



Glasgow City Council
City Administration Committee

Report by Chief Executive

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Item 6

13th December 2018

Council Strategic Plan Outcome Indicators

Purpose of Report:

To seek approval of proposed Council Strategic Plan Outcome Indicators.

Recommendations:

Committee is asked to:

- Note that this report fulfils an action in the Best Value assessment Action plan. This action is due for completion by the end of December 2018;
- The report was considered by the Operational Performance and Delivery Scrutiny Committee (OPDSC) on the 21st November 2018.
- OPDSC requested some clarifications and suggestions for strengthening the suite and these are being addressed ; and
- The City Administration Committee is asked to approve the proposed Council Strategic Plan Outcome Indicators, subject to OPDSC's questions and comments being addressed.

Ward No(s):

Citywide:

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

1.0 Purpose of Report

- 1.1 This report presents a proposed suite of outcome based performance measures that have been developed to monitor progress against the priority themes and commitments set out in the Council Strategic Plan 2017 to 2022.

2.0 Background

- 2.1 A suite of outcome based indicators has been developed in response to our review of the Council's performance management arrangements presented to the OPDSC in January 2018. Overall the review was positive, however it identified that the majority of reports and performance information currently produced across the Council Family focused mainly on input and output indicators. The review recommended an outcome orientated approach, linked to the new strategic plan, which could potentially provide a framework to evidence real results achieved by demonstrating impact and changes over time.
- 2.2 During the recent Best Value Assessment (June 2018), Audit Scotland found that our current approach to performance reporting was well developed. The report also recognised our commitment to continuous improvement through regular review of our existing performance management arrangements.
- 2.3 The Best Value Assessment findings included a recommendation that we should continue to refine our corporate performance framework to help measure the long-term outcomes of the strategic plan. This Best Value Assessment action plan item was agreed by Council on the 13th September 2018 and is to be complete by December 2018.

3.0 Developing the Outcome Based Performance Measures

- 3.1 The development of the outcome measures has been undertaken in consultation with performance officers from across the Council Family. The Officer Strategy and Performance Working Group has reviewed the national Scotland Performs Framework¹ (<http://nationalperformance.gov.scot/>). Where possible and appropriate it has selected the same indicators and evidence sources to establish baseline statistics for the Council Strategic Plan and for future performance measurement.
- 3.2 The final suite of measures that have been selected present a range of outcomes, outputs, processes and inputs, combining a variety of facts and opinions in order to provide a balance of information to allow effective measurement of service impact and changes over time. Some measures will provide insight and context and others will track performance.

¹ A new Scottish National Performance Framework, consisting of 11 outcomes, 81 indicators and 17 Sustainable Development Goals was launched in June 2018

- 3.3 The indicators and outcomes are also aligned to the Sustainable Development Goals² (a set of globally agreed indicators/priorities for tackling poverty and Inequality) and also the National Public Health Priorities.³
- 3.4 Using the Scotland Performs Framework as a guide, a range of evidence sources have been identified. The sources include national data sets which provide local authority comparative information, such as the Scottish Public Health Observatory, Scottish Household Survey and Office of National Statistics. Evidence from additional sources such as service performance data, the Glasgow Household Survey and the Local Government Benchmarking Framework will also be used to demonstrate that strategic outcomes are being achieved. In discussing the measures with national data organisations, we understand that the measures we have developed can be collated at a Glasgow level
- 3.5 Operational Performance and Delivery Scrutiny Committee noted progress on the development of the Council Strategic Plan Outcome indicators on the 21st November 2018. It made a number of suggestions to improve the suite of measures over time. These are appended and will be incorporated into the suite of measures as indicated. The OPDSC agreed that the suite of indicators and accompanying technical guidance notes will be kept under review and updated or revised as new data sets emerge.

4.0 The Performance Management Process.

- 4.1 As these indicators are intended to measure progress over time it is intended to use them, where available, in the mid-term review of the council strategic plan and in future annual performance reporting. The outcome measures developed represent a new approach to performance measurement and will require a process of on-going trial and adjustment to ensure the most appropriate indicators have been selected and that they are used consistently.
- 4.2 The indicators selected have been aligned to the seven cross cutting priority themes and 28 high level outcomes of the Council Strategic Plan 2017-2022.
- 4.3 Each performance indicator will have a baseline position allocated and will then be updated on an on-going and regular basis, when evidence and source Information becomes available. The Chief Executive's Department is completing the collation of the baseline evidence. Through our discussions with national data organisations, we understand that the measures we have developed can be collated at a Glasgow level.
- 4.4 The Strategy and Performance Working Group will continue to meet on a six-weekly basis to oversee the implementation of the outcome based performance measures and how these continue to evolve over time. This group will also continue to develop the process of collation, analysis and

² <https://sustainabledevelopment.un.org/?menu=1300>

³ <https://www.gov.scot/publications/scotlands-public-health-priorities/>

interpretation of the findings and evidence. It will develop any technical notes required to ensure the use and definition of the indicators are clear.

