

<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>5 February 2019</b>
<b>Report By:</b>	<b>Aubrey Fawcett, Chief Executive</b>	<b>Report No:</b>	<b>PR/01/19/LMcV</b>
<b>Contact Officer:</b>	<b>Louise McVey, Corporate Policy, Performance 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 the Policy and Resources Committee with an update on the Inverclyde Best Value Assurance Report (BVAR) Improvement Plan.

**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 is the third progress report to be considered by the Committee. 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	1	5

**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.

**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 to develop a single set of 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 paragraph 4.4 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 paragraph 4.4 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:

- Locality Plans were approved by the Alliance Board in December 2018. A locality meeting with the community of Greenock South and South West took place in December 2018 and it is planned to carry out meetings in the other two localities by Easter.
- The Leadership Development Programme is being developed, including CMI training. Succession plans are being updated and preparations are being carried out for the next round of appraisals.
- Inverclyde and West Dunbartonshire Councils have appointed a shared Head of Service to manage roads and transportation services in both councils. The appointee commenced on 7 January 2019. Along with leading on roads and transportation, the Head of Service will develop strategic business plans for the sharing of front line services such as ground maintenance, waste, etc.

4.6 One improvement action has slipped in relation to its original timescale:

- City Deal: a final business case was due to be submitted for Inverkip but a change in position by Transport Scotland on agreed road improvements has introduced a delay. Revised designs and timescales are being developed as a consequence.

4.7 A number of the improvement actions are now complete:

- The new Inverclyde Outcomes Improvement Plan was approved by the Alliance Board in December 2017. The LOIP has one set of strategic outcomes, the SHANARRI wellbeing outcomes and three strategic priorities (BV2).
- Key corporate initiatives, such as City Deal and Shared Services are reflected in updated corporate documents (BV5 and BV8).
- All succession plans are now complete (BV3 and BV7).
- A full review of earmarked reserves has been completed (BV10).

4.8 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 contributes to the work of promoting Inverclyde as a good place in which to live and work.

## **6.0 CONSULTATION**

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 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 05/02/19	Status 05/02/19
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 requests 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>Qualitative baseline data has been established.</p> <p>Having previously slipped against the original timescale, Locality Plans were considered and approved at the Alliance Board meeting in December 2018.</p> <p>A data group has been formed and is currently exploring the issues around GDPR.</p> <p>A locality meeting with the community has taken place in Greenock South and South West and it is planned to carry out meetings in the other two localities by Easter.</p> <p>Updates are provided to every meeting of the Alliance Board in respect of locality planning.</p> <p>In respect of the food growing strategy the Council is legally obliged to submit a strategy by May 2020. Work on this strategy has begun with</p>	<p> Green – on track</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>Inverclyde Council identifying areas of land that may be available for community food growing.</p> <p>Guidance for communities on various elements of the Community Empowerment Act is available on the Council's website.</p>	
<b>BV2</b>	<b>Local Outcome Improvement Plan</b>	<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>	All IOIP Leads	<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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		<p>delivered.</p> <p>One set of outcomes is adopted by the Alliance and the Council.</p>	<p>Timescale: 1 October 2017</p>			<p>Assessment for Inverclyde has been developed and is appended to the LOIP. Work is underway to develop the Locality Plans.</p> <p>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.</p>	
<b>BV3</b>	<b>Corporate Workforce Planning and Development</b>	<p>Continue to ensure workforce planning and development are 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.</p>	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&amp;D solutions.</p> <p>Including future workforce requirements.</p> <p>March 2018.</p>	<p>WP and L&amp;D activity is prioritised and needs are met through coordinated and cost effective approaches. Appropriate WP and L&amp;D interventions are implemented to address key workforce challenges over the next 3 years.</p>	Steven McNab	<p>The Council is currently looking to review the Modern Apprentice levy fund.</p> <p>The Leadership Development Programme is being developed, including CMI training. Succession plans are being updated and preparations are being carried out for the next round of performance appraisals.</p>	<p> Green – on track</p>

