

Policy and Sustainability Committee

10:00am, Tuesday, 20 April 2021

Planning and Performance Framework – Progress Update Report

Executive
Wards
Council Commitments

Executive

1. Recommendations

- 1.1 That members of the Policy and Sustainability Committee note progress in developing a new Planning and Performance Framework for the Council Business Plan, next steps and timescales for final report to Committee.

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Chief Executive

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Planning and Performance Framework

2. Executive Summary

- 2.1 The new Council Business Plan: Our Future Council, Our Future City was approved by the City of Edinburgh Council on 18 February 2021.
- 2.2 Officers are now mobilising the delivery of the Council Business Plan and a key element of its success will be in ensuring there is a robust Planning and Performance Framework to monitor progress and support Committee scrutiny.
- 2.3 Since February 2021, the Data, Performance and Business Planning Team have engaged with the political groups to seek their views on the proposed approach and adjusted the framework according to feedback.
- 2.4 The purpose of this report is to provide a high-level overview of the proposed Planning and Performance Framework, the work undertaken to date and the next steps and timescales to complete the Planning and Performance Framework ahead of a final report to the Corporate Policy and Sustainability Committee on 1 June 2021.

3. Background

- 3.1 The Council Business Plan sets out the three main priorities the Council will focus on in the coming years:
 - Ending poverty by 2030;
 - Becoming a sustainable and net zero city; and,
 - Wellbeing and Equalities.
- 3.2 The Business Plan describes the approach we will take to deliver our priorities in the form of 15 outcomes with actions. This plan stands as one part of a golden thread linking and guiding our operations, through to the shared goals and commitments of the Edinburgh Partnership and towards our long term ambitions for Edinburgh to be a fair, welcoming, pioneering, and thriving city, as expressed by the 2050 Edinburgh City Vision. These priorities represent a core focus for all our teams over the next phase of the city's development and for the way we will reform our services.

4. Main report

4.1 Following approval of the Business Plan: *Our Future Council, Our Future City* officers began work to develop a new integrated planning and performance framework (PPF). The Framework seeks to embed a culture of performance and continuous improvement within the organisation and ensure:

- We are more transparent and accountable for the delivery of our priorities and outcomes;
- We can identify areas of underperformance and drive improvement;
- We effectively use our performance information including benchmarking data to drive continuous improvement
- We can prioritise what gets done within the resources available; and,
- We learn from our past performance and plan to improve our future performance.

Progress update

4.2 Since February the team have focused on two key components of the PPF:

- Developing the framework model including internal monitoring regimes, Elected Member scrutiny and public performance reporting; and,
- Developing a suite of Key Performance Indicators (KPIs) and milestone measures aligned to each outcome in the Business Plan and the wider organisational measures included in the strategy map (see Appendix A).

The proposed approach

4.3 Officers have developed a proposed model for an integrated Planning and Performance framework under pinned by the “plan, do, check, act/review” continuous improvement model. This is both the right approach for the organisation and one that addresses recommendations in the Council’s recent Best Value Audit report which highlighted the need to:

- *Imbed a process of continuous improvement*
- *improve performance reporting by making better use of performance measures and targets, particularly to demonstrate the impact of improvement work*
- *further improve performance reporting by publishing easily accessible, up-to-date performance information on our website.*

See section 4.11 for more detail on the proposed framework.

Engagement

4.4 Officers are engaging with Elected Members at Groups as to whether the proposed framework provides them with adequate opportunity to scrutinise delivery. This feedback, including frequency of reporting, has been used to further define the model described in this report.

