



Glasgow City Council
Finance and Audit Scrutiny Committee

Report by Chief Executive

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Item 6

11th September 2019

BEST VALUE ASSURANCE REPORT – ACTION PLAN UPDATE

Purpose of Report:

To provide the Committee with an update on the progress of the actions agreed as part of the Council's Best Value Action Plan.

Recommendations:

The Committee is asked to note the contents of the report.

Ward No(s):

Citywide: ✓

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

PLEASE NOTE THE FOLLOWING:

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1. Introduction

- 1.1 The Local Government in Scotland Act 2003 places a duty on local authorities to make arrangements to secure best value and continuous improvement.
- 1.2 In 2018, Audit Scotland completed a Best Value Assurance Report (BVAR) on the Council under a revised approach to Best Value audits that focused on the pace, depth and continuity of improvement, alongside service quality and delivery of outcomes. The scope of the audit was broad and included:
 - An assessment of the Council's progress and improvement since the last Best Value report in 2009 and progress in achieving long-term outcomes;
 - An assessment of the Council's approach to partnership working;
 - A review of how the Council is engaging and empowering communities;
 - Progress of the Transformation Programme 2016 to 2018;
 - A review of governance arrangements including leadership; financial management; use of resources; self-assessment and working relationships.
- 1.3 Audit fieldwork was conducted in March and April 2018 and the final BVAR was presented to the Accounts Commission on 9 August 2018 before being published, alongside the Commission's findings, on the [Audit Scotland](#) website on 23 August 2018.
- 1.4 On [13 September 2018](#), the findings and recommendations of the Accounts Commission were noted by Full Council and the Best Value Action Plan was approved.
- 1.5 It was agreed that delivery of the actions would be progressed by the stated lead officers and through the Council Management Team and progress would be monitored by the Finance and Audit Scrutiny Committee (FASC).
- 1.6 The first BVAR Action Plan update was presented to FASC on [12 March 2019](#).

2. BVAR Recommendations and Action Plan

- 2.1 The BVAR contained seven recommendations across the following themes:
 - Continued refinement of the corporate Performance Management Framework;
 - Continued partnership working to implement the Homelessness Strategy; to further strengthen relationships with the third sector, and to deliver locality planning and encourage community engagement;
 - Further consideration of the potential impact of Equal Pay claims, and
 - Monitoring of benefits realised from transformation activity and changes to the Council Family structure.
- 2.2 The BVAR Action Plan identified the actions to be completed, associated timescales and lead officers for each of these recommendations and is set out at Appendix 1, including updates as at February 2019 and as at August 2019.

- 2.3 In summary, progress has been made in each of the seven actions: three (43%) have been completed as planned, and 4 (57%) are ongoing, as expected, as these relate to longer-term deliverables.

3. Next Steps

- 3.1 The actions in the BVAR Action Plan will continue to be progressed by lead officers and the Corporate Management Team.
- 3.2 It is proposed that a further update be provided to the Finance and Audit Scrutiny Committee in March 2020.

4. Policy and Resource Implications

Resource Implications:

Financial: No new financial implications.

Legal: No new legal implications.

Personnel: No new personnel implications.

Procurement: No new procurement implications.

Council Strategic Plan: The BVAR and Action Plan support each of the seven cross cutting themes in the Council Strategic Plan 2017 to 2022.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2017-22 Yes, Best Value supports the Council's Equality Outcomes.

What are the potential equality impacts as a result of this report? No direct impacts from the report.

Please highlight if the policy/proposal will help address socio economic disadvantage. No policy / proposal implications.

Sustainability Impacts:

Environmental: No direct impacts.

*Social, including
Article 19
opportunities:* No direct impacts.

Economic: No direct impacts.

