

ITEM No ...3.....

REPORT TO: POLICY AND RESOURCES COMMITTEE – 20 AUGUST

REPORT ON: PERFORMANCE MANAGEMENT FRAMEWORK

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 252 - 2018

1.0 PURPOSE OF REPORT

To propose to committee a Performance Management Framework.

2.0 RECOMMENDATIONS

It is recommended the committee approve the following:-

- 2.1 the Performance Management Framework 2018 – 2022.
- 2.2 the provision of a training session for Elected Members on the Performance Management Framework.

3.0 FINANCIAL IMPLICATIONS

None

4.0 MAIN TEXT

4.1 Article VII of the minute of meeting of the Policy and Resources Committee of 21st August, 2017, Report No 272-2017 on Local Government in Scotland Performance and Challenges 2017 by the Executive Director of Corporate Services provided elected members with a summary of the above national report undertaken by Audit Scotland. It included, among other messages in the executive summary the following two:

1. Ensure councillors get support to develop the right skills and knowledge.
2. Ensure there is clear public reporting of performance linked to council priorities.

4.2 Performance Management is a core function of both officers and elected members in carrying out their respective duties of managing the performance of services and democratic accountability. The Corporate Performance Management Framework 2018-2022 aims to provide an overview of the performance management approach of Dundee City Council and the range of public reporting that takes place throughout the year.

4.3 In addition to adopting an overall framework it is proposed a training / briefing session for elected Members on performance management core skills is organised. This will aim to provide Members with board level understanding of what good performance reporting should include so Members can get the most out of the performance reports officers produce and influence the development of the performance management approach within the Council.

4.4 An aim of the performance management framework is to document the range of reports that are produced or are planned to be produced for Members. This includes publishing information for the public reporting of performance. A list of regular and planned reports is included as appendix two in the attached framework and reproduced below for reference. It includes providing an overview of the performance framework and the overall performance of the Council at the end of each year.

5.0 POLICY IMPLICATIONS

This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. A copy of the Impact Assessment is available on the Council's website at www.dundee.gov.uk/ia.

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

None

David Martin
Chief Executive

DATE: 31/07/2018

PERFORMANCE MANAGEMENT FRAMEWORK 2018-2022



DUNDEE 
PARTNERSHIP

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1. INTRODUCTION BY THE CHIEF EXECUTIVE

Welcome to our Performance Management Framework, which provides the strategic focus and framework for 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 the people to whom we provide services. We want to make a real difference.

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

We want to be an open and transparent Council and build the trust and partnership with citizens and communities that flows from that.

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. This framework refers to reports that go to Elected Members and Council Committees from partnerships with their own governance frameworks.

Increasingly, planning and performance monitoring is carried out with communities through Local Community Planning and innovative approaches such as Engage Dundee.

We also need to involve our employees who are proud to serve our city and proud of the services they provide. They show a real commitment to continuous improvement and must be at the heart of our improvement journey. Performance Management done well engages and motivates people.

Listening and acting on feedback from our citizens, customers and employees is an important element in our framework and has resulted in key actions across our plans and strategies to improve.

In meeting our duty to provide citizens, regulators and other stakeholders with evidence of improvement for the purposes of accountability and public scrutiny, we will take account of the national performance framework, the outcome approach, community planning and a range of best practice management arrangements.

2. WHAT IS PERFORMANCE MANAGEMENT?

Performance management involves comparing a statistic about a service or outcome we can influence with the same measure for a previous year, a target or the average or best amongst our peers. This tells us if we are achieving the performance we want or if we need to improve it.

Good performance management offers the Council many benefits including:

- helping to clarify objectives
- helping to measure objectives and outcomes
- supporting the Council's wider vision for Dundee
- driving continuous improvement
- promoting accountability and transparency
- enhancing governance
- enabling best value to be demonstrated
- instilling confidence in employees, service users and scrutineers
- protecting and enhancing the reputation of the Council

Best Value performance can be described as continually improving year on year, meeting targets and comparing favourably with our peers.

3. EMBEDDING A PERFORMANCE MANAGEMENT CULTURE

Performance management is everyone's business. To achieve a true performance culture we need to focus on the following key elements:

- a culture that has performance at its core
- a strategy built in a way that all our employees can connect to it
- people with the right skills, capabilities and behaviours that enable them to be motivated and deliver in their role
- leaders who have the confidence and mindset to focus on performance and create the environments to enable people to be accountable for their performance
- processes that are fit for purpose in supporting performance
- a structure to deliver performance at an optimum level

Underpinning all of this is the need to incorporate the views of key stakeholders including:

