



Glasgow City Council

Report by Chief Executive

Contact: Annemarie O'Donnell Ext: 74522

Item 4

13th September 2018

BEST VALUE ASSURANCE REPORT

Purpose of Report:

To present to Council the findings and recommendations of the Accounts Commission arising from the recent Best Value Assurance Report and seek approval of the Council's Best Value Action Plan.

Recommendations:

Council is asked to:

- Note the Best Value Assurance Report published on 23 August 2018, and
- Approve the Council's Best Value Action Plan.

Ward No(s):

Citywide: ✓

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

PLEASE NOTE THE FOLLOWING:

Any Ordnance Survey mapping included within this Report is provided by Glasgow City Council under licence from the Ordnance Survey in order to fulfil its public function to make available Council-held public domain information. Persons viewing this mapping should contact Ordnance Survey Copyright for advice where they wish to licence Ordnance Survey mapping/map data for their own use. The OS web site can be found at <http://www.ordnancesurvey.co.uk> "

If accessing this Report via the Internet, please note that any mapping is for illustrative purposes only and is not true to any marked scale

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 The Council last received a Best Value audit in [2006](#) and a follow up on progress was reported in [2009](#).
- 1.3 From 2016, Audit Scotland implemented a revised approach to Best Value audits that focused on driving the pace, depth and continuity of improvement in local government alongside service quality and delivery of outcomes. Under this new approach, auditors conducted a detailed review of the Council in March and April 2018.
- 1.4 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;
 - A review of governance arrangements including leadership; financial management; use of resources; self-assessment and working relationships.
- 1.5 The audit process involved interviewing Elected Members, senior officers and a sample of partner organisations; conducting a number of staff focus groups; observing council and committee meetings, and reviewing relevant documentation.

2. Glasgow City Council's Best Value Assurance Report

- 2.1 Upon conclusion of the audit fieldwork, Audit Scotland's Best Value Assurance Report (BVAR) was presented to the Accounts Commission on 9 August 2018 and published on 23 August 2018, alongside the Commission's findings, on the [Audit Scotland](#) website.
- 2.2 The report, which was circulated to Elected Members, notes that the Council has made steady progress since 2009 and has improved performance across many service areas. It states that the Council is working well with partners and supporting economic growth while delivering strong financial management and effective leadership. It concludes that the Council has clear plans to continue addressing the "unique set of challenges" faced by the city.
- 2.3 Legislation requires that, within three months of receiving the Commission's findings, these are considered at a meeting of the Council.

3. BVAR Recommendations and Action Plan

- 3.1 The BVAR contains 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.

3.2 These recommendations form the basis of the Council's BVAR Action Plan, which is attached at Appendix 1. This identifies the actions to be completed, associated timescales and lead officers.

3.3 A number of the recommendations encourage the Council to continue delivering initiatives and activities that were already underway at the time of the review. As such, the Action Plan shows work is ongoing.

3.4 Delivery of the actions will be progressed by the stated lead officers and through the Extended Council Management Team and progress will be monitored by the Finance and Audit Scrutiny Committee. It is expected that the first monitoring report will be presented to the Committee in early 2019.

4. Next Steps

4.1 Following the Council meeting, the Council must notify the Accounts Commission of any decisions made and a summary of any decisions will be agreed with the Accounts Commission prior to publication in a local newspaper.

5. Policy and Resource Implications

Resource Implications:

<i>Financial:</i>	No new financial implications
<i>Legal:</i>	No new legal issues
<i>Personnel:</i>	No direct personnel implications
<i>Procurement:</i>	No relevant procurement issues

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 Impacts:

<i>Does the proposal support the Council's Equality Outcomes 2017-22</i>	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

Sustainability Impacts:

Environmental: No direct impacts

Social: No direct impacts

Economic: No direct impacts

Privacy and Data Protection impacts: No data protection impacts identified

6. Recommendations

6.1 Council is asked to:

- Note the Best Value Assurance Report published on 23 August 2018, and
- Approve the Council's Best Value Action Plan.

APPENDIX 1 – Glasgow City Council Best Value Action Plan

Ref.	BVAR Recommendations	Glasgow City Council Action	Timescale	Lead Officer/Owner
1.	The council should continue to refine its corporate performance framework to help measure the long-term outcomes in its Strategic Plan.	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.	31 December 2018	A Connolly, Strategic Adviser to the Chief Executive
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.	<p>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.</p> <p>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.</p>	<p>Action plan due to be agreed by the end of August 2018</p> <p>Homelessness Strategy action plan to be updated by October 2018</p> <p>Homelessness Strategy to be reviewed by March 2019</p>	D Williams, Chief Officer, Glasgow City Health and Social Care Partnership

Ref.	BVAR Recommendations	Glasgow City Council Action	Timescale	Lead Officer/Owner
		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.		
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.	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.	Ongoing	M Booth, Executive Director of Finance and Council Management Team
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.	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.	A report on the 2016-2018 Transformation Programme to be published by the end of 2018	M Johnston, Director of Financial and Business Services

Ref.	BVAR Recommendations	Glasgow City Council Action	Timescale	Lead Officer/Owner
		<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>	Ongoing	
5.	<p>Building on the success of its third-sector summit, the council should continue to work with third-sector partners to help strengthen relationships.</p>	<p>A range of work streams are in progress with third sector partners, including:</p> <ul style="list-style-type: none"> • 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 	<p>Concordat was launched on 23 August 2018</p> <p>The work plan is expected to be agreed by the end of 2018</p> <p>Appointment of non-voting co-opted Committee members will</p>	<p>B Monaghan, Director of Community Empowerment and Equalities</p>

Ref.	BVAR Recommendations	Glasgow City Council Action	Timescale	Lead Officer/Owner
6.	<p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>Ongoing over the course of the ten year programme with annual progress reports</p> <p>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</p>	<p>B Monaghan, Director of Community Empowerment and Equalities</p>

Ref.	BVAR Recommendations	Glasgow City Council Action	Timescale	Lead Officer/Owner
		<p>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.</p>	<p>PB Framework to be developed by March 2019. Progress to be included in annual reports</p>	
7.	<p>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.</p>	<p>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.</p>	Ongoing	M Johnston, Director of Financial and Business Services