



Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive

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Strategic Plan: Performance Manual case studies

Purpose of Report:

Presentation of case studies to support the Performance Manual reporting.

Recommendations:

The committee is asked to note this report and to:

- Consider the different approaches to presenting case studies within outcomes and performance management
- Note and agree the recommended approach at Appendix 1 for use within the existing performance management template

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 ([OPDSC](#)) is tasked with monitoring the 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 Operational Performance Delivery and Scrutiny Committee [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 and also noted that they were keen to see examples of good practice and learning that could be applied to support performance reporting; in particular, around the use and deployment of case studies.
- 1.4 This report will detail some of the early considerations around the development of case studies. Both in a general sense; to illuminate Outcomes and Project delivery, but also to focus specifically on examples of case studies that relate directly to Performance Management.
- 1.5 This paper looks across at a number of different best practice examples and highlights a likely approach for our own performance management template at Appendix 1.

2.0 Performance Manual case studies

- 2.1 To support the work of the Committee; and Service Performance Management, the Performance Manual has been developed and presented at the last [OPDSC](#) meeting. The Performance Manual reflects the learning and recommendations in the [Internal Audit of Performance](#) and the debrief of the previous scrutiny Committee.
- 2.2 Further work to explore case studies to support performance reporting has been undertaken. Some research into case studies across UK has provided best practice examples in how outcomes can be reflected within performance. However, our focus is to embed extended explanations on performance reporting which align to the Council's strategic plan. Case study examples from [Local Government Association \(LGA\)](#) demonstrate a wide variety of examples to apply clarity within RAG status ratings to provide explanations of extended performance reporting.

3.0 Examples of Case Studies

- 3.1 Examples of Case studies used for performance management and reporting in other Local Authorities and events. As part of our exploration, we were looking at all aspects on delivery and performance. Our initial findings across

the UK and internationally have 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.

- 3.2 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 as illustrated in the Appendix. 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.

- 3.3 For the purposes of this paper, we looked at general outcome focused performance and performance management level outcomes. However, our focus has been performance management. Below we look at some of the more general high-level approaches which might be useful outwith detailed performance reporting; and also at some examples of good practice specifically focused on performance management:

Examples of general outcome focused case studies

[Live Borders – 16/17 Annual Review](#)

Within their annual review, Live Borders included examples of impact during the 2016/17 review. This performance management review is well designed and easily accessible, focusing on highlights per outcome.

The below is a screenshot of Outcome 1 that covers two cases studies, using imagery to make it engaging and inviting.

ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES
HOW ARE THEY DOING?

LIVE Borders: examples of impact during 2016/17

OUTCOMES: IMPROVING THE MENTAL AND PHYSICAL HEALTH AND WELLBEING FOR PEOPLE OF ALL AGES WITH A FOCUS ON INCLUSION

WALLED GARDEN VOLUNTEERS
 Live Borders works with Scottish Borders Council and Borders College to offer opportunities and accreditation to volunteers of all ages, backgrounds and states of wellbeing. Tom, one of our volunteers, suffers from anxiety and stress and was persuaded by his support worker to join the walled garden volunteers at Milton Lodge Park, Hawick, in Spring 2016. Initially he found it daunting and could only stay for an hour or two but then he discovered a love of gardening and became an enthusiastic volunteer, eventually obtaining an OVG award in Volunteering Skills. He is now a valued member of the volunteering group and contributes to a wide range of tasks and activities in the garden every week.

ACTIVE COMMUNITIES - HEALTH DEVELOPMENT
 NHS Borders Health Engagement Team and Live Borders worked together to offer a supported programme of physical activity at Live Borders sports facilities, supported by behavioural change and nutrition advice from trained professionals, to 7 Borders-based diabetes sufferers who were overweight and physically inactive. The programme ran for a 6-month period in 2017 at a cost of £50 per participant. By the 3-month halfway point, the participants had already lost weight, they felt healthier, confident and fitter, and had reduced their medication. The programme is still running but is set to be a great success, and could potentially benefit over 6,500 diabetes sufferers in Scottish Borders. Participants in the trial expressed anxiety about the end of the project and about the affordability of continuing their new regimes without its support.