**Privacy and Data
Protection impacts:** No privacy and data protection impacts.

5. Recommendations

5.1 The Committee is asked to note the contents of the report.

APPENDIX 1 – Glasgow City Council Best Value Action Plan – Update as at August 2019

RECOMMENDATION 1:	
<p>The council should continue to refine its corporate performance framework to help measure the long-term outcomes in its Strategic Plan.</p>	
Council Action / Response:	<p>The Council is continuing to implement the recommendations from the performance management review, as reported to Operational Performance Delivery Scrutiny Committee in December 2017. A further report on how to implement the remaining recommendations will be brought forward by the end of the year.</p>
Timescale:	<p>31 December 2018</p>
Lead Officer:	<p>A Connolly, Strategic Adviser to the Chief Executive</p>
Update as at February 2019:	<p>Status: Complete</p> <p>As part of a review of the Council's performance management arrangements and the recommendations presented to the Operational Delivery Scrutiny Committee (OPDSC) on 31 January 2018, a suite of outcome based performance measures has been developed to monitor progress against the priority themes and commitments set out in Council Strategic Plan 2017 to 2022.</p> <p>These indicators were presented to OPDSC on 21 November 2018 and approved by the City Administration Committee on 13 December 2018.</p>

RECOMMENDATION 2:

The council should agree its homelessness improvement plan with the Scottish Housing Regulator. It should also continue to work with partners to implement its homelessness strategy. This includes monitoring and reviewing the impact of its homelessness interventions on the homeless population.

Council Action / Response:

A draft action plan was submitted to the Scottish Housing Regulator (SHR) in July 2018 and a formal response is due imminently. The HSCP has a schedule of regular meetings with the SHR to monitor the Improvement Plan and these will continue.

The implementation of the Homelessness Strategy continues to be progressed through the long standing multi-agency Homelessness Strategic Planning Group, chaired by the Chief Social Work Officer and involving all key stakeholders. The Strategy, which runs until 2020, will be reviewed over the next year as part of the HSCP Strategic Plan and the action plan relating to the Strategy is being updated with all partners.

Performance of interventions will continue to be monitored through a number of multi-agency structures e.g. the Housing Access Board, the IJB, and the IJB Performance Scrutiny Committee.

Timescale:

- Action plan due to be agreed by the end of August 2018
- Homelessness Strategy action plan to be updated by October 2018
- Homelessness Strategy to be reviewed by March 2019

Lead Officer:

S Millar, Chief Officer, Glasgow City Health and Social Care Partnership

Update as at February 2019:

Status: Ongoing

Senior Managers and the City Convener for Health and Social Care Integration met with the SHR and agreed focus on key indicators for improvement which will be monitored through ongoing engagement in 2019.

The Action Plan was updated and agreed by the Strategic Planning Group and noted by the IJB on [7 November 2018](#).

RECOMMENDATION 2:

	<p>In response to the Homelessness and Rough Sleeping Action Group (HARSAG) report, published in June 2018, the HSCP produced a report on Glasgow's Rapid Re-Housing Transition Plan (RRTP) 2018/19 to 2023/24 which includes the Homelessness Strategy. This was approved by the IJB on 6 February 2019 and noted by the Council's City Administration Committee on 7 February 2019.</p>
Update as at August 2019:	<p>Status: Ongoing</p> <p>As reported in March 2019, both the SHR Improvement Plan and the Rapid Re-Housing Transition Plan 2018/19 to 2023/24 have been agreed and implementation is ongoing.</p> <p>Discussions continue to consider the performance framework for the Plans and, given their synergy and shared outcomes, how they may come together. This will be based upon guidance from the SHR and the Scottish Government, expected by the end of 2019.</p> <p>Performance of interventions continues to be monitored through a number of multi-agency structures e.g. the Housing Access Board, the IJB, and the IJB Performance Scrutiny Committee. Also, as reported to CAC on 7 February 2019, updates will be reported as part of the annual thematic reports on A Healthier City presented to the Operational Performance and Delivery Scrutiny Committee.</p>

RECOMMENDATION 3:

The council should consider the impact of resolving equal pay claims and include this within its financial plans. More widely, it should consider the potential impact on service delivery.

Council Action / Response:	The Council continues to engage with claimants' representatives in relation to outstanding equal pay claims. It is still too early to assess the financial implications however the Council is developing a financial strategy aligned to on-going discussions with claimants. The financial strategy includes consideration of the potential impact on service delivery resulting from costs that could arise from equal pay obligations. This will continue to be progressed and reported accordingly.
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Timescale:	Ongoing
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Lead Officer:	M Booth, Executive Director of Finance and Council Management Team
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Update as at February 2019:	<p>Status: Complete</p> <p>On 7 February 2019, the City Administration Committee approved the Equal Pay settlement proposal and funding strategy.</p> <p>The financial implications were incorporated into the 2019/20 Budget approved by Council on 21 February 2019.</p>
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RECOMMENDATION 4:

The council should review lessons learned from its 2016-2018 Transformation Programme and ensure that it has appropriate monitoring arrangements in place to measure the non-financial benefits and long-term outcomes for its transformation activity.

