
Report To:	Policy & Resources Committee	Date:	16 November 2021
Report By:	Interim Director, Finance & Corporate Governance	Report No:	FIN/62/21/AP/LA
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Subject:	Delivering Differently Programme Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide Committee with the annual update of the Delivering Differently programme and to seek decisions as appropriate.

2.0 SUMMARY

- 2.1 It was agreed a number of years ago that the main Change Projects for the Council would be encapsulated within a single programme called Delivering Differently which would be reported on an annual basis to the Policy & Resources Committee. In addition it has been agreed with the Trades Unions that regular updates on progress with the projects would be discussed at the Joint Budget Group with liaison with specific Trades Union contacts taking place throughout the year.
- 2.2 Appendix 1 shows the latest position reported by Lead Officers as at the end of September. It can be seen from the Appendix that it is proposed to drop 9 projects on the basis that they are now complete and 1 due to the impact of Covid.
- 2.3 It is however proposed to amend some of the existing projects as detailed in Section 5 of the report to reflect the impact of the pandemic on Inverclyde Leisure and the ways which Council office based employees could potentially work in the future. In addition it is proposed to add a project relating to Home Care.
- 2.4 The New Ways of Working project would require a dedicated Change Team to address the shared goal of increasing electronic document management, reducing the size of the office estate and providing greater flexibility to some of the employees regarding the mix of office and home working. A Proposal is being developed for consideration by Members as part of the 2022/23 Budget.
- 2.5 In order to inform the development of some of the proposals within the Programme it would be useful to gather intelligence on employee intentions were reductions in numbers may be required. In line with a similar approval granted in the last three years, the Committee is asked to grant delegated powers to the Chief Executive to conduct Voluntary Early Release Trawls where required but on the proviso that no decisions are taken without a report to the relevant Committee
- 2.6 It is clear that good progress has been made in a number of projects with a number having been completed however, it is recognised that in order to help close the estimated funding gap, the pace of change cannot slacken as the Council begins to emerge from the pandemic.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the current position of the Delivering Differently Programme in Appendix 1.
- 3.2 It is recommended that the Committee approve the changes to projects set out in paragraph 5.3 and the addition of a new project in relation to Home Care.
- 3.3 It is recommended that the Committee agrees that delegated powers are given to the Chief Executive to conduct Voluntary Early Release Trawls for relevant projects in the Programme but on the proviso that no decisions are taken without a report to the relevant Committee.
- 3.4 It is recommended that the Committee approve the £20,000 virement in respect of Internal Audit Shared Services in order to address the outstanding saving in this area.

Alan Puckrin
Interim Director, Finance & Corporate Governance

4.0 BACKGROUND

- 4.1 Audit Scotland have consistently highlighted that local authorities have depended on incremental changes to services, increasing charges and reducing employee numbers in order to make savings. Audit Scotland views that these are neither sufficient nor sustainable solutions to the challenges facing councils. They set out that what is required is a more strategic approach, longer term planning and a greater openness to alternative forms of service delivery.
- 4.2 The Committee agreed in 2017 to track the key Change Projects into a received a single programme of work was called “Delivering Differently” and to receive updates at least annually. As this programme will have impacts on employees, progress is also discussed with the Trades Unions at the Joint Budget Group.
- 4.3 There are 3 Directorate Change Boards which meet monthly to monitor progress in the delivery of savings and projects which involve changes in service delivery. Every 2 months the CMT should review progress using a RAG status approach. The areas where there is the greatest potential change in service delivery are collated into the Delivering Differently programme which is attached as Appendix 1.

5.0 PROGRESS REPORT - OCTOBER 2021

- 5.1 During the last 12 months progress on some of the Change Board projects has been affected by Covid-19 due to senior officer resources being focussed on tackling the pandemic. This has required a degree of prioritisation and has also resulted in the CMT/JBG reviews not happening as frequently as originally planned.
- 5.2 Appendix 1 summarises the current status of the 25 projects which currently make up the Delivering Differently programme. Potential savings and employee impacts plus reporting timescales are shown. From Appendix 1, it can be seen that 9 of the projects have been completed during the last 12 months and will be dropped from future updates. This represents 5 more projects being completed than in the 12 months to October 2020. In addition it is proposed to drop the Janitorial review given the extra requirements which have emerged as part of Covid.
- 5.3 It is proposed to amend some of the existing projects as detailed below:

IL AMP Review – There has been a significant impact on Inverclyde Leisure’s income stream as a result of Covid which has resulted in the Council allocating almost £4million over 2020/23 to address the funding gap. Whilst numbers and income levels are recovering there is a need to review the sustainability of current core funding levels in order to minimise a longer term increase in Council funding. It is therefore proposed to amend this review to a Post Covid IL service delivery and funding review. This is broader than simply reviewing the condition of assets albeit this will be an important consideration. It would be intended that this review reports back to the new Council post May 2022.

Officer Campus Review/Terms & Conditions Review/Modernisation – It is proposed that these 3 reviews be combined and renamed New Ways of Working. It would be the intention that this review also reports to the new Council during 2022/23.

- 5.4 The New Ways of Working Review will be under pinned by a review of processes and an increase in the volume of the Council’s documentation which is held in an electronic format to assist work flow and allow officers to complete the full breadth of their duties remotely. To do this at a corporate level will require a significant level of investment and a corporate team to ensure successful delivery. The first stage would be to develop a Proposal for consideration as part of the 2022/23 Budget.
- 5.5 A review of care and Support at Home Service is due to commence with an anticipated end

date of September 2022. The aim is to scope the current and projected position within the local sector taking account of demand and capacity and the impact for both HSCP and commissioned service. The review includes Care at Home, Technology Enabled care (TEC) and the interface with the Inverclyde Integrated Out of Hours service. Given the scale and scope of the project it is proposed to add this to Delivering Differently.

- 5.6 Members will be aware that the Council's Carbon Net Zero Strategy was reported to the Environment & Regeneration Committee recently. Once a detailed action plan has been proposed specific actions will be added to the Change Board and potentially Delivering Differently.
- 5.7 The Internal Audit Shared Service project has an outstanding saving of £20,000. This saving was to be generated by sharing a Fraud team leader however the originally envisaged route to achieve this is no longer open. It is proposed to close off this saving by deleting vacant hours within the Finance Service.
- 5.8 A number of the projects within the Delivering Differently Programme are about reducing current and future cost pressures and the delivery of these becomes more important as the Council's finances become more and more stretched. Specifically the projects around Property Fee Income, Inverclyde Leisure Funding, Homelessness and Home Care all have the potential to increase funding gaps in the next 2 years.
- 5.9 Transformation can be used to ameliorate the impact of service cuts, and develop services that still meet the needs of the local population. All opportunities should be explored to mitigate the need for service reductions. The challenge going forward is how to keep the pace of change going in a context where there continues to be reductions in officer capacity driven by the reduction in resources.

6.0 IMPLICATIONS

6.1 Finance

Whilst it is believed that savings can be made by continuing and expanding the Delivery Differently Programme including areas such as using technology, sharing services and working alongside our communities to deliver services, this will not be sufficient to close the medium term funding gap

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
Internal Audit	Employee Costs	1.4.21	£20,000	Finance Employee Costs	Meets the shortfall in Ph2 of the Internal Audit Shared Service project

6.2 Legal

There are no legal issues arising from this report.

6.3 Human Resources

A number of the projects will impact on either employee numbers or terms and conditions and as such it is important that engagement with the Trades Unions takes place both at a project but also a Programme level.

6.4 Equalities

Equalities

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

	YES (see attached appendix)
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

6.5 Repopulation

There are no direct repopulation implications.