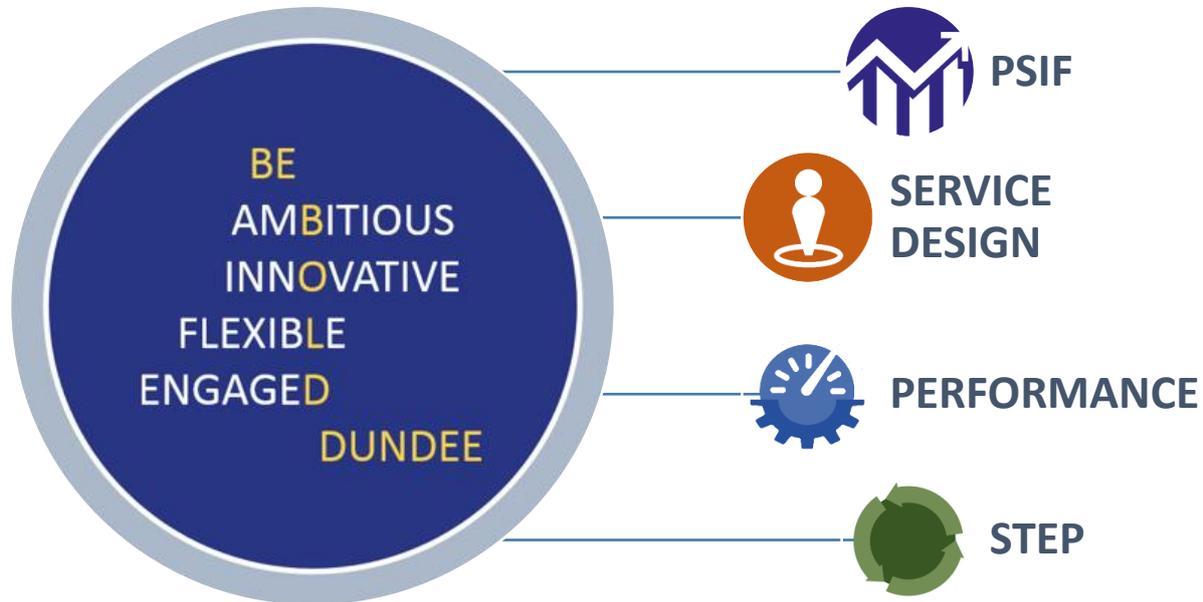
- the communities that we are here to serve
- the customers who benefit from working in and visiting the city
- our partners across the city: public, charitable, third and private sector
- the political context; the role of Councillors and the relationship between Councillors and Officers

To report excellent and improving services to the communities we serve, employees and Members need to understand:

- what numbers to measure - often relating to effectiveness (outcomes), efficiency, economy, equalities and the environment
- what the information says about our performance
- methods of planning actions designed to make improvements to our performance
- how to measure progress on implementing the actions

Our People Strategy recognises that the ability to achieve excellent services depends on the commitment, motivation and innovative working embraced by our employees at all levels. So, performance management is also about providing people with the decision making tools to check their performance, plan to improve it and manage implementation of their plan.

Our BOLD programme aims to deliver improvement through the four approaches below, involving people at all levels of the Council to understand the contribution they can make to improve our services. This will be achieved through a clear approach to accessing service improvement methods and clear signposting to the appropriate available methods. Learning and development will be provided through eLearning overviews, induction and in-house courses as appropriate.



- **PSIF** - using the Public Service Improvement Framework self-assessment tool to comprehensively review services' performance , activities and identify areas for improvement.
- **Service Design** - using service design principles in a variety of situations to improve services for our customers and citizens.
- **Performance Management** - understanding how to use our corporate performance management system and how data, KPIs and measures relate to and inform improvement.
- **STEP** - using continuous improvement methods to effect change at a team and service level to improve services for our customers and citizens.

In addition, a range of reports from Auditors (internal and external) and from external inspections feed into our improvements plans.

By giving our people skills in performance management, service design and continuous improvement, they will have the ability to review the services they provide to citizens and suggest better ways to deliver our objectives. An empowered workforce will help to encourage an important shift towards a culture of innovation and change.

An important aspect of delivering the Council's Changing for the Future transformation programme, and of improving services in general, is ensuring that our people are enthusiastic about improvement, change and development.

We will also ensure members have the information and skills to carry out their role in monitoring and reviewing performance and we will encourage them to challenge officers robustly on performance. This will be achieved through having clear plans which set out our strategic priorities, well presented reports in an easy-to-understand format with accurate and meaningful information focusing on the key performance issues, and the provision of briefings and training on performance management and scrutiny as part of our ongoing programme of professional development for councillors. We expect members to ask searching questions on performance and on improvement actions, and we commit to providing more detailed analysis where this is required.

4. WHAT DOES EFFECTIVE PERFORMANCE MANAGEMENT LOOK LIKE?

An ideal performance management framework should drive performance by defining relevant performance measures at multiple levels of the organisation. Data should be aligned with strategy and should drive organisational activity by identifying where activity needs to be changed.

A good performance management framework has clear links across the organisation from individual employee performance through to Council-wide and partnership performance.

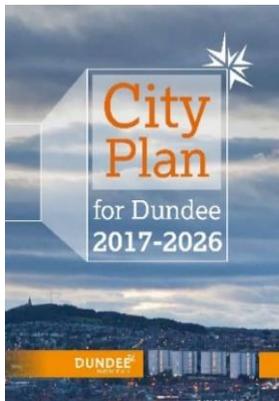
Our framework has four parts:

- The Golden Thread - how our plans fit together
- Performance Management cycle - what happens, when and how
- Performance Measurement
- Roles and Responsibilities

4.1 The Golden Thread - how our plans fit together

Dundee City Council's 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 golden thread diagram (Appendix 1) shows how our plans fit together and how this thread runs through them, connecting the strategic objectives of the Council and our partners with the actions of managers and employees at Directorate, Operational, Team and individual level. As well as the City Plan and Council Plan, there are also strategies that support effective governance, the efficient management of resources and the development of a performance management culture e.g. Capital Plan, Financial Investment Strategy, Digital Strategy, Our People Strategy.

