

Glasgow City Council

Assurance and Improvement Plan

2014-17

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Introduction

1. This Assurance and Improvement Plan (AIP) sets out the planned scrutiny activity in Glasgow City Council between April 2014 and March 2017. The AIP is based on a shared risk assessment undertaken by a local area network (LAN). There is a LAN for each council, comprising representatives of all the scrutiny bodies who engage with the council. The aim of the shared risk assessment process is to focus scrutiny activity where it is most needed and to determine the most proportionate scrutiny response over a three year period.
2. This is the fifth AIP for Glasgow City Council since the introduction of the shared risk assessment process.¹ It is the result of the shared risk assessment which began in October 2013. The process drew on evidence from a number of sources, including:
 - the annual report to the Controller of Audit and elected members for 2012/13 from the council's appointed external auditors
 - evidence gathered from Audit Scotland, Education Scotland, the Care Inspectorate, the Scottish Housing Regulator and Her Majesty's Inspectorate of Constabulary (HMICS), including published inspection reports and other supporting evidence
 - the Single Outcome Agreement (SOA) and associated development plan for the council area
 - the council's own performance data and self-evaluation evidence
 - analysis of data from the SOLACE/COSLA/Improvement Service Local Government Benchmarking Framework.²
3. The shared risk assessment process was reviewed in 2013, in the context of a significantly changed scrutiny landscape and the evolving public service reform agenda.³ Based on the findings of the review, this year's shared risk assessment focused on identifying the council's current position in implementing the Scottish Government's reform agenda. It also placed more emphasis on scrutiny risk in relation to the council's improvement and transformation agenda. This change in approach is reflected in the structure of the AIP for 2014-17, which covers four areas:
 - local priorities and public service reform
 - corporate assessment
 - service performance
 - improving and transforming public services/public performance reporting.

¹ Assurance and Improvement Plans for each council since 2010 are available on the Audit Scotland website: <http://www.audit-scotland.gov.uk/work/scrutiny/aip.php>

² The indicators used in the framework can be found on the Improvement Service website: <http://www.improvementservice.org.uk/benchmarking/>

³ The review of the shared risk assessment process was one of four work streams taken forward by the Strategic Group for Local Government Scrutiny Co-ordination during 2013.

4. Scrutiny risk is assessed against the following criteria:
 - No scrutiny required - there are no significant concerns, so no scrutiny work is necessary.
 - Scrutiny required - there are concerns about performance, services or outcomes resulting in the need for scrutiny work.
 - Further information required - there is insufficient information to reach a judgement about performance.
5. The National Scrutiny Plan for 2014/15 is available on the Audit Scotland website. It provides a summary of planned scrutiny activity across all councils in Scotland, based on the AIPs for each council.

Summary

6. The Council's Strategic Plan, approved in November 2012, sets out its priorities for the period 2012-17. It presents a focused thematic approach to managing performance within a clear strategic planning framework structured around the council's five key priorities:
 - **Economic growth** - to make sure Glasgow comes out of the downturn in a strong position, with a resilient city economy, and that there is economic growth for the city, its businesses and residents.
 - **A world class city** - to compete internationally with the best cities in the world for investment, business and events, make effective use of cultural assets and heritage, build strong and resilient neighbourhoods and communities, tackle poverty and deprivation and provide relevant and affordable services for all citizens, and deliver local services and neighbourhoods informed by residents' views.
 - **A sustainable city** - to achieve jobs and investment in the city, a reduced carbon footprint, a connected transport infrastructure for business and the community, and increased use of public and green transport.
 - **A city that looks after its vulnerable people** - to improve outcomes and prospects for its looked after and accommodated children and young people, reduce health inequalities, and support more people to live independently at home, where they choose to do so.
 - **A learning city** - to achieve a high quality learning infrastructure, a nurturing city with early intervention, prevention and early years approaches for its children and their families, and improved attainment levels at primary and secondary schools.
7. The first Annual Performance Report on the Strategic Plan was produced in August 2013. It indicated good progress against plan priorities, with investment and resources in place for key programmes, Commonwealth Games delivery on track, and sustainability actions on schedule for the current year and the longer term.
8. Glasgow's SOA 2013 was drafted by its Community Planning Partnership (CPP) Strategic Board and approved in August 2013. It sets out the joint priorities of the city's CPP. The overarching aim of the CPP represented in the SOA is to deliver better long term outcomes for residents. In recognition of the challenges to achieving "transformational change" the partners agreed to focus on a limited number of key priorities that contribute to inequality in the city:
 - **Youth employment** - Despite significant investment in a range of existing programmes, youth unemployment within the city remains disproportionately high.
 - **Alcohol** - Alcohol misuse is recognised as a major social problem, affecting all sectors of the community, placing significant and disproportionate demands on the budgets and operational resources of many community planning partners.
 - **Vulnerable people** - A significant issue for Glasgow, with many individuals and families facing situations where they are subject to increased levels of risk.

