



Performance Management Framework

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Version History

Version	Date	Author	Changes Made	Approved By
1.0	07/08/2019	Corporate Director	Initial document	Full Council
1.1	03/11/2025	Strategy & Performance Manager	Revision	Corporate Committee
1.2	[Insert Date]	[Insert Author]	[Describe Changes]	[Insert Name]

Introduction

The Performance Management Framework (PMF) supports the delivery of the Corporate Plan and its annual council and service planning cycles.

Performance management is an approach and system implemented to manage and improve performance. As an inherent part of the Council's culture, it is fundamental to the achievement of the Council's vision; driving continuous improvement and efficiency; delivering Best Value and placing customers at the centre of what we do.

This framework sets out the arrangements by which the Council plans, delivers, reviews and improves what it intends to achieve, both as a Council and with its partners, whilst balancing quality of service with value for money.

Effective use of performance information allows key decision makers, both elected members and officers to act quickly if the delivery of outcomes is not as expected based on relevant facts about performance.

All employees have a role in improving performance. The framework shows how individual activities contribute to overall improvement.

Performance is managed at a council, corporate, service and individual level with each informing the other.

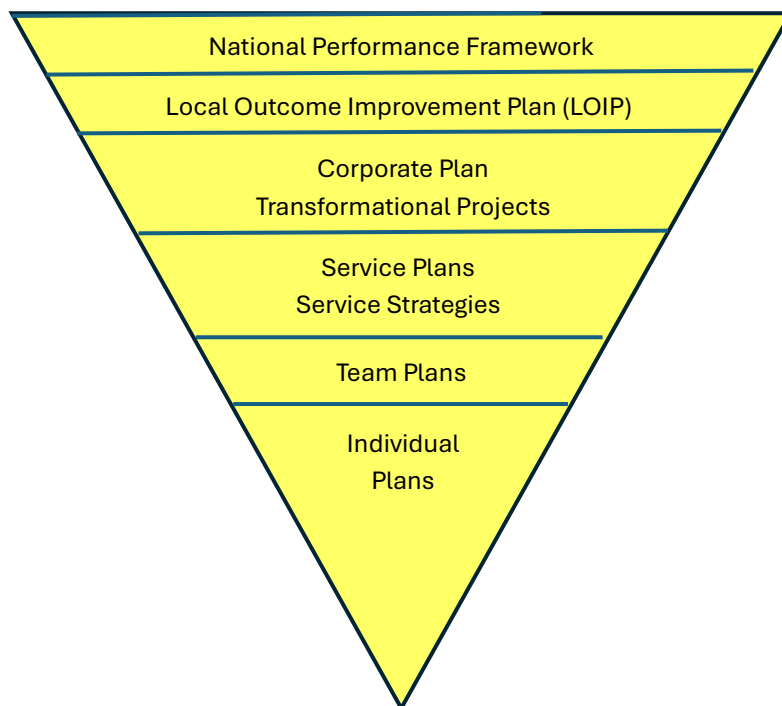
Performance is measured, monitored and analysed against agreed aims, objectives and targets in a systematic approach as set out in this Performance Management Framework.

The 'golden thread' is the phrase used to describe how plans fit together, connecting strategic objectives of the council and our partners with the actions of managers and staff at directorate, service, team and individual level.