City Plan 2017-2016



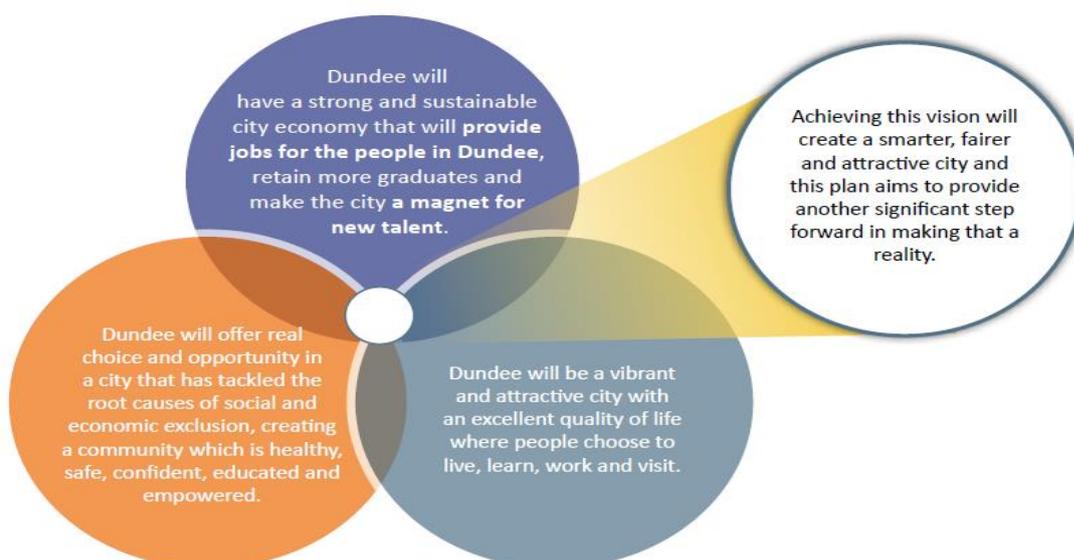
The [City Plan 2017-2026](#) is Dundee's Local Outcome Improvement Plan agreed jointly with the Dundee Partnership (the Council's Community Planning Partners) and based on guidance in alignment with the Community Empowerment Act. It includes a shared vision for the city.

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 will go to the Policy and Resources Committee.

The City's Shared Vision



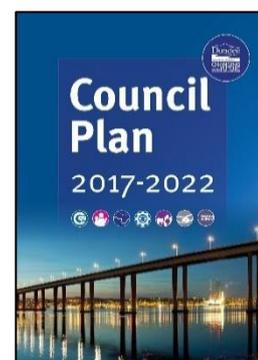
Council Plan

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.



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 and Scorecards

Strategic Service Area Scorecards are an integral part of effective performance management. They outline how each Strategic Service Area will deliver on the Council Plan and reflect our vision. An effective Plan forms a vital part of the golden thread. They will align the priority themes to the Head of Service and Service Management, so all teams and in turn all employees are fully aware of how they contribute to, and are responsible for achieving, the Council's strategic priorities.

To support the service planning process, as well as enhancing performance management and governance arrangements, service management teams will regularly review their Strategic Service Area Plans with their budgets and risk management processes.

Service Level

To strengthen the Council's Performance Management Framework, Heads of Service and Service Managers are required to develop Operational or Team Plans to demonstrate that there is a clear 'golden thread' leading from the Strategic Service Area Level to Operational or Team level to an employee's Performance and Development Review. It is at the level Service Managers can engage with their customers and employees to develop a vision for their service in the context of the overall City Council priorities.

Employee Personal Development Review

All employees should be working towards the aims and priorities of the Council, as detailed within the City Plan, the Council Plan, Directorate, Operational and/or Team Plans. To support this the Council's 'Our People' Strategy commits to every employee having at least an annual one-to-one performance and development review meeting. EPDRs are structured so that employees relate their work to the objectives and actions of their service/team, Directorate and Council as a whole.

National Performance Management Framework

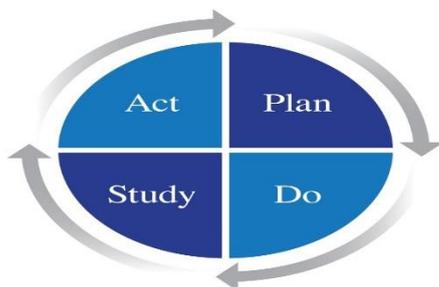
Our performance framework supports the National Performance Management Framework to which all public services in Scotland are aligned, encouraging more effective partnership working. This framework is based on delivering outcomes that improve the quality of life for people in Scotland, rather than on inputs and outputs.

We work with the Scottish Statistical Service and the Improvement Service on sharing local outcome improvement performance indicators (eg when developing the City Plan) and contribute data that is used in the Local Government Benchmarking Framework.

Further information on the National Framework can be found at the Scottish Government's Scotland Performs webpage: <http://www.gov.scot/About/Performance/scotPerforms>. We follow a similar model with the Dundee Performs webpage.

4.2 Performance Management Cycle - what happens, when and how

Performance management is a continuous ongoing process involving a number of stages. The **Plan-Do-Study-Act Cycle** shows how we continuously review our performance in order to improve our services.



Plan Stage

Think about where we are now and what we want to achieve. Our Council Plan identifies the Council's vision and strategic direction. Identify and prioritise what needs to be done, agree actions, budgets and appropriate measures and targets. Performance management information allows us to identify opportunities and plan for change.

