

**REPORT TO:** Policy and Performance Review Committee

**MEETING DATE:** 12 June 2025

**BY:** Executive Director for Council Resources

**SUBJECT:** Performance Framework Refresh

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## **1 PURPOSE**

- 1.1 To provide Members of the Policy & Performance Review Committee (PPRC) with an update on the review of our current approach to performance reporting.
- 1.2 The scope of the report is to review the approach to Council Plan performance PPRC reporting, to ensure reports comply with any statutory requirements and follow good public performance reporting practices.

## **2 RECOMMENDATIONS**

- 2.1 To note the progress made to date.
- 2.2 To approve the proposed approach to performance reporting.
- 2.3 To note that the reports outlined in the new approach will be brought to members in line with the agreed work programme for session 2025/2026.

## **3 BACKGROUND**

- 3.1 In December 2024, a Review of Performance Reporting and Indicators report was presented to PPRC. This report outlined the statutory duties placed upon the Council as well as the new Statutory Performance Information Direction guidance. The report further committed the Council to review the new Direction and Guidance and identify any gaps in our current reporting and report back to PPRC at a future meeting.
- 3.2 In March 2025, the Head of Corporate Support worked with the Improvement Service and Committee members to complete a self-assessment to support PPRC to identify improvement actions to better carry out its scrutiny remit and add value to the Council.
- 3.3 Since then, a review of good practice on performance reporting being adopted by other Scottish local authorities has been undertaken, that has informed the development of the proposed approach to performance reporting.

- 3.4 Work is progressing well with the Council Management Team to review the current indicators and select the specific indicators to be presented to PPRC from September 2025.

### **Performance Reporting Hierarchy**

- 3.5 A performance reporting hierarchy refers to how different aspects of an organisation's performance are structured and presented in reports, typically from a high-level overview to more granular details. This hierarchy helps organise and communicate information about performance against key objectives, focusing on different levels of management and their responsibilities.
- 3.6 Strategic level: this level provides a broad overview of overall performance, focusing on key strategic objectives and organisational goals set out in the Council Plan and subsequent strategic priorities approved by the Council in February 2024.
- 3.7 Tactical level: this level will delve into specific Heads of Service areas, analysing performance against defined targets and metrics for the group of services they are responsible for.
- 3.8 Operational level: this level will focus on individual projects, tasks, and processes, providing detailed information on performance outcomes and any potential areas for improvement.

### **Proposed Reporting Approach and Frequency**

- 3.9 It is proposed that Strategic (Council) level reports are presented to PPRC annually in June of each year. This will replace the current top 10/50 indicators reports.
- 3.10 It is further proposed that Tactical (Head of Service) level reports are presented to PPRC at least quarterly. Each Head of Service will present a performance report, spread across each of the four sessions detailed in the PPRC work programme. These will replace the current quarterly reports.
- 3.11 Both reports noted above will present performance updates structured around the Council's strategies and priorities:
- Ensure the financial sustainability of the Council through the delivery of approved savings and transforming the way we deliver services (contributes to the long-term objective: Grow our Capacity)
  - Target resources on statutory services and focus on the highest risks and those most in need (sits under the long-term objective: Grow our People)
  - Deliver key infrastructure, economic development and environmentally sustainable projects within available council resources and maximising external funding (contributes to the long-term objectives: Grow our Economy and Grow our Communities).
- 3.12 Operational (Service) level performance is managed in line with our service planning guidance and reported via statutory reporting required by specific legislation or regulations. Reporting of these will remain in line with the current reporting regime.

- 3.13 An outline of the proposed Strategic and Head of Service level report formats is shown in Appendix 1 and 2, respectively.
- 3.14 It is planned that the first annual report will be reported to PPRC in September 2025, following approval of this report.
- 3.15 It is further planned that the first Heads of Service level reports will be presented to PPRC in September.

#### **4 POLICY IMPLICATIONS**

- 4.1 No policy implications.

