliver our strategic priorities and service outcomes.

**2.3.2** Good performance measures, including key performance indicators and actions, should be **SMART**: Specific - performance measures have to indicate exactly what result is expected so that the performance can be judged accurately.

- **Measurable** - 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 outcomes 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. indicators ensures data integrity and business continuity.

## 2.4 Monitoring Performance

The Council’s performance management system (PMS) is used to track progress against the key actions and performance indicators set out in the City Plan, Council Plan and each Service Plan. The administration of this system is led by the Performance Team in Chief Executive’s Services and supported by skilled site administrators in each service who support users to maximise its use for recording and reporting performance in relation to strategic and operational plans across the Council. To ensure data integrity, system training is necessary for anyone who will use the PMS. A suite of video tutorials has been produced by Chief Executive’s Services’ Performance Team which allows users and administrators to access the appropriate level of training.

The system will provide real time visibility of performance. If data is input timeously, it 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
- Performance indicators are assessed as Green, Amber or Red (see below), and their short term and long term trend is displayed.

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 include the Green/Amber/Red status of performance indicators and trend information to assess direction of travel.

Performance reports are generated via the system, where all of the data relating to performance against targets is stored. Reports will 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.



## 3 Check - What Has Been Achieved?



This is where effective monitoring identifies how we are performing against targets and benchmarks to make an informed assessment of how we are performing. 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.

At every level, discussions about performance should be encouraged and embedded into team and service meetings. These regular performance discussions will:

- Ensure objectives and key performance indicators are met.
- Identify opportunities to share best practice and celebrate success.
- Identify areas for improvement.

### 3.1 Benchmarking

We will use benchmarking to improve services by comparing our performance with other councils. In particular, the Local Government Benchmarking Framework (LGBF) helps to identify good practice and opportunities for learning from other Scottish councils.

The LGBF is a resource created by and for Scottish councils and is maintained by the Improvement Service. It categorises local authorities into family groups of similar characteristics in terms of urban density and demographics, creating a framework in which Scottish councils can meaningfully compare performance with others, and find examples of best practice.

The LGBF brings together a wide range of information (over 100 national LGBF indicators) about how all Scottish councils perform in delivering services to local communities. The information takes the form of specific performance indicators that measure aspects of performance, for example, percentage of successful service outcomes, how much a service costs per user or how satisfied local people are with a service. These indicators are grouped into the following service areas:

- Children's Services
- Corporate Services
- Adult Social Care
- Culture and Leisure
- Environmental Services
- Housing Services
- Economic Development.
- Financial Sustainability
- Tackling Climate Change



The use of the LGBF is emphasised by the Accounts Commission's Statutory Performance Information Direction. A key expectation of the Direction specifies that Councils should be able to draw comparisons and make judgements on performance in relation to the performance of different councils over a given period of time. For this purpose, it outlines that local authorities are expected to maximise the use of the LGBF as a primary means of facilitating comparisons, (alongside or in conjunction with other locally appropriate measures of performance), particularly against councils that are similar in relevant respects. To fulfil this requirement, Dundee City Council will produce an annual benchmarking and improvement plan for the City Governance and Scrutiny Committee, comparing Dundee's performance of key LGBF performance indicators with our family group of local authorities with similar characteristics. The key performance indicators included in this report will be those which are most closely related to the 5 strategic priorities set out by the Council Plan.

LGBF indicators are also included as part of our performance measures when we regularly report on our City Plan, Council Plan and Service Plans. We will also publish up to date indicators available to all residents and users of council services on the Dundee Performs webpage on the Council's website, as well as include a direct link to the **LGBF Dashboard**, 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 Scottish Climate Intelligence Service
- 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

## 3.2 Performance Reporting

Each year a range of reports will come before our committees, at varying intervals, allowing Elected Members and the public to scrutinise our performance and see how we plan to develop areas for improvement. A schedule of reports for committees will be published and delivered throughout the year and a reporting timetable is attached as **Appendix 1**.