Do Stage

Deliver the actions laid out in the various plans. Performance information allows us to ensure resources are in the right place to achieve results. There are a range of methods and tools used to enable us to manage our performance. These include Pentana, the Council's online performance management system, benchmarking tools such as the Local Government Benchmark Framework and Service Standards.

Study Stage

Review and monitor how we are performing against targets and benchmarks so that we can continuously improve our services. Identify what worked well and what could be improved. A wide range of performance information is made available through reports to Committee and our website. We may need to revise plans and measures if they are no longer relevant.

Act Stage

Having reviewed our performance we identify what is working and what needs to change. Our service planning process enables us to identify and act on our areas for improvement and incorporate them into future planning.

4.3 Performance Measurement

Accurate, high quality, timely and comprehensive performance data at all levels of the organisation is essential to the effectiveness of our improvement journey. Performance measures are reviewed on an annual basis to ensure that the data collected is useful in terms of being able to measure performance and delivery against key priorities and outcomes.

Good performance measures are **SMART**:



- **Specific** - performance measures have to indicate exactly what result is expected so that the performance can be judged accurately.
- **Measurable** - the intended result has to be something that can be measured and reported in quantitative and/or clear qualitative terms.
- **Achievable** - performance measures are challenging but realistic.
- **Relevant** - performance measures matter to the intended audience and relate to the service being measured.
- **Time-Bound** - information is available to support effective decision making as well as allowing for the reporting of performance in a timely manner

Goal/Actions/Projects should also be SMART and have a clear end product to be achieved by a date. The Performance Management Framework monitors progress on actions and there is further guidance available on SMART actions.

Targets

Setting targets allow us to work towards improving our services. Targets should be based on past and 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

Pentana - Our Online Performance Management System

All performance data is reported via Pentana, the Council's online performance management system. Pentana allows us to effectively analyse data, track progress of indicators and actions and provide and communicate regular and robust performance information to Managers and Elected Members. Performance can be monitored on a range of frequencies (eg monthly, quarterly, annually). The system also means that all data is stored in the one place.

Ongoing development of Pentana is led by Chief Executive's Services supported by the Performance Management System Admin Group. This group has representatives from each service area who will be supporting their Service Management Teams on the use of Pentana and the digital scorecards.

4.4 Roles and Responsibilities

Within Directorates and Services, Managers monitor performance on a regular basis and at an appropriate level. Performance data is used to identify where performance is not on target and take remedial action to improve performance. Performance monitoring helps to identify improvement and improvement opportunities. Monitoring also helps to facilitate benchmarking against best practice.

Who Does What	
Individuals	All employees have a responsibility to deliver tasks allocated to them in their job role, in annual personal development reviews, understand how their role contributes to the overall strategic priorities of the Council and contribute to improvement processes.
Team Leaders	Responsible for creating and delivering team plans and monitoring and managing performance and supporting their team to deliver their objectives. Responsible for using improvement methods with their team to improve services.
Senior Managers	Responsible for setting objectives, Key Performance Indicators and Targets in their service areas as part of the service area improvement processes and contributing to the Council's priorities in the Council Plan and City Plan and improvement planning processes. Participate in Partnership performance planning.
Performance Management System Admin Group	Making sure the people involved in performance management in the Council can easily enter updates in the digital performance management system information in about performance data, actions and risks and get information out in digital performance dashboards/scorecards and reports can be easily published.
Heads of Service	Accountable for setting objectives, key Performance Indicators and Targets in 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.
Executive Directors	Strategic accountability and responsibility for a Strategic Service Area. Responsible for leading and directing the performance of their Heads of Service and contributing to the setting of the Council's priorities by Elected Members.
Council Management Team	Strategic responsibility for oversight of delivery of the Council's priorities. Review performance and agree management action to address under performance in key corporate priorities.
Convenors	Review key performance targets and performance with Executive Directors, and decide on any adjustments. Highlight good performance and action on areas for improvement at Committees.
Elected Members, Committees and the Scrutiny Committee	Responsible for setting the vision and direction of the Council, approving the Council Plan and reviewing and scrutinising performance information on plans and services.
Citizens and Service Customers	Take part in local elections, local community planning processes and Council surveys, 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.

There are other forums to oversee performance and the delivery of plans of key areas highlighted in the City Plan and Council Plan. The main ones are:

- 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

5. PERFORMANCE REPORTING

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 Strategy 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 actions

Performance scorecards which reflect financial and non-financial measures are being developed in Pentana to enable reporting at all levels of the organisation.

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

Performance reporting across the Dundee Partnership is also important and underpins ongoing partnership work towards the 1, 3 and 10 year outcomes contained within the City Plan.

The Dundee Integration Joint Board (IJB) was established on 1st April 2016 and Dundee City Council delegated adult social work and social care services to them. Whilst the IJB now carry responsibility for performance management of the delegated service, the Council maintains an interest in the performance of delegated services, including those discharging statutory social work functions.

The Dundee Health and Social Care Partnership IJB are participating in support of the Council:

- strategic service area scorecard
- LGBF
- utilising Pentana to support IJB internal performance functions, contribution to monitoring re LGBF, service areas scorecards and City Plan

A performance reporting timetable is attached at Appendix 2. This outlines dates and deadlines for a range of reports that allow scrutiny of services' performance as well as highlighting areas for improvement. This timetable includes reports to the Dundee Partnership monitoring the progress of the City Plan and performance reports from the IJB to the Council for information.

