

# Operational Delivery Committee Annual Effectiveness Report



# Contents

	Page
1. Introduction	3
2. The role of the Committee	3
3. Membership of the Committee during 2018/2019	4
4. Membership changes	4
5. Member Attendance	4
6. Meeting Content	5
7. Training Requirements and Attendance	7
8. Code of Conduct – Declarations of Interest	7
9. Civic Engagement	8
10. Officer support to the Committee	8
11. Executive Lead's Comments	8
12. Next year's focus	9

# 1. INTRODUCTION

- 1.1 I am pleased to present the first 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 have operated within their Terms of Reference, through an annual report. This has been an aspiration for some time, representing good practice in governance terms and evidencing the Council's progress towards achieving CIPFA accreditation and I am glad to see the first report for the Operational Delivery Committee presented.
- 1.2 This first annual report is a good mechanism for the Committee to support the Council's improvement journey by demonstrating the ways that the Committee supports the principles of the Target Operating Model and contributes to the 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.
- 1.3 Throughout the first year, the Committee has worked collectively 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. In addition, the Committee has helped to ensure improvement to the Council's public performance recording data, in line with outcomes and intentions set.



Councillor John Wheeler  
Convener, Operational Delivery Committee

## 2. THE ROLE OF COMMITTEE

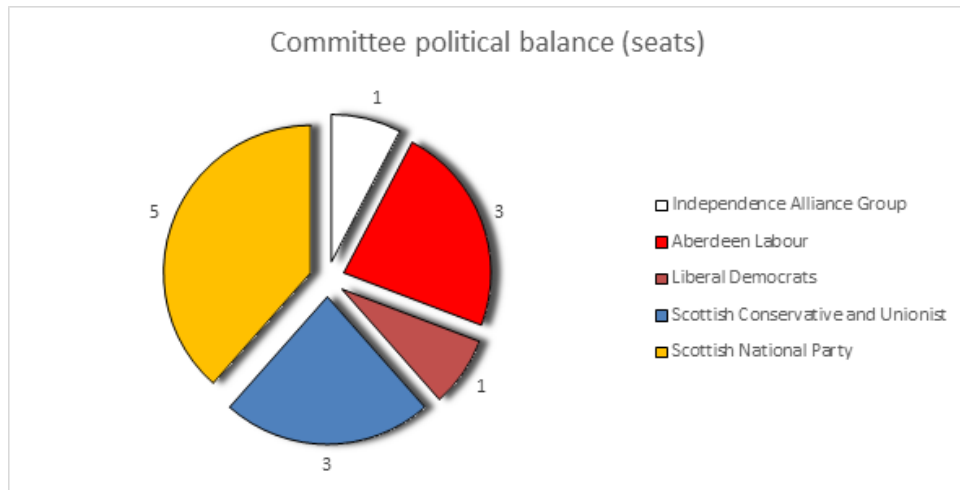
The role of the Committee is:-

- 2.1 To oversee the delivery of internal services to customers, scrutinise performance and make improvements to those services, including Integrated Children's Services but excluding educational services.
- 2.2 To ensure improvement to the Council's Public Performance Recording data, excluding educational services.

The Terms of Reference for the Committee as approved by Council on 5 March 2018 are appended to the report.

### 3. MEMBERSHIP OF THE COMMITTEE DURING 2018/2019

3.1 The Operational Delivery Committee has 13 members and the composition is presented below.



### 4. MEMBERSHIP CHANGES

Councillor Grant was one of the Vice Conveners from the inception of the Committee in March 2018 until March 2019. At its meeting on 4 March 2019, Council appointed Councillor Graham as Vice Convener to the Committee in place of Councillor Grant. Councillor Hutchison also replaced Councillor MacRae as a member of the Committee from September 2018.

