

# Operational Delivery Committee Annual Effectiveness Report



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## 1. INTRODUCTION

- 1.1 I am pleased to present the second annual effectiveness report for the Operational Delivery Committee. As Members will be aware, as part of their interim assessment of the Council's governance arrangements in 2016, CIPFA recommended that Committees review the extent to which they had operated within their Terms of Reference, through an annual report. This had been an aspiration for some time, representing good practice in governance terms. I am delighted that this year, the Council was the first in Scotland to be awarded the CIPFA Mark of Excellence in Governance, and that the annual effectiveness report was highlighted by CIPFA as an example of good governance. The annual effectiveness report also informs the annual review of the Council's Scheme of Governance and enables officers to identify if any changes are required, for example, to the Committee Terms of Reference.
- 1.2 As part of the 2020 review, changes were made to the Operational Delivery Committee Terms of Reference to provide greater clarity and those will be monitored throughout the year and taken into consideration during next year's review and the preparation of the third annual committee effectiveness report.
- 1.3 The annual report is a good mechanism for the Committee to support the Council's improvement journey by demonstrating the ways that the Committee contributes to the Council Delivery Plan and Local Outcome Improvement Plan, whilst also providing the opportunity to reflect on the business of the Committee over the past year and to look to the Committee's focus for the year ahead.
- 1.4 Throughout the year, the Committee has worked collectively to monitor the delivery of all services provided by the Customer Services Function and the Operations Function (with the exception of educational services). It also aimed to scrutinise performance and approve options within set budgets to ensure best value and delivery of the Council's agreed outcomes.



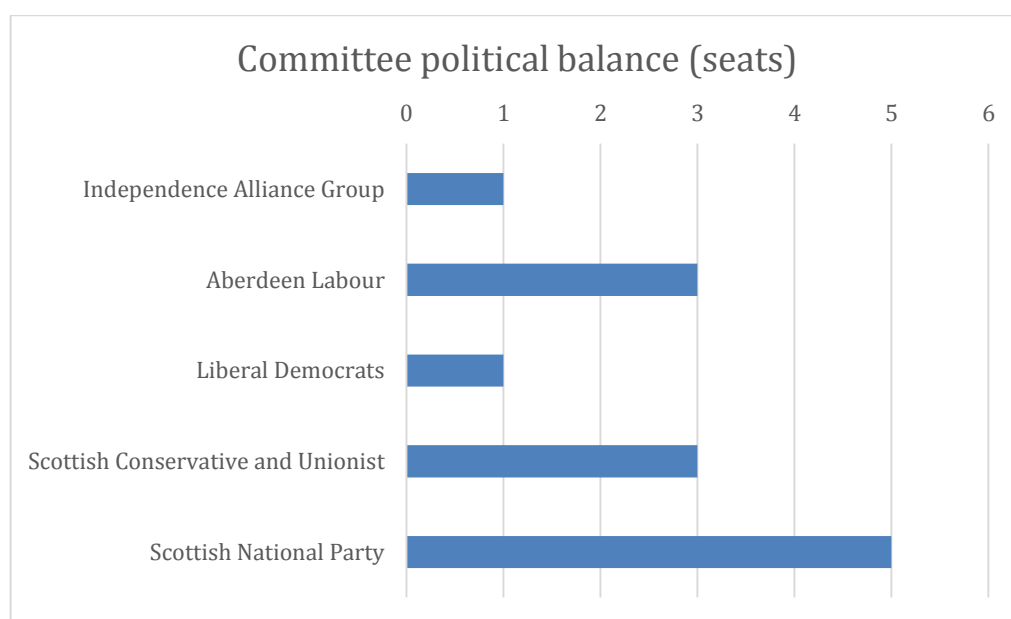
**Councillor John Wheeler**  
Convener, Operational Delivery Committee

## 2. THE ROLE OF THE COMMITTEE

The role of the Committee in this reporting period was to monitor the delivery of all services provided by the Customer Services Function and the Operations Function (with the exception of education services). It will also scrutinise performance and approve options within set budgets to ensure best value and delivery of the Council's agreed outcomes.

## 3. MEMBERSHIP OF THE COMMITTEE DURING 2019/2020

3.1 The Operational Delivery Committee has 13 Elected Members.



## 4. MEMBERSHIP CHANGES

4.1 Councillor Audrey Nicoll replaced Councillor McLellan from January 2020.

## 5. MEMBER ATTENDANCE

Member	Total Anticipated Attendances	Total Attendances	Nominated Substitute
Alexander McLellan	3	3	
Audrey Nicoll	2	2	
Bill Cormie	5	5	
Dell Henrickson	5	5	
Douglas Lumsden	5	4	Alan Donnelly
Gordon Graham	5	5	
Gordon Townson	5	3	Alexander McLellan and Ciaran McRae

Jackie Dunbar	5	3	Stephen Flynn
Jennifer Stewart	5	4	Alan Donnelly
John Wheeler	5	5	
Lesley Dunbar	5	2	Ross Grant and Yvonne Allan
Philip Bell	5	4	Ryan Houghton
Sandra Macdonald	5	5	
Steve Delaney	5	4	Ian Yuill

## 6. MEETING CONTENT

6.1 During the 2019/2020 reporting period (29 April 2019 to 31 March 2020), the Committee had 5 meetings and considered a total of 30 reports.