Key elements of performance reporting are:

- Public Performance Reporting
- Benchmarking
- Best Value

5.1 Public Performance Reporting

The Council has a statutory requirement to publish information about corporate and service performance. The Accounts Commission issued a direction for 2015-2019 covering statutory performance information (SPI). SPI 1 states the Council should publish performance information about its services, services with partners and option appraisal but does not specify specific measures. SPI 2 requires participation in the Local Government Benchmarking Framework (LGBF).

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

We used to report to the public by taking out an advert in a local newspaper and including a large booklet in the annual Council Tax letter. However the future is digital and now members of the public can see performance reports any time of the year on [Dundee Performs](#). This is the same approach as the Scottish Government's webpage called [Scotland Performs](#).

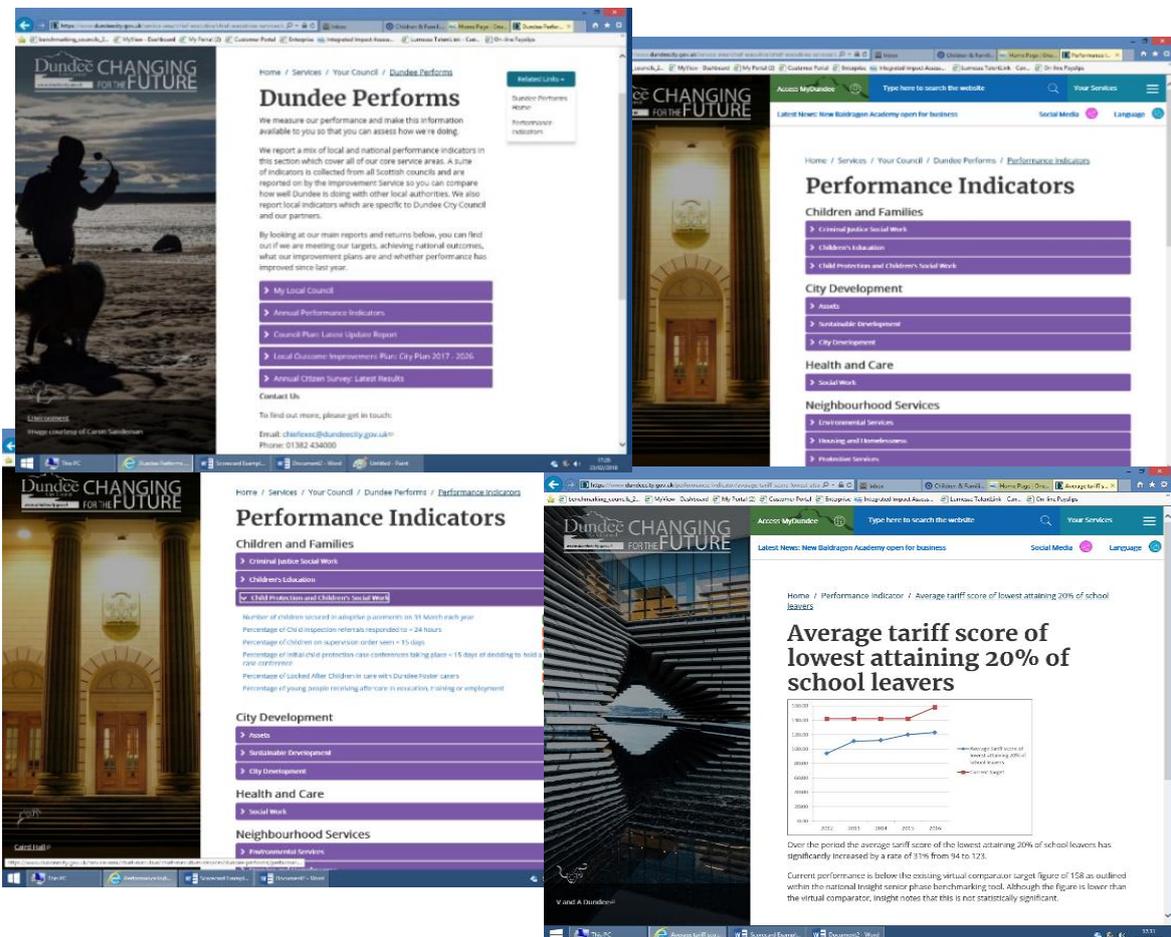
Dundee Performs contains:

- My Council - the Local Government Benchmarking Data
- Performance Indicators - Our KPIs showing an easy to read trend arrow and graphs with a short narrative on what the Council is doing on each issue
- The Council Plan and City Plan and the latest progress reports on these
- Results of the annual Citizen Survey

We will add service scorecard reports when these are reported to Committee.

This page will develop over time and interact more directly with the data on the corporate system and the open data platform (under development by the Smart City Programme).

Below are some images of Dundee Performs in action.



5.2 Benchmarking

Benchmarking can contribute to improving services by sharing data, processes and solutions. Benchmarking can be undertaken with other Councils, organisations and sectors and 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** based upon knowledge of what constitutes achievable best practice.

All 32 Scottish Councils have been working with the Improvement Service over the last seven years on developing a common approach to benchmarking, which is grounded in reporting standard information on the services Councils provide to local communities across Scotland - the Local Government Benchmarking Framework (LGBF).