[Perth and Kinross Council – Behind the Data – Case Studies](#)

To support the Council's annual performance data reporting, publishing case studies to show the wider impact of their service delivery. Interesting to note case studies are presented in sections such as Tackling Poverty, tackling climate change and supporting sustainable places, Developing a resilient, stronger and greener local economy.

The screenshot below gives an overview of how PKC report their performance via case studies and how it is laid out on their website. There is at least one example per outcome, which can be expanded by clicking the + to show the case studies and projects that have been reported on.

Behind the data: case studies

To support our annual performance data reporting we are also publishing case studies to show the wider impact of our service delivery.

Show all sections

- Tackling poverty** +
- Tackling climate change and supporting sustainable places +
- Developing a resilient, stronger and greener local economy +
- Enabling our children and young people to achieve their full potential +
- Protecting and caring for our most vulnerable people +
- Supporting and promoting physical and mental wellbeing +
- Working in partnership with communities +

Page Links

- Corporate Plan 2022/23 to 2027/28 >

Last modified on 30 August 2023

Examples of Performance management case studies

[East Dunbartonshire Council – Focus on Performance: Case Studies](#)

Case studies are presented by local outcomes. Interesting to note the performance is based on the context of the outcome and progress to date including a link to further information on the specific strategy of the outcome.

2022/23	
Local Outcome	Case Study
1	Work continues on pioneering plan for Bishopbriggs
1	People and businesses help shape a 'circle for life'
2	EDLC libraries offer digital sessions
3	Improving Outcomes for Young People through School Education
4	Licensing guidance helps to lead the way on safety
5	Connecting Milngavie town centre to popular active travel routes
5	Re-heat project
6	Online support to help people live safely and independently
7	Cost of living support measures - free swim and gym for school pupils

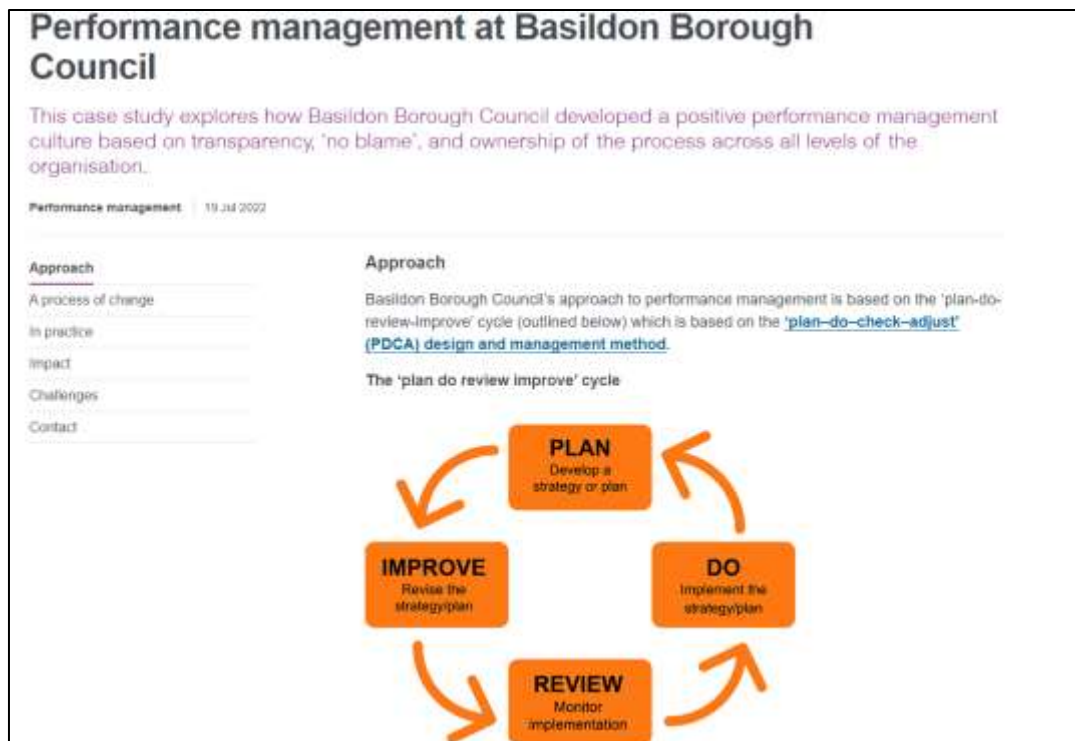
The above example from East Dunbartonshire is much like PKC, with a case study per outcome. On clicking on the outcome, it opens up the case study in another page.