### 5. MEMBER ATTENDANCE

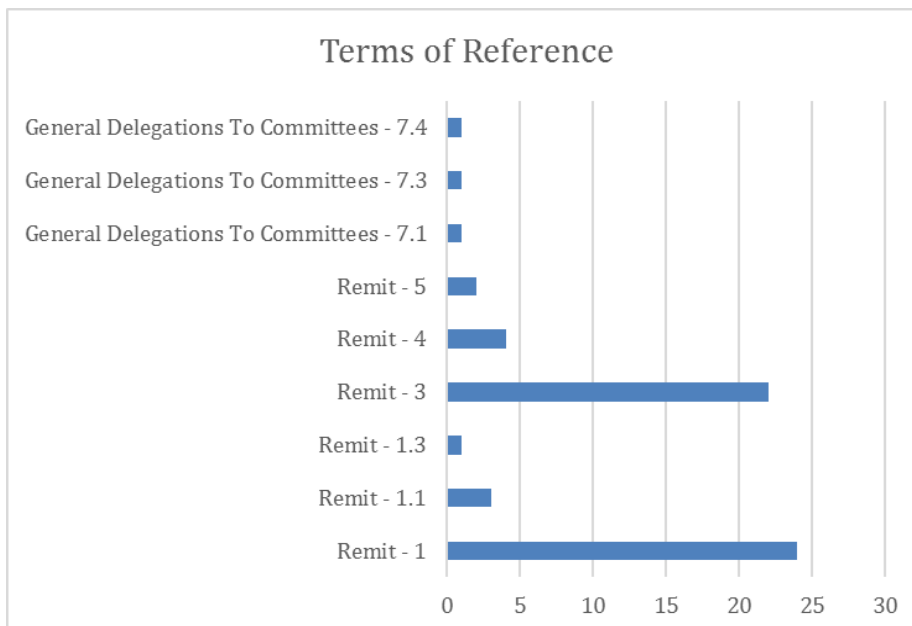
Member	Total Anticipated Attendances	Total Attendances	Nominated Substitute
John Wheeler	6	4	2
Philip Bell	6	5	1
Ross Grant	5	5	
John Cooke	6	5	1
Bill Cormie	6	4	2
Steve Delaney	6	5	1
Lesley Dunbar	6	4	2
Jackie Dunbar	6	6	
Michael Hutchison	4	3	1
Douglas Lumsden	6	4	1
Sandra Macdonald	6	6	
Ciaran McRae	3	1	1
Jennifer Stewart	6	5	1
Gordon Townson	6	4	2
Gordon Graham	1	1	

### 6. MEETING CONTENT

6.1 During the 2018/2019 reporting period (6 March 2018 to 29 April 2019) the Committee had 6 meetings and considered a total of 46 reports.

6.2 **Terms of Reference**

Of the 46 reports received the following table details how the reports aligned to the Terms of Reference for the Committee.



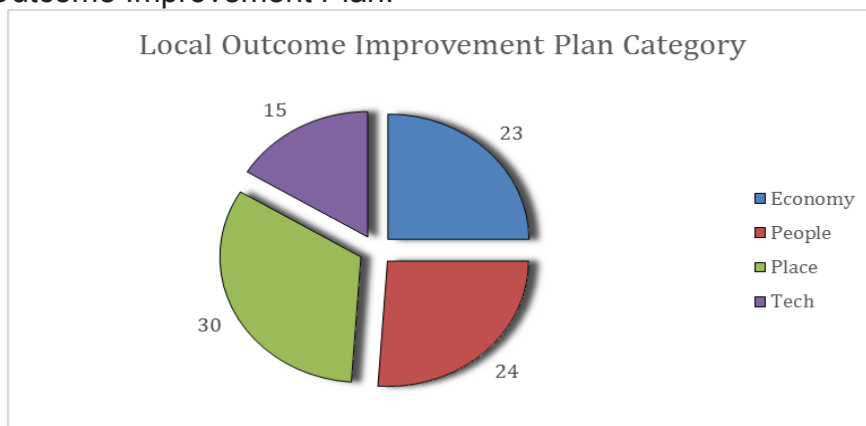
6.3 The majority of the sections of the Committee’s Terms of Reference were engaged throughout the course of the reporting period. This would indicate that the Committee has discharged its role as determined by Council.

6.4 There have been no reports under Remit 2 (Provide evidence to the Strategic Commissioning Committee, as requested, on the contribution of in-house services to outcomes) as there have not yet been any requests for such information from the Strategic Commissioning Committee.

6.5 The majority of reports have fallen under Remit 1 (hold the organisation to account for the performance of all in house services) and Remit 3 (approve improvements to operational delivery where officers do not have the power to do so).

6.6 **Local Outcome Improvement Plan**

The following table details of the 46 reports how many had a link to the themes of the Local Outcome Improvement Plan.



## 6.7 Reports and Committee Decisions

The following table details the outcome of the Committee's consideration of the 46 reports presented to it throughout the year.