9. In the AIP for 2013-16, we advised that five pieces of strategic scrutiny work were planned for the year 2013/14. The results of those reviews are reflected throughout this report but, in summary:
- Audit Scotland's audit of the Glasgow CPP and partnership working has been completed and the report was published at the end of April 2014. The key messages are summarised in paragraph 21.
 - The findings from Audit Scotland's follow-up on the national report *Scotland's Public Finances - addressing the challenges* were reported in August 2013. The overall conclusion was positive with no actions for improvement highlighted.
 - Audit Scotland's national report on *Scotland's Public Sector Workforce* was issued in November 2013 and concluded, at a national level, that current approaches to managing staff numbers and costs in the public sector are unlikely to achieve the savings needed in the future. Glasgow City Council was one of nine fieldwork sites visited as part of this audit. A number of recommendations from the report are of relevance to the council.
 - The Care Inspectorate, in partnership with the Association of Directors of Social Work and the Risk Management Authority, has been undertaking supported self-evaluation activity to assess the initial impact of the introduction of the assessment and case planning instrument LS/CMI across Scotland's criminal justice social work services. This activity started in June 2013 and will conclude with the publication of a national report by May 2014. Action plans arising from this activity will be implemented in 2014.
 - Targeted scrutiny was planned by the Scottish Housing Regulator (SHR) in 2013/14 relating to difficulties that homeless service users were experiencing. Because the council was encountering problems in accessing accommodation, it was not always delivering on its statutory duties to homeless people. This position has continued in 2013/14; the council is dependent on the Registered Social Landlord (RSL) and private rented sector to access temporary and settled accommodation. Demand for temporary and settled housing from homeless households and individuals substantially outstrips its availability. This continuing legislative failure is accepted by the council. Under the circumstances, both parties have agreed that there would be little benefit to service users from further detailed, on-site scrutiny by SHR to confirm this fact. Consequently the planned 2013/14 scrutiny by SHR has not taken place.

Planned scrutiny activity

10. Following on from the previous year's shared risk assessment process and based on discussions held by the LAN in 2013/14, five pieces of scrutiny work are planned for the year 2014/15:
- Education Scotland will be reviewing the quality of careers information advice and guidance services delivered by Skills Development Scotland as part of a planned programme of work across all council areas over the next three years and Glasgow has been selected for review in 2014/15.

- As a consequence of the breach of the statutory rights of homeless households and individuals, SHR is requiring the council to prepare short, medium and long term improvement plans aimed at addressing this failure. Once the plans are approved, SHR intends to liaise regularly with the council over 2014/15 in order to monitor progress.
 - Following pilot work in 2013, the Care Inspectorate is leading a new programme of joint inspections of children's services, and inspections of adult care and health services. The selection of local authority areas for inspection is based on intelligence and risk, and takes account of the SRA process. The council has been selected for a joint inspection of adult services in 2014/15 by the Care Inspectorate.
 - As previously intimated, Audit Scotland has committed to producing a final report on the 2014 Commonwealth Games after they have been held in Glasgow.
 - Audit Scotland will carry out a housing benefit risk assessment during the second half of 2014/15.
11. During 2014, Audit Scotland will also carry out a targeted follow-up of two national performance audits - *Arm's-length external organisations (ALEOs): are you getting it right?* (June 2011) and *Major capital investment in councils* (March 2013).
 12. Audit Scotland will also carry out a programme of performance audits during the period of this AIP that will involve work with councils. The performance audit programme for 2014/15 is available at <http://www.audit-scotland.gov.uk/work/forwardwork.php?year=2014>.
 13. There is some non-risk based scrutiny activity planned across councils in 2014/15, but where scrutiny bodies are yet to determine which specific council areas will be included. This includes:
 - The SHR recently carried out a thematic inquiry into the outcomes that councils are achieving by delivering housing options and prevention of homelessness services. A sample of councils were selected to take part in this as case studies. The findings from this work could potentially lead to further engagement with some councils. The SHR will carry out further thematic inquiries between 2014/15 and 2015/16. If a council is to be involved in a thematic inquiry the SHR will confirm this with the council and the appropriate LAN lead
 - HMICS will be inspecting local policing across Scotland over the next three years. This will examine, amongst other things, local scrutiny and engagement between Police Scotland and councils. The geographic areas to be inspected during 2014/15 have yet to be determined
 - Education Scotland will be working in partnership with councils to carry out self-evaluation of education psychology services over a two year period beginning in 2014/15
 - Education Scotland will continue to engage with councils for the purpose of validated self-evaluation (VSE). The scheduling of VSEs will be arranged by negotiation between Education Scotland and individual councils.
 14. Scheduled audit and inspection work will take place through the annual audit process. The ongoing inspection of school and care establishments by Education Scotland and the Care

Inspectorate respectively will continue as planned. Individual audit and inspection agencies will continue to monitor developments in key areas of council activity and will provide support and challenge as appropriate. This will help to inform future assessment of scrutiny risk.

