
Report To:	Policy & Resources Committee	Date:	14 September 2021
Report By:	Ruth Binks, Corporate Director Education, Communities, & Organisational Development	Report No:	PR/14/21/KM
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Subject:	Corporate Policy and Performance Update Report		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on a number of matters relating to corporate policy and performance.

2.0 SUMMARY

- 2.1 This report provides the Committee with an update on a number of performance and policy matters relating to:
- The Corporate Directorate Improvement Plans (CDIPs) progress reports at the end of year 2 and the annual CDIP refreshed improvement plan for year 3 for both the ERR and ECOD Directorates;
 - An update on the current Strategic Planning and Performance Management Framework (SPPMF), including a proposal to roll forward the current planning term by a year;
 - An update on the national approach to Best Value and Best Value Auditing, including details of how Inverclyde Council measures outcomes and proposals for the future reporting of the Inverclyde BVAR Improvement Plan

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy & Resources Committee:
- a. Note the progress that has been made in the delivery of the CDIP Improvement Plans in year 2 and approve the refreshed Corporate Services Improvement Actions for year 3,
 - b. Approve the proposal to extend the current SPPMF framework for a further year (to March 2023) and note that proposals for a more streamlined planning approach will be brought to this Committee in due course;
 - c. Note the developments in relation to Best Value and Best Value Auditing; and the variety of way in which Inverclyde Council measures and reports on outcomes.
 - d. Note that the ongoing progress reporting of the remaining BVAR improvement actions will be via the regular CDIP progress reports, as well as separate reports to Committee as appropriate.

Ruth Binks
Corporate Director
Education, Communities & Organisational Development

4.0 UPDATE IN RELATION TO CORPORATE DIRECTORATE IMPROVEMENT PLANS

- 4.1 CDIPs are a key element of the council's Strategic Planning and Performance Management Framework. They are the principal vehicle for the delivery of the organisational priorities in the Corporate Plan 2018/22, as well as the wellbeing outcomes.
- 4.2 The Council's CDIPs are subject to annual review to ensure that the improvement actions remain relevant and reflect any emerging challenges or legislation that will impact on the Directorate in the coming year. Scrutiny of the Plans is provided by the Policy and Resources; Education and Communities and Environment and Regeneration Committees. Under normal circumstances, progress reports on the delivery of the CDIP Improvement Plans are presented to every second meeting of the relevant Committee, however due to Covid-19, this reporting schedule has been subject to change and it was necessary to roll the Improvement Plans for year 2 forward by several months until the refreshed Improvement Plans could be brought for approval.
- 4.3 The final year 2 CDIP progress reports and the refreshed CDIP Improvement Plans (year 3 plans) for both the ECOD and the ERR Directorates can be accessed via the **Directorate and Service Planning** webpage on the Inverclyde Council website. Navigation to the CDIP Performance Reports is via the **Related Links** section on the CDIP web page. The web links are also provided below:

CDIP Performance reports

<https://www.inverclyde.gov.uk/council-and-government/performance/performance-reports>

CDIP refresh

<https://www.inverclyde.gov.uk/council-and-government/strategies-policies-and-plans/directorate-and-service-planning/education-communities-and-organisational-development>

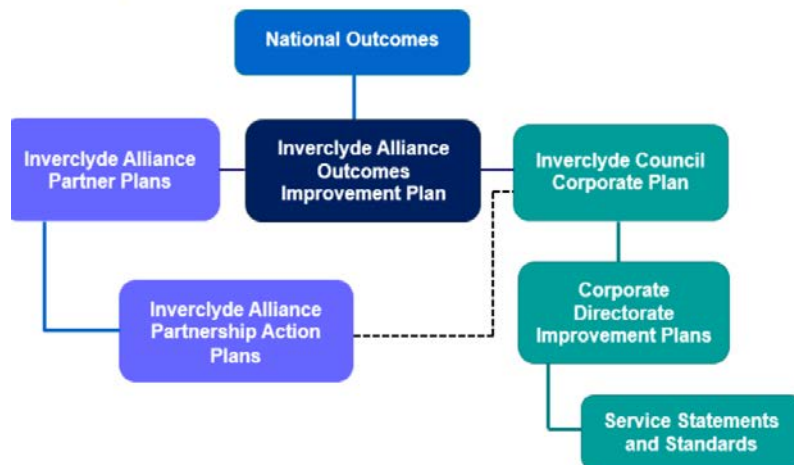
<https://www.inverclyde.gov.uk/council-and-government/strategies-policies-and-plans/directorate-and-service-planning/environment-regeneration-and-resources>

