

Policy and Sustainability Committee

10:00am, Tuesday, 17 January 2023

Performance – 17 November Policy and Strategy Committee addendum report; Key Service KPI's and KPI's covering our responsibilities as an employer

Executive
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Executive

1. Recommendations

- 1.1 That the Committee note the response to the Performance Update report addendum including; the KPI's for key services and KPIs covering our Employer responsibilities
- 1.2 Agree that officers progress the work necessary for updating the Planning and Performance Framework, including the Business Plan and the Public KPI's Dashboard, culminating in a report to Policy and Sustainability in March 2023.

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Performance – Response to the decisions of the November Policy and Strategy Committee

2. Executive Summary

- 2.1 The purpose of this report is to provide a response to the decisions of the Policy and Sustainability Committee on 17th November on the development of the Council's performance monitoring arrangements.

3. Background

- 3.1 The Performance Update report was submitted to the Policy and Sustainability Committee on 17 November 2022. The decision of the Committee was to:
- 1.4 Note the KPIs do not cover all the services the Council provides.
 - 1.5 Note the KPIs cover some functions of the Council as an employer and some as a service provider.
 - 1.6 Request a further report to this Committee in one cycle that ensures the measurement of all service provision within KPIs.
 - 1.7 Request a separate report to the Finance and Resources Committee within one cycle, setting out the KPIs appropriate to the Council's responsibilities as an employer.

4. Main report

KPIs for Key Services

- 4.1 The Planning and Performance Framework approved by the Policy and Sustainability Committee in June 2021 sets out both the approach to planning and performance in the Council and the list of measures/KPIs to be monitored. The framework includes 89 measures/KPI's which were selected to demonstrate delivery of the specific outcomes in the Business Plan. The framework includes a broad mix of measures to give the best picture of progress on the specific Business Plan outcomes but does not necessarily cover all Council services.

4.2 However, the Council does provide more detailed performance reporting through the Executive Committee structure including areas such as HR, finance, environment, transport and housing (see appendix A).

Furthermore, Executive Committees also review progress reports on key strategies and plans, which include performance information, for example, the reports on Climate and Poverty strategies submitted to Policy and Sustainability Committee.

4.3 The Performance Update report submitted to Policy and Sustainability Committee on 17 November 2021 covered a subset of 37 of the 89 measures in the framework. These are the measures where new data is available since we last reported in the full [Annual Performance report](#) submitted to Policy and Sustainability Committee on the 30 August. Primarily, data is not available where the data is only produced on an annual basis, for example, the educational attainment measures.

4.4 The Council is currently working on updating the Council's Business Plan and alongside that we have also commenced the necessary work to review the Planning and Performance Framework and associated measures.

The Planning and Performance framework will include KPI's to measure the specific outcomes in the business plan but also a quarterly public dashboard covering key services measure. Appendix B sets out the service areas we are proposing for inclusion in the dashboard. Work is already underway to identify the specific KPI's and targets. We expect to have a first draft of all the measures in early January 2023 for discussion and agreement with the Corporate Leadership Team.

4.5 As part of this work, we intend to engage with Elected Members to help shape and refine the measures that will meet their expectations and provide the level of scrutiny required. We expect to schedule sessions with Elected Members in February 2023.

Furthermore, as part of updating the Planning and Performance Framework, we intend to review how performance is scrutinised across the committee structure, looking at the roles of each committee as it relates to performance and the processes for addressing areas of concern with performance.

4.6 The refreshed Business Plan will be submitted to full Council in December and a final version is expected to be submitted to Council in February. Thereafter we intend to submit the updated Planning and Performance Framework to the Policy and Sustainability Committee in March 2023.

4.7 As per our usual process the Annual Performance report and the Local Government Benchmarking report will be submitted to Policy and Sustainability Committee post the end of the financial year.