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

- Approval of the City Plan, Council Plan, Performance Management Framework and Strategic Service Area Plans
- Scrutiny of performance reports
- Approval and scrutiny of action plans developed in response to investigation, inspection or audit recommendations
- Approval and scrutiny of statutory reports
- LGBF Annual Benchmarking Report

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

### 3.2.1 Corporate Performance Reporting Standards

Local Authorities in Scotland are required by the Accounts Commission's Statutory Performance Information Direction to produce performance reporting which highlights the impact of activities that are relevant to their strategic priorities and objectives. Because of this statutory requirement, performance reports which show progress on how well the Council is delivering its strategic priorities are required to fulfil agreed standards for performance reporting set out by this framework. This will ensure consistency between these key strategic reports and allow more effective monitoring and scrutiny from elected members, officers and the public. The reports required to fulfil the agreed standard of reporting are:

- **City Plan Performance Reports** – The City Plan is reported on annually to the Dundee Partnership Board and subsequently by Chief Executive's Services to the City Governance Committee
- **Council Plan Performance Reports** – The Council Plan is reported on every 6 months by Chief Executive's Services to the City Governance Committee.
- **Service Plan Performance Reports** – Service Plans are reported on every 6 months by their respective services to the City Governance Committee.

The Council Leadership Team is also consulted during the preparation of all the above reports so that senior officers have an opportunity to feedback and contribute towards them.

These plans are required to include actions and key performance indicators which demonstrate progress towards these objectives. These will be input into our Performance Management System assigned to the appropriate officers who will update them when required, and a dashboard will be created for each plan to be used as an accessible tool to monitor and analyse performance on an ongoing basis.

When the above performance reports are produced for committee, they will be created by the performance management system using the tables template outlined in **Appendix 2** to include an update for each action and show if the most recent data for indicators are on target or not, and their trend over time. For each progress report, an improvement action plan must also be included for actions and indicators which are not currently on target and are most at risk of further deterioration without intervention. This will outline steps that will be taken to improve performance. A template for improvement action plans can be found at 4.1.

## 3.2.2 Public Performance Reporting

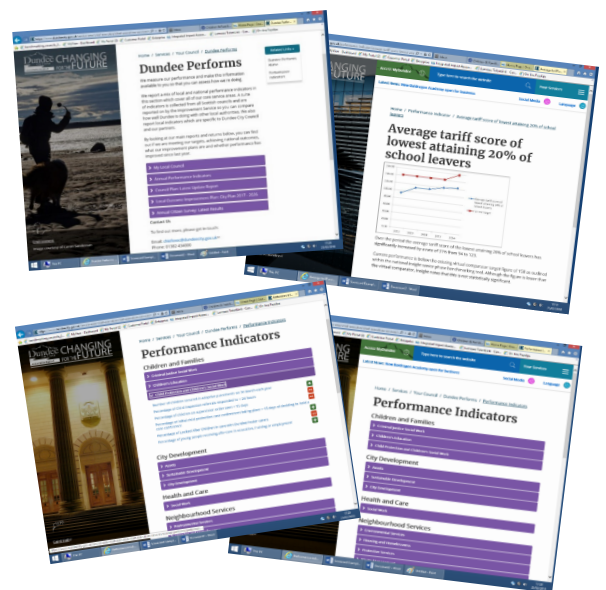
The Council has a statutory requirement to publish information about corporate and service performance. The Council is committed to ensuring that accountability, transparency and openness is embedded throughout the organisation. Our Public Performance Reporting is one of the key elements in delivering on that.

We will satisfy the statutory requirement through 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. Within Dundee Performs, we report a mix of local and national performance indicators which cover all of our core service areas.

By looking at the information contained in Dundee Performs, citizens can find out about our strategic plans, if we are meeting our targets and achieving national outcomes, what our improvement plans are and whether performance has improved since the previous year.

Dundee Performs contains information and data on the following:

- Local Outcome Improvement Plan: City Plan 2022 - 2032
- Council Plan 2022 - 2027
- Service Plans
- Performance Indicator Graphs
- Local Government Benchmarking Framework Information and Reports
- Best Value Reports
- Annual External Reports
- Complaints: Latest Reports



## 3.3 Partners' 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 Group supported by Strategic Leadership Groups (SLGs) one for each of the 3 City Plan priorities
- 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.



### 3.3.1 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, outlining dates and deadlines for a range of reports that allow scrutiny of services' performance as well as highlighting areas for improvement. This includes reporting 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.

## 3.4 Areas for Improvement

A key part of the Check stage is to identify **areas for improvement**. To be able to support continuous improvement, Dundee City Council will need to be responsive when these are identified.

