Item 4

16th November 2022

Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive

Contact: Cormac Quinn Ext: 73625

Strategic Plan: Performance Toolkit; and updated Committee Workplan

Purpose of Report:

To present the draft performance toolkit to Committee; and note future areas of development for the toolkit.

To present the draft Committee workplan for the 6 month period to April 2023.

Recommendations:

The committee is asked to note this report and to:

- note and agree the draft template
- note the draft toolkit, and agree approach to development of Performance Manual
- note and agree the proposed Committee workplan
- note that any further developments will be notified to this Committee.

Ward No(s):	Citywide: ✓
Local member(s) advised: Yes ☐ No ☐	consulted: Yes ☐ No ☐

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 This report sets out the approach and the tools available to support the ongoing scrutiny of the Plan.

1.3 It also outlines a proposed workplan to enable the Strategic Plan to be scrutinised through a cost of living lens; and address areas of Service activity that may arise in response to cost of living issues. This reflects the narrative set out in the Strategic Plan which highlights that the Council agreed in June 2022 to prioritise cost of living measures in the delivery of core services. It is therefore appropriate that six months on these measures, both those included in the Strategic Plan Commitments and outwith, are scrutinised by the Committee.

2.0 Strategic Plan: Approach

2.1 In order to ensure that the Plan clearly articulates its purpose it has been structured into Grand Challenges and their supporting Missions.

2.2 The Grand Challenges and their Missions are as follows:

1. **Reduce poverty and inequality in our communities**

- End child poverty in our city using early intervention to support families
- Meet the learning and care needs of children and their families before and through school
- Improve the health and wellbeing of our local communities
- Support Glasgow to be a city that is active and culturally vibrant

2. Increase opportunity and prosperity for all our citizens

- Support Glasgow residents into sustainable and fair work
- Support the growth of an innovative, resilient and net zero carbon economy
- Raise attainment amongst Glasgow's children and young people

3. Fight the climate emergency in a just transition to a net zero Glasgow

- Deliver sustainable transport and travel aligned with the city region
- Become a net zero carbon city by 2030

4. Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities

- Create safe, clean and thriving neighbourhoods
- Run an open, well governed council in partnership with all our communities
- Enable staff to deliver a sustainable and innovative council structure that delivers value for money

2.3 These Grand Challenges and their Missions will be underpinned by Commitments which Services will undertake to work towards the goal of each Mission. The last Committee effectiveness assessment for OPDSC (prior to the 2022 Local Government Elections) included an action for Internal Audit to review the new Council Plan actions to ensure they were articulated in such a way to facilitate effective scrutiny. Therefore, work will now be undertaken with Internal Audit colleagues to ensure that the Commitments, or groups of Commitments, are clearly articulated as deliverables in line with best practice.

2.4 Actions will be developed to support the delivery of each, or groups of Commitments as appropriate; and these will be scrutinised alongside the overall delivery of each Mission and overall progress in addressing the four Grand Challenges.

2.5, It should be noted that Council agreed that the Strategic Plan will be subject to an annual review to reflect the volatility of outside pressures and budget constraints. There is a transparent change control process in place to assist this.

3.0 Performance Toolkit

3.1 To support the work of the Committee a draft performance template has been developed (Appendix 2). 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.

3.2 The work on a Performance Manual has begun; and a short glossary of key terms is included for Members (at Appendix 1)

3.3 The work to develop the Manual will be undertaken by the Corporate Policy and Governance team in conjunction with colleagues in our Internal Audit team; and with the input of Services and Elected Members. The manual will look to include; but not be limited to:

- A clear definition of terms/ glossary for Performance Management (Milestones/ Targets/ Outcomes/ Strategy/ Action Plan etc)

- An outline of the use of case studies in performance reports where that is appropriate - voice of the service user etc. This is a strong tool to demonstrate impact of services, projects, interventions etc.

- Clarification of issues around frequency of reporting and periods covered by reports, (e.g. financial vs calendar vs academic years)

- Provision of formal guidance on RAG / setting and reviewing targets and other areas that align to the Internal Audit report.

