

<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>18 September 2018</b>
<b>Report By:</b>	<b>Aubrey Fawcett, Chief Executive</b>	<b>Report No:</b>	<b>PR/22/18/AF/MMcK</b>
<b>Contact Officer:</b>	<b>Miriam McKenna, Corporate Policy and Partnership Manager</b>	<b>Contact No:</b>	<b>01475 712042</b>
<b>Subject:</b>	<b>Inverclyde’s Best Value Assurance Report Improvement Plan Progress Report</b>		

**1.0 PURPOSE**

1.1 The purpose of this report is to present an update on the Inverclyde Best Value Assurance Report (BVAR) Improvement Plan for Inverclyde Council to the Policy and Resources Committee.

**2.0 SUMMARY**

- 2.1 The Inverclyde Best Value Assurance Report (BVAR) was submitted to Inverclyde Council on 29 June 2017, with an Improvement Plan which was developed in order to address the recommendations made by Audit Scotland. The actions in the Improvement Plan have been absorbed into the Corporate Directorate Improvement Plans (CDIPs) for the Council.
- 2.2 It was agreed to provide progress reports to the Committee approximately every 6 months. This report brings together the updates on the improvement actions as reported in the Corporate Directorate Improvement Plans progress reports.
- 2.3 The current status of the 10 BVAR Improvement Plan actions is:

Status	Blue - complete	Red – significant slippage	Amber – slight slippage	Green – on track
	4	0	3	3

**3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Policy and Resources Committee:
  - a. Notes the progress made in regard to the BVAR improvement actions, set out at appendix one
  - b. Agrees that a progress report will be submitted to the Policy and Resources Committee every six months.

**Aubrey Fawcett**  
**Chief Executive**

## 4.0 BACKGROUND

4.1 The statutory duty of Best Value was introduced in the Local Government in Scotland Act 2003. The audit of Best Value is a continuous process that forms part of the annual audit of every council. The audit approach, according to Audit Scotland, is proportionate and risk-based and is reflective of the context, risks and performance of an individual council. It also draws on intelligence from previous audit and scrutiny work.

4.2 Inverclyde Council's BVAR report resulted in an improvement plan to enable the Council to address the recommendations made by Audit Scotland.

4.3 The recommendations in the report were:

- To progress community empowerment to the level that the Act requires, the Council will need to further develop the capacity of communities it is working with. It will need to raise awareness of the possibilities for communities, and look at the level of funding and staffing required to work with communities to progress initiatives including the transfer of assets and participatory budgeting (Action BV1)
- The Council and its partners should use the Local Outcome Improvement Plan (which will replace the SOA) to develop a single set out outcomes which simplifies the strategic and planning framework (Action BV2).
- The Council should develop more detailed workforce plans and longer-term forecasts of workforce numbers and skills required (Actions BV3 and BV7).
- Actions to deliver strategic improvements should identify the difference they are expected to make to the overall strategic outcomes, with milestones at key intervals (Action BV4).
- Key corporate initiatives such as City Deal projects and shared services should be reflected in updated corporate planning documents (Actions BV5 and BV8).
- The Council should embed the recent introduction of directorate change management groups to prioritise, manage and monitor service improvement activity (Action BV6).
- The Council has experienced delays in its City Deal projects. Councillors and officers should continue to focus significant efforts on developing these projects with private sector partners (Action BV9).
- A detailed review of earmarked reserves should be undertaken with the new Council as part of the 2018-20 revenue budget development (Action BV10).
- Councillors should consider continuing with the Members' Budget Working Group, given the financial challenges that exist and the key decisions that will need to be made following the May 2017 local government election (see below).
- All service review reports should be presented to councillors at the relevant service committee, in accordance with the Council's service review guidance. Councillors should also receive progress reports on service reviews (see below).

4.4 In regard to the Members, Budget Working Group it was agreed unanimously by the Council to continue with this group, as recommended by Audit Scotland. Service review reports are reported to relevant service committees as they are completed. The timing of reporting of some service reviews is affected by the budget planning process.

