



Glasgow City Council

Council Meeting

Report by: Chief Executive

Date: 9 February 2006

Item 2

Best Value Audit Improvement Plan

Purpose of Report:

This report outlines an Improvement Plan to progress and deliver the improvement agenda recommended by the Accounts Commission in the Glasgow Best Value Audit Report published on 19 January 2006. The Council is required to agree an Improvement Plan as a result of the Audit and submit the agreed plan to Audit Scotland by 15 March 2006.

Recommendations:

The Council is asked to consider and agree the draft Best Value Audit Improvement Plan.

Ward No(s):

Citywide:

Local member(s) advised: Yes No

consulted: Yes No

1.0 The Best Value Audit Report

1.1 Glasgow's Best Value Audit Report, including the Accounts Commission findings (attached), was published on 19 January 2006. In its findings, the Commission commended the Council for its improvement agenda and commitment to change, our clear leadership and considerable rate of improvement but noted the significant social and economic challenges we face and highlighted the following improvement areas:

- Improving performance in key areas, such as education attainment,
- Getting the right political and management structures in place,
- Developing community planning arrangements; and
- Developing further more balanced public reporting.

2.0 The Improvement Plan

2.1 The Council must agree an Improvement Plan to address the issues identified in the Best Value Audit Report and submit it to Audit Scotland by 15 March 2006. The attached Improvement Plan outlines the areas requiring action, grouped by the Accounts Commission's classification of high and medium priorities. As acknowledged in the Best Value Audit Report, the Council is already taking action on a number of these areas.

2.2 We will require to firm up on clear outcomes and performance targets for these actions. The revised Council Plan 2006-2007 will include these actions, where relevant, and new or revised performance information will be incorporated into our current performance management arrangements. We will establish named lead officers to progress the improvement actions agreed.

3.0 Service Implications

3.1 The Improvement Plan reflects the Council's current priorities and planned actions and no additional financial, legal or personnel implications are anticipated.

3.2

Financial: No additional implications.

Legal: None

Personnel: No additional implications.

Service Plan: The revised Council Plan and future Budget and Service Plans will reflect improvement actions.

4.0 Recommendations

4.1 The Council is asked to consider and agree the Best Value Audit Improvement Plan.



Commission findings

1. The Commission accepts this report on the performance of Glasgow City Council's statutory duty to secure Best Value and to initiate and facilitate the Community Planning process. The Commission recognises that the report gives a broad picture of the council's performance based on the work of Audit Scotland and the findings of other scrutiny bodies such as Inspectorates and that it does not attempt a comprehensive review of all service delivery. We acknowledge the co-operation and assistance given to the audit process by members and officers of the council.

2. Glasgow City Council is Scotland's largest council. The Commission acknowledges that the council faces significant and complex social and economic challenges. The council demonstrates vision and strategic direction, a positive attitude and commitment to radical change and clear leadership from members and officers. This gives the council a solid foundation to build on. The Commission is encouraged by the rate of improvement which the council has made in recent years on many indicators and urges the council to maintain its focus on:
 - Improving performance in key areas
 - Getting the right political and managerial structures in place
 - Developing Community Planning arrangements
 - Further developing more balanced public performance reporting.

3. The council has a good level of self awareness and recognises the areas in which it needs to improve. The Commission lays particular emphasis on the following areas:
 - Good mechanisms and arrangements are not an end in themselves but tools to secure optimum impact and thus improved outcomes for the people of Glasgow, whose health, educational attainment and employment levels remain low compared with the rest of Scotland. For example, educational attainment has, in general, been poor across Glasgow's schools and while there have been improvements in some areas over recent years, attainment levels remain below the Scottish average. The council has set ambitious targets and faces a significant challenge in achieving them. It will be important for the council to sustain its focus on improved outcomes for its citizens.
 - The council employs over 38,000 people each of whom can be a key ambassador for the council's ambitions. While the modernising employment agenda has already produced some results the council needs to place greater emphasis on corporate workforce planning, more effective human resources systems and improving how it manages and engages with its staff.



- In order to deliver the outcomes which they set out to achieve, the council must also ensure that the full value of effective partnership working is realised.
 - The council has an extensive portfolio of assets. It needs to have comprehensive asset management plans in place in order to demonstrate efficient use of its assets as well as identifying clear and risk based priorities for future investment.
4. The Commission agrees that the improvement agenda set out in paragraph 227 of the report provides the ability to build on the momentum for improvement which already exists.
 5. The Commission looks forward to receiving an Improvement Plan from the council which responds to the audit report on these findings by 15 March 2006. The Commission requires a progress report on the matters dealt with in the Best Value audit as at 31 December 2008.

Glasgow City Council Best Value Audit Improvement Plan

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High Priority Issues

Improvement Agenda	Our Improvement Actions	Timescale
<p>1. Revise the existing strategic and operational plans to reflect the Council's social renewal agenda.</p>	<ul style="list-style-type: none"> • We will revise the current Council Plan and it will reflect Social Renewal priorities. • The Budget and Service Planning Strategy 2007-2008 will prioritise Social Renewal. • Budget and Service Plans 2007-2008 will include clear Social Renewal priorities • We will conduct a Social Renewal Audit, identify good practice and recommend the most effective use of resources to inform the 2007-2008 budget. 	<p>April 2006</p> <p>July 2006</p> <p>March 2007</p> <p>December 2006</p>
<p>2. Sustain a focus on and improve service performance in delivering key services such as education and social work</p>	<ul style="list-style-type: none"> • The Education Commission will report its findings and recommendations to improve outcomes for young people. • We will begin the operation of Community Health and Social Care Partnerships as the basis for developing integrated services, including children's services • We will revise our performance targets for: <ul style="list-style-type: none"> • education attainment, including looked after children, • support for those leaving the criminal justice system, • children subject to a supervision order; and • recycling and street cleanliness. • We will improve our performance in these areas and monitor it through our performance management arrangements. 	<p>November 2006</p> <p>April 2006</p> <p>March 2006</p> <p>March 2006</p> <p>March 2006</p> <p>March 2007</p> <p>Ongoing 2006- 2007 and 2007-2008</p>