Areas for Improvement will be highlighted by performance reporting, self-assessment work, audit assessments, reviews undertaken by other scrutiny or inspection bodies and engagement with service users. When identified, it is important to respond to these areas for improvement as they highlight where service improvement activity is necessary to ensure that Dundee City Council can deliver the best possible outcomes to citizens in relation to both our strategic priorities and service performance, and to drive continuous improvement as part of our statutory duty to secure best value. These areas for improvement can be identified from a range of internal and external sources.

### 3.4.1 Internal

- Corporate Performance Reporting
- Other Internal Performance Reporting
- Annual Code of Corporate Governance Compliance Assessments
- Employee Surveys
- Service user/stakeholder feedback
- Internal Audit Reports

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.

### Corporate Performance Reporting

Corporate performance reports will track progress and identify areas for improvement. These reports are required to follow the standards outlined in 3.2.1 above. This includes progress reports for the City Plan, Council Plan and Service Plans.



There will be other performance reports, including statutory reports, produced by services which fall out with the scope of these requirements. However, these reports are also expected to provide data and analysis as appropriate to identify improvement priorities.

## Annual Code of Corporate Governance Compliance Assessments

Corporate governance is the system by which Dundee City Council directs and controls its functions and relates to its community.

The Local Code of Corporate Governance for the Council consists of six main elements:

- Creating and implementing a vision for Dundee
- Members and Officers roles and responsibilities
- Promoting values and high standards of conduct and behaviour
- Transparency, scrutiny and risk
- Effectiveness and development of members and officers
- Stakeholder engagement to ensure accountability

Each Council Service completes an annual code of corporate governance compliance self-assessment which generates improvement actions. The corporate code of governance report produced each year for the Council will include a detailed action plan and progress will be reported to Committee. These compliance assessments will form the basis of the Council's approach to self-assessment for continuous improvement. This would fulfil the Council's requirement to carry out self-assessment and show how we are using and responding to the findings and recommendations arising from them as set out in the Statutory Performance Information Direction.

The self-assessment in relation to the code is carried out by a working group of senior officers across the Council who review the guidance and consider Corporate Governance compliance issues and their implications for the Council. The scoring mechanism used to assess the detailed extent of the Council's compliance with the guidelines assists with the preparation of an Improvement Agenda. Progress with improvement actions is monitored by the working group and reported annually.

## Employee Surveys

Everybody's view counts as we work together towards ensuring the council is an employer of choice, with the right tools provided and support in place for all. Employee surveys help to identify the key strengths of the Council as an employer. Alongside these, the survey also helps to highlight the areas where we can improve and action is taken to address areas where employees feel things could improve, for example, via employee focus groups.

## Service User/Stakeholder Feedback

The Council invites feedback from service users and stakeholders in a number of ways. Public consultation on proposed changes or developments that may change how services are delivered, how the Council sets its budget are some examples of how feedback is sought. An accessible complaints procedure and interactive feedback tools for customer satisfaction assist in measuring levels of satisfaction.

## 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.

## 3.4.2 External

Areas for Improvement may also be identified by the findings of external assessment, audit, or inspection. The main audit, regulatory and benchmarking bodies are:

- Audit Scotland - Accounts and Best Value - all services
- Improvement Service – Local Government Benchmarking Framework (LGBF)
- 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 Reports are also submitted to the Council’s Scrutiny Committee and may be another means of identifying areas for improvement.

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 and Best Value

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.

The duty of Best Value in Public Services is as follows:

- To make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost; and in making those arrangements and securing that balance,
- To have regard to economy, efficiency, effectiveness, the equal opportunities requirements, and to contribute to the achievement of sustainable development.

Best Value characteristics are grouped to reflect the key themes which will support the development of an effective organisational context from which public services can deliver key outcomes and ultimately achieve best value:

- Vision and Leadership
- Governance and Accountability
- Use of resources
- Partnership and collaborative working
- Working with Communities
- Sustainability
- Fairness and equality

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.







## 4 Act - What Is Still To Be Done?

At this stage in the cycle, Dundee City Council and its Services will analyse and seek to improve outcomes which have been identified as areas for improvement. Performance-driven improvement action will ensure the Council fulfils its accountability for improvement.

Our efforts to achieve continuous improvement will be supported by the below which aim to assist teams and services to take the necessary corrective action to improve performance.