	Total	% Total Reports
Number of confidential reports	0	0.0%
Number of exempt reports	3	6.5%
Number of reports where the Committee has amended officer recommendations	10	21.7%
Number and percentage of reports approved unanimously	42	91.3%
Number of reports requested by members during the consideration of another report to provide additional assurance and not in forward planner	1	2.17%
Number of service updates requested by members during the consideration of another report to provide additional assurance and not in forward planner	3	6.5%
Number of decisions delayed for further information	1	2.17%
Number of times the Convener has had to remind Members about acceptable behaviour and the ethical values of Public Life	2	4.3%
Number of late reports received by the Committee	1	2.2%
Number of referrals to Council, or other Committees in terms of Standing Order 33.1	0	0.0%

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

	Total
Number of Notices of Motion	2
Number of times Standing Orders were suspended	0
The specific Standing Orders suspended	N/A
Number of deputations	3
Number of petitions considered	1
Number of Members attending meetings of the committee as observers	9
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 all other relevant Chief officers.</p>

## 7. TRAINING REQUIREMENTS AND ATTENDANCE

- 7.1 The following specific Scheme of Governance training which is related to the operation of all Committees was provided to Members:-
- Effective Decision Making on 23, 27 and 28 March 2018
  - Financial and Procurement Regulations on 23 and 29 March 2018
- 7.2 Training on the Councillors’ Code of Conduct was provided to Elected Members in January and February 2018.
- 7.3 The above opportunities provide valuable insights into relevant business areas to aide scrutiny of Committee business. Further development opportunities will be developed for 2019 – 2020 based on Committee business, officer proposals and Member feedback.

## 8. CODE OF CONDUCT – DECLARATIONS OF INTEREST

- 8.1 5 declarations of interest were made by Councillors 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.

Engagement with care experienced young people, foster carers and other relevant stakeholders were central to the presentation of a report on fees paid to carers enabling members to appreciate the demands asked of foster carers.

## 10. OFFICER SUPPORT TO THE COMMITTEE

Officer	Total Anticipated Attendances	Total Attendances	Substitute Attendances
Chief Operating Officer	6	6	0
Director Customer Services	6	5	0
Chief Officer - Operations and Protective Services	6	6	0
Chief Officer - Early Intervention and Community Empowerment	6	6	0
Chief Officer - Integrated Children's and Family Services	6	6	0
Chief Officer - Customer Experience	6	6	0

## 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 one report was 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 three exempt reports.
- 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 It is noted that a number of motions and amendments are submitted on the day of the committee and in some instances very shortly before the start time of committee. During the course of 2019/2020 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 Council on 4 March 2019 approved new Terms of Reference and a further review of the Terms of Reference will be reported to Council in March 2020. 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, pedestrian and cycle access and safety, child poverty action plan and housing management.
- 12.4 In order to achieve a balanced budget, Council took a number of financial decisions at their meeting held in March 2019. This included discussing a range of budget options and agreeing to make £4m financial savings within Customer Services and Operations. These savings relate to a number of areas and include: children's services, environmental, facilities services, early intervention and community engagement, fleet, roads and waste.
- 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**

### **PURPOSE OF COMMITTEE**

To oversee the delivery of internal services to customers, scrutinise performance and make improvements to those services, including Integrated Children's Services but excluding Educational services.

To ensure improvement to the Council's Public Performance Recording data, excluding Educational services.

### **REMIT OF COMMITTEE**

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

1. hold the organisation to account for the performance of all in house services. It will oversee the delivery of all in house services in all areas in line with the outcomes set by the Strategic Commissioning Committee and improve results for Public Performance Recording by scrutinising Key Performance Indicators and rigorous performance management and ensuring that this:-
  - 1.1 is done in a manner which places the customer first and ensures the expected contribution to outcomes;
  - 1.2 improves the Council's position in national tables; and
  - 1.3 adheres to financial targets.
2. provide evidence to the Strategic Commissioning Committee, as requested, on the contribution of in house services to outcomes;
3. approve improvements to operational delivery where officers do not have the power to do so;
4. oversee health and safety obligations to customers and citizens in the operational delivery of services;
5. explore options for transforming the service delivery model; and
6. note proposed peer reviews and inspections within the Local Area Network plan for the cycle.

### **JOINT WORKING WITH OTHER COMMITTEES:**

The Committee will maintain an awareness of key issues arising through the work of other committees of the Council, through lead officers, conveners and vice conveners working together, and attending other committees as observers. Specifically:-

1. The Strategic Commissioning Committee and the Operational Delivery Committee will cooperate to ensure that the internally commissioned services have clear service specifications, identifying contribution to the LOIP outcomes and that sufficient funding is available to deliver the service specification;

2. The Strategic Commissioning Committee will cooperate with the Strategic Transformation Committee on opportunities to transform service delivery; and
3. The Education Operational Delivery Committee in view of the shared remit for improving the delivery of internal services to customers.

**JOINT WORKING WITH NON COUNCIL BODIES:**

Officers work closely with Internal Auditors, a service contracted from Aberdeenshire Council, and with external providers of assurance such as External Audit, Audit Scotland and external examining bodies. In addition, officers will work with local representative bodies such as the Disability Equity Partnership and Tenant Participation Groups to understand how effectively services are being delivered to customers and how they can be improved.

**Executive Lead: Chief Operating Officer and the Director of Customer Services**