#### **5 INTEGRATED IMPACT ASSESSMENT**

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

#### **6 RESOURCE IMPLICATIONS**

- 6.1 Financial – none.
- 6.2 Personnel – none.
- 6.3 Other – none.

#### **7 BACKGROUND PAPERS**

- 7.1 Review of Performance Reporting and Indicators December 2024:  
[https://www.eastlothian.gov.uk/meetings/meeting/17421/policy\\_and\\_performance\\_review\\_committee](https://www.eastlothian.gov.uk/meetings/meeting/17421/policy_and_performance_review_committee)
- 7.2 Statutory Performance Information Direction (from 2025/26):  
[https://audit.scot/uploads/docs/um/spi\\_direction\\_2024.pdf](https://audit.scot/uploads/docs/um/spi_direction_2024.pdf)
- 7.3 Performance Portal [East Lothian Council Performance Portal](#)

<b>AUTHOR'S NAME</b>	Michelle Cockburn
<b>DESIGNATION</b>	Transformation & Digital Portfolio Manager
<b>CONTACT INFO</b>	<a href="mailto:mcockburn@eastlothian.gov.uk">mcockburn@eastlothian.gov.uk</a>
<b>DATE</b>	17/06/2025

## Appendix 1 – Annual Report Outline: Strategic (Council) level reports - Delivering Strategic Priorities

For each of the three Council Strategic Priorities we will present Strategic (Council) level performance using this format:





# Delivering Strategic Priorities and the Council Plan

Ensure the financial sustainability of the Council through the delivery of approved savings and transforming the way we deliver services (contributes to the long-term objective: Grow our Capacity)

What we will do	Due date	Status	Update
Develop the Councils ??	31/03/2026	Closed	?? Developed and approved by CMT / Cabinet / Committee / Council on x date
Deliver the Councils ?? Strategy	31/03/2027	On target	Strategy approved on x date, latest report on progress reported to CMT / Cabinet / Committee / Council on x date
Deliver the Councils ?? Plan	31/03/2028	Delayed	Plan approved on x date, latest report on progress reported to CMT / Cabinet / Committee / Council on x date
Deliver the Councils ??	31/03/2029	Off target	Not started, planned to commence on x date

# Delivering Strategic Priorities and the Council Plan

Ensure the financial sustainability of the Council through the delivery of approved savings and transforming the way we deliver services (contributes to the long-term objective: Grow our Capacity)

Indicator	Current Status	22/23 Value	22/23 Target	23/24 Value	23/24 Target	24/25 Value	24/25 Target	Explanation of performance
								
								
								
								

## Appendix 2 – Bi-Annual Report Outline: Tactical (Head of Service) level reports - Actions and Indicators

For each of the three Council Strategic Priorities we will present Tactical (Head of Service) level performance using this format:

# Delivering Strategic Priorities and the Council Plan

Ensure the financial sustainability of the Council through the delivery of approved savings and transforming the way we deliver services (contributes to the long-term objective: Grow our Capacity)

What we will do	Due date	Status	Update
Develop the Councils ??	31/03/2026	Closed	?? Developed and approved by CMT / Cabinet / Committee / Council on x date
Deliver the Councils ?? Strategy	31/03/2027	On target	Strategy approved on x date, latest report on progress reported to CMT / Cabinet / Committee / Council on x date
Deliver the Councils ?? Plan	31/03/2028	Delayed	Plan approved on x date, latest report on progress reported to CMT / Cabinet / Committee / Council on x date
Deliver the Councils ??	31/03/2029	Off target	Not started, planned to commence on x date

# Delivering Strategic Priorities and the Council Plan

Ensure the financial sustainability of the Council through the delivery of approved savings and transforming the way we deliver services (contributes to the long-term objective: Grow our Capacity)

Indicator	Current Status	22/23 Value	22/23 Target	23/24 Value	23/24 Target	24/25 Value	24/25 Target	Explanation of performance
	