### 4.1 Improvement Action Plans

Improvement action plans will be integral to performance reporting and progress will be monitored and reported in subsequent progress reports. For each priority improvement area identified the action plan will include:

Area for Improvement	Action to be Taken	Who is Responsible	By When
A description of what needs to improve	What will we do to achieve improvement	Named Lead Officer	Planned completion date

In some instances, the action required to improve performance will be obvious and service areas will be clear about what they need to do to improve without the need for further examination. However, sometimes the cause of poor performance may not be obvious, and the use of improvement models and techniques may be required.

### 4.2 Supporting Improvement Activity

Colleagues throughout the council have undertaken training in various processes and systems that supports continuous improvement at all levels across the Council. For example, service design, project management, data analysis and process mapping. These officers can assist service improvement and transformation projects. Chief Executive's Services' Transformation Team and Corporate Service's Learning & Organisational Development work in partnership to ensure support and/or facilitation is available to assist with utilising improvement models and techniques. The **Transformation Sharepoint Site** is available to all Dundee City Council colleagues and includes a range of resources and templates which can support project management and a range of service improvement activity.



## Peer Collaborative Improvement

Peer collaborative improvement is a component of the new Statutory Performance Information Direction. It is also integral to the Scottish Local Government's sector-led improvement model, with self-assessment and the Local Government Benchmarking Framework (LGBF) as key cornerstones of this approach. It is designed to support performance improvement in areas of local authority activity and services that have been identified as needing further improvement.

## 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.



# Appendix 1: Reporting Timetable

## Reports in Scope for Corporate Performance Reporting Standards

Name Of Report	Lead Service	Frequency	Deadline For Submission
City Plan	Chief Executive's Services	Annual	Dundee Partnership in September City Governance in October
Council Plan	Chief Executive's Services	6 monthly	Annual Report to City Governance in June and Scrutiny Committee in September Six-month mid-year report to City Governance in December
Service Plans – for all Council Strategic Service Areas	Each individual service prepares their own service plan reports	6 monthly	Annual Report to City Governance in August/ September Six-month mid-year report to City Governance in December/January

## Other Key Performance Reports, including Statutory and Partnership Reports

Name Of Report	Legislation	Lead Service/ Partner	Committee	Frequency
<b>Leisure &amp; Culture Dundee Performance and Impact Report</b>	Follow The Public Pound	Chief Executive Service	City Governance	Annually
<b>Annual Report on Improving Services Through Listening to Customers and Service Users</b>	N/A	Chief Executive's Service	City Governance	Annually

<b>Complaints – Annual and mid-year reports</b>	Requirement by SPSO	Chief Executive's Service	Scrutiny	June and December
<b>Local Government Benchmarking Framework and Improvement Plan (covers all services)</b>	SPI Direction	Chief Executive's Service	City Governance & Scrutiny	Annually
<b>British Sign Language (BSL) Plan and Interim Reporting</b>	British Sign Language (Scotland) Act 2015	Chief Executive's Service	City Governance	Triennially (Interim due 2027)
<b>Local Child Poverty Action Report (includes wider Fairness Action Plan)</b>	Child Poverty (Scotland) Act 2017	Chief Executive's Service	City Governance	Annually
<b>Equalities Outcomes and interim reporting</b>	Equality Act 2010	Chief Executive's Service	City Governance	New report due April 2025 and interim report due 2027
<b>Gaelic Language Plan</b>	Gaelic Language (Scotland) Act 2005	Chief Executive's Service	N/A	Every 4 years – next due 2026
<b>HMle reports on individual schools or Education functions</b>	N/A	Children & Families	Scrutiny	When available
<b>Chief Social Work Officers Report</b>	Social Work (Scotland) Act 1968	Children & Families	City Governance	Annually
<b>Children's Services Plan</b>	Children and Young People (Scotland) Act 2014	Children & Families		Triennially
<b>Community Justice Outcomes Report</b>	Community Justice (Scotland) Act 2016	Children & Families	City Governance	Annually

