**Item 3**

**18th January 2023**

**Glasgow City Council**

**Operational Performance and Delivery Scrutiny Committee**

**Report by Chief Executive**

**Contact: kimberley.hose@glasgow.gov.uk Tel: 07795280065**

# Strategic Plan: Monitoring Approach and the development of Performance Dashboards

**Purpose of Report:**

To outline the recommended approach for monitoring the progress of the Council's Strategic Plan through capture, analysis and presentation of relevant data.

**Recommendations:**

The committee is asked to note this report and to:

- note and agree the recommended approach
- note the future areas where the development of performance dashboards may be appropriate, and the potential benefits of the approach
- note that the Committee will updated on progress scoping the development of dashboards

Ward No(s): Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

***PLEASE NOTE THE FOLLOWING**:*

*Any Ordnance Survey mapping included within this Report is provided by Glasgow City Council under licence from the Ordnance Survey in order to fulfil its public function to make available Council-held public domain information. Persons viewing this mapping should contact Ordnance Survey Copyright for advice where they wish to licence Ordnance Survey mapping/map data for their own use. The OS web site can be found at <http://www.ordnancesurvey.co.uk> "*

*If accessing this Report via the Internet, please note that any mapping is for illustrative purposes only and is not true to any marked scale*

## 1.0 Background

1.1 The Council Strategic Plan was agreed at Full Council in October 2022. The Operational Performance Delivery and Scrutiny Committee is now tasked with monitoring the delivery of the Plan.

1.2 A draft performance template was presented to the Operational Performance Delivery and Scrutiny Committee to effectively structure and support scrutiny of the plan.

1.3 This template reflects the learning and recommendations in the Internal Audit of Performance and the debrief of the previous scrutiny Committee; as detailed at the last OPDSC meeting.

1.4 As noted previously to the Committee work on a **Performance Manual** has begun, and this work will develop in conjunction with colleagues in our Internal Audit team; and with the input of Services and Elected Members.

1.5 As part of this approach an exploration of how best to deploy performance dashboards will be undertaken. This will build on some of the existing scoping work and look at the current practice of manual data gathering; and explore areas where greater automation can be achieved which might facilitate the production of a performance dashboard.

## 2.0 Monitoring Approach using Data

Manual data gathering

2.1 Currently the vast bulk of data gathered is collated manually for performance monitoring. This involves staff interrogating individual spreadsheets and databases to present data in form that can be understood for performance monitoring purposes.

2.2 This can be resource and time intensive; and be a repetitive exercise where slight updates to data may require entire datasets to be analysed each time.

Automated data gathering

2.3 Increasingly data can be gathered with the support of automated process that has staff oversight. Some initial scoping work has been undertaken with services including NRS, to establish areas where appropriate areas for automated data gathering may be considered.

2.4 Further work will be undertaken to identify the success criteria for each action supporting the plan. The success criteria should indicate what data must be

baselined and then collected on an ongoing basis to show progress against plan.

2.5 Actions and success criteria will be identified as part of the ongoing scoping work to allow baselining of appropriate data. Once all data measures have been identified, and where the data is appropriate for automated update, a dashboard can be developed to show and share progress.

2.6 Dashboards can be developed at mission and/or grand challenge level as required, and this will be guided by the availability of suitable data.

2.7 A key focus of the development of performance dashboards will be to look at how they can assist a tiered approach to performance monitoring.

## 3.0 Facilitating a Tiered Approach to Data Monitoring

3.1 One of the advantages of developing a performance dashboard is that it can allow the production of regular publicly available data, that can be hosted on publicly accessible forums such as a webpage or available for operational scrutiny by both service managers, elected members and the public.

3.2 This allows for Tiered approach to performance monitoring; where information can be calibrated for more effective scrutiny. Low tier granular operational data which may be suitable for inclusion in a performance dashboard can be linked within higher level reports; allowing for a more strategic approach to performance monitoring where the low tier data is not being presented; but is readily and easily available for context or more detailed scrutiny should that be required.

3.3 Higher Tier strategic data that informs the delivery of a Mission, or its consequent Commitment can provide the focus for Elected Member and strategic level Officer scrutiny; in the knowledge that more detailed information is available where required.

3.4 This can allow for better calibration of performance information which reflects more directly the delivery of the Missions and Commitments in the Strategic Plan.

3.5 This approach also fulfils some of the council's commitments to Open Government under the associated Action Plan with the commitment to open data being central.

## 4.0 Resources and Next Steps

4.1 Corporate Policy and Governance will work with services to agree the actions, success criteria and data measures required to support the ongoing work to

scope the development of performance dashboards. This work will be driven through the **Strategic Performance Working Group**

4.2 The Corporate Data Team will continue to work with Corporate Policy and Governance and services to collect the relevant data required to measure progress.

4.3 Where possible, and with the engagement of services the capture of data will be automated going forward.

4.4 The Corporate Data Team will develop dashboards as required from the data measures identified.

4.5 Updating of the dashboards will be automated where possible.

4.6 A further report on the development of performance dashboards will be provided to Committee after the development of the Performance Manual; and when the ongoing scoping work with services is complete.

## 5 Policy and Resource Implications

**Resource Implications:**

| | |
|---|---|
| *Financial:* | None identified at this stage |
| *Legal:* | None identified at this stage |
| *Personnel:* | None identified at this stage |
| *Procurement:* | None identified at this stage |

**Council Strategic Plan:** This supports the Grand Challenge of Enabling staff to deliver essential services in a sustainable, innovative and efficient way for our communities by focusing on how our performance data is presented for public and operational scrutiny

**Equality and Socio-Economic Impacts:**

| | |
|---|---|
| *Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.* | Yes, as it supports Outcome 3: Service users are provided with information accessible to them on services provided by the Council Family particularly, those who face barriers |

| | |
|---|---|
| | through disability, language and digital exclusion |
| *What are the potential equality impacts as a result of this report?* | No significant impact identified at this point; although the accessibility of performance data will be considered as the proposal develops |
| *Please highlight if the policy/proposal will help address socio-economic disadvantage.* | No significant socio-economic impacts identified at this point; as the report focuses on how to structure our performance reporting |
| **Climate Impacts:** | |
| *Does the proposal support any Climate Plan actions? Please specify:* | No significant climate impacts identified at this point; as the report focuses on how to structure our performance reporting |
| *What are the potential climate impacts as a result of this proposal?* | |
| *Will the proposal contribute to Glasgow's net zero carbon target?* | |
| **Privacy and Data Protection Impacts:** | |
| Are there any potential data protection impacts as a result of this report Y/N | |

## 6 Recommendations

The committee is asked to note this report and to:

- note and agree the recommended approach
- note the future areas where the development of performance dashboards may be appropriate, and the potential benefits of the approach
- note that the Committee will updated on progress scoping the development of dashboards