Item 3

5th August 2026

Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by: Executive Director of Financial Services

Contact: Robert Emmott

OPERATIONAL PERFORMANCE AND DELIVERY SCRUTINY COMMITTEE – RESULTS OF INDEPENDENT ASSESSMENT OF COMMITTEE EFFECTIVENESS

Purpose of Report

To advise members of the main findings from the recent independent assessment of the Operational Performance and Delivery Scrutiny Committee, undertaken as required by the Council's Standing Orders.

Recommendations

The Committee is asked to:

1) Note the content of the report; and

2) Agree to the implementation of the action plan, to be led by the Head of Policy and Corporate Governance and Head of Audit and Inspection in conjunction with the Chair and Vice Chair.

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

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 report provides a summary of the year 3 independent assessment of the Operational Performance and Delivery Scrutiny Committee (OPDSC) which was undertaken by the Executive Director of Financial Services.

1.3 The OPDSC has representation from all parties on the Council, and the Chair and Vice Chair are both members of the Scottish Labour Party.

1.4 The Committee meets every four weeks (outwith recess) and its Terms of Reference for were approved in May 2022. In summary, the remit of the Committee is to scrutinise and monitor the operational performance of all Council Family Group Services (services, ALEOs) in relation to the Council's policy objectives and performance targets.

1.5 As part of this review, interviews were conducted with the Lead Reporting Officers for the Committee (Head of Policy and Corporate Governance and the Head of Audit & Inspection). The Chair and Vice-Chair of the committee were also consulted during the review. Several meetings of the Committee were also viewed either in person or through online recording.

2. Summary of Findings

2.1 Generally, the Committee is operating effectively with no major areas of concern identified. Workplans and agendas are agreed in advance, however, there is scope to ensure that additional reports requested by the Committee are reflected in the workplan, along with realistic timescales.

2.2 The Chair is clear on their role and demonstrates a strong understanding of the papers that are presented at Committee and manages meetings effectively, ensuring all Members can participate.

2.3 The Chair is focused on strategic outcomes, however, a review of the meetings highlighted occasions where discussions to become operational, this was noted to be particularly the case in relation to follow up questions where the same themes were revisited across several meetings. Whilst the Committee remit includes delivery it is important that this is evidence based. It could be that policy committees could take a greater role in assessing the progress of more operational actions.

2.4 The Strategic Plan is the primary focus of the Committee (on average accounting for 40 minutes of any meeting). However, it is noted that there have been occasions when there are only two items on the agenda and the average meeting length over the past year has been around 1 hour and fifteen minutes. Follow up questions generally take up only 5 minutes of business with other agenda items varying but with an average duration of around 25 minutes. It is suggested that the work of the Committee would be aided by a more robust workplan with realistic delivery timescales for reports.

2.5 The Committee meets every four weeks, however, it is noted that this may not be an optimal frequency for the delivery of the Committee terms of reference and a greater focus on strategic performance scrutiny.

2.6 The Committee reflects the political make-up of the Council and is chaired by a Member who is not part of the administration. The Committee continues to meet in a hybrid format, allowing Committee Members, officers, and observers, to attend virtually online or in person. Generally, this approach is working well, enabling a broadly high level of attendance by Committee Members.

2.7 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.

2.8 The workplan is agreed by the committee annually and was last considered in August 2025. There is a focus on a particular area of the Strategic Plan at each meeting with other relevant reports included as appropriate.

2.9 Officer support and attendance at Committee is strong with service representatives attending to speak to specific agenda items and bringing their expert knowledge.

2.10 No significant issues were identified with the quality of papers being brought to the Committee, and where questions are unable to be answered by officers at Committee, there is a Question and Answer (Q&A) paper included on the agenda for the next meeting.

2.11 It is recommended that consideration be given to the Q&A paper being moved to be the last item on the agenda rather than the first item. It has been noted that the Q&A paper being considered first can divert members attention away from the core agenda papers to consider matters that have already been discussed at a previous committee.

2.12 Training is provided to the Committee each year and it is recommended that this be continued to support new members joining the Committee.

2.13 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.

3. Action Plan

3.1 An action plan is included below, detailing areas where improvements could be made to the current arrangements for the Operational Performance and Delivery Scrutiny Committee.

Action Plan

No.	Observation	Recommendation
1	Questions at Committee should be focused on strategic outcomes.	Officers should continue to offer an annual training session to the Committee. Consideration should be given to detailed operational actions and progress being considered at the policy committees to allow for an improved strategic performance scrutiny role for this committee.
2	A more robust workplan would support the work of the Committee	The workplan is reviewed and, if necessary updated, after each meeting with realistic timescales for any additional reports requested by the Committee.
3	Consideration of the Q&A paper that forms part of the papers (where questions that could not be answered at the previous committee are responded to), has been observed as diverting attention away from the core agenda items.	The Q&A paper should be placed at the end of the agenda of business or circulated outwith the meeting.
4	The workload of the Committee could be achieved through an optimal number of meetings.	As part of the review of Committee structure in advance of the council elections in May 2027, consideration should be given to the optimal number of meetings, connected to the consideration in of Action 1 around a focus on a more strategic performance scrutiny role.

4. Policy and Resource Implications

Resource Implications:

Financial:	None arising from this report
Legal:	None arising from this report
Personnel:	None arising from this report
Procurement:	None arising from this report

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	Not applicable
What are the potential equality impacts as a result of this report?	Not applicable
Please highlight if the policy/proposal will help address socio-economic disadvantage.	Not applicable

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:	Not applicable
What are the potential climate impacts as a result of this proposal?	Not applicable
Will the proposal contribute to Glasgow's net zero carbon target?	Not applicable
Privacy and Data Protection Impacts:	None arising from this report

5. Recommendations

The Committee is asked to:

1) Note the content of the report, and

2) Agree to the implementation of the action plan, to be led by the Head of Policy and Corporate Governance and Head of Audit and Inspection in conjunction with the Chair and Vice Chair.