Council Action / Response:	<p>A number of lessons learned reviews have been completed for Transformation projects and a review of the overall Programme, including lessons learned and financial and non-financial benefits, is scheduled for presentation to the Extended Corporate Management Team and the Finance and Audit Scrutiny Committee by the end of 2018.</p> <p>The Council's approach to major programmes and projects requires anticipated benefits to be set out in Business Cases and monitored and reported within appropriate governance structures. Benefits realisation management is part of the Council's approach to, and governance of, major programmes and projects, including transformation activity. This will continue to be applied as standard practice.</p>
Timescale:	<ul style="list-style-type: none">• A report on the 2016-2018 Transformation Programme to be published by the end of 2018• Ongoing thereafter
Lead Officer:	M Johnston, Director of Financial and Business Services
Update as at February 2019:	<p>Status: Complete</p> <p>On 3 October 2018, a report was presented to the Finance and Audit Scrutiny Committee setting out the outcomes of the Transformation Programme 2016 to 2018.</p> <p>The Council is planning for the next phase of activity, which will be underpinned and driven by the Budget.</p> <p>As per action 1, a suite of outcome based performance measures has been approved to monitor progress against the priority themes and commitments set out in Council Strategic Plan 2017 to 2022. This will also measure non-financial benefits and long-term outcomes.</p>

RECOMMENDATION 5:

Building on the success of its third-sector summit, the council should continue to work with third-sector partners to help strengthen relationships.

Council Action / Response:

A range of work streams are in progress with third sector partners, including:

- A co-produced Concordat between the Council and the third sector sets out key principles and ways of working to strengthen the partnership and outcomes. This was endorsed by the Wellbeing Empowerment Community and Citizen Engagement City Policy Committee on 16 August 2018 and launched on 23 August 2018. A work plan will be co-produced, implemented and monitored which will include exploration of the feasibility of a Third Sector Embassy.
- Third sector representatives have been co-opted to Council Committees, including the Wellbeing Empowerment Community and Citizen Engagement and General Purposes City Policy Committees. This ensures citizens and partners can share knowledge, expertise and experience for policy development and are involved in decision making.
- Since December 2017, accommodation within the City Chambers has been made available for the exclusive use of Third Sector Organisations, providing an enhanced presence to benefit working relationships.

The 2018/19 Council Budget and Strategic Plan also set out a range of opportunities for Third Sector, Council Family and partners to deliver against Council priorities including:

- Financial and Digital Inclusion (£2m)
- Early Intervention and Resilience (£2m)
- Mental Health and Loneliness (£1.5m)
- Artist in Residence (£400k)

The Council's Strategic Plan 2017-2022 sets out a commitment to "Review how we fund third sector and community groups to reflect a partnership approach and simplifying procedures." The review of Integrated Grant Funding is underway in collaboration with third sector partners and has been programmed over 2018 to 2019.

Timescale:

- Concordat was launched on 23 August 2018
- The work plan is expected to be agreed by the end of 2018

RECOMMENDATION 5:

	<ul style="list-style-type: none">• Appointment of non-voting co-opted Committee members will continue to be considered.• A new fund is due to be in place from 1 April 2020. A detailed timeline for the review will be agreed by the end of 2018.
Lead Officer:	B Monaghan, Director of Community Empowerment and Equalities
Update as at February 2019:	<p>Status: Ongoing</p> <p><u>Third Sector Concordat:</u></p> <ul style="list-style-type: none">• Following launch of the Concordat, development of the work plan is ongoing, to be presented to the third sector partners at an event for senior Council officers and the Third Sector on 13 March 2019.• Co-opted members continue to serve on the Wellbeing Empowerment Community and Citizen Engagement and General Purposes City Policy Committees. <p><u>Review of Grants Fund:</u></p> <ul style="list-style-type: none">• The review of IGF is ongoing: it will cease operating on 31 March 2020 in time for new programmes to be delivered from 1 April 2020, following an application process during 2019/20.• As part of the ongoing review, all existing funded organisations, as well as those not funded by the current programme, will have an opportunity to shape, and apply to, the new fund.• A briefing note was issued in November 2018 to provide information on the review.
Update as at August 2019:	<p>Status: Ongoing</p> <p><u>Third Sector Concordat:</u></p> <ul style="list-style-type: none">• The draft action plan was agreed at an event for senior Council officers and partners from the Glasgow Third Sector Interface Network (GTSIN) on 13 March 2019.• The final plan, and arrangements for implementation, were endorsed by WECCE on 30 May 2019 where it was also agreed that the Third Sector Embassy would be placed on hold to be progressed as part of the Third Sector Strategy which will be developed in taking forward the action plan.

RECOMMENDATION 5:

New Grants Fund:

- Development of proposals for the new fund has continued.
- Three stakeholder engagement events were held in March and April 2019 with 325 representatives from 282 organisations attending from across the third sector, with a 60/40 ratio of current IGF recipients and non-grant holders. A [report](#) on these events has been published on the Council's website.
- A second briefing note was issued in [July 2019](#) to provide information on the review.
- A self-assessment questionnaire was issued to current IGF recipients on 2 August 2019 and will inform capacity building for the remainder of 2019/20.
- On [27 June 2019](#), a report on the new fund was presented to the City Administration Committee (CAC), setting out the development work undertaken, the aims of the fund and its objectives and seeking approval of a £20m budget for the next three financial years to be applied using a defined allocation methodology. This was considered by WECCE on [15 August 2019](#) and further presented to CAC on [29 August 2019](#) where the proposed aims, budget for the next three financial years and budget allocation methodology were approved.

RECOMMENDATION 6:

The council and its partners should apply lessons learned from its Thriving Places initiative to help make locality planning a success more widely. This would include encouraging communities to be more involved and considering the longer-term funding of staff and initiatives to support community engagement.

Council Action / Response:

Learning is shared through ongoing engagement with local Thriving Places Steering Groups and development sessions with key stakeholders. This includes partnership working with the Scottish Community Development Centre as part of their Supporting Communities Programme in one of the locality areas to improve local partners' knowledge in relation to participation, empowerment and place-based approaches. This will be shared firstly with two of the more established localities and then across the wider programme.

The Thriving Places Performance Management Framework has been reviewed to more directly measure the outcomes from and impact of locality planning and other elements of the Community Empowerment (Scotland) Act 2015.

A Thriving Places evaluation framework is also being developed to understand successes in areas and how they may be applied to others.

The Council has recently invested in permanent staff to support the Thriving Places initiative and will continue to explore a funding model beyond the current annualised approach.

The 2018/19 Budget approved £1m for participatory budgeting (PB). Comprised of elected members, communities, third sector organisations and council officers, a city-wide PB Working Group has been established to co-produce a city vision and framework for PB and the development of four pilot areas in wards across the city.

Timescale:

- Ongoing over the course of the ten year programme with annual progress reports
- A Thriving Places Evaluation Programme proposal will be developed by November 2018 and a final Evaluation Programme will be submitted to the CPP in February 2019

RECOMMENDATION 6:

	<ul style="list-style-type: none">• PB Framework to be developed by March 2019. Progress to be included in annual reports.
Lead Officer:	B Monaghan, Director of Community Empowerment and Equalities
Update as at February 2019:	<p>Status: Ongoing</p> <p>A review of Locality Planning in Glasgow is ongoing to ensure that the Thriving Places programme meets statutory requirements. This is due to complete by the end of April 2019.</p> <p>Community Empowerment Services has secured three interns from the Council's Internship Programme. Each intern will work with a locality to co-produce materials for updated Locality Plans, as well as carrying out community engagement.</p> <p>A placement programme is being considered for students on the HNC course in Working with Communities at Glasgow Kelvin College and the BA (Hons) in Community Development at the University of Glasgow. Student placements are expected to be identified by August and October 2019.</p> <p>A Thriving Places Evaluation Programme proposal will be submitted to the CPP in March 2019.</p> <p>The PB Working Group was a short-life working group and will continue as a Community of Practice to oversee future co-production of the PB Framework, which is ongoing.</p> <p>Four Ward-based Citizens Panels are supported by local anchor organisations to oversee the development of the PB process and criteria. The four community anchor organisations are providing support to the Citizen Panels to facilitate PB.</p> <p>Two communities of interest pilots are established to involve people with disabilities and young people in the PB programme.</p> <p>Three of the pilots are inviting applications and have their decision making events scheduled for April 2019.</p> <p>Work continues in partnership with the Scottish Government, COSLA and the Democratic Society to trial</p>