4.0 Proposed Work Plan for OPDSC (January to April 2023)

4.1 In view of the focus on the new Council Strategic Plan and Cost of Living; it is proposed that the agendas for the next meetings in the schedule be configured as outlined below; with other items to be submitted as required. All Mission are cross-cutting across Service and Aleos, however a Lead Service or Aleo has been highlighted below:

Committee Date	Item	Lead
January	Strategic Plan: Cost of Living **Grand Challenge 1**: Reduce poverty and inequality in our communities <u>Mission 1</u> End child poverty in our city using early intervention to support families <u>Mission 3</u> Improve the health and wellbeing of our local communities	Chief Executive Department (CED/ Financial Services (FS) Health & Social Care Partnership (HSCP)
February	Strategic Plan: Cost of Living **Grand Challenge 2:** Increase opportunity and prosperity for all our citizens <u>Mission 2</u> Support the growth of an innovative, resilient and net zero carbon economy	CED (Economic Development)
March	Strategic Plan: Cost of Living **Grand Challenge 3:** Fight the climate emergency in a just transition to a net zero Glasgow	

	<u>Mission 2</u> Become a net zero carbon city by 2030	Neighbourhood & Regeneration Services (NRS)
April	Strategic Plan: Cost of Living **Grand Challenge 4**: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities <u>Mission 3</u> Enable staff to deliver a sustainable and innovative council structure that delivers value for money	CED

Operational Performance Delivery and Scrutiny Committee: Glossary of key terms

Introduction

In order to assist scrutiny; and to enable services to report consistently, a **Performance Manual** will be developed over the course of 2022/23. This will be undertaken in line with recommendations of the Internal Audit of Performance; and in conjunction with colleagues in Internal Audit; with input from services and elected members. It will provide a common understanding of terms that relate to performance; and enable a consistency of approach when Performance related reports are submitted.

The Performance Manual will also include reference to some of the terms used as part of the Strategic Plan framework (i.e. Grand Challenge/ Mission/ Commitment) in order to ensure clear context for the Performance Framework.

Glossary of Key Terms

Below are some of the key terms Elected Members can expect to see in Performance related reports submitted for consideration:

Grand Challenge

The Grand Challenge clearly articulates a key overarching challenge that the Council and its partners face. The Grand challenges will underpin the focus of the Council's Strategic Plan. These Grand Challenges may have a particular emphasis in some areas of Council delivery; but given the breadth of the challenges, will also typically cut across areas of Council delivery. For this Strategic Plan they flow from the key challenges identified as needing to be addressed by the Covid Recovery and Renewal work.

Mission

Missions are high-ambition, high-profile initiatives which seek to address the Grand Challenges by putting forward concrete solutions; while also maintaining a clear, measurable, time-bound and realistic direction. Missions will aim to be bold, ambitious and inspiring and to be clear in their direction and purpose.

Commitment

The Commitment relates to the strategic response of a Service or Services to delivering a Mission. Essentially it details the commitment or commitments the service (s) undertakes to deliver the solution outlined in the Mission. Those Commitments outlined in the Strategic Plan may be grouped together with associated Actions outlined to achieve their aims.

Action

Action refers to the direct tactical activity undertaken to achieve the aims of the Commitment or group of Commitments. These actions can be a mix of Qualitative and Quantative Indicators.

Qualitative Indicators

These refer to performance measures which have elements of metric or numeric value that can be represented in reporting. They can be presented in reports in the form of percentages or in simple numbers depending on the context.

Quantitive Indicators

These refer to performance measures that are assessed on a more subjective basis taking account of progress against factors such as timescales, budgets and overall project completion. They may contain supporting narrative to outline the progress and detail any matters of interest to Elected Members relating to the action.

RAG rating

Currently the council utilises a Red/ Amber/ Green traffic light system to provide an accessible method of determining the progress of actions in its performance framework. The Council's corporate RAG (Red / Amber / Green) rating system for Quantative measures where metric measurement is possible; is as follows

- **Green**
  A green rating indicates performance has exceeded target, met target or is no more than 2.49% outwith target
- **Amber**
  An amber rating indicates performance is between 2.5% and 4.99% outwith target performance

- **Red**
  A red rating indicates performance is 5% or more outwith the target Performance

Please note: As noted above where a target is not expressed as a numeric value and percentage assessments cannot be made; (a Qualitative Indicator), performance is assessed on a more subjective basis taking account of progress against factors such as timescales, budgets and overall project completion.

Other useful terms

Policy

A policy is a course or principle of action determined at Local or National level that requires to be implemented by the Council.

