



**Chief Executive's Department**  
**Annual Service Plan and Improvement**  
**Report**  
**2017-2018**

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## **Message from the Director**

The Chief Executive's Department brings together the resources and responsibilities of the former Corporate Services and Chief Executive's Office.

Our service ensures that we provide professional expertise and support to elected members and the Council Family Group, to deliver on the Council's priorities and ensure that Glasgow is a world class city focussed on economic growth and tackling poverty and inequality.

We do this by providing a single service dedicated to supporting members in their strategic planning, decision making and scrutiny roles and supporting the Council Family Group. We provide policy, programme management, communication, HR, Organisational Development, governance, procurement, legal and consultation and engagement expertise to key programmes and initiatives across the Council Family Group.


2017-2018 will be a significant year in which we will have managed both the General Election and the Local Elections, and the transition after the latter to a new Glasgow City Government.

It is also a year in which we will continue to support the city's Community Planning Partnership as they co-ordinate the implementation of the Community Empowerment Act, and the wide ranging opportunities presented when actively empowering and supporting communities.

The Council Plan 2015-17 also concludes this year, and planning process is already underway to develop the next iteration of the Plan.

Of course, a key priority for 2017/18 will continue to be support for the Transformation Programme. The Transformation Programme continues to deliver efficiencies across the Council Family Group and improving how we deliver our services with our partners.

The Chief Executive's Department delivered high quality services and outcomes for the Council and remains committed to supporting the Council and the City realise its ambitions and tackling its challenges.



**CAROLE FORREST**

## Section 1: Resources and Organisation

1.0 The Chief Executive's Department is a new service which brings together a number of service areas together that were previously part of the Chief Executive's Office or Corporate Services. This new arrangement is as a result of a review of the Council Family (Service Departments and Arms-Length External Organisations - ALEOs) and the continuing refinement and improvement of our service structures. It provides us with a clearer focus on the key areas of service delivery particularly as we work corporately across the Council Family and partnerships to:

- provide expert advice, direction and governance on Council priorities and programmes;
- shape and drive the Council's approach to transformation and lead on a number of Council-wide reform initiatives;
- ensure we make the best use of our people, through a corporate approach to HR, organisational development and workforce issues; and
- provide consistent communication and engagement with staff, stakeholders and the public.

1.2 We also manage the smooth running of the Council and its decision making arrangements by providing professional services and advice to individual Services and arms-length organisations to enable them to provide innovative, efficient and effective frontline services.

### Service Structure

1.3 This section presents the staffing resources and structure of the Chief Executive's Department and shows how it contributes to the Council's objectives.

1.4 The Chief Executive's Department is divided into a number of service areas as detailed below. The Department also supports the Glasgow City Region City Deal, the Leader of the Council and Lord Provost in the execution of their duties.

- **Corporate Governance**  
Governance has a broad remit covering risk, asset management and the contractual performance of Council ALEOs. It also contributes to the development and evaluation of governance processes across the Council Family and providing guidance and support. Risk Governance includes Compliance, Resilience and Health and Safety. Governance manages and reports on compliance with the governance processes for the Council's Capital Investment Programme, and monitors performance of the Programme. Asset Governance includes Information Management, ICT Governance and Property Governance.
- **Legal, Administration and Democratic Services**  
This service area ensures that legislative requirements are met, and that the interests of the Council are safeguarded. It provides services to elected members and provides legal services to the Council, its departments and ALEOs. Among other key functions it provides are Licensing and Registrar

functions and Procurement which includes the delivery of community benefit from all relevant major tender exercises.

Through Democratic Services, the section also leads the development of community planning at citywide and local levels and has developed a policy for the disbursement of grants. It should also be noted that Democratic Services are realigning their strategic focus to reflect the implementation phase of the Community Empowerment Act. The initial Locality Plans and Local Outcome Implementation Plans (LOIPs) should be produced by October 2017. The Community Planning Partners will explore opportunities for thematic locality plans, e.g. around 'fairness' with particular reference to equalities, and measures developed through the LOIPs; where appropriate, will be reflected in future SMT Performance Reports.

- **Corporate Human Resources (CHR)**

Operationally, CHR builds and maintains a reliable and flexible HR framework which supports and develops managers and staff in building better services and meeting the Council's objectives of developing better and more efficient ways of working. The Glasgow Family HR Community is currently transitioning to a hub and spoke operating model. This will involve officers in the main remaining close to their business and operational areas and working in full partnership with leadership teams to support service/ALEO and Glasgow objectives, with functional direction and overall management coming from the centre. CHR will continue to support this work.

- **Communication & Strategic Partnerships**

The service area maintains a positive image of Glasgow City Council and enhances the Council's reputation by ensuring a consistent, proactive and high quality approach to public relations. As part of this, staff provide a 24/7 media response service, dealing with thousands of inquiries every year and covering all aspects of Council policy and all issues directly affecting or involving the Council. It also ensures that the Council maintains an accessible and public presence online and manages the corporate complaints process, and maintains good working and strategic relations with partner organisations.

- **Strategic Policy, Planning, Organisational Development (OD),**

This service area supports the Council and its departments to achieve strategic priorities and monitors delivery. It consults with, and represents, stakeholder's views in respect of major initiatives that may have an impact on Glasgow and on Council services. It develops corporate policies and standards and coordinates the internal and external team awards processes, advising also on a range of emerging policy and corporate priorities. It also supports organisational and staff development.

- **City Region Programme Office**

We provide City Region level programme and legal support for the Glasgow City Region City Deal. This is an agreement between the UK Government, the Scottish Government and eight Local Authorities across Glasgow and the

Clyde Valley. It has secured £1.13 billion of investment, the largest City Deal in the UK, which will focus city region improvement across 26 projects.