15. A timetable for the planned audit and inspection activity in Glasgow City Council between April 2014 and March 2017 is recorded in Appendix 1.

Local priorities and public service reform

16. Local councils are operating within a context of significant change as a result of the challenging financial environment and the public service reform agenda. The Scottish Government's reform agenda emphasises the importance of place, people, partnership, prevention and performance in public services. This year's shared risk assessment identified the council's current position in implementing the Scottish Government's reform agenda, specifically in relation to:
- community planning and new Single Outcome Agreements
 - police and fire oversight arrangements (following the introduction of new national police and fire services)
 - health and social care integration
 - welfare reform.

Community planning and Single Outcome Agreements

17. As referred to in paragraph eight above, in 2013 the council agreed an ambitious new SOA for the next ten years. The SOA identifies three priority areas: youth employment, alcohol and vulnerable people. It also sets out a commitment to focus efforts to reduce inequalities in specific local neighbourhoods.
18. The three priorities represent a definitive shift towards the preventative agenda outlined by the Christie Commission and in the Scottish Government's Statement of Ambition for community planning. Early periods of unemployment can impact on lifelong employment prospects. Youth (16-24) unemployment across Glasgow is disproportionately high relative to Scotland and the rest of the UK and is particularly acute in certain areas. The recognition of alcohol as a priority is significant given the breadth and depth of its impact, on communities and on the work and resources of community planning partners, for example through its influence on crime and health. Vulnerable people covers a broad spectrum of groups including looked after children, the homeless and those with mental health issues. The SOA seeks to strengthen the resilience of vulnerable people. The initial focus is on homelessness.
19. The CPP has streamlined its operating structures to match the 21 multi-member wards in the council. In response to the Scottish Government and COSLA's statement on joint working on community planning and resourcing, it has begun work to understand the resources that the community planning partners can influence with a focus on youth employment. A key current activity for the CPP is developing SOA implementation plans for the city, its three sectors and 21 multi-member wards.
20. Audit Scotland has completed its audit of the Glasgow CPP with its scrutiny partners, and the report was published at the end of April 2014. The audit focused on four key areas:

- vision and strategic direction
- governance and accountability
- use of resources
- performance.

21. The key messages from the CPP audit were:

- The Glasgow CPP has set a clear strategic direction which reflects a greater emphasis on a preventative approach to delivering public services and a commitment to dealing with some of the most difficult issues facing Glasgow. All CPP partners must continue to show strong leadership and commitment so they can deliver on these priorities. The CPP has to maintain the pace it is working at and move quickly from planning to implementation. As it does, the CPP must agree clear plans that set out what it will do, the resources it will need and individual partners' responsibilities.
- The Glasgow CPP has a clear system of governance and accountability but this has not yet been fully tested. Partnership working in Glasgow is inherently complex. It will be important for the CPP to work with the new health and social care body as it is being established to ensure it contributes effectively to the delivery of the single outcome agreement.
- The partners in the Glasgow CPP collectively spend over £4 billion each year. Most of these resources are currently committed to meeting individual partners priorities and only a small proportion of this total contributes directly to the priorities in the single outcome agreement. At present, the CPP does not fully understand how much of this total contributes to the priorities of the single outcome agreement, but is starting to improve that understanding and how to use these resources more effectively.
- The CPP has generally made good progress against the five themes of Working, Learning, Healthy, Safe and Vibrant identified in its last single outcome agreement. Despite this, Glasgow is still not performing as well as other major Scottish cities and comparable English cities. This reflects the scale of the social and economic challenges that it continues to face.

Police and fire

22. The Safe Glasgow Group provides the focal point for scrutinising and reviewing the work of Police Scotland and the Scottish Fire and Rescue Service in Glasgow. This group reports to the CPP Strategic Board and includes local councillors and representatives from the NHS, the housing sector and police and fire services. Its remit includes monitoring the delivery of local police and fire plans as well as reviewing contributions to the SOA.
23. Agreement has been reached on the different levels of scrutiny to operate across the Glasgow CPP, ranging from a focus on community engagement at the area partnership level, to consultation and partnership working by the three sector partnerships and the Area Senior Officer Groups.

