Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive

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Performance Manual: Annual Progress Update

Purpose of Report:

To update committee on annual progress of the Performance Manual.

Recommendations:

The committee is asked to:
• Consider and note the content of the report
• Note the developments included in the Performance Manual including case studies and SPI template
• Note and agree the recommended approach at Appendix 1 for use within the existing performance management template

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Ward No(s):   Citywide: ✓

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

1.0   Background and Context

1.1   The Council Strategic Plan was agreed at Full Council on 27th October 2022 with the Operational Performance Delivery and Scrutiny Committee tasked with monitoring delivery of the Plan.

1.2   In order to assist scrutiny; and to enable services to report consistently, a Performance Manual has been developed. The Performance Manual was presented at the OPDSC on 16th August 2023. This was undertaken in line with recommendations of the Internal Audit of Performance.

1.3   Members noted the developments in the Performance Manual at the OPDSC on 15th November 2023. It also noted that they were keen to see examples of good practice and learning that could be applied to support performance reporting; including an exploration of how performance Dashboards could be deployed.

1.4   The update at the OPDSC on 6th March 2024 provided some of the early considerations around the ongoing development work to look at how performance dashboards could be deployed. Both in a general sense; to look at existing potential platforms and scope out the requirements for dashboards to function.

1.5   This paper provides an annual update of the Performance Manual including two key significant elements that provides case study templates including RAG status and potential dashboard development to provide performance monitoring.

2.0   Performance Manual - case studies

2.1   At the OPDSC on 16th August 2023, further work was undertaken to explore case studies to support performance reporting. Some research into case studies across UK has provided best practice examples in how outcomes can be reflected within performance. However, the focus was to embed extended explanations on performance reporting which align to the Council's strategic plan. Case study examples from Local Government Association (LGA) demonstrated a wide variety of examples to apply clarity within RAG status ratings to provide explanations of extended performance reporting.

2.2   Examples of case studies used for performance management and reporting in other Local Authorities and events were presented. As part of the exploration, we looked at all aspects on delivery and performance. The initial findings across the UK and internationally found that there are various ways organisations report on performance management. The case studies below have demonstrated that performance can be reported against local outcomes or against targets. Local authorities across the UK have also demonstrated case studies can be utilised in various forms to report on performance management.

2.3 We have explored the learning applied from the research and we have found some of this learning can be applied to the Council Strategic plan. The examples we have used from the research of case studies both across the UK specifically from Local Government Association (LGA) is applicable to the performance management reporting that Council services can benefit and input to reporting on the Council's Strategic plan.

2.4 We looked at general outcome focused performance and performance management level outcomes. However, our focus has been performance management.

3.0 Dashboard development

3.1 As noted at the [OPDSC](#) on 6th March 2024, the work continues to develop exploring the Performance Dashboards,the views and thoughts of elected members on the options presented and will be incorporated the ongoing development.

3.2 The Strategic Performance Working Group will also be involved in updating and monitoring the effectiveness of any potential dashboard and its practical application. This will also look; in particular, at the flow of information whether Manual or Automated and what would be required to support both; in order to populate a potential dashboard.

3.3 Different approaches to presenting dashboard information within performance management were explored of the work that had been undertaken to look at how public performance information could be presented by way of dashboards to support the work of the Committee and Service Performance management. The two types of dashboards styles that were explored that are currently utilised by the Council is namely Pentana and Smartsurvey and the general features were detailed and presented on both the Pentana and Smartsurvey Dashboards. The Council are in further exploration of how wider platforms can host a tiered approach to performance monitoring from the Open Government network. Examples include Trello that are currently utilised by Scottish Government.

4.0 Next steps

4.1 As the work continues to explore robust ways of performance reporting, the views and thoughts of elected members on the options presented will be incorporated for the ongoing development.

4.2 The Strategic Performance Working Group will continue to be involved in updating and monitoring the effectiveness of any potential dashboard and its practical application. The group will also continue to look at case studies.

4.3. Any significant developments between now and the Performance Manual update to this Committee will be outlined in the Performance Manual itself; and out-with that, will be notified to this Committee as a matter of course.

5.0   Policy and Resource Implications

Resource Implications:

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

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	Not applicable as this is a performance report
What are the potential equality impacts as a result of this report?	No significant impact
Please highlight if the policy/proposal will help address socio-economic disadvantage.	Not applicable as this is a performance report

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:	Not applicable as this is a performance report
What are the potential climate impacts as a result of this proposal?	Not applicable as this is a performance report

Will the proposal contribute to Glasgow's net zero carbon target?	Not applicable as this is a performance report
Privacy and Data Protection Impacts:	No impact

6.0 Recommendations

Committee is asked to

- Consider and note the content of the report
- Note the work being undertaken to ensure performance reporting remain as relevant to the work of Glasgow City Council