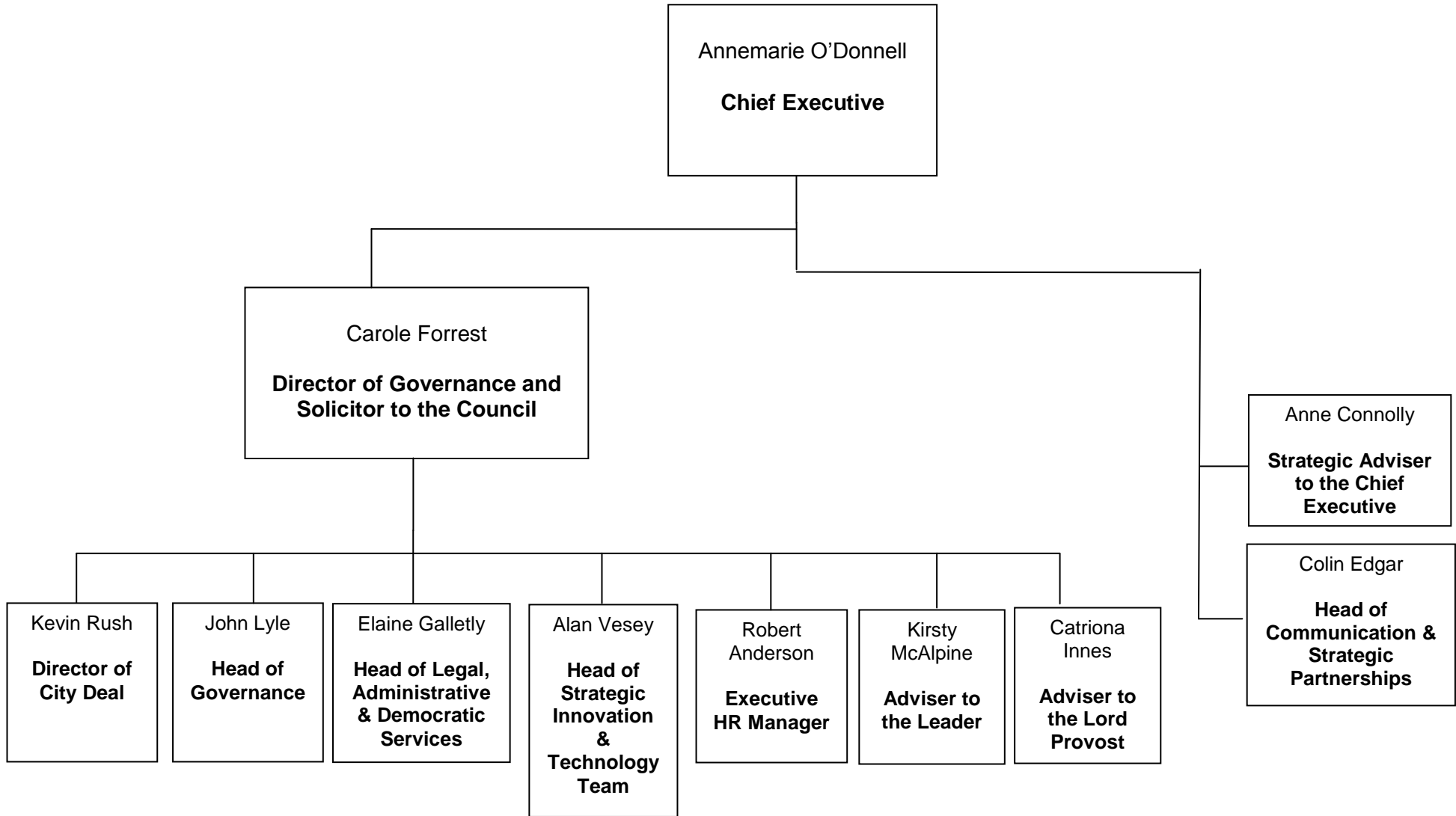
- **The Leader's Office**

The Leader's Office provides policy support and advice to the Leader of the Council and the Council administration. It is the principal liaison between the Leader and the various Council departments and ALEOs, and manages all aspects of the Leader of the Council's official business, both internal and external to the Council.

- **The Lord Provost and International Office**

The Office supports the Lord Provost both in the execution of public duties within the City of Glasgow and when acting as the city's chief ambassador abroad.

# Chief Executives Department Organisational Structure



## Chief Executive's Department Staffing

1.5 The Department's staff number is now 385. The tables below reflect our staffing position at the beginning of the financial year 2016-17. This first table shows staffing at 31<sup>st</sup> March 2016.

31 March 2016

The number and percentage of staff that are:												
Grade(s) (FTE)	MALE		FEMALE		WHITE		ETHNIC MINORITY		DISABLED		TOTAL	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1 to 4	8	2.6%	12	3.9%	19	6.2%	0	0.0%	0	0.0%	20	6.5%
5 to 7	56	18.2%	105	34.2%	137	44.6%	5	1.6%	6	2.0%	161	52.4%
8	29	9.4%	38	12.4%	61	19.9%	1	0.3%	0	0.0%	67	21.8%
9 to 14	27	8.8%	31	10.1%	49	16.0%	1	0.3%	1	0.3%	58	18.9%
Non Pay Grading Structure*	0	0.0%	1	0.3%	1	0.3%	0	0.0%	0	0.0%	1	0.3%
<b>Totals</b>	<b>120</b>	<b>39.1%</b>	<b>187</b>	<b>60.9%</b>	<b>267</b>	<b>87.0%</b>	<b>7</b>	<b>2.3%</b>	<b>7</b>	<b>2.3%</b>	<b>307</b>	<b>100</b>
<b>Ethnicity Not Declared</b>											<b>33</b>	<b>10.7%</b>

This second table reflects the service in April 2017.

01 April 2017

The number and percentage of staff that are:												
Grade(s) (FTE)	MALE		FEMALE		WHITE		ETHNIC MINORITY		DISABLED		TOTAL	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1 to 4 (17.8 FTE)	8	5.5	11	4.6	18	5.4	0	0	0	0	19	4.9
5 to 7 (207.4 FTE)	72	49.7	144	60	185	55.2	8	72.7	6	85.7	216	56.1
8 (81.1 FTE)	36	24.8	49	20.4	75	22.4	2	18.2	0	0	85	22.1
9 to 15 (62.4 FTE)	29	20	35	14.6	56	16.7	1	9.1	1	14.3	64	16.6
Non Pay Grading Structure* (1 FTE)	0	0	1	0.4	1	0.3	0	0	0	0	1	0.3
<b>Totals</b>	<b>145</b>	<b>37.7</b>	<b>240</b>	<b>62.3</b>	<b>335</b>	<b>87.0</b>	<b>11</b>	<b>2.9</b>	<b>7</b>	<b>1.8</b>	<b>385</b>	
<b>Ethnicity Not Declared</b>											<b>39</b>	<b>10.1</b>



## Financial resources: Budget

1.6 This section summarises the Chief Executive's Department's budget for 2016/17 and 2017/18. The approved budget is shown below:

2016-17 Approved Net Expenditure Budget	2017-18 Approved Net Expenditure Budget
£45,004,300	£50,739,800