24. Draft three year local plans for the period 2014-17 for both Police Scotland and the Scottish Fire and Rescue Service have been submitted to the Safe Glasgow Group for consultation. At a meeting of the Safe Glasgow Group held on 13 March 2014, they considered presentations by senior officers from Police Scotland, and Scottish Fire and Rescue Service, on the draft plans for Glasgow 2014-17, and agreed to refer these to the council's Executive Committee for approval on 17 April or, failing which, 1 May, 2014.
25. HMICS conducted a thematic inspection of the new arrangements for local scrutiny in 2013 and believes that the new arrangements for local scrutiny and engagement (LSE) require more time to bed in and that it is therefore too early to assess the effectiveness of these arrangements.
26. In relation to the wider issue of the delivery of community safety, HMICS has seen no significant changes to partnership arrangements since the creation of a single police service model for Scotland. HMICS is considering community safety as a possible area of focus within its 2014-17 work plan.
27. Fire reform is also still at an early stage and HM Fire Service Inspectorate (HMFSI) has not as yet undertaken any detailed examination of the way in which community safety and engagement activities are delivered across local authority areas in Scotland. HMFSI published *An Overview of the Scottish Fire and Rescue Service* in 2013. In its report, HMFSI highlighted that local senior officers, who have responsibility for overseeing partnership working with local authorities in the delivery of community safety and engagement, are clearly sighted on their responsibilities and are keen to make local partnerships work in an effort to optimise community outcomes.
28. The Scottish Fire and Rescue Service is consulting on a suite of local fire and rescue plans. HMFSI is not currently proposing any specific scrutiny on local planning and consultation processes, but may consider this in its future inspection plans.

Health and social care integration

29. The new integrated health and social care service was to be in place in shadow form from April 2014. A late 2013 report from the Joint Improvement Team (JIT) *Health and Social Care Integration Enquiry, September - October 2013*, showed that Glasgow was further behind other councils in the development of plans for health and social care integration.
30. Since the publication of the JIT report the council has made considerable progress, and a report was presented to its Executive Committee on 20 February, 2014, containing proposals for implementation of integrated health and social care services by April, 2015. Based on that report, the committee approved and agreed:
 - the development of a body corporate model for the integration of Health and Social Care services in Glasgow
 - the establishment of a shadow Integrated Joint Board from early 2014/15
 - that the scope for integration should include all current social work services including children and families services

- that the appointment of the chief officer be progressed.

In addition, the chief executive was instructed to submit further reports to the Executive Committee on progress on political governance implications, committee, policy development and scrutiny functions within the council structures, and the implications relating to governance of the Integrated Joint Board.

Welfare reform

31. The council has had arrangements in place to plan for the impact of the welfare reform agenda for a number of years. The Corporate Welfare Reform Working Group meets regularly to consider and plan ahead for the social and economic effects of the reform programme. The Group is chaired by the executive director of financial services and deputy chief executive and comprises officers from the council, its ALEOs, Glasgow Housing Association and the NHS. The work of the Group is underpinned by various working groups, set up to assess the impact of different aspects of the reforms and to develop mitigating actions, who report to the Group every four weeks.
32. Welfare Reform features on the council's corporate risk register as well as the risk registers of social work services and financial services. Risk monitoring reports are regularly reported to members. Members receive reports on the likely social and economic impacts of the reforms, with the latest report in September 2013 highlighting a number of emerging pressures such as increasing levels of rent arrears for Registered Social Landlords (RSLs) in the city and a significant increase in the number of applications received for discretionary housing payments. The SHR will gather information on rent and arrears through the annual return on the Scottish Social Housing Charter.
33. The council has a programme in place to provide information and advice to the public on welfare reform and has been proactive in providing support to those most affected by the changes.

Corporate assessment

34. The following table provides an assessment of scrutiny risk relating to the council's management arrangements (including how it is meeting its Best Value obligations).⁴

Area	Risk assessment	Current position	What we plan to do
Leadership and direction How the council's vision is designed around its knowledge of its local communities and how this is translated throughout all the council's plans and strategies.	No scrutiny required	The Council Strategic Plan, approved in November 2012 sets out the council's priorities for the period 2012-17. The council has a clear strategic planning framework that reflects the council's vision throughout all of its plans and strategies. It follows a focused thematic approach to managing performance with a clear framework that is structured around the council's five key priorities.	No scrutiny required
Governance and accountability Whether governance arrangements are working effectively and whether good	No scrutiny required	The council has a well defined corporate governance framework in place with clear committee remits and functions. There are two scrutiny committees with distinct areas of responsibility and overall there is a good level of questioning and challenge by committee members. Our 2012/13 review of main control systems did not identify any material weaknesses in the council's	No scrutiny required

⁴ The Local Government in Scotland Act 2003. Best Value Guidance, Scottish Executive, 2004.