4.5 Attached at Appendix 1 is a full progress report on the improvement actions set out in the BVAR Improvement Plan. Highlights of the activity which has been undertaken to deliver the Improvement Plan include:

- Service Workforce Plans have been completed including longer term forecasts of workforce numbers and skills.
- A Corporate Plan has been developed and includes a number of performance measures to support each strategic priority to make it easier to assess if the services being delivered by the Council are resulting in improved outcomes.
- Change Management Groups within Directorates are now fully operational. Meetings are minuted and all projects are tracked in detail with respect to progress and outcomes.
- All Succession Plans are complete.
- Outline Business Cases for both Ocean Terminal and Inverkip were approved initially by the Environment and Regeneration Committee and thereafter by the City Deal Project Management governance last year and the projects are now progressing to Final Business Case.

#### 4.6 Slight slippage has occurred in three actions:

Locality Plans: these are being progressed but will not be available until December 2018 to allow for communities to be fully involved in their development and to be highlighting solutions to the issues raised in engagement.

Measuring Impact on Outcomes: it had been planned to have further work completed regarding measuring impact on outcomes by March 2018, however significant work has been undertaken to identify appropriate measures for the Inverclyde Outcomes Improvement Plan and the new Council Corporate Plan, which should demonstrate impact on outcomes.

Regeneration: outline business cases for both Ocean Terminal and Inverkip were approved initially by the Environment and Regeneration Committee. Progressing final business cases is later than originally planned due to external partner delays with a view to be onsite later in 2018.

#### 4.7 The status of the 10 improvement actions is:

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## 5.0 IMPLICATIONS

### 5.1 Financial Implications - One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
n/a					

### Financial Implications - Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if applicable)	Other Comments
n/a					

5.2 Human Resources: none at present

5.3 Legal: none at present

5.4 Equalities: none at present

5.5 Repopulation: A positive BVAR for Inverclyde Council will hopefully contribute to the work

to showcase Inverclyde as a good place to live and work.

## **6.0 CONSULTATIONS**

6.1 n/a

## **7.0 CONCLUSIONS**

7.1 There is good progress being made against the recommendations for improvement from Audit Scotland and these have been used to inform the self-evaluation processes used to develop improvement plans for the organisation. By embedding the improvement actions within the CDIPs, this allows the Council to ensure delivery.

## **8.0 LIST OF BACKGROUND PAPERS**

8.1 Inverclyde Council Best Value Report 2005 <http://www.audit-scotland.gov.uk/report/inverclyde-council-the-audit-of-best-value-and-community-planning>

Inverclyde Best Value Assurance Report 2017 <http://www.audit-scotland.gov.uk/report/best-value-assurance-report-inverclyde-council>

## Appendix One: Actions to address BVAR recommendations

### BVAR Improvement Action Plan

Ref no	Area of Directorate activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress update 18/09/18	Status 06/02/18
BV1	<b>The Community Empowerment (Scotland) Act 2015</b>	<p>The Council and the CPP are ready for the implementation of the Community Empowerment (Scotland) Act 2015, working with partners to deliver on the statutory requirements. Each element is in place across all Services.</p> <p>There are locality profiles and plans for the agreed localities across Inverclyde, mapping assets and issues, agreed with and led on by communities.</p> <p>Services/ CPP partners and communities use these profiles to plan service delivery, targeting inequalities and working to reduce them</p> <p>All Inverclyde Alliance Partners are investing in building the</p>	<p>Respond to Scottish Government guidance.</p> <p>Bring the improving data analysis group together to gather information around the agreed localities</p> <p>Facilitate improved community engagement in the development of Locality Plans and community planning through Wellbeing Clusters and the development of more robust community engagement methods, including Place Standard</p> <p>Timescale: October 2017</p> <p>Set up working groups to cover each element, for example, legal, environmental, community learning and development,</p>	<p>Locality plans are available for Port Glasgow, Greenock East and Central and Greenock South and South West.</p> <p>Community Food Growing Strategy in Place</p> <p>A broader range and number of individuals and community groups are engaged and contributing to the development and delivery of Locality Plans and community planning.</p> <p>The Council is ready to manage participation request and asset transfer requests</p> <p>Communities are making full use of the Community Asset Transfer, Participation Request and Participation in Public Decision-</p>	Steven McNab/Grant McGovern/ Gerard Malone	<p>Draft Locality Plans are being developed featuring a strategic needs assessment of each area, summaries of the results of the Our Place Our Future engagement by area, summaries of other relevant engagement e.g. Town Centre Charrettes and asset mapping. Engagement is ongoing with communities to identify solutions to local issues. Plans will be finalised and presented to the Alliance Board in December 2018.</p> <p>The Environment Network, a community and voluntary organisations network are keen to develop the Community Food Growing Strategy. This will be progressed through the Network in partnership with the Environment Partnership and is an action on the Environment Partnership's action plan. Draft guidance on community food growing has been</p>	<p> Amber – slight slippage</p>