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BV4	<b>Measuring Impact on Outcomes</b>	Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.	Working with experts and other performance management specialists, processes will be developed to better measure impact on outcomes.  By March 2018	In the next Best Value Assurance Report Audit Scotland are assured that Inverclyde is able to demonstrate impact on outcomes for all its children, citizens and communities.	Steven McNab	Work continues to be ongoing in this area.  A full review of the Council's performance reporting is underway with a view to ensuring that the Council's performance information helps to evidence the delivery of the Corporate Plan priorities.  The new CDIPs 2019/22 will be aligned to the delivery of the Corporate Plan priorities. CDIP performance measures will also be considered as part of the CDIP review.  An annual report for the Inverclyde Outcomes Improvement Plan is being developed which will help evidence how we are delivering on our partnership priorities.	 Green – on track
BV5	<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 Plan was approved by Inverclyde Council on 7 June 2018. City Deal and shared services are	 Blue – Complete

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						referenced in the new Corporate Plan.	
BV6	<b>Change Management</b>	Services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customers' 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 will be accountable for promoting change management projects and taking necessary action to ensure timeous delivery. 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	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	This is on track in terms of regular meetings and officers are progressing all change management proposals.	 Green – on track

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			Policy & Resources Committee.				
<b>BV7</b>	<b>Succession Planning</b>	Develop and Implement a Succession Planning programme for the Council.	Develop and Introduce Succession Planning programme in consultation with key stakeholders  December 2017	A Succession Planning programme will be developed and rolled out across the Council to support the Council's workforce meet future challenges.	Steven McNab	All plans are complete.	 Blue – Complete
<b>BV8</b>	<b>Environment and Public Protection – service wide</b>	Appointment of a lead change officer and the production of a detailed Business Plan for shared services.	Through joint collaborative working and with partner authority and the successful development of the detailed Business Plan in Autumn 2017.  Progress throughout 2018 was associated with achieving agreement across workforces in both Council and Council approvals.  Action timeline for 2019 includes;-  <b>January 2019</b> Workforce Briefings  <b>Jan–March 2019</b>	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 Executives Group and Corporate directors  Scott Allan Gail MacFarlane	Inverclyde and West Dunbartonshire have appointed a shared Head of Service to manage roads and transportation services in both councils. The appointee commenced on 7 January 2019. Along with leading on roads and transportation, the Head of Service will develop strategic business plans for the sharing of front line services such as ground maintenance, waste, etc. A Shared Service Joint Committee has been arranged for Friday 11 January. Members will be updated on progress. Discussions will also take place with East Dunbartonshire Council in respect of their aspirations for service	 Green – on track

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			<p>Workshops to identify: Early Wins Collaboration/Resilience/Efficiencies</p> <p>Opportunities for use of Technology</p> <p>Resource &amp; Performance Issues</p> <p><b>Apr-Sep 2019</b> Service Proposals &amp; Implementation</p> <p><b>May-Dec 2019</b> Develop Strategic Business Cases:  Fleet/Waste/Greenspace/Street Scene</p>			sharing on a strategic partnership basis.	
BV9	Regeneration	<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 the 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.</p> <p>A final business case for Ocean Terminal is due to be submitted to City Deal PMO following a special Environment and Regeneration Committee on 7 February. Works will</p>	<p> Amber – slight slippage</p>

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						<p>commence on site in April in respect of the pontoon and later in the year in respect of the terminal building.</p> <p>A final business case was due to be submitted for Inverkip but a change in position by Transport Scotland on agreed road improvements has introduced a significant delay. Revised designs and timescales are being developed in consequence.</p> <p>A strategic Business Case for Inchgreen was approved by the Committee in November 2018 and submitted to City Deal PMO. An outline business case will follow in the spring of 2019.</p>	
<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 challenges.	The Members' Budget Working Group will undertake the review in September to December 2017 and any decisions will be taken in February 2018 as part of the budget.	Report is available regarding the review of earmarked reserves and this complies with the Approved Reserves Policy.  Regular reporting of Reserves position to Committees and bimonthly review by the CMT.	Alan Puckrin	Complete. A review has been undertaken and with write backs of £2.3million agreed by the Council on 21st December 2017.  Further decisions on the use of the Council's Reserves were taken in March, 2018.	 Blue - complete