7.0 CONSULTATIONS

7.1 The report has been discussed with the Trades Unions at the JBG and the proposals are supported by the MBWG.

8.0 BACKGROUND PAPERS

8.1 None

Appendix 1

Delivering Differently - October, 2021

Proposal	Directorate	Current Position - October 2021	Key Milestones	Potential Savings/(Costs) £000	Estimated FTE Impact
1/ On line School Payments expansion.	ECOD	Primary Schools are live for cashless payments from August 2019. Debt write off process finalised. A report was taken back on implementation of cashless catering in Secondary Schools to Education and Communities committee in May 2021. This report recommended that secondary schools did not go completely cashless at this time and to maintain and mixed online and cash system. COMPLETE	Primary Schools to become cashless- Aug 2019.Report to Education and Communities on Secondary Schools -May 2021	None expected	N/A
2/ 1140 hours delivery - Workforce and Buildings	ECOD	1140 delivered on target date of August 2020. Plans for the spending of the 2020/21 underspend agreed with SG, CMT and Committee; implementation underway. Work on the 2021/22 underspend is also underway and agreement to maintain underspends on both budget as a route to smooth new funding formula for 1140 for 2022/23 onwards agreed. Building projects linked to full implementation due to be completed in full by Oct 2021.	Revised 2022/23 funding due to be announced - Late 2021	Funded by SG Grant	N/A
3/ Participatory Budgeting	ECOD	An update on progress on participatory budgeting was provided to the CMT on 2 September 2021. It was agreed to proceed in 2021/2022 with appropriate elements of the Roads Asset Management Plan (RAMP) being considered through the PB process. We will use the locality planning communication and engagement groups as a method of deliberating and deciding on some of the RAMP priorities, followed by further engagement using COSLA's on-line engagement tool, CONSUL, in Nov/Dec 2021. A further report will be submitted to the Corporate Management Team early October 2021 .	CMT-October,2021 P&R Committee November, 2021	None expected	N/A
4/ Revisions to DMR process	ECOD	Working groups set up to look at devolved school management guidelines for schools and management structures in secondary schools. Initial limited progress due to other priorities. As of July 2021 working groups have progressed and agreement now reached on approaches to the Scheme of Delegation going forwards which secures further empowerment for schools. The group's work to benchmark existing approaches with other LA has confirmed how well empowered schools already are. Changes to approaches to how Principal Teachers s are allocated in secondary schools are also in discussion with LNCT. A new SOD and Standard Circular will be agreed.	Working group re-established and work has recommenced on this. The aim is to complete this during the autumn term 2021.	None expected	N/A

5/	School Transport	ECOD	Education & Communities Committee approved the Transport Policy in September 2019 which included Free Transport for Secondary School pupils who live between 1-2 miles from their school. The cost of this estimated to be around £70k/year. Funding approved by P&R Committee. All aspects implemented except the provision of bus passes for public transport which will be delayed until safe to proceed. COMPLETE	Implementation was August,2020. Use of public transport is currently under review and will be driven by Covid restrictions.	(238)	N/A
6/	Terms & Conditions Review	ECOD	The focus of this review is now around reviewing Terms & Conditions in light of changes to working practices highlighted by the Covid period. An Organisational Recovery Group has been established to review our Asset Management, ICT and Flexible Workforce Strategies in light of COVID. Discussions and workshops have taken place with our Trade Unions and with members of the Organisational Recovery Group to progress the review and a Hybrid Working Pilot has been by the Corporate Managment Team.	An update was provided to the P&R Committee in September 2021 which outlined details of the Hybrid Working Pilot. The implementation date for the Pilot is being reviewed by CMT in light of Covid Infection levels and government advice.	tbc	N/A
7/	ASL/Classroom Assistants Review	ECOD	ASL review complete with consultation with all staff / unions complete and move of all staff to Pupil Support Staff contracts from August 2021 is going ahead, including making a large number of posts permanent. Training and support for new PSAs and school leaders is planned and ready to be delivered during 2021/22. COMPLETE	Review to be concluded June 2021 for implementation by August-2021	60	Nil
8/	Shared Janitorial Resource	ECOD	Saving underdeliverable due to the requirements to have one janitor in each primary establishment at the moment, due to COVID mitigations.	Not Applicable	N/A	N/A