Alternatively, a hard copy of all the reports is available by contacting the Corporate Policy and Partnership team.

5.0 UPDATE IN RELATION TO STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK

- 5.1 The current Strategic Planning and Performance Management Framework (SPPMF) sets out the strategic context for how the Council plans the delivery of services, and how it manages the performance of those services within the context of the Scottish Government national outcomes, and also the Local Outcomes Improvement Plan (2017-22), which is the key plan for Inverclyde Alliance Community Planning Partnership. The linkages are shown below:

Figure 1- Inverclyde Council SPPMF



- 5.2 The Inverclyde LOIP, Inverclyde Council Corporate Plan and the Corporate Directorate Improvement Plans are all approaching the end of their planning term (March 2022) providing an opportunity to review the current framework with a view to developing a more streamlined approach. The Committee will also be aware that the Council and partners have developed Covid-19 recovery plans (Organisational and Partnership) for 21/22, any remaining actions at the end of March 2022 are to be incorporated into the Council's CDIPs and the Alliance's LOIP as appropriate.
- 5.3 The Council's future priorities, as well as the wider review of the SPPMF, will undoubtedly be shaped by the views of the incoming Chief Executive. Additionally, the local government elections are due to take place in May 2022 and as a key stakeholder, it is important that all Members are provided with the opportunity to shape the agreed strategic priorities. In view of this, it is proposed to extend the Corporate Plan and CDIP's planning term for a further year until April 2023, to ensure that all key stakeholders (current and future) have the opportunity to be consulted on their views. The current Recovery Plan actions could still transition into the CDIPs as part of the ongoing CDIP refresh in early 2022.
- 5.4 The Alliance Board will also be asked to consider extending the current Inverclyde LOIP for a further year until March 2023 at its meeting in October 2021.
- 5.5 The options for a new streamlined approach in strategic planning and performance management will be the subject of a report to a future Policy & Resources Committee which will set out all considerations and take into account views of all stakeholders.

6.0 UPDATE IN RELATION TO BEST VALUE

A) National developments in relation to Best Value and Best Value Auditing

- 6.1 Revised statutory guidance on Best Value for local authorities and public bodies has been published by the Scottish Government. The new guidance replaces the original 10 characteristics of Best Value with 7 key themes and is designed to help Councils demonstrate continuous improvement in their performance. The Committee can find the full guidance here: [Best Value: revised statutory guidance 2020 - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/best-value-revised-statutory-guidance-2020/pages/1-introduction-and-what-is-best-value.aspx)
- 6.2 On a related matter, the Accounts Commission is currently consulting with key stakeholders on a new audit approach to Best Value Auditing, to be implemented from 2022/23. It is anticipated that the new approach will fully integrate Best Value audit activity within the annual audit work, with the assessment of a Council's Best Value performance being reported via the Annual Audit Report. More information on this will be brought to this Committee once published.

- 6.3 The national cycle of Best Value audit (BVARs), has been extended to reflect the pressures on auditors and audited bodies arising from Covid-19. An overview of the main issues identified for each Council in the BVARs published in the past year is provided below.

Moray Council (August 2020)

The Commission found that there has been a significant decline in services since the previous report in 2015 and that a renewed focus to drive forward strategic change must be maintained. Committed and decisive leadership is needed to make the required changes, including tackling relatively low educational attainment delivered within a schools' estate in the worst condition in Scotland. A follow-up audit has been instructed to report back within 18 months.

