

Item 4
21st September 2022



Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive

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Performance: Audit Review and Scrutiny Recommendations

Purpose of Report:

To highlight the key recommendations of the Performance Audit 2021 and the subsequent Scrutiny Committee debrief conducted in April 2022 and to outline the next steps being undertaken to address both.

Recommendations:

The committee is asked to note this report and to:

- note the key recommendations
- note the actions underway and the future planned activity
- note that any further developments on foot of this work will be notified to this Committee.

Ward No(s):

Citywide:

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

Performance: Audit Review and Scrutiny Recommendations

1.0 Background

- 1.1 As part of the agreed 2020/21 Annual Internal Audit Plan; Internal Audit carried out a review of Performance Management arrangements across all Council services in early 2021.
- 1.2 The scope of the audit was to gain assurance that appropriate performance management arrangements were in place within each service.
- 1.3 The findings of the Audit were presented at [Finance Audit and Scrutiny Committee](#) on 4 August 2021.

2.0 Audit of Performance Management

- 2.1 As a result of the audit; a reasonable level of assurance was placed upon the performance management arrangements. It was noted that a number of key controls were in place and generally operating effectively. The audit did identify some scope for improvement in the existing arrangements
- 2.2 The key findings can be summarised as follows:
 - The need to consider the development of a formal Performance Management Framework across all Services
 - The need to formalise sign off and performance monitoring arrangements across all Services; in order to ensure measures are consistent and fit for purpose.
 - The need to ensure that strategic objectives and outcomes are clearly linked to performance measures and that those measures serve the delivery of objective.

3.0 Scrutiny Committee Debrief

- 3.1 On 21 April 2022 a debrief session was held with the outgoing Convenor and Co-convenor of the Operational Performance Scrutiny Committee. This was undertaken to reflect on what had worked well and what areas might need improvement.
- 3.2 Overall the Convenors was satisfied with the way information was presented at Committee; and the framing of the information within the existing

performance template. However; they had a number of observations which they felt would assist future reporting:

- Consider introducing a clear change control process; in order that Services can properly re-orientate actions; where appropriate, to ensure they continue serve Council Strategic and Operational objectives in the face of changing circumstances. This had been highlighted as a result of significant changes to Council priorities during the COVID 19 pandemic.
- Support a clear feedback loop between performance reported, stated improvement actions and demonstrated improvement. This echoed the Audit findings around ensuring consistent monitoring of measures and target setting.
- They noted the role that data and dashboards have and the potential to ease / streamline reporting and automating elements.
- Consider how best to use [Outcome indicators](#) in the context of Performance Reporting; and whether they be used in conjunction with existing reporting or remain as a stand alone report.
- More embedded links to good practice in other local authorities and public bodies.
- Note that the use of case studies to be considered by Services in their reporting; where appropriate.
- Consider the use of more visual graphic representations for measures; where available, practical and appropriate.

4.0 Ongoing Work

4.1 The Strategic Performance Working Group will continue to function as the coordinating mechanism for implementing the recommendations of the Audit Report and the key recommendations from the Scrutiny debrief.

4.2 The Group has already begun work in support of a number of the recommendations across a number of key areas including:

- The development of a Change Control process, which will be presented to Committee when in a more developed form.

- The development of automated dashboards. Services have been engaging with colleagues in the SIIT team to determine what measures might be most appropriate for automation; and this work will continue in the coming year.

5.0 Next Steps

- 5.1 One of the key pieces of work going forward will be the development of a Performance Management Manual to give Services, Elected Members and key stakeholders, a consistent definition of key performance terms.
- 5.2 This work will be undertaken by Chief Executive Department in conjunction with Services, stakeholders and the Council's Audit team.
- 5.3 By its nature this work supports the introduction of a more formal Performance Framework across Services; by supporting consistency. The manual will look to include; but not be limited to, providing:
 - A clear definition of terms/ glossary for Performance Management (Milestones/ Targets/ Outcomes/ Strategy/ Action Plan etc)
 - Outline the use of case studies in performance reports where that is appropriate - voice of the service user etc. - strong tool to demonstrate impact of services, projects, interventions etc.
 - Clarify and call out issues around frequency of reporting and periods covered by reports to be clarified, (e.g. financial vs calendar vs academic years)
 - Provide formal guidance on RAG / setting and reviewing targets and other areas that align to the Internal Audit report

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.

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

The committee is asked to:

- note the key recommendations
- note the actions underway and the future planned activity
- note that any further developments on foot of this work will be notified to this Committee

