

35636

How do you report performance to residents?

Corporate Performance information is shared via the Council website - performance & data pages and through Committee papers, for example, the Annual Performance, bi-annual Performance Update, Local Government Benchmarking & Complaints reports. Work is underway to improve our Performance pages on the website and in particular to consolidate information into one easy to navigate page. [Council-wide performance reports – The City of Edinburgh Council](#) [Strategy, performance and research – The City of Edinburgh Council](#):

To further enhance our public reporting the Council is developing a quarterly Core Services Scorecard report which intend to publish on our website this summer.

It should also be noted that some services such as the Planning Service team also have an obligation to publish their service specific performance information on our website ; [Planning performance framework – The City of Edinburgh Council](#)

The EIJB (Edinburgh Integrated Joint Board- Health & Social Care & NHS) have their own performance framework and reporting arrangements.

Do you have a Performance Management Handbook\*?

The Council Business plan [Council Business Plan 2021: Our Future Council, Our Future City – The City of Edinburgh Council](#) sets out the vision, priorities and outcomes for the next 3 years. To compliment the Business Plan we have developed the Councils Planning & Performance Framework which sets out our approach to planning, performance and service improvement in the Council. [Planning and performance framework – The City of Edinburgh Council](#).

What budget do you have allocated towards your performance management\* initiatives per annum?

It is not possible to identify a specific allocation for performance related work. Whilst there is a Corporate Data, Performance and Business Planning Team (13 staff members) there are also service based officers who are involved in the production, development and monitoring of reports as part of their wider role.

How many hours are spent on performance management\* reporting each month?

As per question 3, it is not possible to give a specific number of hours spent on performance management. Whilst there is a central team responsible for the Council's Planning & Performance framework, this team is also responsible for a broader range of MI (Management information) and data analytics. The Council's Corporate team (Data, Performance and Business Planning) are responsible for the Council's Planning & Performance Framework (including the outcomes and Key Performance Indicators (KPI's) aligned to the Council Business Plan) and associated reporting to Committee, the Council Leadership Team, Directorate, Divisional and Service level management teams in the organisation.

However, this team also supports wider data analytics, statutory reporting, bench marking and service dependant performance, management and operational reporting.

At local level, officers (as part of their wider role) are also involved in the production of more detailed performance, MI and operational reports that are used to action underperformance/opportunities and drive tactical, short and long term service improvement.

Which applications or systems do you use to manage Performance Management\*?

There are a range of BI (Business Intelligence) reporting toolsets across the Council dependant on the line of business systems in each area. Most applications within the Council will have in built management/performance reports for day to day management of services. Additional BI toolsets such as Business Objects/Pan Intelligence (for schools data)/SQL Query/Oracle finance, Excel and IBM Cognos (and data warehouse) are also used. More recently Power BI is also in limited use by the Data, Performance and Business Planning team

Do you report departmental performance separately or in a different way?

We are currently developing Corporate Performance Framework which will use scorecards and performance dashboards linked to our Business Plan outcomes and KPI's which will provide consistent performance reporting at each level in the organisation (Council Leadership team, Directorate, Divisional and Service team. This will provide a consistent view of performance aligned to our Business Plan outcomes throughout the organisation at all levels. However, as previously mentioned, Service Teams also use more detailed performance information and MI (management information) to inform performance discussions and actions for improvement. This more detailed reporting allows Service Teams to identify specifically where issues/opportunities are arising and implement improvements.

At a Corporate level, teams such as HR and Finance provide more detailed performance management reports at all levels of the organisation and for designated Committee meetings.

Beyond the Corporate Planning & Performance Framework there is also a range of performance and MI reports used by specific services/ teams to monitor performance and drive improvement.

Note: The IJB (Integrated Joint Board- Health & Social Care & NHS) have their own performance framework and reporting arrangements.

Do you benchmark or baseline your authority's performance with other similar authorities?

Yes. The Council uses a number of benchmarking organisations & tools. The most significant being the Local Government Benchmarking Framework ([Local Government Benchmarking Framework | Improvement Service](#)) as it includes metrics across all Council services. There are also more service specific benchmarking tools/resources such as APSE and Spotlight

Can you evidence improvements to your services based on historical performance management\* reporting?

Yes, performance information is used to identify issues/opportunities and develop service improvement actions/plans/strategies. The following are a couple of examples.

In Waste and Cleansing, we introduced technology so we could improve the collection service and reduce missed bins enquiries. The technology allows crews to report issues they have faced and prevented them emptying bins. For example, the customer may have

presented the wrong bin which may lead them to saying their bin has not been collected and reporting a missed bin enquiry. The crew can report that 'the wrong bin was presented'. These reports are reviewed by colleagues in business support and in the case above a letter and a calendar would be sent to the resident explaining why their bin wasn't collected and when it is due for collection.

The city of Edinburgh Council's Planning service publishes an annual planning performance framework, as do all planning authorities in Scotland. These contain key indicators and case studies evidencing improvements made to our service. The previous six years' worth of publications are available to view and download on our website.

<https://www.edinburgh.gov.uk/council-performance-reports/planning-performance-framework/1v>

Definitions:

Performance management\*:

Performance Management is about the practical ways that a council can improve what it does and, more importantly, what it delivers, in terms of good quality services that meet the needs of local people. Performance management is acting in response to actual performance to make outcomes for users and the public better than they would otherwise be.