Performance management at Basildon Borough Council

This case study explores how Basildon Borough Council developed a positive performance management culture based on transparency, 'no blame', and ownership of the process across all levels of the organisation. It is interesting to note the following approach was taken:

- **Plan** – develop a strategy or plan
- **Do** – implement the strategy or plan
- **Review** – monitor the implementation of the strategy or plan
- **Improve** – revise the strategy or plan

Basildon Borough Council's [performance management framework](#) outlines how the council will ensure that it achieves the vision and priorities set out in its corporate plan. The framework recognises both the diversity of the council's business, and that services already respond to a wide range of other performance management requirements (such as statutory returns, partnership working arrangements, and different legal, regulatory or policy frameworks). As such, it builds on what is already in place.



Performance management at Cheshire West and Chester Council

This case study describes how Cheshire West and Chester Council developed a revised performance management framework (PMF) alongside its new council plan. It was interesting to note, the case study illustrated **a more accessible and interactive approach**. Within the dashboard, indicators can be viewed either by council priority or by the council's organisational structure. Each indicator is presented on a tile which sets out its title, current performance, status, and a graph showing historic performance. Users can click the 'information' button on each tile to open additional information such as the rationale for choosing the measure, commentary on current performance, future targets, performance against available benchmarks, and accountability. This enables a succinct picture of performance to be presented, but also allows individuals to drill down into detailed information if needed.

Performance management at Bath and North East Somerset Council

Bath and North East Somerset Council is using its new performance management system to inform decision-making and shape service delivery. The key points to note within the case study is the council has developed its own in-house integrated reporting framework (IRF) which enables officers to monitor many aspects of the council's delivery and performance. The framework is accessed through a dashboard-based online tool (Power BI) that allows the collection and monitoring of performance data directly from the council's main business systems and is now used as the main tool for officers to measure progress.

Performance management at Bath and North East Somerset Council

Bath and North East Somerset Council is using its new performance management system to inform decision-making and shape service delivery.

Performance management | 22 Sep 2022

The challenge	The challenge
A new approach to performance management	Prior to 2019, Bath and North East Somerset Council had experienced difficulties embedding a robust performance management system to drive, steer, and inform decision-making through regular and timely performance reporting. There were several reasons for this, including:
In practice	<ul style="list-style-type: none">• a lack of buy-in from council leaders and the senior management team• the council's relatively stable financial position and generally good service provision• the removal of some mandatory central Government reporting requirements.
The impact	Consequently, there were no real drivers or incentives to encourage a performance management culture, meaning that performance management was viewed as a bureaucratic, resource-intensive and cumbersome process.
Factors for success	
The future	
Useful links	
Contact	

The above screenshot of the website gives an overview of the layout and sections of the performance management implemented

4.0 Next Steps

- 4.1 As the work continues to develop case studies for the Performance Manual, the views and thoughts of elected members on the options presented and will be incorporated into the Performance Manual as agreed.
- 4.2 The Strategic Performance Working Group will also be involved in updating and monitoring the effectiveness of the Manual and the use of case studies.
- 4.3. Any significant changes or suggested additions or amendments to the Manual; out-with the set annual reporting period, will be notified to this Committee as a matter of course.
- 4.4 Within Appendix 1 we have provided a draft suggested example of how the learning from the case studies can be applied within our performance template. Hyperlinks have been used to direct readers to further information of performance. We would ask members to consider how this would function in our regular Strategic Plan update reports.

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:

None directly at this stage

What are the potential climate impacts as a result of this proposal?

None directly at this stage

Will the proposal contribute to Glasgow's net zero carbon target?

By enhancing and understanding or performance information; it may enable us to better understand actions relating to net zero targeting.