2016/17 Budget (£)	Expenditure	2017/18 Budget (£)
861,000	Governance	1,187,700
2,043,300	Human Resources	3,564,000
1,421,500	Procurement	1,317,300
32,020,900	Democratic Services	33,084,900
5,168,100	Legal and Administration	4,723,500
5,773,300	Chief Executive's Office	5,399,600
1,073,600	Transformation	901,100
12,166,200	Office Accommodation	11,867,900
<b>60,527,900</b>	<b>Direct Departmental Expenditure</b>	<b>62,046,000</b>
-6,589,300	Central Charges	-2,001,900
<b>53,938,600</b>	<b>Total Expenditure</b>	<b>60,044,100</b>
	<b>Income</b>	
65,000	Governance	55,000
175,500	Human Resources	175,500
175,700	Procurement	272,700
600,700	Democratic Services	694,900
4,780,800	Legal and Administration	4,957,800
260,300	Chief Executive's Office	186,600
0	Transformation	20,000
0	Customer and Business Services	0
2,876,300	Office Accommodation	2,941,800
<b>8,934,300</b>	<b>Direct Departmental Income</b>	<b>9,304,300</b>
<b>45,004,300</b>	<b>Net expenditure</b>	<b>50,739,800</b>

## Subjective Analysis

<b>2016/17 Budget</b>	<b>Expenditure</b>	<b>2017/18 Budget (£)</b>
(£)		
16,396,500	Employee Costs	17,500,293
12,131,700	Premises Costs	11,914,100
38,600	Transport and plant	38,500
2,866,800	Supplies and services	3,704,307
2,057,600	Third party payments	2,050,600
27,636,700	Transfer payments	27,578,200
-600,000	Transfer to capital	-740,000
<b>60,527,900</b>	<b>Direct Departmental Expenditure</b>	<b>62,046,000</b>
-6,589,300	Central Charges	-2,001,900
<b>53,938,600</b>	<b>Total Expenditure</b>	<b>60,044,100</b>

0

<b>2016/17 Final</b>	<b>£m</b>
<b>Outturn</b>	
Net Expenditure	51.2
Estimate	51.3
Variance	-0.1

### 2016/17 Outturn Position

The draft unaudited outturn position for Chief Executive's Office is showing a £0.1m under spend, primarily achieved by underspends in premises costs.

## Section 2: How the Service will meet its Strategic Plan Commitments

- 2.1 The Chief Executive's Department has a pivotal role in leading, supporting and communicating the Council's key priorities. Following the election of the new City Government in May 2017, a new Council Plan is currently being developed and will be agreed and published later this year.
- 2.2 Pending agreement of the new Council Plan, the six priority themes contained within the [Strategic Plan and Strategic Plan Refresh](#) have been used for this year's ASPIR planning purposes. The key messages make it easier to communicate our goals to a range of people, including our own staff, ensuring that Glasgow is a city that is:
- focused on economic growth, closing the inequality gap and tackling poverty;
  - delivering in partnership and is focused on place based solutions;
  - delivering outcomes for citizens, families and business and designs its services around them;
  - building resilience for people and communities, supporting their choices and enabling them to live independently;
  - is trusted to lead and deliver;
  - has an agile workforce, understanding their role in delivering outcomes for citizens, families and businesses, and are empowered to make improvements.
- 2.4 Given the strategic nature of the Chief Executive's Department, it is involved in leading and supporting a range of actions or programmes to deliver these goals. It is supporting programmes across a number of themes, in particular:
- economic growth;
  - vibrant city;
  - a city that looks after its vulnerable people; and
  - making best use of our resources.

## Strategic Council Plan Commitments: Actions for 2017-2018

<i>Strategic Council Plan</i>		<i>Strategic Council Plan Commitments</i>
<b>Commitment</b>	<b>Actions</b>	<b>Milestones 2017/18</b>
<b>Economic Growth</b>	<p>Procurement - We support and strengthen the delivery of community benefits through Council contracts and continue to make use of the appropriate EU Directive to provide employment opportunities for disabled people.</p>	<p>Completed delivery of year two of the Council's Procurement Strategy, and commence next phase of the Procurement Strategy in 2017-18</p> <p>Procurement Strategy to be launched early June 2018</p>
	<p>Core Cities - We support and facilitate the National UK Core Cities network</p> <p>We lead the Smart City workstream, and also lead the development of a Core Cities Benchmarking Framework, on behalf of the Core Cities Performance Group</p>	<p>The Smart Cities Policy Hub will continue to work with the Future Cities Catapult in development, support, and alignment of the Smart Cities Policy Hub agenda – including secretariat complement the existing leadership and coordination provided by Glasgow City Council.</p> <p>For Glasgow this will include examination of the wider opportunities for Intelligent Street Lighting, Smart Parking and Smart Waste.</p>

<b>Strategic Council Plan</b>		<b>Strategic Council Plan Commitments</b>	
<b>Commitment</b>	<b>Actions</b>		<b>Milestones 2017/18</b>
	<p>City Deal- We provide programme, legal and procurement support for the delivery of initial phase of £1.13 billion City Deal for Glasgow</p>		<p>Continue to support the these key groups, and work programmes in 2017-18:</p> <ul style="list-style-type: none"> <li>• The National Panel</li> <li>• The Independent Commission on Economic Growth</li> <li>• The Economic Leadership Board.</li> </ul>
<b>Vibrant City</b>	<p><u>Legacy</u></p> <p>We continue to oversee the delivery and evaluation of legacies from Glasgow 2014 and the future legacy and challenge of the European Championships (EC 2018).</p>		<p>Deliver the legacy strategies for Glasgow 2014 and EC 2018.</p> <p>Support action Plan implementation to commence in 2017-18</p>
	<p><u>Infrastructure</u></p> <p>We are, through the Council Plan Refresh, providing programme and legal support for the redevelopment of the Burrell Collection</p>		<p>Refurbish and redisplay the Burrell Collection through the Burrell Renaissance project, reopening the Burrell Museum in 2020.</p>

<b>Strategic Council Plan</b>		<b>Strategic Council Plan Commitments</b>	
<b>Commitment</b>	<b>Actions</b>		<b>Milestones 2017/18</b>
<b>Vulnerable People</b>	<p><u>Equality Duty</u></p> <p>Through the use of Equality Impact Assessments (EQIAs), we will scrutinise all major initiatives and policies to ensure we fulfil our Public Sector Duty to Equalities, and provide open inclusive services to all our citizens.</p> <p>We are also developing a framework to consider the detailed impact on those in poverty through our work with the Poverty Leadership Panel.</p>		<p>Deliver new Equalities Outcomes Framework and mainstreaming Equalities report April 2017. Drive outcomes delivery through Equality Working Group</p> <p>Continue to roll out EQIA training to Council Family and Health and Social Care Partnership staff in May 2017, and in Autumn 2017</p> <p>Develop the Poverty Impact Tool, assist development of the 18/19 Budget Options</p>
	<p><u>Health and Social Care</u></p> <p>We continue to provide legal and governance support for the development of the new governance and organisational structures underpinning the Integration of Health and Social Care.</p>		<p>Continue to deliver Joint Planning and Performance Reporting, and the Governance path for local authority accountability.</p>
	<p><u>Age Friendly City</u></p> <p>We are have established a baseline assessment of the age-friendliness of the city and developing an action plan based on consultation with older people and engagement with a range of partners.</p>		<p>Implementation of Needs Assessment and Action Plan will begin in Autumn 2017</p>