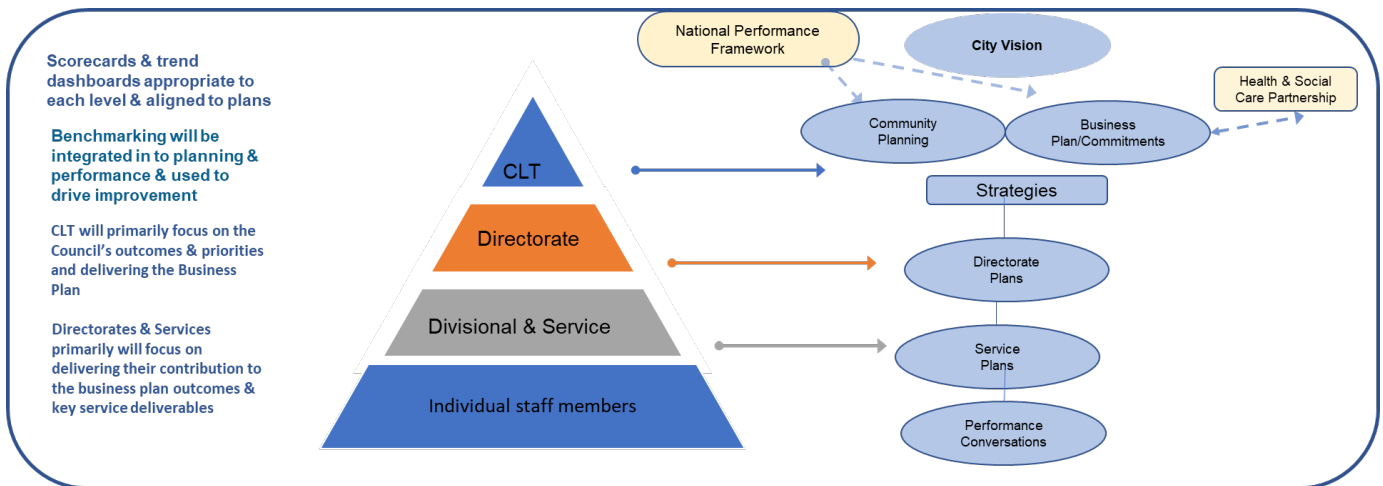
- 4.5 Officers are also engaging with the Corporate Leadership Team (CLT), Senior Management Teams and Senior and Service Managers on the proposed framework, it's practical implementation and the resources and capacity required to imbed this approach in the organisation.

Development of SMART Measures and Milestones

- 4.6 The Business Plan sets out our three core priorities and 15 key outcomes for the Council. We previously developed a high-level strategy map to align the business plan outcomes to actions and potential measures of success. The strategy map also includes a section on organisational measures which are not aligned to any one specific outcome and yet are essential for the delivery of all the outcomes (Appendix A).
- 4.7 Strategy and Communications are working with Heads of Service, senior managers and service teams to develop SMART (Specific, Measurable, Attainable, Relevant, and Time-Bound), measures/milestones including targets for each of the outcomes and the broader organisational measures. Work is underway to identify the key measures, gather and analyse the data, establish a basis for target setting and frequency of reporting based on the availability of the data. Each measure will have a clear definition, type, calculation method and target setting rationale.
- 4.8 The suite of measures will include a mixture of city-wide and council specific measures. Some of the measures need to reflect performance at a citywide level where the Council can influence changes in performance but is not in sole control. Other measures will focus on areas where the Council has sole responsibility for performance. For example, becoming a net carbon city by 2030 can be tracked using citywide and council emissions as separate indicators ensuring that both a citywide and Council view is provided.
- 4.9 The suite of Key Performance Indicators (KPIs) will also contain a mix of measures that reflect short- and long-term outcomes, outputs, and customer perceptions. For some actions, at an early stage of development, milestones will initially be included to track progress until such time as measures can be defined and the relevant data is available.