Privacy and Data Protection impacts:

Data collated with be handled in accordance with the General Data Protection Regulation

Recommendations

The committee is asked to note this report and to:

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Example of inclusion of Case Studies in RAG Performance Reviews

Using Examples from: Strategic Plan Performance:

Grand Challenge 1: Mission 1 and 3

GRAND CHALLENGE ONE					
Reduce poverty and inequality in our communities					
MISSION 3:					
Improve the health and wellbeing of our local communities					
Commitment 5. Work to promote safe and equitable access to the right services in the right place at the right time for all with particular awareness of the needs of protected or marginalised communities					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Connect people and those they care for to the right supports, in the right place and at the right time through more straightforward and timely signposting and information for those looking for support within their communities.	Embed Health and Social Care Connect service	Phase 1 of Health and Social Care Connect was launched in November 2022, including the following social work services: Children and families, Homelessness and adults and older people.	Monitor and review the recently launched Health and Social Care Connect service	HSCP	GREEN
	Launch Alcohol and Drug Recovery Services	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Prepare for the launch of HSCC for Alcohol and Drug Recovery Services and some community services.	HSCP	AMBER Click Here for Further Information
Commitment 6. Ensure that Glasgow's carers, including young carers, foster carers and kinship carers are supported to provide the best possible care, and achieve the health, wellbeing and financial stability that enables them to reach their full potential					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Continue to give voice to those with lived experience of	Continue to support carers	An HSCP officer with a primary role in supporting and	Support carer representation on the Integration	HSCP	GREEN

being and unpaid carer by ensuing young carers voices are being heard within health and social care decision making structures.		advocating for the interests of carers has been identified as a non-voting Member of the IJB and Member of the Public Engagement Committee.	Joint Board and Public Engagement Committee		
	Continue to support carers	Activity to recruit a Carers Champion falls within the responsibility of Glasgow City Council. HSCP officers and the IJB will support the recruitment process and ongoing support requirements.	Support Glasgow City Council activity to appoint a Carer's Champion	HSCP	<p>RED</p> <p>Click Here for Further Information</p>

Appendix

Case Studies

1. Launch Alcohol and Drug Recovery Services

Launch Alcohol and Drug Recovery Services	
Commitment	Commitment 5. Work to promote safe and equitable access to the right services in the right place at the right time for all with particular awareness of the needs of protected or marginalised communities
Action	Connect people and those they care for to the right supports, in the right place and at the right time through more straightforward and timely signposting and information for those looking for support within their communities.
Milestone	Launch Alcohol and Drug Recovery Services
Case study title	
RAG Rating	Amber
Synopsis (100 words)	<i>Background of work done to date</i>
The challenge	<i>Information on the challenges and why commitment hasn't been achieved</i>
The solution	<i>What work is being done to address this</i>
The impact (including cost savings/income generated if applicable)	<i>Impacts to date</i>
How is the new approach being sustained?	
Lessons learned:	<i>Key lessons learned to date</i>
Contact:	<i>Key contact of those working on specific project/work</i>
Links to relevant documents:	<i>Any supporting evidence. Links to news articles etc</i>

2. Continue to support carers

Launch Alcohol and Drug Recovery Services	
Commitment	Commitment 6: Ensure that Glasgow's carers, including young carers, foster carers and kinship carers are supported to provide the best possible care, and achieve the health, wellbeing and financial stability that enables them to reach their full potential
Action	Continue to give voice to those with lived experience of being and unpaid carer by ensuring young carers voices are being heard within health and social care decision making structures.
Milestone	Continue to support carers
Case study title	
RAG Rating	RED
Synopsis (100 words)	<i>Background of work done to date</i>
The challenge	<i>Information on the challenges and why commitment hasn't been achieved</i>
The solution	<i>What work is being done to address this</i>
The impact (including cost savings/income generated if applicable)	<i>Impacts to date</i>
How is the new approach being sustained?	
Lessons learned:	<i>Key lessons learned to date</i>
Contact:	<i>Key contact of those working on specific project/work</i>
Links to relevant documents:	<i>Any supporting evidence. Links to news articles etc</i>