



Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Performance Manager, Neighbourhoods and Sustainability

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**NEIGHBOURHOOD AND SUSTAINABILITY
PERFORMANCE MANAGEMENT FRAMEWORK**

Purpose of Report: To advise OPDSC members of the Neighbourhoods and Sustainability Performance Management Framework arrangements for 2020/21

Recommendations:

That members note the contents of this report.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes No

consulted: Yes No

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1. Introduction

- 1.1 Neighbourhoods and Sustainability was established in February 2019 with the merger of Land and Environmental Services (LES) and Community Safety Glasgow (CSG).
- 1.2 The performance arrangements have been reviewed during the financial year 2019/20 as part of the merger.
- 1.3 The service has created four new aims to ensure that performance is assessed for all areas of the new service. The aims are as follows:
 - Support Glasgow in limiting the impact of climate change.
 - Continue to develop the transport infrastructure, keeping Glasgow connected through walking, cycling and public transport.
 - Improve and enhance the cleanliness of our city by working with residents, businesses and partners.
 - Improve the safety and wellbeing of our city's neighbourhoods by working alongside key partners.
- 1.4 A suite of performance indicators is being developed in line with services to support the assessment of the new aims.

2. NS Performance Management Framework 2020/21

- 2.1 The NS Performance Management Framework is being revised and developed for 2020/21. There are a number of stages required to take place before a new revised suite of indicators is approved for the service.
- 2.2 The NS Performance Management Unit will be conducting a series of service based KPI workshops during February and March 2020, which will inform the new suite of indicators for the service.
- 2.3 In advance of the workshops, each area is required to examine the appropriateness of current indicators in alignment with a number of other considerations such as, service level agreements (SLAs), policy or legislative changes, service redesign and an assessment of business programmes/projects.
- 2.4 Services are required to review the definitions for each of their current indicators. The source of measurement is required i.e. where the data is held, the calculation methodology for the indicator, the expected direction of travel and if there are associated targets to monitor the indicator throughout the year. Services have also been instructed to propose new indicators for consideration for 2020/21.
- 2.5 The format of the workshops is to discuss and agree the most appropriate performance indicators for each service. It is the role of the Performance Management Unit to support the service in the creation of indicators from a technical perspective, whilst considering the challenges centred round the data availability. The Performance Management Unit use a KPI identification model to assist with the creation of indicators. The model categorises indicators into: demand/input, process/activity, output and outcome indicators. The context in which those indicators are set is dependent on the performance level of reporting required i.e. strategic or operational.
- 2.6 The focus in setting indicators for the financial year 2020/21 will be in relation to the new aims for the service which reflect and assess the delivery of services for both legacy LES and CSG. Notwithstanding, indicators will not be removed that measure service level

agreements (SLAs). SLAs must be retained unless there has been policy changes, which affect those SLAs such as the Roads Inspection Repair Policy.

- 2.7 The Performance Management Unit is key to ensuring that measures are not removed that will be detrimental to the service in evidencing how it is delivering its services. Simultaneously, there is a responsibility to ensure services are not focusing on collecting data for measures which are no longer relevant due to data availability. If there is a requirement to quantify an area of work, there should be data collection and storage arrangements established, and baselines created where necessary. It is important to acknowledge that indicators can always be measured despite not being reported, as long as the data is maintained. It is the data that is paramount to ensuring that performance can be assessed over time not the collection of indicator data. It is the deletion of data or data sources or the creation of new data sources that will alter the Services ability to track its performance over time not the indicator per se.
- 2.8 The Performance Management Unit maintains a performance indicator library with each indicator given a unique reference code. The library holds the aggregate data for each indicator segmented by year, month and by geographical MMW where appropriate. In order to provide assurance in relation to the validity and consistency of reportable indicators, NS ensures that previous year comparison data is removed for indicators where there are changes to definitions or calculations. This in turn guarantees there is a like for like comparison used at all times. Performance indicators are also coded for the following; if they are live count snapshots, cumulative in its measurement and where the indicator is target specific.
- 2.9 Performance indicators collected for management information or for performance reporting purposes. These indicators are monitored and reported on the frequency required by the Service. Performance indicators are assessed for the most part using time but also using the segmentation of MMW and sectoral areas where there is a geographical attribute to the data.
- 2.10 On completion of the workshops, performance indicators will be reviewed and approved by NS Leadership. Thereafter, reportable indicators will communicated to staff via their relative service area. Performance will discussed using an exception based approach in the NS Performance Meeting cycle.

3. Conclusion

- 3.1 The Service has adopted a formalised and managed approach to the creation of the indicators for 2020/21. This approach will negate concerns about the consistency of revised indicators with previous reporting. It will also allow the Service to maintain its ability to compare performance over time.