<b>Strategic Council Plan</b>	<b>Strategic Council Plan Commitments</b>	
<b>Commitment</b>	<b>Actions</b>	<b>Milestones 2017/18</b>
	<p><u>Asset Management</u></p> <p>Asset and Advisory Boards now established for all seven asset classes with the more established boards reviewing their composition. Working with the Transformation team to develop asset innovation boards.</p>	<p>We will develop the individual asset plan for each of the asset classes identified in the Corporate Asset Management Plan and review the plan in 2017-18.</p>
	<p><u>Staff Development</u></p> <p>We are implementing the Performance Coaching Review (PCR) successfully.</p>	<p>For 85% of Chief Executive staff to have completed a second round PCR by year end 2017.</p>
	<p><u>Workforce Planning and Development</u></p> <p>We will continue to implement our HR Strategy and our Operational Development (OD) Strategy in order to ensure staff are supported and consulted.</p>	<p>We will complete delivery of the HR Strategy by end of 2017</p> <p>Operational Development (OD) Strategy 2016-2018 action plan to be delivered in 2017-18</p>

<b>Strategic Council Plan</b>		<b>Strategic Council Plan Commitments</b>	
<b>Commitment</b>	<b>Actions</b>		<b>Milestones 2017/18</b>
	<p><u>Performance Management</u></p> <p>We support, lead and participate in the Local Government Benchmarking Framework (LGBF), which allows us to reflect on best practice nationally and to explore areas of improvement</p>		<p>A report highlighting Glasgow's performance over time to be considered in summer 2017 and by FASC shortly thereafter.</p>
	<p>Workforce Planning</p> <p>Using the Internal Communication Strategy to ensure that our staff:</p> <ul style="list-style-type: none"> <li>➤ have the information to play their part in Transforming Glasgow, through better ways of working, redeployment opportunities, and measuring our success by how effectively we communicate to our staff on an individual project basis.</li> </ul>		<p>Continue to deliver agreed staff turnover in 2017-18, and Redeployment as per Transformation Programme.</p>
	<p>Review of the Council Family Group</p>		<p>Continuing review of ALEOs and Council Family 2018.</p>



### **3.0 Community Planning**

- 3.1 Democratic Services; within the Chief Executive's Department, provide support, guidance and co-ordination to the Community Planning Partnership (CPP) and provide the strategic link to the Poverty Leadership Panel that comprises a broad range of third sector and statutory partners focused on addressing the issue of persistent poverty within the city.
- 3.2 Community Planning Partnership's performance continues to be reported in an annual reporting cycle, with further theme and sector progress reports submitted to the CPP and CPP Sector Partnerships.
- 3.3 Democratic Services staff provide organisational support to a range of Community Planning Partnership groups that also produce annual performance reports for CPP Strategic Board and Executive Group. Specifically, support is provided to the:
  - Alcohol and Drug Partnership (ADP)
  - Youth Employment Board and Sector Employability sub groups.
  - Vulnerable People Working Group and Homelessness Strategic Planning Group.
- 3.4 The Community Empowerment (Scotland) Act places duties on all Community Planning Partnerships (CPP) across Scotland in the way in which they will be resourced and structured. Some of the supporting activities by the Department are highlighted in the table below. This may be updated following agreement of the new Community Plan in October 2017.

SOA Priorities		
SOA Commitment	Actions	Milestones
<p><b>Alcohol, Youth Employment and Vulnerable People</b></p>	<p>Democratic services continues to support the co-ordination of communities and partners to address the key areas of the Act and related service transformation including:</p> <ul style="list-style-type: none"> <li>• Participation Requests and Asset Transfer, which will potentially change the relationship between Community Planning Partners and residents/users of services;</li> <li>• Other significant legislative and structural changes such as the Community Justice (Scotland) Act;</li> <li>• Glasgow’s Health &amp; Social Care Partnership Integrated Joint Board;</li> <li>• Community Budgeting, Thriving Places;</li> <li>• the Council’s Transformation Programme; which is likely to influence the context and priorities for Community Planning in the city in the next few years.</li> </ul>	<p>Given this changing legislative and community context Community Planning Partners in Glasgow will continue to examine and re-assess the future shape, direction, and support to Community Planning in the city.</p> <p>The Department will support the key actions from this event and build into future reporting.</p> <p>The <a href="#">Community Plan Consultation</a> was launched in June 2017</p>

## **4.0 Transformation and Financial Challenge**

- 4.1 The Transformation Programme accelerates the pace and scale of reform of our services to respond to the current and future service and financial challenges. The Transformation Programme formally commenced with the approval of the 2016-2017 budget options in March 2016, and continues in 2017-2018.
- 4.2 The Chief Executive's Department is providing key support to the programme across the Council Family Group through the Transformation Team. The programme is focused on making us more efficient, make best use of our resources, help us develop a preventative approach and transform how the vital services Glasgow needs are delivered. -
- 4.3 The Chief Executive's Department, will itself, require a saving of £3.4 million to be delivered in 2017-2018. The department will achieve this by:
- delivering efficiencies from the Integrated Grants Programme.
  - not replacing staff who will leave naturally, and looking at ways to reduce our workloads and increase our efficiency to continue to deliver services.
  - rebalancing our people resources to where they are needed most for the benefit of the city. We will only replace the most essential posts.
- 4.4 A summary of two key budget strands of the Transformation Programme to be delivered within the Chief Executive's Department are included below

## Service Budget Change Summary 2017 - 18: Transformation

<b>Budget Change Summary: Transformation</b>			
<b>Title of Service Change</b>	<b>Reason for Change (e.g. Savings Proposal/Transformation/ Income Generation etc)</b>	<b>Council Strategic Plan Priority/ SOA Theme Link</b>	<b>Financial Impact (£000)</b>
			<b>2017/18</b>
<b>Transformation Programme</b>	Transformation of Service	Making best use of resources	<b>-1,825</b>
<b>Integrated Grants Fund</b>	Priority Areas	Making best use of resources	<b>-1600</b>
<b>Total</b>			<b>-3,425</b>
<b>NET BUDGET CHANGE (£)</b>			<b>3,425</b>
<b>NET BUDGET CHANGE (%)</b>			<b>8%</b>

### Section 3: Service Priorities

The service has set out its key strategic role in delivering Council Strategic Plan priorities.

This section identifies operational priorities for the service, particularly those linked to the Transformation Programme.