Strategy

This is the method by which the Council will address the requirement of the Policy and the framework within which an action plan will be developed

Action Plan

These are the actions that are determined by the strategy; and undertaken within the framework of the strategy to support implementation and delivery of the Policy objectives.

Draft Performance Template

The Plan sets out four Grand Challenges for the council to deliver against. These are to:

- Reduce poverty and inequality in our communities;
- Increase opportunity and prosperity for all our citizens;
- Fight the climate emergency in a just transition to a net zero Glasgow;
- Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

Below is a draft of the template that we want to use to effectively structure and support scrutiny.

It should be noted that the template below includes the United Nations Sustainable Development Goals (SDGs). This is for information only at this stage. Along with many governments globally, at international, national and local level, the Council has committed to embedding these into its Performance Framework as part of its work to achieve net zero by 2030 and become a more sustainable delivery body. The SDGs will be formally embedded into these reports, following a period of education and training, during the mid-term review of the Strategic Plan in 2024/5. Work is ongoing with Sustainable Glasgow and partners to complete this work and elected members will receive further information and training in due course.

Appendix 2


Grand Challenge
Mission
Mission
Mission
Mission Commitment
Mission Commitment
Mission Commitment
Mission Commitment
Mission Commitment
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Mission Commitment
Mission Commitment
Mission Commitment

Council Strategic Plan 2022-2027

GRAND CHALLENGE FOUR: **Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities**						
MISSION 2: **Run an open, well governed council in partnership with all our communities**						
C10: Update the council's equality impact assessments with involvement of key partners with lived experience, where appropriate.						
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**SDG** 	**Lead Service**	**RAG**
Update Guidance to reflect need for lived experience to be included in consultation where appropriate; and to reflect recommendations the Audit of EQIA concluded in Oct 2022	Internal Audit recommend that review of EQIA concluded by April 2023	All new assessments to include reference to lived experience, where appropriate by Dec 2022	EQIA Guidance review to also include more explicit Human Rights considerations in line with development of Scottish Government Bill		**CED**	G

All training modules to reflect recommended changes in Guidance.	First phase of training to be delivered by December 2022	First Phase preparation underway First post-election EQIA Training session scheduled for 7th December 2022	Further sessions to be scheduled for 2023		**CED**	G
EQIA Quality Assurance Process to be developed and implemented as part of regular existing EQIA process	Process to be developed in line with Internal Audit recommendations by April 2023	Workshop on Quality Assurance to held 26th October 2022	Quality assurance will be reviewed continuously in line with current process of EQIA review		**CED**	G

Commitment:						
TBC	TBC	TBC	TBC	TBC	TBC	TBC
TBC	TBC	TBC	TBC	TBC	TBC	TBC
TBC	TBC	TBC	TBC	TBC	TBC	TBC
TBC	TBC	TBC	TBC	TBC	TBC	TBC
TBC	TBC	TBC	TBC	TBC	TBC	TBC
Commitment:						
TBC	TBC	TBC	TBC	TBC	TBC	TBC
TBC	TBC	TBC	TBC	TBC	TBC	TBC
TBC	TBC	TBC	TBC	TBC	TBC	TBC

Policy and Resource Implications

Resource Implications:

Financial:	None
Legal:	None
Personnel:	None
Procurement:	None

Council Strategic Plan:

Grand Challenge 4:
Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities

Mission 4: Enable staff to deliver a sustainable and innovative council structure that delivers value for money

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	Yes, by highlighting how general performance should be measured and reported the report seeks to assist in increasing people's knowledge about Equality and Fairness which supports the Equality Outcomes.
What are the potential equality impacts as a result of this report?	No EQIA required as the report is a summary report based on previous audit recommendations, and no policy decisions are initiated in this report.
Please highlight if the policy/proposal will help address socio-economic disadvantage:	Yes, by highlighting areas of work the report seeks to assist in increasing people's knowledge about Fairness and impact of policy/planning on socio-economic outcomes.

Climate Impacts:

Does the proposal support any climate Plan actions? Please specify:	*Not Directly*
What are the potential climate impacts as a result of this proposal?	None
Will the proposal contribute to Glasgow's net zero carbon target?	N/A

Privacy and Data Protection impacts:	Data collated with be handled in accordance with the General Data Protection Regulation

Recommendations

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