Area	Risk assessment	Current position	What we plan to do
governance underpins council decisions and supports performance improvement.		<p>accounting and internal control systems.</p> <p>In March 2013 a new Corporate Governance Team (CGT) was established to replace the previous Governance and Asset Management Unit. The stated aim of the CGT is to be integral to the development of a Glasgow family governance community, to promote and share best practice, and facilitate the efficient and effective delivery of services. Two main areas of responsibility are risk governance and asset governance. Specific areas of responsibility are: resilience, compliance, ICT governance, property governance and information management.</p>	
<p>Community engagement and empowerment</p> <p>Whether the council is giving local people a greater say in local budget decisions and giving communities a right to challenge local public service delivery.</p>	No scrutiny required	<p>The council enables community engagement through a number of mechanisms including:</p> <ul style="list-style-type: none"> • Annual household survey. • Public consultation exercises. • The operation of a centralised complaints handling process with regular monitoring of complaints received and corrective action by senior management. • The consideration of petitions submitted by the public to the Public Petitions and General Purposes Policy Development Committee. <p>While it is evident that there is a lot of community engagement activity by the council, there is scope for this to be more coordinated. In addition some community councils have still to be put in place.</p>	No scrutiny required

Area	Risk assessment	Current position	What we plan to do
<p>Financial management</p> <p>How effectively the council is planning and managing its budgets.</p>	No scrutiny required	<p>Financial management is effective and the council has a good track record of delivery against financial budgets.</p> <p>Financial planning activity clearly identifies spending pressures, assumptions on future funding levels and key financial risks, and demonstrates a strategic approach to cost reduction measures.</p> <p>For longer term budget planning and forecasting, a range of academic and government sources are used in order to obtain information on national and global economic trends, and to inform budget planning, although there are no substantive financial plans or forecasts made on the basis of such longer term financial intelligence.</p> <p>From 2013/14 the council has introduced a themed approach to strategic planning and performance management, whereby its strategic objectives are grouped under themes. There is a link from corporate objectives, through targets and performance indicators, to service delivery as detailed in individual service plans, and hence to spending plans/budgets.</p>	No scrutiny required
<p>People management</p> <p>The effectiveness of the council's workforce planning and management arrangements.</p>	No scrutiny required	<p>The council is continuing to develop its processes for people management. While it has service level plans in place it is intending to develop an integrated corporate workforce plan which will represent a council wide resourcing strategy.</p> <p>The Council's Corporate HR Strategy has been agreed (22 October 2013) and progress will be regularly reviewed by the HR Strategy Board. An action plan has also been developed to support the plan and progress will be reported annually to senior</p>	No scrutiny required

Area	Risk assessment	Current position	What we plan to do
		<p>management and committee.</p> <p>Levels of staff absence against targets are regularly monitored and reported to the council's CMT. Across the whole council the average number of days lost increased in 2012/13 from the previous year by 10% and the actual number of days lost per year per employee is 8.14 compared with a target of 6.4 days. Recent reporting to committee shows that, as at quarter 2 2013/14, there was a slight improvement in attendance over the previous quarter, with an average of 1.6 days per employee lost to sickness absence. While further improvement is required in order to achieve agreed targets, the council is performing well when compared with other Scottish local authorities, as demonstrated by Audit Scotland benchmarking data, and against the UK public sector as a whole.</p> <p>The council is making progress against the remedial actions identified from the staff survey results carried out in 2011/12. The latest progress report shows that of the 34 actions, all are green status apart from two ambers and one red.</p>	
<p>Asset management</p> <p>The council's arrangements for managing assets and how this key resource is used to support effective service</p>	<p>No scrutiny required</p>	<p>The council has over the last year reorganised its Corporate Governance Team giving a clear structure and direction to the development of its arrangements for asset management.</p> <p>The Strategic Asset Management Planning Board, which is chaired by the executive director of corporate services, meets regularly and comprises senior management from the council's corporate governance team, financial services, service reform</p>	<p>No scrutiny required</p>