4.5 These new performance measures will build on the data already collected for reports relating to the performance monitoring of the strategic plan. Other related reports include:

- The Corporate Scorecard
- Programme Plan Progress Reporting
- Thematic Reporting to OPDSC
- Annual Performance Report.
- Annual Service Improvement and Improvement Plans

5.0 Policy and Resource Implications:

Resource Implications:

Financial: No direct financial impacts as a result of the report.

Legal: No new legal issues.

Personnel: No direct personnel impacts.

Procurement: No relevant procurement Issues

Council Strategic Plan: Action 93 Review our public performance framework

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2017-22: Yes

What are the potential equality impacts as a result of this report? : Where individual performance reviewed within the framework has future service change implications they will require to consider Equalities Impacts within the EQIA Framework

Please highlight if the policy/proposal will help address socio-economic disadvantage: Where performance issues are highlighted and have future service change implications they will require to consider socio economic impact within the EQIA Framework.

Sustainability Impacts:

Environmental: No relevant environmental issues as a result of this report.

Social, including Article 19 opportunities: See above.

Economic: See above.

Privacy and Data Protection No data protection impacts identified

6.0 Recommendations

6.1 The City Administration Committee is asked to:

- Note that this report fulfils an action in the Best Value Assessment Action Plan. This action is due for completion by the end of December 2018;
- This report was considered by the Operational Performance and Delivery Scrutiny Committee (OPDSC) on the 21st November 2018.
- OPDSC requested some clarifications and suggestions for strengthening the outcome indicators and these are being addressed; and
- Approve the proposed Council Strategic Plan Outcome Indicators, subject to OPDSC's questions and comments being addressed.

Operational Performance and Delivery Scrutiny Committee Comments

Q1: Will the Indicator for Participatory Budget have more information that just the amount of funding provided?

Working in partnership with 'What works Scotland', Community Planning Colleagues are developing a Participatory Budget Evaluation tool that will help to measure the impact of PB. The Toolkit will also provide guidance on measuring the impact on the community such as improved outcomes and behavioural changes, rather than a basic financial measurement.

Q2: Can a Growth Indicator be added under the Thriving Economy Theme?

Indicators for this theme could be expanded to include:

Growth in Research and Development: Source would be The Office of National Statistics (ONS)

Gross Value added per hours Worked : ONS

Gross Value added per job filled: ONS

% point difference in median annual wage growth: Annual Survey of Hours Earning

Colleagues in DRS responsible for the Economic Strategy have been consulted and will review the suitability of any potential further indicators.

Q3. Could the Digital Skills indicator be reviewed to measure uptake?

Working in partnership with Skills Development Scotland we have reviewed the feasibility of obtaining Glasgow-specific evidence for digital skills, however this data is only collected at a national level.

A digital skills research programme has been identified as necessary in the Digital Glasgow Strategy (published next month/Jan 2019), outcomes and performance measures will be developed.

Glasgow Life are currently reviewing potential data sets for Digital Skills Development including PC Usage at Glasgow Libraries, Number of attendances at Digital Skills Courses, Volunteers involved in the Digital Learning Strategy.

Q4. Are there any additional indicators that can be added to measure prevention (healthy lifestyle questions)?

There are already a variety of prevention/healthy lifestyle measures included in the framework which are intended to demonstrate the long term impact of service provision. All measures within the framework will remain under review to ensure they provide the correct level and balance of information to ensure effective performance monitoring and scrutiny. Healthy Lifestyle Indicators currently within the framework include the following

Smoking Prevalence Adults 16+

Alcohol and addiction measures

Obesity /Diet/Healthy Eating

Physical Activity/Inactivity Measures

Civic Participation

Mental Wellbeing

Hospital Discharge

Falls Prevention

Resident Satisfaction with Services

Ability to self-manage conditions

Support for Carers

Q5. Can Low Carbon Figures of the Council and the City be included?

Carbon Figures produced as a City and Energy consumption for Council Operations and Activities can be reported. The evidence source for this data will be DRS Performance Reporting Data.

Q6. Integrated Transport Indicator? Can the scope of this measure be reviewed?

Current Measures are:

Traffic Congestion rates.

Transport Satisfaction rates.

Vehicle reduction Rates within the city.

Increased use of Council Electric Vehicles.

This measure can be extended to include the following informational:

Roads investment & spending levels

Electric Vehicle Charging Points

Impacts of Fast link Network

Complaints about Roads and Pavements Data

Number of third-party pothole reports.

Points to note: The development, access and feasibility of measuring Electric Vehicle Ownership and Funding of Electric Vehicles at a Glasgow Level is currently being reviewed with Transport Scotland.

Q7. Under the Resilient Neighbourhoods Theme the Scottish Household Survey has been used rather than the Glasgow Household Survey. Can this be reviewed?

The Scottish Household Survey has been selected as an evidence source to measure resident's perception around how much influence residents feel they have on how services are developed and budgets are spent.

This specific question is not asked within the Glasgow Household Survey, however this will be reviewed for the 2019 Glasgow Household Survey

Q8. Clarification on the application of the Glasgow Standard for new build homes.

The Glasgow Standard outlines the standards and specifications that the Council requires Housing Associations and/or Private Developers to achieve in their new build developments in Glasgow, funded through the Affordable Housing Supply Programme. It does not apply to private sector properties not funded through the affordable housing supply programme.