KPIs covering our Employer Responsibilities

- 4.8 A quarterly HR report is already submitted to the Finance and Resources Committee. In December 2021 the Committee approved a new quarterly HR report which includes key metrics and four areas for deep dive analysis including: workforce profile, enhancing employee experience, maximising our capabilities and performance and living our behaviours. Please click on the links to view recent reports: - [Workforce Dashboard with Living Our Behaviours](#), [Workforce Dashboard with Wellbeing and Absence](#)

5. Next Steps

- 5.1 Complete the work necessary to update the Planning and Performance Framework including the measures and targets required for the updated Business Plan and Corporate/Public Dashboard.
- 5.2 Plan and schedule engagement sessions with Elected Members in February 2023.
- 5.3 Submit the Updated Planning and Performance Framework to Policy and Sustainability Committee for approval in March 2023.

6. Financial impact

- 6.1 The Planning and Performance Framework has been designed within the available capacity and resource of the Strategic Change and Delivery Team and supporting resource available from Directorate Management Teams. There are therefore no further financial implications at this stage.

7. Stakeholder/Community Impact

- 7.1 The team continue to engage on the development of the PPF and data with key stakeholders including: Elected Members, The Community Planning Partnership (The Edinburgh Partnership), Corporate Leadership Team and Directorate Senior Management Teams, as well as the Edinburgh Health and Social Care Partnership and other agencies.

8. Background reading/external references

- 8.1 [Council Business Plan](#)
- 8.2 [Planning and Performance Framework](#)

9. Appendices

- 9.1 Appendix A – Executive Committees – Performance reporting
 9.2 Appendix B – Corporate/Public KPI dashboard – Proposed service areas

Appendix A

Executive Committees - Performance Reporting

Committee	Performance reports
Culture and Communities	<ul style="list-style-type: none"> Capital Theatres Company Performance Report (A) Edinburgh Leisure Annual Report (A)
Education, Children and Families	<ul style="list-style-type: none"> Attainment in the Senior Phase (A) Standards & Quality Report and Education Improvement Plan (A) Attainment in the Broad General Education in Edinburgh Primary and Secondary Schools (A)
Finance and Resources	<ul style="list-style-type: none"> Workforce Dashboard (Q) Common Good Annual Performance Report (A) Revenue Monitoring (Q) Capital Monitoring (Q) Health and Safety Performance (A)
Housing, Homelessness and Fair Work	<ul style="list-style-type: none"> Homelessness Services' Performance Dashboard (Q) Homelessness Services Statutory Returns (A) Rapid Rehousing Transition Plan – Annual Update on Progress (A)
Policy and Sustainability	<ul style="list-style-type: none"> Annual Performance Report (A) Performance Update Report (B) Local Government Benchmarking Framework Overview (A) End Poverty in Edinburgh Annual Report (A) Public Bodies Climate Change Duties Report (A) City 2030 Net Zero Target Annual Report (A) Contact Centre Performance (Q) moving to Annual Edinburgh Integration Joint Board Progress Report (B)
Transport and Environment	<ul style="list-style-type: none"> Air Quality Annual Progress Report (A) Waste and Cleansing Services Update (Q) Public Utility Company Performance and Road Work Co-ordination (A)
Planning	<ul style="list-style-type: none"> Building Standards and Planning Time Performance Information (Q) (as part of Business Bulletin)
Governance, Risk and Best Value	<ul style="list-style-type: none"> Internal Audit: Overdue Findings and Key Performance Indicators (Q)
Edinburgh Integration Joint Board	<ul style="list-style-type: none"> Chief Social Work Officer Annual Report (A) Annual Performance Report (A)

Report frequency ()

(Q) – Quarterly publication

(B) – Bi-Annual publication

(A) – Annual publication

Appendix B – Proposed service areas to be included in the Public Dashboard

Education and Children’s Services
Looked after children
Child protection
Other children in need
Early Years
Primary Schools
Secondary Schools
Community Safety

Corporate
Customer contact
Customer transactions
Finance
HR
FOI

Place
Waste
Roads
Street cleaning
Parks
Housing
Housing Repairs
Homelessness
Planning and Building Standards
Libraries
Facilities/Council buildings

Health and Social care Partnership
Social care services [small set of indicators from their corporate reporting]