Area	Risk assessment	Current position	What we plan to do
delivery.		<p>and ICT.</p> <p>The council's first Corporate Asset Management Plan was approved by members in June 2013. It identifies the steps to be completed going forward, including the development of an asset performance management framework, a review of the individual asset plans and the completion of a gap analysis covering aspects such as the quality and completeness of data.</p> <p>A project management plan is currently being developed to allow progress in corporate asset management to be effectively monitored.</p>	
<p>Procurement</p> <p>How effectively corporate procurement contributes to the council maximising value for money in the goods and services it uses to deliver its services.</p>	No scrutiny required	<p>The procurement function within the council is going through a period of change. The recent service reform introduced a new Corporate Procurement Strategy 2013-15. This will result in a change to the staffing structure, a new procurement governance structure and the implementation of definitive performance indicators for the procurement function. The procurement strategy includes an action plan for the delivery of agreed procurement objectives over the next two years.</p> <p>The council's Procurement Capability Assessment scores over the last four years have been above national averages with a 2013 assessment score of 67% (2012: 55%).</p>	No scrutiny required
<p>Risk management</p> <p>The effectiveness of the council's arrangements</p>	No scrutiny required	<p>There are sound arrangements for risk management in place. Regular risk monitoring reports are put to senior management and members and there are clear frameworks for identifying and</p>	No scrutiny required

Area	Risk assessment	Current position	What we plan to do
for identifying, managing and mitigating risks and how its management of risk contributes to the successful delivery of public services.		managing risks at both a corporate and service level.	
Information management The effectiveness of the council's arrangements for managing information as a key resource in delivering services.	No scrutiny required	The council has prepared a Records Management Plan which refers to key areas such as business continuity, information security and data protection. There is an up to date Information Management Strategy in place which underpins systems for records management and an Information Security Policy was approved by members in September 2013.	No scrutiny required
Joint working Progress with any significant shared services initiatives, in particular in relation to governance or pace of implementation.	No scrutiny required	There are many examples of where the council works jointly with other bodies. Some of the more significant partnerships include Clyde Gateway, Community Health Partnerships, and Community Planning Partnerships. The result of the Audit Scotland audit of the Community Planning Partnership and community planning was published at the end of April 2014. The council also works in partnership with NHS Greater Glasgow and Clyde and a number of other statutory and voluntary sector agencies to develop and deliver innovative services to support some of its most vulnerable citizens:	No scrutiny required

Area	Risk assessment	Current position	What we plan to do
		<ul style="list-style-type: none"> The MacMillan and Long Term Conditions project, a partnership between MacMillan Cancer Support, NHS and the council, provides a benefits and advice service for people affected by cancer and other long term conditions. During 2012/13 the project assisted 2,540 people, with financial gains for service users totalling £5.4m. Glasgow's Helping Heroes is a partnership between the council, NHS, Jobcentre Plus and a number of veteran organisations. It provides a gateway to ensure veterans, their families and carers can access services. 	
Efficiency How effectively the council is improving its efficiency in response to the budget challenges being faced.	No scrutiny required	The council has an extensive service reform programme in place. This has operated since 2009/10 and over the three years to the end of 2011/12 was reported to have secured savings in excess of £129m. Some of the major areas of reform include reductions to the workforce, the rationalisation of office space, and changes in the ways of working and the transformation of the delivery of support services across the council. 2013/14 service budgets include efficiencies and savings valued at £51.9m. There are established governance structures in place for monitoring and reporting progress against the reform programme and the council has a good track record in delivering target savings.	No scrutiny required
Equalities Whether the council is providing effective	No scrutiny required	In line with the key requirements of the Equality Act, the council produced a comprehensive equality mainstreaming report and a set of equality outcomes and related actions and measures by	No scrutiny required

Area	Risk assessment	Current position	What we plan to do
leadership of equalities and is meeting its statutory obligations.		<p>April 2013. There are arrangements in place for assessing the equality impact of applying proposed new policies and practices and the results are published on the council's website.</p> <p>Assessments carried out to date include the SOA and local implementation plans and the screening of the Budget Options 2013-15. The council introduced the current framework for equality impact assessments two years ago. It has recognised however that due to staff and structural changes there would be benefit in reviewing the effectiveness of current processes.</p>	

Service performance

35. The following table provides an assessment of scrutiny risk relating to the performance of the council's main inspected public services (education, social care services and housing) and non-inspected services (eg corporate services, culture and leisure services, environmental services).