Dundee City (September 2020)

The Council was found to be well led, with a clear vision for the future, alongside a good understanding of the problems affecting residents. It was recommended that the pace of change be increased to address complex and deep-rooted problems such as poverty, and the high levels of drug-related deaths. Narrowing of the educational attainment gap was also highlighted as a priority. The Commission also found that the financial sustainability of the Integration Joint Board to be a significant risk.

Aberdeenshire (October 2020)

Noted strengths within Aberdeenshire include Council officers and Councillors working well together, residents are positive about services, finances are well-managed and a strong emphasis on partnership working. The Commission recommended that the Council set out more clearly what it intends to achieve from its high-level priorities and increase its focus on deprivation, exacerbated by Covid-19, and address the significant gap in educational attainment. It was also recommended that the Council put in place a long-overdue strategy to better manage its workforce.

The City of Edinburgh (November 2020)

The Commission found that many services have improved since 2016, its finances are well-managed and ambitious strategies have been agreed. Progress at a strategic level across community engagement and continuous improvement has been mixed with more needing to be done to embed community empowerment. It was recommended that a long-term financial strategy and a more effective workforce plan be put in place to address the pressures of the impact of Covid-19 and support how it will fund and manage its vision for the future.

Aberdeen City Council (June 2021)

Aberdeen City Council was commended on the improvement and ambition that has been put in place since previous BV reports. The Council was found to be self-aware and well placed to manage future challenges due to sound financial planning. The response to the pandemic was also praised. There is however a substantial need for improvement in the performance of housing and education services and the need to ensure that its pace of transformation helps to positively address outcomes for communities. The progression of locality planning was also highlighted as being important to planning for recovery.

B) Best Value and reporting on outcomes

- 6.4 Whilst details of the new Audit approach are not yet published, it is anticipated that it will focus more heavily on outcome delivery. Since the publication of its BVAR in 2017, Inverclyde Council has strengthened the measurement and reporting of outcomes with updates on this work being reported through the BVAR Improvement Plan progress report. Further information on this was requested by this Committee at its meeting on 16th September 2020.
- 6.5 Reporting on outcome delivery is often split into two categories, those that can be objectively or independently measured, e.g. using national or key performance measures and those that are measured subjectively, i.e. individual perception. Where the measurement is subjective, measuring the difference that has been achieved is not straightforward, as the outcome is often unique and shaped by a range of factors.

- 6.6 Inverclyde Council has embedded both objective and subjective measures in its strategic planning and performance management framework, which has been strengthened in recent years to be more outcome focused:
- The Inverclyde Outcomes Improvement Plan (LOIP) replaced the SOA with a small number of focused partnership priorities, underpinned by a performance framework;
 - A Corporate Plan 2018/22 was developed setting out a number of organisational priorities that support the delivery of the IOIP. The Corporate Plan is also underpinned by a performance framework;
 - Annual reports are published for both the LOIP and Corporate Plan, containing the latest performance data and case studies, helping to demonstrate the progress that has been made in the delivery of strategic and organisational priorities;
 - The quality and range of public performance information published by the Council was fully reviewed in 2019 and improvements made to make it easier for the public to measure progress. The Council's website has a dedicated performance page for the public.
- 6.7 There are also examples across the organisation of outcome tools, e.g. the 'Outcomes Star', being used at an individual level which captures feedback from service users. This subjective feedback helps to assess the impact that has been achieved while KPIs provide additional evidence. In addition, proxy measures are used by the Council e.g. at a population level, the Inverclyde Citizens' Panel, is the main tool used to gather qualitative feedback.
- 6.8 At a national level, the Community Planning Outcomes Profile (CPOP) developed by the Improvement Service, is an outcomes tool consisting of 18 performance measures which helps the Council and CPPs assess if the lives of the people in their communities is improving. The CPOP and the data for all CPPs can be found on the **Performance Management and Benchmarking** webpage on the Improvement Service website, or alternatively the web link is provided here: <https://scotland.shinyapps.io/is-community-planning-outcomes-profile/>
- 6.9 Councils also have a statutory duty to report to the public progress in improving local outcomes and demonstrating Best Value, as set out in the Accounts Commission's Statutory Performance Indicator Direction 2018. Examples of the range of performance information published by Inverclyde Council to meet the requirements of the Direction is provided in Appendix 1. It should be noted however that this is not intended to be an exhaustive list and that many Council services also publish their own performance reports throughout the year.
- 6.10 Audit Scotland, in its "Inverclyde Council Management Report 2019/20", stated that progress can be seen to be made by the Council towards the achievement of outcomes and that a clear link is in place between corporate priorities, desired outcomes and performance indicators at both a local and national level. This assessment would indicate that the Council is making good progress in this area.
- 6.11 As part of its overall approach to delivering continuous improvement, the Council will continue to strengthen its work around the measurement and reporting of outcomes, including engaging with experts, learning from good practice elsewhere and building on local strengths. Locality planning for example, provides an opportunity for ongoing engagement with our customers and stakeholders to help us assess the results of what we do and the impact being achieved.