Proposed Planning and Performance Framework Overview

- 4.10 The Council Business Plan forms the central part of the Council's strategic planning and performance framework. The Business Plan sits within the wider ecosystem of strategic planning for the Council which includes the 2050 City Vision, Community Planning Partnership (Edinburgh Partnership), Coalition political commitments and links with the Edinburgh Health and Social Partnership and the Scottish Government's National Performance framework, as shown in the following diagram:

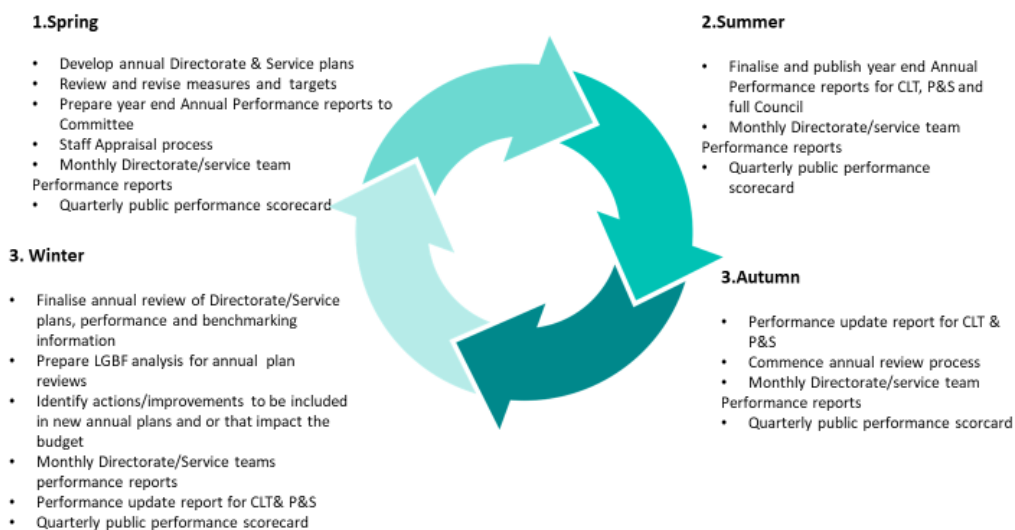


- 4.11 The framework is being designed to ensure that the Council's priorities and outcomes are translated into clear actions and performance measures which are appropriately monitored, actioned and delivered. It will be underpinned by the "Plan, Do, Check, Act/Review" continuous improvement model and delivered through a robust annual cycle.
- 4.12 The approach imbeds a "golden thread" between the three-year Council Business Plan, annual Directorate/Service plans and colleague annual performance conversations, ensuring a clear understanding of our key deliverables across and into the organisation.
- 4.13 Performance scorecards and trend dashboards will be aligned to plans and monitored at each level in the organisation.

The Proposed Planning and Performance Annual Cycle

- 4.13 The core components of the Planning and Performance annual cycle are summarised in the illustration below:

Performance & Planning Annual Cycle:



- 4.14 **Annual service planning (Spring):** The planning stage will be finalised in March and will take into account the output from the review process and annual budget cycle. It will focus on what services expect to deliver for each of the relevant Business Plan outcomes over the next 12-month period. This approach will cascade the priorities and outcomes in the Business Plan down through annual service plans to individual workloads. To ensure that the process is simple but meaningful we are developing a Plan on a Page template and supporting guidance pack.
- 4.15 **Annual plan review process (Winter):** The review process will be completed between November and January each year. The process will be delivered through workshops and supported by a review template and guidance pack and relevant performance and benchmarking data. This review will inform our annual performance reports for the current financial year, feed into the annual budget process and the annual service plans for the next year. As part of the process, performance measures and targets will be reviewed to ensure they remain relevant. As a result, we will also review any impact on our three-year Business Plan and update the plan if required. Any changes to the plan or the performance measures would be submitted to Committee for consideration.
- 4.16 **Elected Member oversight and scrutiny:** Enhancing Elected Member scrutiny and oversight of performance is pivotal to the success of the new Planning and Performance Framework. Therefore, it is proposed that once every four months a Council performance report with both supporting narrative and trend analysis is submitted to the Policy and Sustainability Committee. This will include the annual performance report which will be brought to the Policy and Sustainability Committee and full Council in June of each year. In addition, officers are working on a further layer of reporting with the publication of data of specific performance indicators for member and public oversight. This is part of the move to a more transparent and open data led approach, with the intention of supporting wider discussions about the performance of specific services beyond the Committee.
- 4.17 **Public performance information:** Officers are working to improve the performance reporting available to the Public via our website. We will publish all the committee performance reports and ensure they are accessible to all. As part of developing the framework and KPIs/Measures, officers are considering how to expand the performance information available to the Public.