Area	Risk assessment	Current position	What we plan to do
Education The quality of local education services and the resulting outcomes (including early years).	No scrutiny required	<p>Glasgow continues to make year on year improvements in relation to attainment, attendance, exclusions and the quality of education (as measured by Education Scotland HMI inspection reports). Leadership is very strong and this is being devolved to Local Area Improvement Groups (LIGs), whilst maintaining the 26 Learning Communities to ensure consistency and limit risks during the development of the LIGs.</p> <p>Comprehensive professional development (CPD) initiatives are helping to ensure continued improvements with some areas demonstrating national good practice. For example, 'hub teaching schools', an initiative supported by Glasgow University and more recently Strathclyde University, as a model for improving initial teaching training.</p> <p>Other areas of good practice supported by high quality CPD is the Improving Our Classrooms initiative with a 120 primary teachers taking part by end of June 2013. In tandem with Improving Our Classrooms, 100 teachers took part in the Harvard Leaders of Learning during 2010-12. Both are impacting on the quality of teaching and learning</p>	No scrutiny required

Area	Risk assessment	Current position	What we plan to do
		reflected in an increase of very good and excellent QI evaluations for Learners' Experiences in primary and secondary sectors	
<p>Social care services The quality of local social work and care services and the resulting outcomes (including adult care, older peoples' services, learning disability services, criminal justice services, mental health services, children and families).</p>	Further information required	<p>Modernising services In relation to the delivery of social work services, the council has continued to implement self-directed support, through a 'personalisation programme', across a range of care groups, amidst strong opposition from some quarters. In particular, some families of people with learning disabilities who use day centre service provision (much of which is in the process of being either closed or modernised to match changes in self-directed support) are strongly opposed to the council's plans.</p> <p>Social work services have continued in their efforts to communicate the purpose, process and intended outcomes of these changes to service users, key external stakeholders and staff. Politically, the administration remains supportive of the changes that are taking place.</p> <p>The social work service is also facing some difficulty with its ICT systems, which do not fully support or reflect changes in social work practice related to self-directed support.</p> <p>Self-evaluation and service audit Social work services have continued to progress a three year programme of self-evaluation. Activities currently underway or recently completed include self-evaluation of assessment and care management (outcome based support plans) and staff supervision.</p> <p>Self-evaluation is supplemented by a practice audit programme within</p>	Joint inspection of services for adults in 2014/15

Area	Risk assessment	Current position	What we plan to do
		<p>the social work service, which considers emerging themes identified by senior managers. Current priorities include children with disabilities and children placed in kinship care. All self-evaluation is overseen and approved by a social work governance board.</p> <p>Taken together, this audit and self-evaluation activity contributes to managers' awareness of strong performance, as well as areas for improvement. The proposed joint inspection of adult services, planned to take place during 2014/15, will be able to draw on this activity when evaluating the effectiveness of all services for adults, including those provided by the council.</p> <p>In anticipation of joint inspections of children's and adult services, the council needs to consider more joint self evaluation with its partners. Some progress in this area has already been made. Both adult and child protection committees have undertaken self-evaluation activity, and the council has recently undertaken joint audit work with NHS Greater Glasgow and Clyde and the Scottish Children's Reporter Administration.</p> <p>Service planning</p> <p>The most recently published Annual Service Plan and Improvement Report for social work services in the possession of the Care Inspectorate covers the period 2011/12. The council advise that this has been updated and the Care Inspectorate will duly review this.</p>	
<p>Housing and homelessness</p> <p>The quality of homeless</p>	Scrutiny required	The 2013-16 AIP for the council highlighted that SHR held significant concerns relating to reported difficulties that homeless service users were experiencing. Because of problems the council had encountered	Once the council's short, medium and long term

Area	Risk assessment	Current position	What we plan to do
services and the resulting outcomes.		<p>in accessing accommodation, it was not always delivering on its statutory duties to homeless people. In response, targeted scrutiny was planned by SHR in 2013/14.</p> <p>Over the course of the current year, the council has continued to have difficulties accessing accommodation and, as a result, has continued to breach the statutory rights of homeless households and individuals. This legislative failure is accepted by the council. Under the circumstances both parties have agreed that there would appear to be little benefit to service users from a further period of detailed, on-site scrutiny by SHR to confirm this fact.</p> <p>SHR has agreed with the council a voluntary intervention whereby an improvement plan will be developed. This plan will provide short, medium and long term actions to address the weaknesses evident in the homelessness service. SHR expects a comprehensive improvement plan spanning three years, with immediate actions delivered within three months, medium actions within 12 months, and long term actions over three years.</p> <p>The draft comprehensive plan was submitted on 23 January 2014 and is currently being worked on with SHR to finalise.</p>	improvement plans are approved, we intend to liaise regularly with the council over 2014/15 in order to monitor progress.
<p>Non-regulated services</p> <p>Particular strengths and challenges in the range of non-regulated services provided by the council,</p>	No scrutiny required	Non-regulated services in Glasgow City Council include land and environmental services, development and regeneration services, corporate services, and financial services. In addition the council works with ten Arm's Length External Organisations (ALEOs) for the delivery of corporate and council services.	No scrutiny required

Area	Risk assessment	Current position	What we plan to do
and any significant changes to performance.		<p>Council service departments are required to prepare Annual Service Plan and Improvement Reports (ASPIRs). These detail services' performance against agreed targets and how each contributes to the council's key strategic themes.</p> <p>The Operational Delivery Scrutiny Committee (ODSC) has the remit to scrutinise and monitor the operational performance of all council services and ALEOs. During the year a range of performance management reports was presented to the ODSC.</p> <p>Based on services' latest ASPIR reports the majority of performance targets were either met or improved over the year.</p>	

Improving and transforming public services/public performance reporting

36. The following table provides an assessment of scrutiny risk relating to how the council is improving and/or transforming public services, and the extent to which it is meeting its public performance reporting obligations under the Local Government in Scotland Act 2003.