The core purpose of this work is to support all Councils to improve their services by working and learning together. By engaging in benchmarking we will learn how to keep improving our use of performance information, improve our understanding of why Councils vary in terms of what we achieve for our communities and how effective practices can be better shared across all Councils. We will also continue to make this information available to all citizens 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 across services including:

- Insight - Virtual Comparator (Children and Families)
- Housing Best Value Network Forum
- Chartered Institute of Public Finance and Accountancy (Finance)
- SOCITM Benchmarking Club (Information Technology and Digital)
- The Society of Local Authority Lawyers and Administrators in Scotland (SOLAR)
- Building Standards - the National Performance Framework for Building Standards will provide more robust Benchmarking opportunities
- Association of Public Service Excellence (APSE) Performance Networks
- The Society of Chief Officers of Transportation in Scotland (Roads and Transportation)
- Keep Scotland Beautiful (Streetscene)

5.3 Best Value

The Council is committed to Best Value, Community Empowerment and delivering ambitious plans for the city and better outcomes for its people.

We have a statutory duty to secure Best Value, defined as "continuous improvement in the performance of functions while maintaining an appropriate balance between quality and cost, the equal opportunities requirements and the achievement of sustainable development".

Audit Scotland have now published new [Best Value Assurance statements](#) and plan to issue these for each Local Authority in a five year cycle. This is in addition to the commentary on Best Value in the Annual Audit statement. New draft Best Value guidance has been prepared and is awaiting a decision from Ministers on its publication. Each year a number of Councils undergo the Best Value Assurance process with reports being published on the Account Commission's website. These are reviewed for best practice and learning in preparation for any review in the future.

An annual financial overview of local government highlights specifically the cost-related challenges and provides useful insights on the plans which Councils around the country have adopted to improve economy, efficiency and effectiveness.

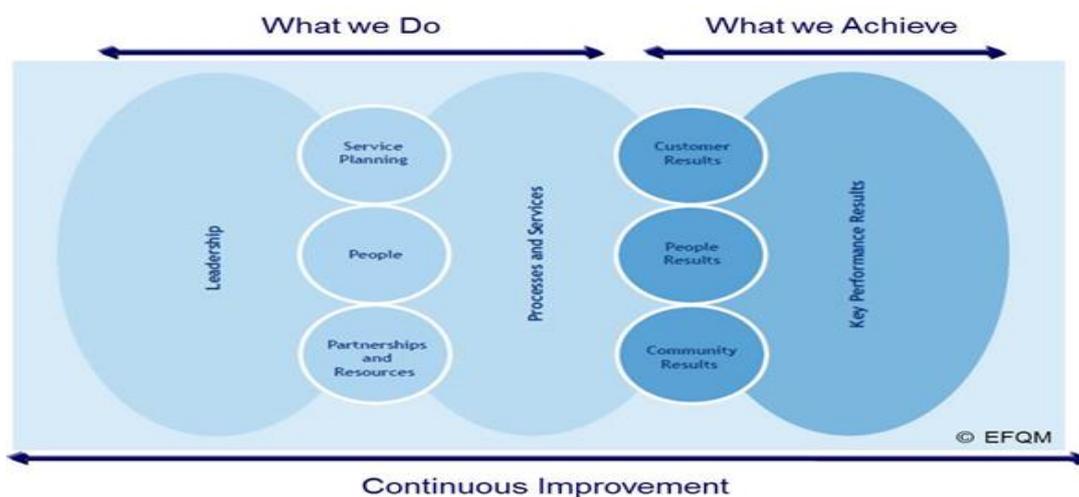
6. SELF ASSESSMENT AND EVALUATION

Self-evaluation is where a Council systematically examines its own services, achievements and processes to assess whether it is meeting its stated objectives and outcomes efficiently and effectively

Source: Audit Scotland

Self-assessment and evaluation underpin the Council's Performance Management Framework. Unlike external scrutiny, self-assessment does not rely on others to make the assessment but is completed by the Council, Directorate or individual Services.

We use the [Public Service Improvement Framework](#) to assess whether the Council is delivering continuous improvement. This is based on the European Foundation of Quality Management framework adapted to suit local authorities by the Improvement Service.



During this assessment process stakeholders will answer a challenging set of questions or statements to identify:

- What are the strengths of the service?
- What are the areas for improvement?
- How does the service perform and how does it compare to others?
- How do employees and our customers feel about the service?

Carrying out a PSIF assessment involves surveying a range of stakeholders and organising workshops to come to a consensus on strengths and areas for improvement and what action to take.

7. CUSTOMER FEEDBACK AND CITIZEN ENGAGEMENT

7.1 Citizen Survey

For the past 20 years, the Council has commissioned an annual survey to help evaluate progress towards achieving the objectives set out in its Council Plan. The main purpose of the survey is to track over time a core set of questions relating to customer satisfaction and the public's perception of the Council. In addition, the survey asks about community safety; satisfaction with information provided by the Council; and satisfaction with local facilities, aspects of the local environment and how good neighbourhoods are as places to live.

For a number of years now, the survey has been carried out in conjunction with a wider citizen survey commissioned by the Dundee Partnership, which covers issues such as neighbourhoods, housing, community involvement, health, employment, community safety and money matters, with a focus on Community Regeneration Areas as well as city-wide results. A number of the questions are asked to provide performance indicators on progress with the City Plan.

The annual survey is conducted by an independent market research company. Currently, a total of 1,300 interviews are carried out with a representative sample of Dundee residents. This sample size is designed to allow analysis for each Local Community Planning Partnership and Community Regeneration Area. At the city-wide level, it provides a highly robust level of confidence.