5. Next Steps

- 5.1 Complete the work to finalise the Planning and Performance framework including the key performance measures and submit a final report to the Policy and Sustainability Committee on 1 June 2021.

6. Financial impact

- 6.1 The Planning and Performance Framework has been designed within the available capacity and resource of the Planning and Performance Team. There are therefore no further financial implications at this stage.

7. Stakeholder/Community Impact

- 7.1 Key stakeholders including Council Senior and Service Managers, Elected Members, Edinburgh Partnership, the Health & Social Care partnership and partner agency who we share performance information with continue to be engaged with the development of the Planning & Performance Framework and/or the ongoing sharing and monitoring of performance information.

8. Background reading/external references

- 8.1 <https://www.edinburgh.gov.uk/downloads/file/28919/our-future-council-our-future-city>

9. Appendices

- 9.1 Appendix A – Strategy Map

Appendix A: City of Edinburgh Council Performance Framework Strategy Map

The Strategy Map shows the three strategic priorities, and outcomes with underlying actions and initial measures.

Ending Poverty by 2030

On track to end poverty in Edinburgh by 2030 by meeting the targets set by the Edinburgh Poverty Commission

On track to deliver new prevention service models

More residents experience fair work and receive the living wage

Intervene before the point of crisis to prevent homelessness

Ongoing delivery of our 20,000 affordable homes programme

Increased attainment for all and reducing the poverty-related attainment gap

Edinburgh's economy recovers from recession and supports businesses to thrive

Delivery of the Council End poverty plan

Deliver people-centred income maximisation, family and household support services

Work with the new End Poverty Edinburgh citizen group, and embed citizens' voices in the design of approaches to end poverty

Create a new prevention service model for people focused services aimed at preventing poverty

Expand the Edinburgh Guarantee to support more citizens into positive destinations

Continue to provide apprenticeships

Work with the living wage foundation to establish Edinburgh as a living wage city

Develop new and innovative approaches to homelessness

Continue delivery of 20,000 new affordable homes in partnership with registered social landlords and private developers

Develop and deliver the learning for life programme providing inclusive and equitable learning opportunities

Close the attainment gap

Support the Edinburgh Slavery and Colonialism Legacy Review Group

Continue to invest in our schools with our learning estate investment programme

Expand and deliver flexible early years provision

Deliver a truly inclusive education system with schools designed to accommodate the needs of all children irrespective of disability or additional support requirements

Renew the Edinburgh Economy Strategy

Help more businesses to flourish in Edinburgh through our Business Gateway service

Continue ongoing initiatives to support the tourism and hospitality sector

Contribute to the stabilisation and retention of the city's world class cultural offer

- ~ People lifted out of poverty
- ~ Rates of poverty in Edinburgh (children, households, persistent)
- ~ Numbers and outcomes for people supported by employability programmes/services
- ~ Edinburgh Guarantee measures
- ~ Apprenticeship programmes
- ~ Number of Living wage employers
- ~ Numbers and outcomes of people supported by homelessness services
- ~ Affordable homes (approvals, completions)
- ~ Home completions (all tenures)
- ~ Attainment levels
- ~ Reduce the attainment gap
- ~ Positive destination/Participation measure
- ~ Lifelong learning measures
- ~ Provision of early years hours
- ~ Delivery of school estate investment programmes (e.g. spend, new schools)
- ~ Updated Economy Strategy measures (Employment rates, unemployment statistics, GDP)
- ~ Business measures (e.g. new starts, numbers of businesses, survival rates)
- ~ Business Gateway service measures
- ~ Visitor measures
- ~ Festival measures

Becoming a sustainable and net zero city

On track to deliver our 2030 net zero target

Citizens are engaged and empowered to respond to the climate emergency

Develop key strategic sites and projects to meet the needs of a diverse and growing city

The city has a well-connected and sustainable transport and active travel network