RECOMMENDATION 6:

a digital participation tool which will be used for online voting for two of the PB pilots in March 2019.

The four existing pilots and two communities of interest will continue into 2019. The consolidation of these existing pilots will inform an evaluation, scheduled for Spring 2019.

Update as at August 2019:

Status: Ongoing

Thriving Places / Locality Planning:

- A review of locality planning was completed in March 2019. This included an online survey, with 107 responses, and focus groups with key stakeholders. Responses and emerging themes are being analysed to be shared initially with the HSCP and the Locality Planning Steering Group before being reported to WECCE in September 2019 and the Community Planning Partnership Executive Group and Strategic Partnership in October and December 2019 respectively.

Participatory Budgeting (PB):

- The first PB Citizens Panel live voting event took place in Greater Pollok on 18 April 2019, attended by 300 young people, with over 600 young people voting on priorities for their area (young people).
- The process in Calton (child poverty) and Canal (youth employment) finished with events on 4 May and 27 April 2019 respectively.
- Work is progressing in Pollokshields with Campaign for Racial Equality and Rights (CRER) developing the Citizens Panel to focus on minority ethnic people experiencing poverty and inequality.
- An [Evaluation Framework](#) has been developed and evaluation of the 2018/19 PB process will capture learning so far, before expansion to other areas and communities of interest /identity and mainstreaming. This evaluation is due to report in September 2019.
- A working group, led by GCPH, has been established to oversee the evaluation and includes partners from Scottish Government, COSLA and Edinburgh University.
- Further details are included in the annual thematic report on Resilient and Empowered Neighbourhoods presented to the Operational Performance and Delivery Scrutiny Committee on [19 June 2019](#).

RECOMMENDATION 7:

The council should closely monitor the financial and service implications of changes to its Council Family structure to ensure it delivers the anticipated benefits and to help it demonstrate best value.

Council Action / Response:	The anticipated financial and non-financial benefits of the Council Family Review (CFR) are set out in Business Cases which are prepared as part of the decision making process. Achievement of these benefits is monitored as part of the implementation of Council decisions. For example, benefits of the Cordia transfer will be closely monitored in the year post-transfer and similar arrangements will be implemented, as required, for future decisions as part of CFR.
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Timescale:	Ongoing
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Lead Officer:	M Johnston, Director of Financial and Business Services
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Update as at February 2019:	<p>Status: Ongoing</p> <p>Following the Cordia and CSG transfers, reports will be prepared on the realisation of anticipated benefits in the year post-transfer. For Cordia, this will cover the period October 2018 to October 2019 and, for CSG this will cover February 2019 until February 2020. These reports will be presented to Committee in due course.</p> <p>Existing financial and performance monitoring and reporting arrangements are continuing.</p>
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Update as at August 2019:	<p>Status: Ongoing</p> <p>As part of the ongoing monitoring of the Council Family Review, the operational performance of former ALEOs is now reported as part of the ongoing performance monitoring of merged Services, for example:</p> <ul style="list-style-type: none">• Performance of the services formerly delivered by Cordia will be included in the reporting of DRS and HSCP, scheduled for OPDSC in October 2019 and February 2020, respectively, and• Performance of the services formerly delivered by Community Safety Glasgow will be included in the reporting of Neighbourhoods and Sustainability, scheduled for OPDSC in January 2020. <p>New Service ASPIRs also cover the former ALEOs transferred to Council Services. OPDSC monitors</p>
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RECOMMENDATION 7:

operational performance and impact and relevant Policy Development Committees consider ASPIRs, including annual planning and operational priorities.