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		<p>capacity of communities so that they may take full advantage of their rights set out in the Community Empowerment Act.</p>	<p>property etc. October 2017</p> <p>Create a community food growing strategy. Awaiting guidance re timescales.</p> <p>Through the Community Engagement Network, highlight to the Alliance Board the resources required to effectively deliver on community empowerment/ engagement and capacity building, and make recommendations to the Alliance Board.</p> <p>December 2017 meeting of Alliance Board.</p>	<p>Making elements of the Community Empowerment Act.</p>		<p>released by the Scottish Government.</p> <p>No participation requests or asset transfer requests have been received to date.</p> <p>Participatory Budgeting is being rolled out across the 7 Council wards, with £50,000 allocated to each.</p> <p>Further work required to identify the resources required to delivery community empowerment etc.</p>	
BV2	<p><b>Local Outcome Improvement Plan</b></p>	<p>Community engagement has taken place to help develop the new LOIP and to assess whether the current outcomes are appropriate.</p> <p>New Local Outcome Improvement Plan agreed and being</p>	<p>Carry out a strategic assessment to inform the new LOIP, including engagement with communities</p> <p>Use locality profiles to inform development of the LOIP</p>	<p>Community Engagement taken place.</p> <p>LOIP produced and agreed by all partners.</p>	<p>All IOIP Leads</p>	<p>The new Inverclyde Outcomes Improvement Plan was approved by the Alliance Board at its meeting on 11 December 2017. The LOIP has one set of outcomes, the wellbeing outcomes and 3 strategic priorities.</p> <p>A comprehensive Strategic Needs</p>	<p> Blue - complete</p>

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		delivered.  One set of outcomes is adopted by the Alliance and the Council.	Timescale: 1 October 2017			Assessment for Inverclyde has been developed and is appended to the LOIP. Work is underway to develop the Locality Plans.  An analysis of the Our Place Our Future survey has been carried out at an Inverclyde and locality level. 1,310 people completed the survey which is a response rate of 1.7%. This is the highest number of respondents Inverclyde Alliance has had to an engagement process.	
<b>BV3</b>	<b>Corporate Workforce Planning and Development</b>	Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and workforce plans are in place for service areas to address the key workforce challenges over the next 3 years and into the longer term.	Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions.  Including future workforce requirements.  March 2018.	WP and L&D activity is prioritised and needs are met through coordinated and cost effective approaches. Appropriate WP and L&D interventions are implemented to address key workforce challenges over the next 3 years.	Steven McNab	A Corporate Workforce Planning and Development Group has been established to focus on progressing the workforce planning and learning and development agenda (WP and L&D) for the Council.  Service Workforce Plans have been completed including longer term forecasts of workforce numbers and skills.	 Green – on track
<b>BV4</b>	<b>Measuring Impact on Outcomes</b>	Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes,	Working with experts and other performance management specialists,	In the next Best Value Assurance Report Audit Scotland are assured that Inverclyde is	Steven McNab	A Corporate Plan has been developed and includes a number of performance measures to support each strategic	 Amber – slight slippage

