

### Item 3

15th January 2025



**Glasgow City Council**

**Operational Performance and Delivery Scrutiny Committee**

**Report by: Bailie Soryia Siddique, Chair of Operational Performance and Delivery Scrutiny Committee**

**Contact: Duncan Black Ext: 74053**

#### **Operational Performance and Delivery Scrutiny Committee Annual Assessment**

##### **Purpose of Report:**

To provide an Annual Assessment of the work of the Committee as required by Standing Order 31.

##### **Recommendations:**

Committee is asked to consider and note the Annual Assessment and the future actions resulting from the Committee Member survey.

Ward No(s):

Citywide: ✓

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

##### **PLEASE NOTE THE FOLLOWING:**

*Any Ordnance Survey mapping included within this Report is provided by Glasgow City Council under licence from the Ordnance Survey in order to fulfil its public function to make available Council-held public domain information. Persons viewing this mapping should contact Ordnance Survey Copyright for advice where they wish to licence Ordnance Survey mapping/map data for their own use. The OS web site can be found at <http://www.ordnancesurvey.co.uk> "*

*If accessing this Report via the Internet, please note that any mapping is for illustrative purposes only and is not true to any marked scale*

## **1. Introduction**

- 1.1 The Council's Standing Order 31 requires that an annual assessment of the work of each Scrutiny Committee shall be carried out to assess the effectiveness of the working of the committee and to assess any training needs of members and officers. The assessment will be carried out by the relevant Convener in years 1 and 2 and an independent assessment will be carried out in year 3 and every third year thereafter.
- 1.2 This is now year 2 of the Operational Performance and Delivery Scrutiny Committee (OPDSC) under the current Council term. This report provides a summary of the year 2 assessment.
- 1.3 OPDSC has representation from all 4 parties on the Council and the Convener and Vice Convener are members of the opposition, in line with recommended best practice. It has met every 4 weeks (out with recess). The Convener was appointed by the Council on 12 September 2024 and in post for 3 meetings within this assessment period.
- 1.4 The Terms of Reference were approved by Council on 19 May 2022 and are available [here](#). In summary the remit of the Committee is: "To scrutinise and monitor the operational performance of all Council Family Group Services (services and ALEOs) in relation to the Council's policy objectives and performance targets".

## **2. Workplan**

- 2.1 The past 12 months has seen the Committee move away from the agreed specific focus on the Cost of Living priority actions in order to begin to reflect the wider commitments within the Council Plan. Officers maintain a tracker of all Council Plan Commitments with a view to ensuring all key areas will be covered by the Committee over the course of the Council term.
- 2.2 During the past 12 months, the Committee continued to receive updates from officers on the ongoing review of the performance manual and approach to reporting, including the use of case studies and future plans for performance dashboards. A Climate Change Impact Assessment Tool has also been developed. This reflects a continuous improvement approach to performance management in the Council and further developments will be reported back to the Committee.
- 2.3 Other items on the workplan have included the Glasgow Household Survey, the Local Government Benchmarking Framework, and Complaints Handling. The Committee also received training from officers and the Improvement Service.
- 2.4 All Committee Members were invited to input into the workplan. Members are welcome at any time to raise suggestions with the officers that support the committee or directly with the Convener.

- 2.5 A review of the work coming through the Committee over the past 12 months compared to the Terms of Reference confirmed that the Committee has broadly met its requirements. Some specific aspects are dealt with across the two scrutiny Committees, for example scrutiny relating to ALEOs, and the work across both Committees is discussed at the 6-monthly meetings of the two scrutiny Committee chairs.
- 2.6 However, it should be noted that Item 2 (b) in the Terms of Reference requires scrutiny of “statutory and other performance targets and outcomes set through the Glasgow Community Plan (Local Outcome Improvement Plan) which are relevant to partnership working”. This has yet to be covered due to the timing of the development of the new 10 year Local Outcome Improvement Plan, which was finalised in the summer of 2024. The new Community Planning performance Framework is currently being developed with the first edition due to be approved by the Community Planning Partnership in March. It is anticipated that an annual report highlighting the Council-specific progress on actions will come to the Committee annually thereafter.

### **3. Call ins**

- 3.1 Scrutiny committees are responsible for hearing any call in of Council decisions. The call in process is designed to allow members to subject decisions by the City Administration Committee to further scrutiny and to make further recommendation for action. There were no Call ins for OPDSC to consider during the period.

### **4. Attendance**

- 4.1 The Committee continued to meet in a hybrid format, allowing Committee Members, officers, and observers, to attend virtually online or in person. Generally this approach has worked well, enabling a broadly high level of attendance by Committee Members. It was previously noted by the Committee that in person attendance is preferable where possible and it is noted that the level of in person attendance has generally increased from the first year of the Committee.
- 4.2 Meetings are recorded and webcast, enabling access to the Committee’s business by members of the public and other stakeholders in accordance with Open Government commitments.