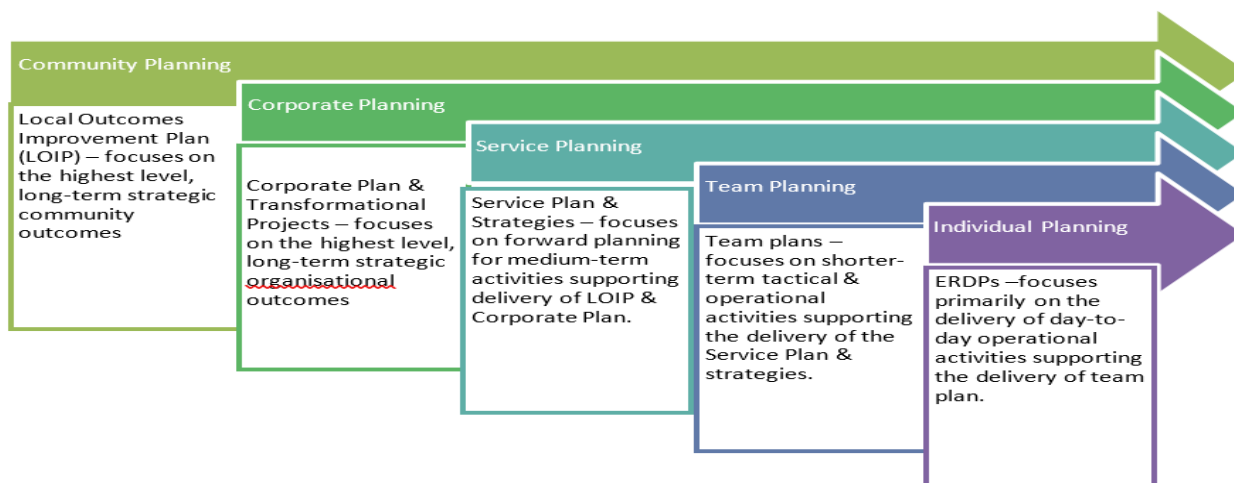


Performance Management Framework

When defining our corporate plan, we consider a broad range of related plans and priorities. This includes the Local Outcome Improvement Plan (LOIP), as well as national priorities and local strategies that promote effective governance, the efficient management of resources and the development of a performance management culture. These all work together to help us deliver our priorities as a Council, and the golden thread is the connection that links them all.



Each plan forms an important link into the overall picture of Council services and priorities. Plans at every level should use the priorities outlined in the plan above it to inform and guide its priorities. This ensures the strategic priorities from the LOIP and Corporate Plan, flow into the operational work of the Council. In turn, operational priorities, developments and improvements feed into the setting of strategic priorities across the organisation. This link between plans creates a continuous cycle that supports the delivery and communication of priorities at all levels.



Statutory and National Context

The [National Performance Framework \(NPF\)](#) sets out the direction and ambition of the Scottish Government through 11 national outcomes, measured by 81 indicators. Objectives are driven forward through a combination of legislation, policy and funding initiatives. Major initiatives and shared objectives are likely to also feature in local plans.



Best Value is a statutory duty set out in the Local Government (Scotland) Act 2003 and applies to all public bodies in Scotland. Its core purpose is to ensure good governance, effective use of resources and continuous improvement to deliver better outcomes for people. On behalf of the Auditor General and the Accounts Commission, external auditors work to ensure the approach of auditing Best Value reflects the context, different accountability regimes and reporting arrangements across the public sector.

The [Accounts Commission Direction 2024](#) determines the performance information that must be published by local authorities to provide opportunities for scrutiny and benchmarking. Complying with the Direction is fundamental for councils fulfilling their duty to secure best value, a duty that focuses on improving lives and services for local people alongside using resources effectively, recognising that each Council has its own strategic priorities, determined in accordance with local needs and data.

Accounts Commission Statutory Performance Information Direction 2024



The Commission expects councils to use the [Local Government Benchmarking Framework \(LGBF\)](#) to compare performance with that of other Councils. The LGBF is a high-level benchmarking tool designed to encourage councils to examine variations in cost and performance occurring between similar councils.

Local Context

Local Outcome Improvement Plan

Tackling inequalities is a specific focus of the LOIP. Our Local Outcome Improvement Plan (LOIP) sets out the local outcomes which the Community Planning Partnership (CPP) will prioritise under the following vision:

'Raising aspirations through expanded choices, improved livelihoods and wellbeing'

The CPP are public agencies that work together with the community to plan and deliver services that make a difference to people's lives. To help with this and ensure the vision is delivered, the CPP have identified four priorities to guide their work:

- *Building a better future for our children and young people in Moray*
- *Empowering and connecting communities*
- *Growing, diverse and sustainable economy*
- *Changing our relationship with alcohol*

In addition to the LOIP, the Partnership must also produce 'Locality Plans' for areas experiencing disadvantage. In Moray, locality plans have been developed for New Elgin and Buckie that aim to improve local priority outcomes and tackle inequalities in those communities.

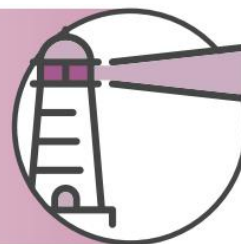
Corporate Plan / Transformation Projects

The Corporate Plan describes the Council's ambitions for Moray and focuses on tackling inequality, targeting our services towards that goal and working with partners and communities to achieve it. The plan incorporates key areas of focused work over three strategic priorities and links with our service plans and community planning partnership strategies.

Vision

A Moray where people prosper, free from poverty and inequality.

- Our young people grow up safe, well-educated and reach their full potential
- People lead healthy lives and have access to quality care when they need it
- Our businesses and communities prosper
- Our natural environment thrives for the betterment of all



Tackle Poverty and Inequality

Our focus

- Reduce child poverty and inequalities in incomes, health and education
- Support vulnerable members of our community



Build Stronger Greener Vibrant Economy

Our focus

- Deliver the Moray Growth Deal
- Focus on a wellbeing economy, one that provides opportunities for all



Build thriving, resilient, empowered communities



Our focus

- Involve and empower our communities in shaping places that people want to live in, visit and invest in
- Provide modern and sustainable services, housing and infrastructure that meet the needs of our communities
- Create and support flourishing, healthy communities by considering climate change and biodiversity in everything

The Council Transformation Strategy takes forward a continued focus on delivering transformation projects already in progress, accelerate and expand where there is opportunity to develop new areas of work to support the council's financial sustainability, providing a sound foundation for future transformation work.