### 6.2 Terms of Reference

Of the 30 reports received the following table details how the reports aligned to the Terms of Reference for the Committee.

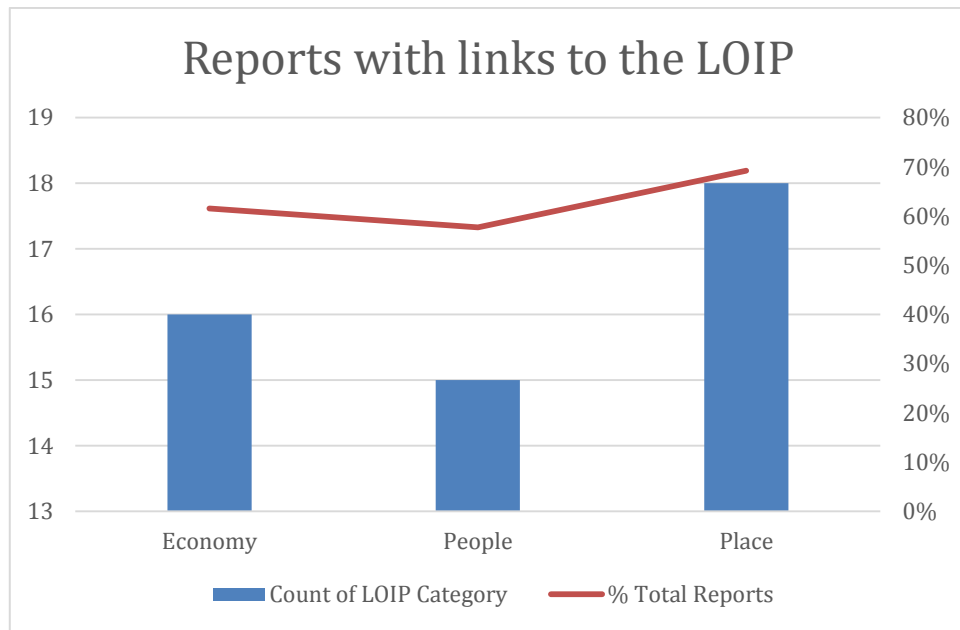
Terms of Reference	Count of Terms of Reference
General Delegations To Committees 7.1	2
General Delegations To Committees 7.4	1
General Delegations To Committees 7.5	1
Purpose of Committee 1	2
Purpose of Committee 2	1
Remit of Committee 1	9
Remit of Committee 2	4
Remit of Committee 3.1	4
Remit of Committee 3.2	1
Remit of Committee 5	12
Remit of Committee 6	2

6.3 During the course of 2019/2020 the Operational Delivery Committee received reports under each of the Terms of Reference. This would indicate that the Committee has discharged its role throughout the course of the reporting period.

6.4 Most of the reports considered related to remit 5 – approve improvements to operational delivery where officers do not have the power to do so.

### 6.5 Local Outcome Improvement Plan

The following table details of the 30 reports how many had a link to the themes of the Local Outcome Improvement Plan.



## 6.6 Reports and Committee Decisions

The following table details the outcome of the Committee's consideration of the 30 reports presented to it throughout the year.

Terms of reference	Total	% Total Reports
Confidential	1	4%
Exempt	1	4%
Number of reports where the Committee has amended officer recommendations	2	8%
Number and percentage of reports approved unanimously	26	87%
Number of reports or service updates requested by members during the consideration of another report to provide additional assurance and not in forward planner	2	8%
Service update requested	2	8%
Number of decisions delayed for further information	0	0%
Number of times the Convener has had to remind Members about acceptable behaviour and the ethical values of Public Life	0	0%
Number of late reports received by the Committee (i.e. reports not available for inspection by members of the public at least three clear days before a meeting)	2	8%
Number of referrals to Council, or other Committees in terms of Standing Order 33.1	0	0%

## 6.7 Notices of Motion, Suspension of Standing Orders, Interface with the Public

Number of notices of motion	0
Number of times Standing Orders were suspended and the specific Standing Orders suspended	1
Standing order number (ref)	SO14.1
Number of deputations or other indicators of interface with the public, i.e. engagement and social media.	5
Number of petitions considered	1
Number of Members attending meetings of the committee as observers	11
Number of Meetings held by the Convener with other Conveners, relevant parties, to discuss joint working and key issues being raised at other Committee meetings	<p>Weekly meetings with Director of Customer Services and Chief Operating Officer.</p> <p>Weekly meetings with Convener of Strategic Commissioning and City Growth &amp; Resources.</p> <p>Monthly meetings with Chief Officer – Integrated Children’s and Family Services and Chief Education Officer.</p> <p>Monthly meetings with other relevant Chief Officers.</p>

## 7. TRAINING REQUIREMENTS

7.1 Relevant training available to members of the committee during the year included training on the Councillors’ Code of Conduct, Effective Decision Making, ‘paper-light’ meetings. These training opportunities were designed to help members carry out their roles at committee meetings.