C) Inverclyde Best Value Assurance Report (BVAR)

- 6.12 The Inverclyde Council BVAR published in June 2017 contained a number of key recommendations which were developed into an Improvement Plan, with progress reported to this Committee every six months. Of the original 10 BVAR improvement actions, 6 have been reported as complete since March 2020. In addition to the BVAR Improvement Plan, the remaining 4 actions also feature in the current CDIPs. Additional information is provided below:

Action. Community Empowerment: To progress community empowerment to the level that the Act requires, the Council will need to further develop the capacity of communities. 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.

Comment: In addition to the BVAR Improvement Plan and CDIP progress reports on this, the Policy and Resources Committee also receives more detailed reports relating to the Council's specific responsibilities under the Community Empowerment Act.

Action: Measuring impact and outcomes: A range of improvement activity takes place across the Council but it needs to be clearer how this activity makes a difference to the outcomes the Council and its partners want to achieve.

Comment: Progress on this action is also reported to the Policy and Resources Committee in the Corporate Services CDIP Progress Report. More detail is provided in section 6b of this report.

Action: City Deal: 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.

Comment: Progress in relation to the Glasgow City Region City Deal is reported via the Environment and Regeneration CDIP progress report and also in separate reports to the Environment and Regeneration Committee. At a partnership level, progress is reported to the Inverclyde Alliance Board via the Repopulation Partnership quarterly performance reporting.

Action: Shared Services: Although not explicitly referenced in the BVAR recommendations, the Council's BVAR Improvement Plan also contains an action relating to Environment and Commercial Services and the development of Shared Services.

Comment: Similar to City Deal, this work stream is subject to additional scrutiny via the Environment and Regeneration CDIP progress report as well as individual reports to the Environment and Regeneration Committee and the Shared Services Joint Committee.

- 6.13 It is proposed that progress on the remaining actions continues to be reported through the CDIPs as well as separate reports as required, whilst updates in relation to Best Value will continue to be brought to this Committee as appropriate to ensure that the Committee is kept apprised of any wider developments in relation to Best Value, both locally and nationally.

7.0 IMPLICATIONS

7.1 Financial Implications

Cost Centre	Budget heading	Budget year	Proposed spend this report	Virement from	Other comments
	n/a	n/a	n/a	n/a	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	n/a	n/a	n/a	n/a	n/a

- 7.2 Human Resources: There are no direct human resources implications arising from this report.

7.3 Legal: There are no direct legal implications arising from this report.

7.4 Equalities: The CDIPs set out their commitment to ensuring equality of opportunity in everything they do. There is a specific section in both plans about what the Directorate is doing in relation to equality and diversity.

(a) Has an Equality Impact Assessment been carried out?

	YES
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

7.5 Repopulation: The provision of services that are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde supports the Council's priority of retaining and enhancing the local population.