The Project Management Governance Policy provides a framework for the council by defining roles, responsibilities, procedures and controls with the aim of enhancing successful project delivery. Projects are allocated to the Transformation Board which streamlines governance arrangements. Projects are subject to a Gateway process that ensures minimum standards are met when a project is initiated before progress monitoring continues through the Transformation Board.

Service Plans / Service Strategies

Service Plans are managed by Service Lead Officers and actions can be a mixture of those that directly help delivery of Corporate Plan outcomes and those undertaken to meet more service specific outcomes e.g. addressing resource pressures.

Strategies also set out what the service aims to deliver over a period, often focused by theme. Heads of Service assume responsibility for activities that support delivery of objectives and outcomes. Strategies must be more flexible due to the time span they cover.

Team Plans / Individual Plans

At an operational level, performance is monitored and managed as an integral part of service management. This would include the delivery and tracking of team plan activities.

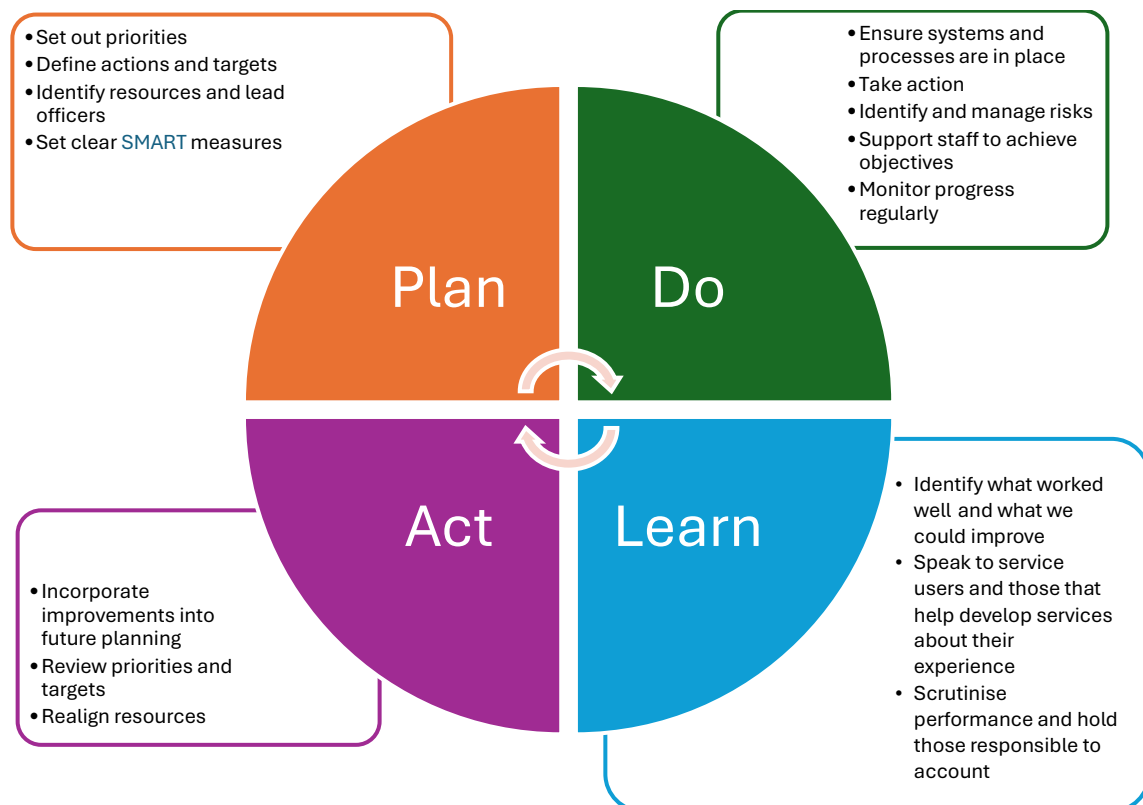
The Employee Review and Development Programme (ERDP) ensures that an individual employee's performance and development objectives are fully aligned with the priorities of the council, linking them to delivery of the council's strategies and plans.

Self-evaluation

Robust and regular self-evaluation is critical to inform and deliver performance improvement. The Council uses a variety of methods such as Public Sector Improvement Framework (PSIF), Public Library Quality Improvement Matrix (PLQIM) and How Good is our School (HGIOS) and similar frameworks.

Continuous Improvement Cycle

Performance management is a continuous ongoing process involving several stages. The Plan-Do-Learn-Act cycle shows how the Council continuously reviews its performance to improve services. Performance management is different from performance reporting as; performance management uses information to effectively plan, undertake activities, learn from results and act on learning to inform future planning.