## 8. CODE OF CONDUCT – DECLARATIONS OF INTEREST

8.1 Two declarations of interest were made by a Councillor during the reporting

period. Information in respect of declarations of interest is measured to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 9. CIVIC ENGAGEMENT

- 9.1 Civic Engagement in relation to all Traffic Orders has been carried out at the various stages of the legal process with Community Councils and through public consultations. Any objections received through the process have been presented to the Committee to allow an informed decision to be made.

## 10. OFFICER SUPPORT TO THE COMMITTEE

Officer	Total Anticipated Attendances	Total Attendances	Substitute Attendances
Chief Operating Officer	5	5	
Director of Customer Services	5	5	
Chief Officer – Customer Services	5	5	
Chief Officer - Operations and Protective Services	5	5	
Chief Officer - Integrated Children's Services	5	5	
Chief Officer - Early Intervention and Community Empowerment	5	5	

## 11. EXECUTIVE LEAD'S COMMENTS

- 11.1 One of the Council's transformation projects is to deliver the CIPFA Mark of Excellence in Good Governance. As part of this project, CIPFA recommended that each Committee should annually review its effectiveness, including its information reporting needs, to help ensure that each Committee was following its Terms of Reference; operating effectively; and would assist in identifying any training needs or improvements to the Council's decision-making structures.
- 11.2 It can be seen from the statistics in the annual report that no reports were required to be delayed and the vast majority of business was approved or noted unanimously. Nearly all business was able to be considered in public, which assists in maintaining transparency in the democratic process, with only one exempt report.
- 11.3 Only minor changes were made to the Committee's Terms of Reference when they were presented to Council in March 2019.
- 11.4 Occasionally motions and amendments are submitted on the day of the committee. The Executive Lead may seek short adjournments to enable robust consideration by officers of such motions and amendments. This will help to



further enhance the decision making process for elected members by ensuring they are able to make fully informed decisions.

## 12. NEXT YEAR'S FOCUS

- 12.1 In March 2020, Council approved new Terms of Reference and a further review of the Terms of Reference will be reported to Council in March 2021. Throughout the next reporting year, we will review the Terms of Reference in line with the business submitted to the Committee and reflect on whether any areas require refinement moving forward to ensure the efficient operation of the Committee.
- 12.2 The Committee's Business Planner demonstrates commitment to the Council's Policy Statement which is categorised under the themes of economy, people and place. The Committee's business is related to all three themes.
- 12.3 Area of focus from the Business Planner for next year continues with a focus on traffic management and regulation, the public transport network and the road winter service plan.
- 12.4 There are several political priorities which relate to the role of the Committee; these include approaches of the Sistema spread across the city, increasing the business community's resilience awareness, identification (and bringing back into use) of vacant private properties and child protection and corporate parenting. Chief Officers fulfil the role of Project Sponsors who are supported by a Project Manager for each political priority. Throughout the year the Committee will receive relevant service updates to ensure progress is communicated.

**Operational Delivery Committee Terms of Reference  
Approved by Council on 4 March 2019**

**PURPOSE OF COMMITTEE**

1. To approve and monitor the in house delivery of all services provided by Customer Services and Operations, scrutinise performance and make improvements to those services, including Integrated Children's Services but excluding educational services.
2. To ensure improvement to the Council's Public Performance Recording data, in line with outcomes and intentions set, excluding educational services.

**REMIT OF COMMITTEE**

The Committee will, for all services except educational ones:-

1. hold the organisation to account for the in house delivery of all services provided by Customer Services and Operations;
2. approve and monitor the in house delivery of services provided by Customer Services and Operations in all areas and take action to ensure that such performance is in line with the outcomes set by Council and the Strategic Commissioning Committee;
3. improve results for Public Performance Recording, where this is in line with the Council's own improvement goals, by scrutinising Key Performance Indicators through rigorous performance management arrangements and ensuring that such performance:-
  - 3.1 is done in a manner which places the customer first and ensures the expected contribution to outcomes;
  - 3.2 improves the Council's position in national tables; and
  - 3.3 adheres to financial targets.
4. provide evidence to the Strategic Commissioning Committee, as requested, on the contribution of in house services to outcomes;
5. approve improvements to operational delivery where officers do not have the power to do so;
6. explore and approve options for transforming the service delivery model; and
7. note proposed peer reviews and inspections by the Local Area Network for the cycle.