Work with partners and citizens to deliver a 2030 City Sustainability Strategy

Deliver a City Heat and Energy Masterplan

Develop a Council Emissions Reduction Plan that focuses on our own organisational emissions

Develop a costed plan to retrofit a reduced Council estate to become more energy efficient

Develop a plan to climate proof our infrastructure, communities, business and the natural and built environment

Deliver a climate ready coastal park in Granton

Review and challenge our major infrastructure investments over the next 10 years to reduce their emissions

Develop Service Level Agreements for our ALEOs that reflect our commitment to sustainability

Put community engagement and empowerment at the heart of our approach to sustainability

Create and maintain safer walking and cycling routes which make on-foot, or by bike, the easiest choice for getting around the city

Promote and encourage re-use, repair, recycling, and local food growing, to help citizens reduce waste and save money

Explore opportunities to further develop community-owned, low-cost, clean energy solutions

Collaborate with third sector organisations and community groups to harness the assets that exist to help communities become more sustainable

Deliver the City Plan 2030

Transform the city centre through the City Centre Transformation plan and regenerate Granton and West Edinburgh

Finalise the business case and procure a commercial partner for the new Bio Quarter district health innovation

Move to early implementation of the City Mobility Plan, including delivering the Tram extension

- ~ Cut emissions to net zero by 2030
- ~ Council annual consumption (gas, electricity, LCG)
- ~ Council emission measures
- ~ Total heat consumption in the city
- ~ Total heat-related emissions in the city
- ~ Total power consumption in the city
- ~ Total power-related emissions in the city
- ~ Recycling rates/landfill usage
- ~ Electric vehicles measures
- ~ Energy efficiency standards for social housing
- ~ Major infrastructure investments emissions
- ~ Community engagement measures (to be defined)
- ~ Active travel measures
- ~ Programme delivery milestones/measures (to be defined)

Wellbeing & Equalities

People can access the support they need in the place they live and work

Improved safety and wellbeing for vulnerable citizens

Core services are maintained or improved

Make better use of the Council estate and resources to meet our strategic priorities

Develop the 20 minute neighbourhood model and identify the location of hubs through consultation with citizens
 Develop a new model of library provision
 Work with Edinburgh Leisure to provide accessible and affordable leisure services
 Continue to focus on child and adult support and protection
 Develop our response to Domestic Abuse
 Continue to invest in early help and support for our children and young people
 Continue to provide good quality care for looked after children
 Embed the 3 Conversations model across all Health and Social care services
 Build on our Home First Project to help individuals to remain independent at home or in a homely setting
 Develop The 'Edinburgh Pact'
 Transform and redesign bed-based services across the City
 Provide high quality services in local communities
 Build on the learning from the five Council Resilience Centres to provide essential services to vulnerable people
 Utilise the facilities in local communities to support delivery of the new service delivery models
 Introduce a single point of contact for all booking services
 Deliver a number of smart city projects which use data to drive service improvement
 Begin implementation of the City Operations Centre concept through investment in IoT sensors and a new CCTV system
 Embed our new procurement strategy which places sustainability at the heart of our procurement programme

- ~ 20 minute neighbourhood measures
- ~ Library service measures
- ~ Adult and child protection measures
- ~ Domestic abuse measures
- ~ Looked After children measures
- ~ Health and Social Care Partnership Core 23 indicators (selection)
- ~ Assessment waiting time
- ~ Bed days lost due to delayed discharge
- ~ Service delivery measures for services delivered through the hubs (e.g. Waste, Street cleansing, Roads, Parks)
- ~ Service user satisfaction measures
- ~ Customer contact measures
- ~ Volume, value and processing times for claims (Crisis grant, Scottish Welfare fund, Discretionary housing payments)
- ~ Booking system measures
- ~ Online transactions measures
- ~ Sustainable Procurement Strategy measures

Organisational measures – a range of measures monitoring our supportive functions including

- ~ Processing timescales
- ~ Revenue management
- ~ Property management
- ~ Staff absence and workforce numbers
- ~ Financial management
- ~ Digital services