Area	Risk assessment	Current position	What we plan to do
<p>Improving and transforming public services</p> <p>The council's arrangements for continuing to deliver services with reducing resources and growing demand, and what impact this is having on service outcomes.</p>	No scrutiny required	<p>The council has sound arrangements for improving and transforming services. This has been the main vehicle for securing efficiencies and the council has had a good track record in delivering savings targets.</p> <p>There is a strong focus on performance management and continuous improvement. A well defined performance management framework is in place including regular monitoring by senior management and reporting to members.</p> <p>Each service is required to prepare an Annual Service Plan and Improvement Report (ASPIR) which outlines service priorities and key performance measures linked to the council's strategic plan and the council wide Corporate Scorecard indicators.</p> <p>The council has incorporated into its performance management framework the SOLACE benchmarking indicators and services have identified the initial benchmarking exercises they plan to conduct.</p> <p>Self assessments have been carried out by the council's services and ALEOs based on the EFQM model.</p>	No scrutiny required

Area	Risk assessment	Current position	What we plan to do
		Progress against the Best Value Improvement Plan is reported to members six monthly. This is a corporate action plan which pulls together improvement actions identified from various scrutiny sources such as the Shared Risk Assessment process, EFQM assessments and the annual audit report to members.	
<p>Public performance reporting (PPR)</p> <p>The progress that is being made by councils in meeting their PPR obligations.</p>	No scrutiny required	<p>Audit Scotland has carried out a review of all Scottish Local Authorities' arrangements for public performance reporting. This was in respect of the 2011/12 financial year and was in accordance with the Accounts Commission SPI Direction for 2013/14 (December 2012). The review assessed whether each council fully, partially or did not meet the corporate assessment themes and service areas set out in the Direction, and highlighted how all councils might improve the dissemination and publication of their statutory performance information. The council will address the issues raised in this assessment as part of the corporate performance management framework agreed by its Operational Delivery Scrutiny Committee in November 2013.</p> <p>The council's Annual Performance Report (APR) on the Council Strategic Plan 2012-17 was considered by the Executive Committee August 2013. The APR is a key part of the council's public performance reporting and is published on the council's website along with links to other performance information on SPIs, results of the residents' survey and performance information at a service level.</p>	No scrutiny required

Appendix 1: Scrutiny plan

GLASGOW CITY COUNCIL		2014/15											
Scrutiny activity year 1	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Education Scotland - review of Careers Information Advice and Guidance							X						
Scottish Housing Regulator: Continuous monitoring of progress against Homeless Services Improvement Plans, throughout 2014/15													
Care Inspectorate: Joint inspection of adult services							X	X X					
Audit Scotland: Commonwealth Games, final report								X					
Audit Scotland: housing benefit risk assessment (second half of 2014/15 - timing TBC)													
National or supported self-evaluation work year 1													
Audit Scotland: Targeted follow-up of <i>Arms length external organisations (ALEOs)</i>		X											
Audit Scotland: Targeted follow-up of <i>Major capital investment in councils</i>		X											

GLASGOW CITY COUNCIL		2015/16											
Scrutiny activity year 2	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
National or supported self-evaluation work year 2													

GLASGOW CITY COUNCIL		2016/17	
Indicative scrutiny activity for third year	Potential scrutiny bodies involved		

Note: The focus of the AIP is strategic scrutiny activity - that is, scrutiny activity which is focused at a corporate or whole-service level. However, there will also be baseline scrutiny activity ongoing at a unit level throughout the period of the AIP, for example, school and residential home inspections. Scrutiny bodies also reserve the right to make unannounced scrutiny visits. These will generally be made in relation to care services for vulnerable client groups. The annual audit of local government also comprises part of the baseline activity for all councils and this includes work necessary to complete the audit of housing benefit and council tax benefit arrangements. Education Scotland, through the Area Lead Officer, will continue to support and challenge education services regularly and as appropriate. The Care Inspectorate will continue to regulate care services and inspect social work services in accordance with their responsibilities under the Public Services Reform (Scotland) Act 2010.