SMART objectives and indicators which help to monitor progress are:

Specific: Precise in what we are trying to measure

Measurable: Realistic in terms of how we can measure the indicator and how practical it is to source this data when needed

Achievable: The target is realistic

Relevant: The measure will tell us what we need to know to make a decision that relates to the overall aim

Timely: There are timeframes for achieving goals

Roles and Responsibilities

All Managers have the same broad roles and responsibilities in relation to data capture, monitoring and reporting to improve performance which are:

- Understanding what is important to people that use council services
- Understanding the impact of performance on service delivery
- Setting challenging, realistic and relevant targets
- Measuring outcomes
- Identifying trends and comparisons with other providers
- Reporting performance in a timely manner to our internal and external customers
- Being responsive to performance data
- Ensuring linkage through corporate service and individual staff goals and targets
- Developing staff to deliver performance results

Specific roles and responsibilities are contained in the table below.

Roles and Responsibilities – who does what	
Community Planning Board	Provides leadership to the Community Planning Partnership, agrees the strategic priorities of the area and scrutinises the performance of the Partnership.
Service Committees	Scrutinise performance information to ensure priorities are met, identifying successes, challenges and any improvement activity required.
Transformation Board	Responsible for overseeing progress against major strategic projects approved through the Gateway process.
Corporate Leadership Team (CLT)	The Chief Executive and Executive Directors have responsibility and accountability for organisational leadership, unified thinking and action, collectively creating the environment, culture and conditions to enable measurable progress and outstanding performance.
Extended Corporate Leadership Team (ECLT)	The Chief Executive, Executive Directors and Heads of Service have responsibility for managing the progress against the strategic plans of the Council.
Executive Directors	Strategic responsibility for the directorate. Responsible for leading and directing the performance of their directorate and contributing to the council's priorities as well as controlling reporting of revenue and capital expenditure monitoring information.
Departmental Management Teams (DMTs)	Departmental / Senior Management Teams monitor, evaluate and report performance relating to the achievement of objectives and activities set out in the various plans. In some cases, these officers produce Public Performance Reports, key strategies and plans.
Heads of Service	Responsible for the delivery of the Service Plan, overseeing the performance of service areas within their remit and contributing to the council's priorities.
Service Managers	Responsible for setting objectives and targets, monitoring and managing performance against targets, contributing to the Council's priorities.
Line Managers	Responsible for delivering Team / Operational Plans, monitoring and managing performance against targets and supporting staff to deliver their objectives.
Performance Framework (Community Strategy & Engagement)	Small team responsible for maintaining the Council's performance management software, Pentana; collating performance corporately and drafting consolidated performance reports for the Corporate Leadership Team and Council Committees.
Service staff	Data collection, input and reliability

Performance Reporting and Scrutiny

Performance is reported on a quarterly, half-yearly and annual basis to several audiences. Scrutiny of performance is an essential tool for improvement and is called out at all levels of the council by Senior Managers, Extended Corporate Leadership Team and Elected Members. Reports are submitted to various committees on a half-yearly basis. All information is published on the [Council's performance webpages](#).

Pentana holds performance information; in addition, data on resources is collected corporately. The data extracted from Pentana is supported by written reports that highlight the departmental successes, challenges and action to support the challenges.

Performance Reporting Cycle and Responsibilities

	CLT/ECLT	CPB	Service Committee	Audit & Scrutiny Ctte	Corporate Committee	Transform Board	DMT
LOIP & Indicators	Chief Executive (H)	Chief Executive (H)					
Corporate Plan & Indicators	Executive Director (H)				Executive Director (A)		
Transformation Programme	Executive Director (Q)				Executive Director (Q)	Senior Responsible Officer (Q)	
Best Value Plan	Executive Director (Q)				Executive Director (Q)		
Service Strategies			Heads of Service (A)				
Service Plan & Indicators			Heads of Service (by exception) (H-Q2&Q4)				Heads of Service (by exception) (H-Q1&Q3)
Team Plan & Indicators							Heads of Service (Q)
Local Government Benchmarking Framework	Head of Community Strategy, People & Change (A)			Head of Community Strategy, People & Change (A)	Head of Community Strategy, People & Change (A)		
Complaints	Head of Customer Experience, ICT & Digital (A)			Head of Customer Experience, ICT & Digital (A - SPSO)	Head of Customer Experience, ICT & Digital (A)		
Governance Themes					Head of Service (A)		
Revenue Budget Monitoring	Chief Financial Officer (Q)		Heads of Service (Q)		Chief Financial Officer (Q)		
Capital Plan Monitoring	Chief Financial Officer (Q)		Heads of Service (Q)		Chief Financial Officer (Q)		

KEY	
Q	Quarterly
H	Half-Yearly
A	Annually