Annually, a report is prepared for the Policy and Resources Committee focussing on those questions which have been used as Council Plan performance indicators. From the current Council Plan, these are:

- Customer satisfaction with telephone customer service.
- Customer satisfaction with face-to-face customer service.
- Customer satisfaction with the Council's website.
- Percentage of residents who feel their neighbourhood is a safe place to live.
- Percentage of citizens very satisfied and fairly satisfied with refuse collection.
- Percentage of residents very satisfied and fairly satisfied with public transport.
- Percentage of citizens satisfied with the cleanliness of streets.
- Percentage of citizens satisfied with the quality and maintenance of open spaces.
- Percentage of citizens satisfied with the condition of roads, pavements and streetlighting.
- Percentage of social rented households who feel the condition of their home is very good or good.

New questions are being added to the 2018 survey on walking and cycling to work and on a range of health and care issues which are featured in the latest Council Plan.

The survey also asks respondents about their impression of the Council, rating us on ten factors - range of services, friendliness of employees, quality services, efficient services, communication, promotion of services, value for money, listening to complaints, tackling important issues for the future of the city and ensuring sustainable use of resources and care for the environment.

The survey results are addressed as part of the Council's commitment to performance management and continuous improvement through consultation with service users. The survey provides information on trends for our self-assessment under the Public Sector Improvement Framework and is used in Council-wide and service-specific performance monitoring. The full survey report is made available on the Council and Dundee Partnership websites and to elected members, partners etc. A summary of key results for each ward is shared with each Local Community Planning Partnership so that any local issues can be discussed.

7.2 Improving Through Listening to Customers and Service Users

An annual report is produced for the Policy and Resources Committee titled 'Improving Services Through Listening to Customers and Service Users'. This report highlights improvements which have been made by specific services and teams in the past year as a result of listening to the views of customers and service users through methods such as:

- surveys and feedback forms
- focus groups
- public consultations
- involvement of users in planning new services and facilities
- meetings with representative groups eg tenants, carers, parents and people with disabilities
- meetings with partners

- analysis of complaints, comments and suggestions

This report demonstrates that we listen, learn from and act on feedback received from whatever source. Examples of improvements are highlighted in the report and published in a "we listened, we acted" page on the Council's website across the following themes:

- More Streamlined Processes
- Extended Services
- More Engagement with Customers
- Better Information

7.3 Complaints

Reports on Complaints, which are submitted to the Scrutiny Committee in June and December each year, give further examples of how customer feedback is used to identify service improvements to prevent complaints recurring. Many of the improvements identified as a result of complaints involve speaking to individuals about errors or arranging training for teams to remind them of procedures and customer care standards, but each report to Committee provides examples of complaints which have led to process improvements as a result of feedback from citizens.

7.4 Engage Dundee

'Engage Dundee' used a range of techniques to involve local communities in the development of priorities for the City Plan, the Local Community Plans for each ward and the Council Plan. These techniques included the Place Standard tool recommended by the Scottish Government which was used for the first time to assess and measure subsequent change in communities. The results were analysed and circulated widely and fed into the strategic priorities identified via the Dundee Partnership's Executive Boards. They were reported to localities through community call back events in each ward. During 'Engage Dundee':

- Over 6,000 responses were received
- 16,000 Engage Dundee postcards with a Freepost return were distributed across the city (2,000 per Ward). 2,817 postcards were returned
- 504 online returns based on the Place Standard questionnaire were received
- 771 hard copy questionnaires were completed
- 41 Focus Groups were held across the city involving a total of 431 people
- 17 Community Call Back Events were held to convey the findings from Engage Dundee, involving 325 people
- Large numbers of returns were received through door-knocking, street consultation, Open Days, Public Meetings, community events, festivals and 631 responses through social media

'Engage Dundee' helped shape the priorities in our City Plan, Local Community Plans and Council Plan. Ongoing dialogue via our LCCPs Community Regeneration Forums, Tenants' Associations, Community Councils and Dundee Partnership Forums continues to involve our citizens in setting the agenda for the city.

7.5 Dundee Decides

'Dundee Decides' was the biggest participatory budgeting project yet undertaken by any Council in Scotland in relation to its mainstream budget, with citizens empowered to make decisions about the spending of £1.2 million on local infrastructure projects. The process involved community engagement throughout, including the selection of projects, a community conference to shape the ideas, and a voting

system with support for people to take part. This support included access to IT in community settings and additional assistance to those with IT, language or health barriers. A comic, a film and social media were among the innovative approaches used to widen participation. Over 11,000 people voted on their priority projects. 'Dundee Decides' has helped direct how the Council will spend its Community Infrastructure Fund on projects such as play areas, pedestrian crossings, pavements, lighting and planting.

To develop participatory budgeting further, we also have a process to allow young people to make decisions on the projects to be funded through the Council's Youth Investment Fund.

8. EXTERNAL ASSESSMENT AND RECOGNITION

As well as self-assessment and benchmarking, 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) Awards - 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.

9. EXTERNAL AUDITS AND INSPECTIONS

A Local Area Network (LAN) has been established for each Council area. This brings together representatives of all the main local government audit and inspection agencies in a systematic way with the common aims of joint scrutiny scheduling and planning, shared risk assessment and the delivery of a single corporate assessment - the Local Scrutiny Plan. This outlines any planned scrutiny and inspection activity which will be undertaken as a result of the assessment.

Audit Scotland leads the co-ordination of this work.