Improvement Agenda	Our Improvement Actions	Timescale
<p>3. Develop its approach to workforce planning and development to support the development of capacity and a customer focussed culture to meet future service demand</p>	<ul style="list-style-type: none"> • We will finalise, consult and seek approval for a Corporate Human Resources Strategy, covering all aspects of the Council's approach. • We will implement the Corporate HR strategy • We will the complete the Pay and Benefits Review. • We will deliver the new pay and grading structure, with phased implementation over 3 years. • We will pilot a new Leadership Development Programme and put the new programme in place. • We will complete the Best Value Review of Customer Care. 	<p>September 2006</p> <p>September 2006-2008 April 2006</p> <p>March 2006-2009</p> <p>Pilot June to Dec 2006, implement April 2007</p> <p>April 2006</p>
<p>4. Implement the Council's new Personal Development Plan arrangements across all services</p>	<ul style="list-style-type: none"> • We will complete the rollout of Personal Development Plans on a phased basis as planned, including ongoing monitoring and review. 	<p>By end 2007</p>
<p>5. Review political and managerial structures, in line with planned timescales, to ensure that they reflect and support the achievement of Council's ambitions and maximise available efficiencies</p>	<ul style="list-style-type: none"> • We will complete the Review of Decision Making and implement the recommendations. • We will complete the review of management structures. • We will implement the new management structures. • We will complete the Best Value Review of Trading Services and Facilities Management Stage 2 and determine the balance of internal and external service provision. 	<p>December 2006</p> <p>December 2006</p> <p>March 2007</p> <p>August 2006</p>

Improvement Agenda	Our Improvement Actions	Timescale
6. Clearly articulate future priorities within the overall context of balanced international national and regional and local priorities backed up by robust resourcing plans	<ul style="list-style-type: none"> • We will introduce a revised Council Plan for 2006-2007. • We will introduce a Council Plan for the new Administration with clear links to the Community Plan and Metropolitan Plan priorities. 	<p>April 2006</p> <p>September 2007</p>
7. Develop appropriate mechanisms to support the implementation of the Council's planned change and modernisation agenda	<ul style="list-style-type: none"> • We will deliver the Best Managed Authority programme. 	<p>March 2006 - 2009</p>
8. Introduce a corporate asset management planning strategy	<ul style="list-style-type: none"> • We will complete the Efficient Government Review of Asset Management and Accommodation. • We agreed a Corporate Asset Management Planning Strategy in November 2005 and will deliver the agreed implementation programme. 	<p>December 2006</p> <p>March 2006 - 2009</p>

Medium Priority Issues

Improvement Agenda	Our Improvement Actions	Timescale
9. Build on existing arrangements to develop effective community engagement mechanisms to meet the needs of both the Council and its partners within the new Community Planning framework.	<ul style="list-style-type: none"> • We will commission new local community engagement hubs. • We will establish a city wide equality engagement hub. 	<p>October 2006</p> <p>December 2006</p>
10. Further develop public performance reporting to ensure it provides a balanced account of the Council's performance, reported in a variety of accessible formats	<ul style="list-style-type: none"> • The Council Annual Performance Report 2005-2006 and 2006-2007 will include more balanced reporting and reflect the types of issues prioritised by the Citizens' Panel. • We will pilot local performance reporting in response to the Citizens' Panel views. 	<p>October 2006</p> <p>March 2007</p>
11. Build on existing arrangements and continue to develop more effective outcome focussed measurable impacts and ensure that the systems in place to capture performance information are reliable	<ul style="list-style-type: none"> • The revised Council plan 2006-2007 and the new Council plan 2007-2010 will focus on outcomes and measurable performance. • We will reduce the number of 'failure to return' classifications in our Statutory Performance Indicators. (Baseline is 5 FTRs in 2004-2005). 	<p>April 2006 and September 2007</p> <p>September 2006 and 2007</p>
12. Complete the planned staff survey to inform improvement and investment priorities	<ul style="list-style-type: none"> • We will report the outcome of the staff survey focus groups. • We will conduct a sample survey. • We will complete a full survey of Council staff. 	<p>April 2006</p> <p>October 2006</p> <p>Autumn 2007</p>

Improvement Agenda	Our Improvement Actions	Timescale
<p>13. Continue to embed the Council's arrangements in respect of asset management and risk management, customer care and equal opportunities</p>	<ul style="list-style-type: none"> • <i>Asset management will be progressed as outlined at action 8 above.</i> • We will review the corporate risk register process, link it more clearly to the Council Plan priorities and agree six monthly corporate risk register monitoring. • We will deliver a Council wide customer complaints scheme. • We will introduce a Customer Care Strategy, following the Best Value Review of Customer Care. • Equality impact assessments will become part of our Budget and Service Planning and Best Value and Efficient Government Review Programme. 	<p>March 2006</p> <p>March 2006</p> <p>March 2007</p> <p>March 2007</p>
<p>14. Redress the balance in the Council's approach to sustainable development by focussing improvement on delivering environmental sustainability</p>	<ul style="list-style-type: none"> • We will complete the environmental sustainability strategy and action plan. • We will introduce a selection of environmental sustainability performance measures to our performance management framework. 	<p>April 2006</p> <p>March 2007</p>