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		at various levels across services and programmes.	processes will be developed to better measure impact on outcomes.  By March 2018	able to demonstrate impact on outcomes for all its children, citizens and communities.		priority to make it easier to assess if the services being delivered by the Council are resulting in improved outcomes.  The Inverclyde Outcomes Improvement Plan has also been developed with a focus on how we measure impact on outcomes.	
<b>BV5</b>	<b>Key Corporate Initiatives</b>	Key corporate initiatives are reflected in updated corporate documents, included as part of the review of the Strategic Planning and Performance Management Framework.	When drafting the new LOIP and Corporate Statement, references to City Deal and shared services will be made.  By March 2018.	The LOIP and Corporate statement make reference to City Deal and shared services.	Steven McNab	The new Inverclyde Outcomes Improvement Plan includes reference to City Deal and was approved by the Alliance Board on 11 December 2017. The new Corporate Statement was presented to the Policy and Resources Committee on 6 February 2018. City Deal and shared services are referenced in the new Corporate Statement	 Blue – Complete
<b>BV6</b>	<b>Change Management</b>	Services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customer's needs and are efficient.	3 Change Management Directorate Groups are established to review progress on all change projects on a monthly basis. The Group will be chaired by the Corporate Director and consist of the DMT plus Finance & HR support. Heads of Service	Savings are identified through change management process.  Change Management Directorate Groups meeting regularly.  Bimonthly review of progress by the CMT using a RAG report.	Ruth Binks/ Louise Long/ Scott Allan	Change Management Groups within Directorates are now fully operational. Meetings are minuted and all projects are tracked in detail with respect to progress and outcomes. A standard reporting template has been developed for service reviews to ensure corporate consistency and adherence to timescales on longer change projects.	 Green – on track

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			<p>will be accountable for promoting change management projects and taking necessary action to ensure timeous delivery.</p> <p>Progress reports using a RAG status will be submitted to the Corporate Management Team. Once further work on Change Management is embedded with the new Council, in the summer of 2017, regular updates will be presented to the Policy &amp; Resources Committee.</p>			Progress from Directorate groups is reported to the CMT.	
<b>BV7</b>	<b>Succession Planning</b>	Develop and Implement a Succession Planning programme for the Council.	<p>Develop and Introduce Succession Planning programme in consultation with key stakeholders</p> <p>December 2017</p>	A Succession Planning programme will be developed and rolled out across the Council to support the Councils workforce meet future challenges.	Steven McNab	All plans are complete.	 Blue – Complete
<b>BV8</b>	<b>ECS – service wide</b>	Appointment of a lead change officer and the production of a detailed Business Plan	Through joint collaborative working and with partner authority and the successful development of the detailed Business Plan in Autumn	A staged approach for the detailed Business Plan reported to the joint Committee and tracked against timescales and targets	Lead change officer reporting through Chief Executive's and Corporate directors	Both Inverclyde and West Dunbartonshire Councils have agreed to progress a shared Roads and Transportation Service. The first step will involve the appointment of a lead Head of Service who will	 Green – on track

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			2017			strategically manage roads and transportation services across the two Councils and lead on the development of strategic business cases for wider shared service opportunities such as ground maintenance, Waste and Fleet. Revised management structures in consequence of agreement on shared services as approved in March this year are being progressively implemented.	
<b>BV9</b>	<b>Regeneration</b>	<p>Implementation of projects in respect of Inverkip road infrastructure</p> <p>Implementation of the projects to expand the quayside and delivery of a new visitor centre at Greenock Ocean Terminal</p> <p>Progress the Inchgreen project</p>	<p>Outline Business Cases will be presented to Environment and Regeneration Committee for approval</p> <p>OBC to be ratified by The Glasgow City Region Cabinet</p>	<p>Reports on progress will be delivered to the City Deal Project Board</p> <p>Project Monitoring Office – 4 weekly</p> <p>Inverclyde Council Environment &amp; Regeneration Committee</p>	Scott Allan	<p>Outline Business Cases for both Ocean Terminal and Inverkip were approved initially by the Environment and Regeneration Committee and thereafter by the City Deal Project Management governance last year. Progressing final business cases later than originally planned due to external partner delays with a view to be onsite later in 2018 for Ocean Terminal and early 2019 for Inverkip.</p>	 Amber – slight slippage
<b>BV10</b>	<b>Reserves</b>	A full review of earmarked reserves has been undertaken and reflects the Council's medium term financial priorities and	Members Budget Working Group will undertake review in September to December 2017 and any decisions will be taken in February	Report is available regarding the review of earmarked reserves and this complies with the Approved Reserves Policy.	Alan Puckrin	<p>Complete. A review has been undertaken and with write backs of £2.3million agreed by the Council on 21st December 2017.</p> <p>Further decisions on the</p>	 Blue - complete

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		challenges.	2018 as part of the budget.	Regular reporting of Reserves position to Committees and bimonthly review by the CMT.		use of the Council's Reserves were taken in March, 2018.	