### **5. Development needs**

- 5.1 As noted at 2.3 training was provided by the Improvement Service at the Committee’s September meeting. Induction training is also offered to new members. However, the Committee has requested more frequent training and officers continue to try and identify new and meaningful training opportunities.
- 5.2 The 2025 Committee workplan has been updated to include the following training:

- Benchmarking training (to be provided by the Improvement Service);
- Equalities Impact Assessments;
- Climate Change Impact Assessments; and
- Scrutiny refresher training.

5.3 Committee Members are encouraged to raise any additional areas of training or development that would assist them in their roles on the Committee. This can be done via the Convener, Vice Convener, support officers, or via the Business Bureau for any more generic training.

## 6. Effectiveness of the working of the Committee

6.1 A questionnaire was issued by officers to all members of the Committee in October / November 2024 with a view to informing this review of effectiveness. 9 of the Committee's 14 Members returned the survey. A summary of the feedback from those that completed the survey is noted below.

Summarised feedback	Action for officers
<p>The Role of the Committee</p> <ul style="list-style-type: none"> <li>• General agreement that the workplan reflects the Committee's Terms of Reference.</li> <li>• Mixed views on the impact of the Committee on outcomes and decisions of the Council.</li> <li>• Some Members felt restricted in influencing the Committee's workplan.</li> <li>• There were requests for more training on the Members' role on the Committee.</li> </ul>	<p>All Members invited to feed into workplan on an ongoing basis. Workplan will be brought to January meeting.</p> <p>More training opportunities to be identified and delivered. To be built into revised workplan (see 5.2 above).</p>
<p>Committee Papers</p> <ul style="list-style-type: none"> <li>• Most responses were positive on the quality of papers and clarity of information provided.</li> <li>• There were some comments requesting greater clarity on what the papers are asking the Committee to do in terms of outcomes and milestones. Also detail on any obstacles or barriers to progress and resulting action from relevant department or ALEO.</li> <li>• A minority of respondents want more time to read the papers.</li> </ul>	<p>The Chair has requested that officers invite explicit actions from Members, for example specific future reports on areas of concern or interest; or future representations from service areas on items of focus. This will be reflected by officers in the "recommendation" section of papers going forward.</p> <p>It is not proposed to bring forward the papers deadline – it currently provides 6-7 days for reading. To bring further forward could risk information being out of date.</p>
<p>Conduct at OPDSC meetings</p> <ul style="list-style-type: none"> <li>• Almost all respondents agreed there is generally open and constructive discussion.</li> <li>• Members were content with the management of the meetings and the time</li> </ul>	

Summarised feedback	Action for officers
<p>allocated to deal with all Committee business.</p> <ul style="list-style-type: none"> <li>Members felt attendance was satisfactory and attendees behave with respect in meetings.</li> </ul>	
<p>Skills and experience</p> <ul style="list-style-type: none"> <li>Around half of respondents felt that the Committee has the right mix of skills and experience to carry out its remit.</li> <li>This is linked to comments requesting more training and the sharing of best practice from other organisations.</li> </ul>	See action above re training.

- 6.2 The move back to a more comprehensive approach to performance scrutiny on the Council Plan has worked well and progress is being made to cover all main areas of the Council Plan over the Council term.
- 6.3 The Chair of the Committee meets with the Chair of the Finance and Audit Scrutiny Committee, supported by lead officers, in order to ensure that the work of both Committees dovetails and complements each other.
- 6.4 The performance updates on the Strategic Plan have benefited from the revised corporate template. Any suggestions on improvements to the reports being presented to Committee are welcome and can be fed back to the Convener or lead officers.
- 6.5 One of the challenges of OPDSC as a scrutiny committee is that Members can ask questions about a wide variety of matters, in particular where broad performance reports are brought forward by Services. Officers continue to try and answer questions wherever possible during the course of the meeting, but sometimes specific or detailed questions need to be taken away for full answers to be provided by the relevant service or ALEO. However, a "Q&A" standing item has been added to the Committee's agenda to allow these answers to be fed back to the whole Committee at the next scheduled meeting, and allow for any further discussion. This also ensures that the information being provided is done so in the public domain and that a clear record is maintained. It is recognised that Members of the Committee would like all questions to be able to be answered at the meeting, but there is a balance to be struck between this and a reasonable expectation of attendance by what could potentially be a wide range of Council officers.

## 7. 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 review of Committee effectiveness.

*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 not a policy / proposal.

**Climate Impacts:**

*Does the proposal support any Climate Plan actions? Please specify:* Not applicable as this is a review of Committee effectiveness.

*What are the potential climate impacts as a result of this proposal?* Not applicable as this is a review of Committee effectiveness.

*Will the proposal contribute to Glasgow's net zero carbon target?* Not applicable as this is a review of Committee effectiveness.

**Privacy and Data Protection Impacts:** No impact

**8. Recommendations**

- 8.1 Committee is asked to consider and note the Annual Assessment and the future actions resulting from the Committee Member survey.