<b>Climate Change Duties Report</b>	Climate Change (Scotland) Act 2009 - Public Bodies Duties	City Development	Climate, Environment and Biodiversity Committee	Annually
<b>Annual Internal Audit Plan Progress Report</b>	N/A	Corporate Services	Scrutiny	Annually
<b>Audit Scotland - Annual Scrutiny Plan</b>	N/A	Corporate Services	Scrutiny	Annually
<b>Internal Audit reports</b>	N/A	Corporate Services	Scrutiny	Annually
<b>Local Government in Scotland Performance and Challenges – Audit Scotland</b>	N/A	Corporate Services	Scrutiny	Annually
<b>Best Value Action Plan (Integrated within External Audit Report)</b>	SPI Direction	Corporate Services & Thematic Lead	City Governance & Scrutiny	Annually
<b>Best Value Thematic Reports</b>	SPI Direction	Thematic Lead	Scrutiny	When available
<b>Annual Procurement Report</b>	Procurement Reform (Scotland) Act 2014	Corporate Services	City Governance	Annually
<b>Audited Annual Accounts</b>	Local Government (Scotland) Act 1973 & Local Authority Accounts (Scotland) Regulations 2014	Corporate Services	Scrutiny and City Governance	Annually

<b>Prudential Indicators</b>	Local Government in Scotland Act 2003	Corporate Services	City Governance	Annually
<b>Unaudited Annual Accounts</b>	Local Government (Scotland) Act 1973 & Local Authority Accounts (Scotland) Regulations 2014	Corporate Services	Scrutiny	Annually
<b>Annual summary of Care Inspection Gradings for regulated adult social work and social care services</b>	N/A	Dundee Health & Social Care Partnership		Annually
<b>IJB Annual Performance Report</b>	N/A	Dundee Health & Social Care Partnership		Annually
<b>Integrated annual report for all four Dundee Protecting People Committees; Alcohol and Drugs, Adult Support and Protection, Child Protection, Violence Against Women</b>	N/A	Dundee Health & Social Care Partnership		Annually
<b>Quarterly IJB Performance Reports</b>	N/A	Dundee Health & Social Care Partnership		Quarterly

<b>Community Learning and Development (CLD) Plan</b>	Community Learning and Development (Scotland) Regulations 2013	Neighbourhood Services		Annually
<b>Local Heat and Energy Efficiency Strategies (LHEES)</b>	The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022	Neighbourhood Services		Annually
<b>Rapid Rehousing Transition Plans (RRTPs)</b>	Scottish Government Guidance	Neighbourhood Services		Annually
<b>Dundee City Policing Area - Performance Results</b>	N/A	Police Scotland	Scrutiny	Quarterly
<b>Fire and Rescue Quarterly Performance Report</b>	N/A	Scottish Fire and Rescue	Scrutiny	Quarterly



# Appendix 2 – Corporate Progress Reports

## Performance Indicators and Actions Tables

### Template

#### Performance Indicator Template

RAG Status	Performance Indicator	-2 Year Value	-1 Year Value	Current Value	Current Target	Year 3/5 Target	Short Term Trend	Long Term Trend	Latest Note
	Performance Indicator Short Name	Value	Value	Value	Target	Target			Latest Note
	Performance Indicator Short Name	Value	Value	Value	Target	Target			Latest Note
	Performance Indicator Short Name	Value	Value	Value	Target	Target			Latest Note

Performance Indicator RAG Status	Short Term Trends	Long Term Trends
Out with 5% of target	Improving	Improving
Within 5% of Target	No Change	No Change
On Target (Within 1% of, or exceeding target)	Getting Worse	Getting Worse

#### Actions Reporting Template

Status	Action	Progress Bar	Due Date	Latest Update
	Action Title	<div><div>72%</div></div>	Due Date	Latest Note Update
	Action Title	<div><div>72%</div></div>	Due Date	Latest Note Update
	Action Title	<div><div>72%</div></div>	Due Date	Latest Note Update

#### Action Icons and Update Guidance

Legend	
	<b>Unassigned</b> – The action has been created on the system, but hasn't yet had the required relevant officers assigned to it.
	<b>In Progress</b> - Action is progressing well, on target for achieving all objections set in the initiation phase. <b>20%</b> - The task is defined and agreed by relevant partners/stakeholders <b>40%</b> - Necessary tasks planned and implementation in early stages <b>60%</b> - Number of key actions achieved/agreed process or improvement taking shape or in place or underway <b>80%</b> - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule
	<b>Overdue</b> – Action is still progressing; however, it has exceeded its due date.
	<b>Completed</b> - Action has been completed, and objectives have been achieved.
	<b>Alternative Action Identified</b> - When the action will not reach its due date or/and an alternative has been initiated