8.0 CONSULTATION

8.1 None,

9.0 LIST OF BACKGROUND PAPERS

9.1 None.

APPENDIX: HOW INVERCLYDE COUNCIL IS MEETING THE ACCOUNTS COMMISSION SPI DIRECTION, 2018

Each council will report a range of information in the following areas:

Statutory Performance Indicator 1: <i>Improving local services and local outcomes</i>			
SPI 1 Criteria		Inverclyde Council 2020/21 (in place)	Inverclyde Council 2021/22 (planned)
A.	Performance in improving local public services, provided by (i) the council itself and (ii) by the council in conjunction with its partners and communities.	<ul style="list-style-type: none"> • Corporate Plan Annual Report • Annual Performance Report (SPIs) • Dedicated performance webpages with links to service performance reports • CDIP performance reports • LGBF Annual Performance Report • Inverclyde Outcomes Improvement Plan Annual Report • Quarterly Performance Reports on strategic priorities (available on Inverclyde Alliance Board papers) 	<ul style="list-style-type: none"> • Corporate Plan Annual Report • Annual Performance Report (SPIs) • Dedicated performance webpages with links to service performance reports • CDIP performance reports • LGBF Annual Performance Report • Inverclyde Outcomes Improvement Plan Annual Report • Quarterly Performance Reports on strategic priorities • Covid-19 Recovery Plans
B.	Progress against the desired outcomes agreed with its partners and communities.	<ul style="list-style-type: none"> • Corporate Plan Annual Report • Inverclyde Outcomes Improvement Plan Annual Report • Quarterly Performance Reports on strategic priorities (available on Inverclyde Alliance Board papers) • Strategic Needs Assessments 	<ul style="list-style-type: none"> • Corporate Plan Annual Report • Inverclyde Outcomes Improvement Plan Annual Report • Quarterly Performance Reports on strategic priorities • Strategic Needs Assessments • Covid-19 Partnership Recovery Plan • Progress reports on Locality Plans

APPENDIX: HOW INVERCLYDE COUNCIL IS MEETING THE ACCOUNTS COMMISSION SPI DIRECTION, 2018

Statutory Performance Indicator 2: <i>Demonstrating Best Value</i>			
SPI2 Criteria		Inverclyde Council 2020/21 (in place)	Inverclyde Council 2021/22 (planned)
A.	The council's assessment of how it is performing against its duty of Best Value, and how it plans to improve against this assessment.	<ul style="list-style-type: none"> • Performance pages contain an extensive range of key performance indicators • Self-evaluation • Financial Strategy, Statements and Annual Audited Accounts published on website • Internal Audit Reports / Assessments • BVAR reports of other Council scrutinised by CMT and brought to P&R Committee 	<ul style="list-style-type: none"> • Performance pages contain an extensive range of key performance indicators • Self-evaluation findings (using BV thematic criteria) • Financial Strategy, Statements and Annual Audited Accounts published on website • Internal Audit Reports / Assessments • BVAR reports of other Council scrutinised by CMT and brought to P&R Committee
B.	Audit assessments of its performance against its Best Value duty, and how it has responded to these assessments	<ul style="list-style-type: none"> • BVAR on Inverclyde Council • BVAR Improvement Plan progress reports • Annual Audit Report • Inverclyde Council Management Report 	<ul style="list-style-type: none"> • BVAR on Inverclyde Council • BVAR Improvement Plan progress reports • Annual Audit Report • Inverclyde Council Management Report
C.	In particular, how it (in conjunction with its partners as appropriate) has engaged with and responded to its diverse communities.	<ul style="list-style-type: none"> • Inverclyde Citizens' Panel • Individual Locality Planning events • Individual consultation undertaken by services on specific issues e.g. tackling poverty • 'Our Place Our Future' Survey results published on website 	<ul style="list-style-type: none"> • Inverclyde Citizens' Panel • Communication and Engagement Groups • Individual consultation undertaken by services on specific issues • 'Our Place Our Future' Survey results published on website