Service Priorities		
Service Activity, Project or Programme	Actions	Milestones 2016/17
<b>Transformation</b>	<p>Transformation will be delivered by Chief Executive's Department across a wide range of activity, including but not limited to:</p> <ul style="list-style-type: none"> <li>➤ Reducing management costs through increased productivity of people management and reducing the workload effort required by managers.</li> <li>➤ Removing duplication of professional and support services across Chief Executive and the Council Family.</li> <li>➤ Generate efficiency savings through more automated resourcing and scheduling, enabling a better match of the supply of resource and the demand for it.</li> <li>➤ Implementing a budget saving across the Integrated Grants Fund</li> <li>➤ Review annual revenue spend with procurement suppliers, to ensure best value.</li> </ul>	Chief Executives Department to deliver saving of £3.4 million in 2017/18
<b>Governance Review</b>	Review of Risk Management and Corporate Project Planning	The programme for the wider review of the Risk Management Strategy (RMS) will now see the review complete by June/July 2017, The RMS is reviewed on an

Service Priorities		
Service Activity, Project or Programme	Actions	Milestones 2016/17
		<p>ongoing basis by Corporate Governance</p> <p>The Corporate Project Planning Toolkit has been developed and work continues with Organisational Development to develop supporting training materials, including GOLD course and workshops in 2017-18.</p>
<p>Service Performance: Areas for Improvement</p>	<p>To improve performance in the red flagged areas below:</p> <ul style="list-style-type: none"> <li>• Absence Management</li> <li>• Complaints Stage 1 - 5 day resolution target</li> <li>• Freedom of Information Requests 20 day response</li> </ul>	<p>The service will review these areas of performance, set new targets and improvement actions and report future progress to the Operational Delivery Scrutiny Committee.</p> <p>Continue to implement the Attendance Management Plan to improve absence, and to review and refine administrative processes to ensure any service delivery issues identified, are resolved.</p>

## 5.0 Benchmarking, Inspection and Equalities

5.1 As part of Best Value requirements, the Chief Executive's Department demonstrates Value for Money through their participation in benchmarking arrangements with other local authorities, professional bodies and partners.

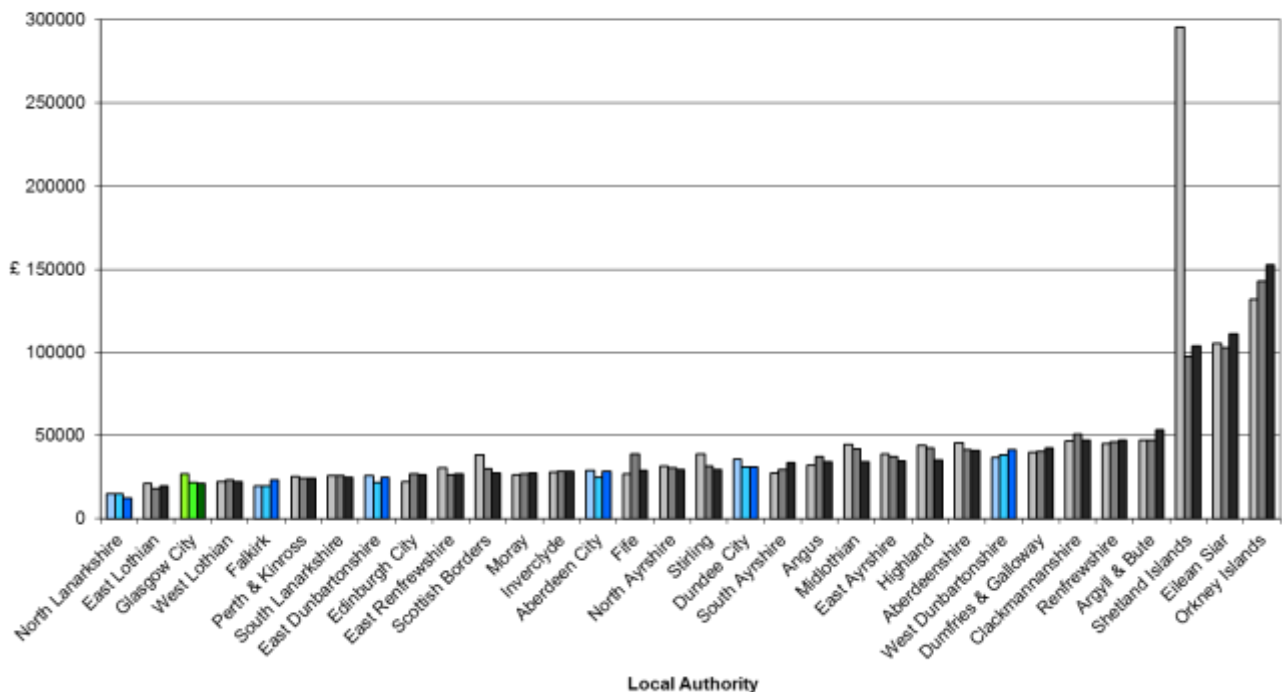
### Local Government Benchmarking Framework (LGBF)

5.2 The Chief Executive's Department have engaged actively with the Local Government benchmarking process and have supported the involvement of the Council Family Group. The [final data](#) for the benchmarking framework was made available in May and a full report will be submitted to Committee in 2017

5.3 As well as actively participating in a wide range of smaller Council wide benchmarking groups, the Chief Executive's Department have; in conjunction with colleagues in Financial Services led work on benchmarking Council Tax, bringing colleagues across Scotland together to look at best practice approaches to collection of Council Tax, and report was submitted to the Improvement Service in June 2016.

5.4 Our own performance providing support to Elected Members and democratic processes (Democratic Core) compares very favourably with all other Scottish Local Authorities, being among the third lowest in Scotland at £20.89 per year for every Glasgow citizen; compared to the Scottish average of £29.56

CORP2 - Cost of Democratic Core per 1,000 population 13/14, 14/15, 15/16



5.5 The Chief Executive's Department are also represented on the National Steering Group for the LGBF, which enables us to influence the focus of national Learning Events and drive improvements in the comparative data and analysis.

