

GLASGOW CITY COUNCIL INTERNAL AUDIT SECTION

GLASGOW CITY REGION CABINET REPORT

APPENDIX 1

Title of the Audit: Glasgow City Region City Deal – Reputation Management

1. Introduction

1.1 As part of the agreed Internal Audit plan we have carried out a review of the reputation management processes in place in relation to the Glasgow City Region City Deal.

1.2 The purpose of the audit was to gain assurance that strong reputation management arrangements are in place for the Glasgow City Region City Deal and to review arrangements in place for dealing with matters which could pose a reputational risk to the Glasgow City Region City Deal Programme / Partnership.

1.3 The scope of the audit included:

- Reviewing the way in which marketing and communications arrangements are aligned to wider strategic objectives;
- Reviewing documented policies and procedures in place in relation to marketing, communications and managing reputational risk more generally;
- Ensuring processes are in place for identifying reputational risk in key processes and that appropriate arrangements are in place to measure, monitor and report on these risks and associated mitigating actions;
- Ensuring that reputational risk management is embedded within the culture of the programme and partnership, and within key processes;
- Reviewing arrangements to provide staff with appropriate reputation management training; and

- Reviewing arrangements in relation to external stakeholder engagement and communications.

2. Audit Opinion

2.1 Based on the audit work carried out, assurance can be taken that the control environment is satisfactory.

3. Main Findings

3.1 We are pleased to report that key controls are in place and operating effectively including:

- A Communications, Marketing and Stakeholder Engagement Strategy has been developed which is aligned to the wider strategic objectives of the City Deal;
- A City Deal Communications Group has been established to support the development and delivery of the Glasgow City Region Communication, Marketing and Stakeholder Engagement Strategy;
- Reputational risk is included in the Glasgow City Region City Deal Programme Risk Register which is regularly reviewed and updates reported to the Glasgow City Region Cabinet and the Chief Executives' Group on a quarterly basis. The relevant responsible officer is allocated this risk;
- A Social Media Strategy was developed for the Glasgow City Region in 2018 and is scheduled to be reviewed and updated in 2020;
- Social media accounts used for City Deal are reviewed on a

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regular basis by both the City Deal Marketing and Communications Manager and by the Council's social media team to ensure comments made in relation to City Deal are considered and appropriate decisions on how to respond to these are made promptly;

- Employees are made aware of their expected standards of conduct in relation to their own social media accounts via the Council's Code of Conduct; and
- A Communications Protocol has been developed for the Glasgow City Region which sets out an agreed framework for communication protocols including issuing media releases in relation to Glasgow City Region including the City Deal.
- A dedicated and suitably experienced officer within the PMO is responsible for matters such as assessing and managing the risk of negative publicity, co-ordinating press releases and social media updates.

3.2 The audit has been undertaken in accordance with the Public Sector Internal Audit Standards.

3.3 We would like to thank officers involved in this audit for their cooperation and assistance.

3.4 It is recommended that the Glasgow City Region Cabinet note the content of this report.