Evidence from the LAN assessment confirms that Dundee City Council is clearly focusing on and improving our performance management and continuous improvement arrangements.

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

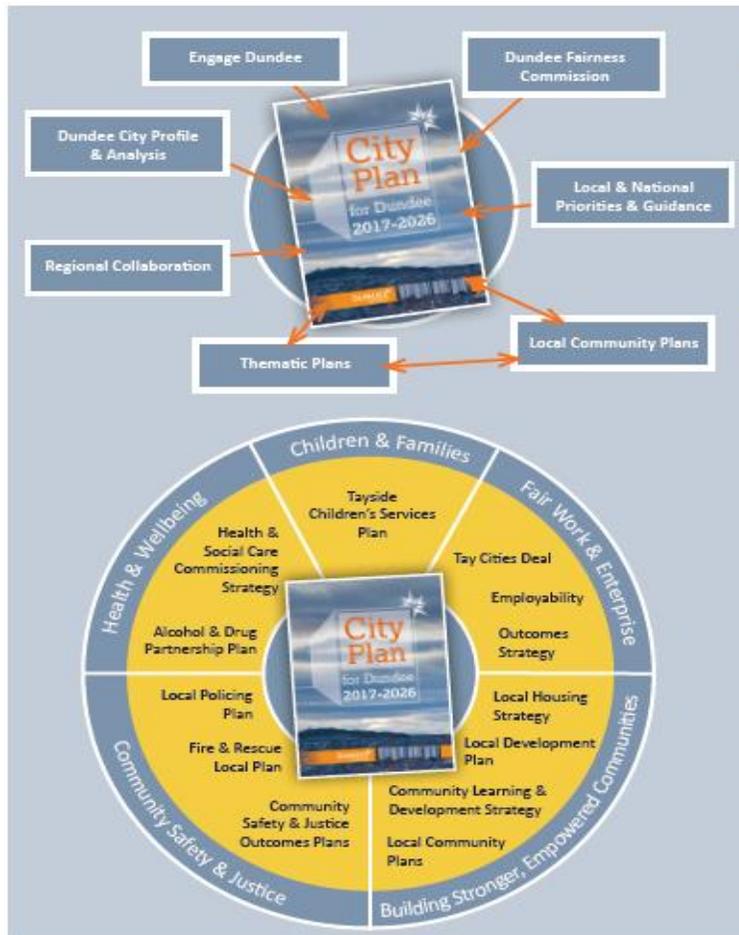
Performance Management Framework

- Her Majesty's Inspectorate of Constabulary (HMICS) - Policing - Performance reports on Local Policing and Fire and Rescue are submitted to the Council's Community Safety and Public Protection Committee

In addition to the shared risk assessment process, the main audit and regulatory bodies have frameworks that provide the public with agreed common standards of service they can expect. To provide assurance that Dundee City Council is pursuing these standards and performing well on them, these frameworks usually require that a report is produced or the regulator produces an audit report.

Dundee City Council has always adopted a positive approach in engaging with regulators in a common purpose to provide the best level of service we can.

Dundee City Council - Golden Thread



APPENDIX 2

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.

PERFORMANCE REPORTING CALENDAR	Parent Committee/ Board	Scrutiny Committee
Child Protection Committee Annual Report	February	
Adult Support and Protection Committee Annual Report	February	
Community Safety & Justice Executive Board Annual Progress Report	March	
Mainstreaming Equalities bi-annual progress report	March	
Local Government Benchmarking Framework and Improvement Plan (covers all services)	April	June
Annual Citizen Survey Report	April	
City Plan Mid-Year Interim Progress Report	March	
Audit Scotland - Annual Scrutiny Plan		June
Annual Internal Audit Plan	April	
Annual Report on Improving Services Through Listening to Customers and Service Users	April	
Bi-annual Reports on Complaints		June and December
Fair Work & Enterprise Executive Board Annual Progress Report	June	
Local Child Poverty Action Report (new requirement - The Child Poverty (Scotland) Act 2017)	June	
Council Plan Annual Progress	August	September
Dundee Fairness Action Plan Progress Report – two pa	August	
Performance of the Planning Service	August	
Health, Care & Wellbeing Executive Board Annual Progress Report	September	
City Plan Annual Report	September	
Local Government in Scotland Performance and Challenges – Audit Scotland	September	September
Annual Accounts	September	September
Council Plan Year 6 month progress	November	December
Strategic Service Performance Scorecard Reports - Various Committees	By November	
Follow the Public Pound – Third Part Grants performance	By November	
Overview of Council and Service Performance Reports summarising information from the above reports	November	12 Dec
Chief Social Work Officer Annual Report	December	
Children & Families Executive Board Annual Progress Report	December	

Performance Management Framework

PERFORMANCE REPORTING CALENDAR	Parent Committee/ Board	Scrutiny Committee
Annual Performance Report for IJB - Scrutiny (by November) (this includes complaints data)		December
Annual summary of Care Inspection Gradings for regulated adult social work and social care services		December
Quarterly IJB Performance Reports		Throughout the Year
HMIe reports on individual schools or Education functions		Throughout year
Care Commission reports on care establishments		Throughout year
Internal Audit reports		Throughout year
Dundee City Policing Area - Performance Results	Throughout year	
Fire and Rescue quarterly performance report	Throughout year	
Protecting People - Independent Chairs' Reports	Bi Annual	

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 September
Strategic Service Performance Scorecard Reports	End of November
Annual Citizen Survey	End of January