## European Foundation for Quality Management (EFQM)

- 5.6 As part of the Council's statutory duty on Best Value, it completes a self-assessment on a regular cycle. It completed an EFQM assessment this year, supported by Quality Scotland. The Chief Executive's Department led the third corporate EFQM self-assessment, which was completed in 2015. This identified areas for improvement across a number of topics. Improvement Actions agreed in January 2017 are currently being implemented (see below)

Area for Improvement	Action	Output	Milestone	Progress	Timescale
<b>Benchmarking</b>	Use data from benchmarking consistently and more widely when reporting performance.	Develop an internal benchmarking group for officers to share best practice in benchmarking.	Establish a corporate performance officer group	The group will be established before the end of the financial year 17-18	Medium Term

## Equalities

- 5.7 Equalities is also a key focus for the Chief Executive's Department in the coming year, both in implementing the new Equality Outcomes in 2017/18, delivering further Equality Impact Assessment training, refining the support tools, and supporting the monitoring and the quality assurance required for successful impact assessment.
- 5.8 Some of the key strategic and developmental mechanisms for delivering our outcomes include:
- The Equalities Working Group (EWG) which is an officer group with representatives from all services and ALEOs is responsible for coordinating the Council Family Group response, at an operational level, to the Equality Act 2010.
  - The Glasgow Community Planning Partners Equalities Group (GCCPEG) is coordinated by Democratic Services and chaired by our Health Partners drawing together the widest range of third sector partners across the city to look delivering Equalities Outcomes as part of the Single Outcome Agreement (SOA).
  - We also deliver greater diversity awareness, through our Equality and Diversity Champions supported by Corporate HR.
- 5.9 Our Equality Outcomes are the targets the Council sets to meet its strategy requirement by:



- Eliminating Discrimination, Harassment and Victimisation
- Advancing Equality of Opportunity
- Fostering Good Relations

- 5.10 In particular we support these strands through reporting on the newly developed [Equalities Outcomes 2017-21](#) through our biennial reporting framework, and systematically updating progress through our Equalities Working Group, comprising of key strategic staff.
- 5.11 Our revised [Equality Impact Assessment guidance](#) was issued in February 2017, and the Chief Executive's Department has initiated a programme of training and support. It has delivered training across the Council Family Group to key strategic and operational staff. By autumn 2017 we anticipate this will exceed 300 staff, with the programme continuing for the remainder of 2017/18.
- 5.12 We are also working with Integrated Joint Board of Health and Social Care Partnership (HSCP) to align the EQIA process for practitioners and operational staff in Joint working environments. The HSCP currently utilise the Council Family EQIA screening form.
- 5.13 We have undertaken EQIA screenings for all the Council Family Budget Options 2017/18 and continue to support further work on these screenings and also a wide range of ongoing EQIAs including:
- Change in Volunteering shift pattern
  - Glasgow Life Charging Policy Review 2015/16
  - Energy and Carbon Masterplan
  - Financial Inclusion Impact Assessment Review Summary
  - Persistent Vexatious Complainers Policy
  - Information Security Policy Community Safety Glasgow
  - Critical Incident Policy Community Safety Glasgow
  - Appeals Procedure (Termination of Employment) Community Safety Glasgow
  - Waste Strategy 2015 – 2020
  - Electric Vehicle Parking Policy
  - Shared Parental Leave Jobs & Business Glasgow
  - Health and Safety Policy Community Safety Glasgow
  - Data Breach Procedure Community Safety Glasgow
  - Saturated Fat in Takeaway Meal Project
  - Tomorrow's Support Service Programme – CBS Service Reform – Phase 1a Education Services
  - Waste Strategy 2015-2020 – HR
  - Financial Inclusion Impact Assessment Review
  - Learning & Development Policy
  - Employee Performance Management Policy Community Safety Glasgow
  - Complaints, Comments and Compliments Policy Community Safety Glasgow
  - Household Food Waste Collection

- Maternity, Adoption & Shared Parental Leave & Pay Provision
- City Centre Traffic Management Order
- Greater Easterhouse Integrated Green Infrastructure Phase 1
- Policy on the re-use of Public Information Regulations 2015 Community Safety Glasgow
- Clear Desk Policy Community Safety Glasgow
- Addiction Service Reform of Purchased Community Support Services – Development of Purchased Community Alcohol and Drug Recovery Services

## 6.0 Past Performance

- 6.1 The service reports its operational performance to the Senior Management Team on a quarterly basis and has reported to a Scrutiny Committee on a 6 monthly basis. The service is also required to report on its performance annually as part of this report so that members and others have oversight of how it has delivered on its statutory duties and previous year's commitments.
- 6.2 Below is a summary of Chief Executive's Department's past performance in 2016/17. A full breakdown of the indicators is provided in Appendix 1, along with performance notes where appropriate, and commentary.


Performance	2016/17	
Green	33	87%
Amber	0	0%
Red	5	13%
<i>Information only</i>	–	–
<b>Total indicators</b>	<b>38</b>	<b>100%</b>



- 6.3 The majority of our indicators are Green, and we have seen good or improved performance in a number of areas. These include, but are not limited to:
- Licensing Applications
  - % of Female staff among highest paid 5% of earners
  - Complex Complaints resolved for 20 day response
  - Equality Impact Assessment
- 6.4 There are some areas requiring improvement and close monitoring in 2017/18:
- Absence Management (3 red indicators)
  - Complaints resolved for 5 day response (1 red indicator)
  - Freedom of Information Request Processing (1 red indicator, although regarded as Good by Scottish Information Commissioner in comparative Scottish benchmarking scale)
- 6.5 Improvement actions are noted in the Appendix and have been identified as Service Priorities for 2017/18.

## Appendix 1


Appendix 1 reflects **past performance** against target to end of financial year (March 31<sup>st</sup>), and year-end performance for the previous financial year 2014/15. Red, Amber, Green (RAG) rating are used for each indicator where RAG is appropriate.






Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
<b>Council Strategic Plan Priorities</b> (under one or more of the 6 key themes; Economic Growth, Vibrant City etc)					
<b>Economic Growth</b>	Support and strengthen the delivery of community benefits through Council contracts and to continue to make use of the appropriate EU Directive to provide employment opportunities for disabled people	Delivery of year two of Council's Procurement Plan and Strategy. Community Benefits Champions to monitor and report opportunities for future Community Benefit through Procurement Plan and Strategy implementation	Completed delivery of year two of the Council's Procurement Strategy, and commence next phase of the Procurement Strategy in 2017-18	Continue to work with the Poverty Leadership Panel and Community Planning Partners to look at Community Benefit opportunities in locality commissioned and procured services	



Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
<b>Economic Growth</b>	Support and facilitate the Core Cities network, by continuing to lead the Smart City agenda, and link into the Core Cities Performance benchmarking network	Delivery of outline performance framework as part of Core Cities Performance Network	<p>Continue to refine Core Cities Performance framework.</p> <p>Developed 10 challenge areas - Six themes and four enablers have been proposed:</p> <p>Health and wellbeing; Learning; Environment; Tourism;</p> <p>Economy; Government; Innovation; Internet of Things; Data and Digital Tools and Technologies.</p>		
<b>Vibrant City</b>	Develop and deliver the Glasgow 2018 Legacy Action Plan.	<p>The scope and timescales for the delivery of the strategy and action plan were agreed at the 6<sup>th</sup> November 2015 Legacy Board</p> <p>On target for delivery of Action Plan implementation in 2016-17</p>	<p>During 2016/17 the membership and remit of each Legacy Theme Group were reviewed and refreshed to reflect the objectives of the legacy objectives of the Glasgow 2018 European Championships.</p> <p>The Legacy Action Plan and Evaluation Framework have been reviewed by the Council's</p>	<p>During 2017/18, the Legacy Action Plan will be approved by the Championships Operations Board and the Council's Executive Committee. The Action Plan will be delivered by Services and ALEOs with progress monitored via the Legacy Theme Groups and the Legacy Board.</p> <p>The Theme Groups have developed the Glasgow 2018 Legacy Action Plan. The Glasgow Events Programme Evaluation Group has been established and has overseen the development the</p>	






Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
			<p>Legacy Board.</p> <p>A Legacy Analyst has been recruited to oversee the delivery of the Evaluation Framework.</p>	development of the Evaluation Framework for the Championships	




Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
<b>Vulnerable People</b>	<p>Scrutinise all major initiatives and policies to ensure we fulfil our Public Sector Duty to Equalities, and provide open inclusive services to all our citizens. We are also developing a framework to consider the detailed impact on those in poverty through our work with the Poverty Leadership Panel</p>	<p>Continue to support the development of the new governance and organisational structures underpinning the Integration of Health and Social Care (HSCP)</p> <p>Joint Equality Outcomes for the Integrated Joint Board published.</p>	<p>Completed Equality Impact Assessment for all Budget Options</p> <p>Equality Outcomes 2017-2021 published for Council Family</p> <p>Traning rolled out to over 300 staff including HSCP staff.</p> <p>Council Budget Screening process agreed at Integrated Joint Board for HSCP Service Reform projects</p>	<p>Continue work to develop Equality Impact Assessment process to support Social Care staff working in HSCP settings, and reporting pathway for Social Care staff with regard to Local Authority Governance.</p> <p>Also working in partnership with Equality Human Right Commission (EHRC) and CALMAC to share Impact Assessment tools with other public bodies in Scotland.</p>	





Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
<b>Making Best Use of Our Resources</b>	Implement the Corporate Asset Management Plan and ensure effective governance of the Council's assets.	Continue to develop the Corporate Asset Management Plan following review by Finance and Audit Scrutiny Committee	The individual asset plan, for each of the asset classes identified in the Corporate Asset Management Plan; will continue to be developed.		
	We are implementing the Performance Coaching Review (PCR) successfully.	82% completion of second round of PCR for Chief Executive' Department (CED) as at April 2016	On target for 85% of CED staff to have completed a next phase of PCR by year end 2017	To engage and progress skills and support staff development.	
	We will deliver both our HR Strategy and our Operational Development (OD) Strategy in order to ensure staff are supported and consulted.	Operational Development (OD) Strategy in 2016.	Complete delivery of the HR Strategy by end of 2017  Operational Development (OD) Strategy 2016-2018 action plan to be delivered in 2017-18		







Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
<b>Making Best Use of Our Resources</b>	Undertake a Universal Staff Survey in which all staff have an opportunity to participate.	Survey completed and reported to PP&GP Committee in September 2015	Ongoing work with departments and corporately to implement the priority areas outlined in the Staff Survey  Update report submitted to the PPGP and to CMT Team in August 2016	Action Plan Working Group to review progress in priority areas in August 2017	
	We support, lead and participate in the Local Government Benchmarking Framework (LGBF), which allows us to reflect on best practice nationally and to explore areas of improvement.	Final data released in March 2016. Report prepared for April 2016  Report delivered to ODSC in May 2016	Final data released in April 2017. Report prepared for Committee post recess 2017	Annual publication of the National Local Government Benchmarking Framework report.	




Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
<b>Legal and Administration Services</b>					
Licencing - Straightforward license applications processed within target processing periods.	70%	70.18%	77%		
Licencing - Percentage of licences considered and determined within statutory timescales.	100%	100%	100%		
Registrars - Ensure 75% or more of customers are seen within a waiting time of less than 20 minutes.	75%	82%	85%.		
Registrars - Ensure 75% or more of customers are attended to within a transaction (serving) time of less than 20 minutes.	75%	79%	75%.	In terms of transaction times, deaths and marriage appointments have a 35/30 minute transaction time allocated to them, as recognition of best practice in these areas.	
Committee Services - Percentage of committee reports issued on time.	100%	100%	100%		




Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
Committee Services - Percentage of committee minutes issued on time.	95%	96%	95%	The target to is set at 95% to reflect necessary delays that can be caused by the requirement for sign off, and confirmation of specific technical detail where required.	
Delivery of Elections	Delivery of European Referendum. Preparations for Council Elections May 2017	Delivered General Election May 2015, and May 2016 Scottish Parliamentary Elections	Ongoing preparation for Council Elections in May 2017	Election due on 4 <sup>th</sup> May all staff appointed all premises booked all materials produced, E Count Friday 5 <sup>th</sup> May organised. 209 candidates for 85 vacancies over 23 wards, 26 exiting members not seeking re election	
<b>Corporate Human Resources (CHR)</b>					
Absence management – average days lost per employee in CS/CEO	4.4 days  (revised)	7.1 days  (on a 15/16 target of 6.4 days)	2.6 days	Chief Executives have achieved a year end position within target. The significant change in levels of absence and the revised target are due to the organisational restructure of CBS staff from CEO to Financial Services (FS).  Chief Executives Department continue to prioritise health, wellbeing and attendance management across the service.	

Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
Absence management (all Council) – average days lost per employee: including teachers	7.4 days	8.1 days	8.8 days	Employee health, wellbeing and attendance to be a priority across all Council Services.  Organisational change is known to be a factor in employee attendance levels. While the increases in levels of sickness absence are disappointing, they are not entirely unexpected due to the scale and pace of organisational change across the Council.	
Absence management (all Council) – average days lost per employee: excluding teachers	6.86 days	9.1 days	10.3 days	Services continue to support employee health, wellbeing and attendance through the implementation of the Staff Health Action Plan and application of our attendance management arrangements.	
Absence management – average days lost per employee: teachers	5 days	5.7 days	5.4 Days	Education Service continues to prioritise attendance management within the Service and 2016/17 shows a small reduction in sickness absence amongst teachers and move closer to achieving the annual target.	
Female earnings – highest paid 5% of earners	58%	59.7%	59.9%		





Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
<b>Transformation</b>					
<p><b>Transforming the Council Family:</b></p> <p>Enabling changes in how we work across the Council family to make us more efficient, make best use of our resources to prevent problems rather than curing them and transform how the vital services Glasgow needs are delivered</p>	<p>Programme Governance;</p> <p>Provide the tracking and reporting on the portfolio of Transformation projects to facilitate governance and benefits tracking</p>	<p>Projects identified or underway in 22 functional areas including, HR, Finance and Funding</p>	<p>Shared services have been established for six prioritised areas: HR, Finance, Procurement, Business Support, Funding and Contact.</p>	<p>These activities, many of which form a part of the LEO (Lean Enabling Operations) programme, make a key contribution to the Transformation Savings programme.</p> <p>A further five areas are in progress, these are being progressed through separate initiatives and the final eight of 22 have been re-assessed as being more appropriately taken forward through Lean initiatives.</p>	
	<p>Building Capability:</p> <p>Establish organisational capacity and capability to deploy Lean as a continuous improvement</p>	<p>Lean Methodology toolkit, training modules and staff engagement tools in place.</p> <p>Transformation Team currently supporting Lean roll out</p>	<p>Lean toolkit and staff engagement has been established in all participating Services/ALEOs. Project support in place across the Council Family</p>	<p>70 Service Improvement Projects are being monitored and delivering savings on track and their implementation will improve outcomes and deliver savings across the Council Family.</p> <p>Staff engagement to roll out the Lean toolkit has covered 10k staff, with another 20k planned (including HSCP and non-PC facing staff). 2,000 staff trained in Lean techniques.</p>	



Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
	<p>Building Capability:</p> <p>Establish organisational capacity and capability to deploy Lean as a continuous improvement</p>	New measure 16-17	Savings are currently being reported at 94.9%	Reports are generated for; the Transforming the City and Transforming the Council Family Programme Boards, CMT, ECMT and the City Treasurer and further communicated to elected members through the production of the Elected Member newsletter.	
<p><b>Transforming the City;</b></p> <p>Ensuring that a shared and consistent approach to Transformation is at the core of both Council initiatives and key partner activity</p>	Communicate and embed Transformation Principles across the Council Family	Transformation team members embedded in all Emergent Programmes within Council Family	<p>Communication plan in place.</p> <p>Workshops scheduled with city partners to support collective working for the benefit of the city.</p> <p>Number of early candidate projects moved to business as usual and refocus on transformation projects that evidence and tests partnership working.</p>	Regular Monitoring Report to Transforming City Board using the Project Priority Matrix database to check adherence to Transformation Principles methodology for all Projects.	

Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
<b>Corporate Governance</b>					
Review the Risk Management Strategy (RMS)	Review to be completed June 2017	Risk Management Strategy review commenced for completion in 2017	Continues to be on target for June 2017.	The programme for the wider review of the Risk Management Strategy (RMS) will now see the review complete by June 2017, The RMS is reviewed on an ongoing basis by Corporate Governance.	
Develop the corporate project management toolkit and roll out throughout the Council.	In terms of development, this is now complete and focus is now on implementation.  The Implementation phase will be reflected in the ASPIR 2017/18	Toolkit has been developed and work will be ongoing in 2016-17 with OD to develop supporting training materials, including GOLD course and workshops.	Materials are available to access and a programme of training is ongoing with a GOLD course under development  Manager's brief issued; training delivered on Connect.	Ensures that all projects (including capital projects and Transformation projects) are governed using a standard set of principles and suite of documents thereby providing a consistency of reporting.	
Development of the annual Health and Safety (H&S) report and the development of three year Health and Safety strategic plan.	Following consultation the 3 year H&S strategy will be issued in March 17. H&S Annual Report has been completed and will be issued in conjunction with strategy in March17	H&S annual report finalised in June 2016.  Service H&S work plan is in place.	Awaiting final approval for launch of H&S strategy (John Patterson)  3 year H&S strategy has been completed in draft.	The strategy has developed 7 key themes which management will implement during 2017 using safety improvement plans. These will be monitored/ supported via HS Governance.	

Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
<b>Public Relations</b>					
Stage 1 CED Complaints resolved in 5 days.	5 days	5.3 days	7.8 days	<p>Of the 24 complaints received during the year over half were resolved within the five day timescale.</p> <p>However, three complaints skewed the final figure (7.8 days), by taking in excess of 30 days to be resolved.</p> <p>In future we would expect that any complaints unresolved for 30 days would not be categorised as Stage 1 complaints and would, where appropriate be included in the complex complaints category for Stage 2.</p>	
Stage 2 CED Complaints resolved in 20 days.	20 days.	20 days (96% of complaints resolved)	11 days	On target	
% of FOI requests responded to within 20 working days of receipt	100%	91.8%	95.86%	Although our statutory target will always be 100%, the Scottish Information Commissioner's self-assessment toolkit 2016 categorises FOI performance as Good (in the range 85%-95%), and Excellent (in the range 96% -100%).	



Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
<b>Strategic Policy and Planning</b>					
Deliver Service Planning, performance management and continuous improvement  - ASPIR	Delivery ASPIR Guidance and support revised business planning approach	Guidance and revised structure delivered	Guidance issued January 2017	ASPIR reports should be sent to Strategic Policy and Planning by 19 May 2017.  Completed ASPIRs must be submitted to relevant committees before the recess or if that is not possible in the first committee cycle after recess.	
- Corporate EFQM self-assessment	Implementation of Improvement Plan 2017	Corporate EFQM self-assessment completed in 2015-2016	EFQM Improvement Plan approved by FASC in January 2017.	Six monthly progress report to Executive Committee Management Team (ECMT).	
- Flourish Awards.	Deliver Flourish awards	Flourish Award delivered on target	The Flourish Awards are being reviewed and progress report will be presented to ECMT in due course.		
Deliver Consultation and Engagement:  - Manage the Council's Consultation Hub, and provide support to the Public Petitions and General Purposes Policy Development Committee	To ensure that all Council Policy consultations are presented on the Hub	21 consultations hosted in 2016.  Petitions report, including petition outcomes reported to PP&GP.	Petitions report, including petition outcomes reported to PP&GP.  Public consultation on budget options carried out February 2017		

Outcome/ Theme/Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
-Annual Household Survey	Deliver Household Survey Report and ensure results inform policy and service delivery	New survey undertaken in spring 2016 (1 <sup>st</sup> of April to 1 <sup>st</sup> June 2016),	Reported to ODSC in May 2016.  The call for questions has been circulated to Services. Final Report to be delivered August/ September 2017		
	Baseline and action plan on target for Autumn 2016	Completed AFC baseline assessment and development of action plan underway.	Following submission to the WHO, the 3 year implementation phase will commence in 2017.		
Health Improvement and Health Inequality.	Deliver Council Strategic Plan commitment.	Tobacco strategy monitoring report to Health and Social Care PDC March 2016	To be progressed in discussion with the Health and Social Care Partnership		