9/	Workforce Refresh Scheme	ECOD	Project with the twin aims of providing local employment opportunities targeted at specific demographic groups whilst also beginning to address the age profile in certain Council services. A campaign has been launched using the theme 'Inverclyde works' to raise the profile of job vacancies, training and other employability initiatives to the broadest possible audiences to encourage more people into employment and training in order to support community recovery. Job vacancies, which have arisen as part of the Council's workforce refresh programme, have been advertised locally and shared with local employability partners. A recruitment event was held on the afternoon of the 8th September at the Beacon, in partnership with the local DWP and The Trust attracting just over 200 attendees.	Report to CMT on the analysis of the trawl exercise and first recruitment campaign exercise, in Autumn '21. Update to December Council	Release costs funded from Reserves	Nil but gave local opportunities to apply for vacated posts
10/	Digital Access/ Modernisation	ERR	£200k investment approved by members as part of the 20/21 Budget and funding a temporary Project Officer and upgrades to CRM and EDRM systems. Emphasis on supporting new ways of working post Covid. New Digital Strategy approved May 2021 and DMTs being encouraged to look at developments linked to greater home working and digital service delivery	Per Organisational Recovery Plan , investment proposals to be developed as part of the March, 2022 Budget	Contain in existing Budgets	Nil at present
11/	Clyde Muirshiel Park Review	ERR	Renfrewshire & Inverclyde Councils approved and Council now responsible for all aspects of the CMPA area within Inverclyde. COMPLETE	Report to E&R Cttee-August 2020 Final decision taken early 2021. Commencement of new arrangements April,2021	0	-3.0
12/	Environmental Shared Services	ERR	Wider Environmental Shared Service proposal approved by E&R Committee August 2019 based on an implementation by April 2020. Manager shared from April,2020. Next phase was due October , 2020 but delayed. Members agreed to delay the £91k saving until April 2022. Currently no saving as Council sharing the costs for a Grounds Manager. Potential sharing of Roads Manager being progressed. Agreed with West Dunbartonshire Council to review progress post May 2022 elections. East Dunbartonshire gave notice of withdrawal from the Joint Committee , September,2021.	Implemented sharedManager arrangements from April, 2020. Next phase was due October 2020 but now to be reviewed post May 2022	91	1.5

13/	Property Services Fee Reduction Restructure	ERR	Significant drop off in fee income expected over the next couple of years. Need to match capital programme projects and timescales to potential reduction in Property staffing resources. VER trawl identified a number of potential releases. Delayed due to Covid. Currently assessing 2022/23 fee earing potential and potential restructure due to a number of retirals in the next 12 months..	CMT Report- November, 2020 and E&R Committee, January, 2021	Cost avoidance exercise	tbc
14/	Options for future delivery of Recyclates contract	ERR	The requirement to divert all biodegradable waste from landfill will require a significant change in procurement/delivery approach. Allied to this Members have asked for officers to carry out an option appraisal of reinstating a Council run MRF at Ingleston to provide local employment opportunities. COMPLETE	A waste strategy report was presented to the E+R Committee in October 2021 which concluded the review of delivery options.	tbc	Potential to create jobs
15/	Revised Parking Charges	ERR	Saving approved March 2020 but implementation delayed by Covid. All parking charges set to re-start April 2022. COMPLETE	April, 2022	100	N/A
16/	IL Estate AMP	ERR	Condition survey of IL properties was progressed and aligned with the IL post Covid Recovery Year Plan. Report prepared pre Covid requires to be revisited in light of the impact of Covid on the IL Business Model.	Delayed by Covid and the wider financial pressures on IL post Covid. Review delayed until the 2023/24 Budget	tbc	tbc
17/	Shared Services (Other Areas)	ERR	Chief Internal Auditor transferred to West Dunbartonshire Council from January, 2020. Agreed that Fraud sharing is not feasible and alternative £20k saving identified from within the Directorate.No other plans being progressed. Propose to remove from the programme pending review of Environmental Shared Services future post May 2022. COMPLETE	Shared Chief Internal Auditor from 1.1.20.	40	0.5
18/	Office Campus Review	ERR	Review of the main Campus office accommodation incorporating a utilities invest to save project.CMT reviewed initial report December, 2019 however significantly impacted by increased home/flexible working brought about by Covid. Further review on going for consideration as part of the 2022/23 Budget	Revised proposal - CMT December, 2021 Council Budget decision March,2022	tbc	None expected
19/	Migration to the Cloud	ERR	The approved ICT Strategy included the move to the Cloud and Microsoft Office 365. The procurement is complete and initial roll out has commenced. Costs are within available budget.	Ph1 approach approved by CMT Sept 2020 Ph2 (Telephony) due to go to CMT later 2021 Go live Ph1 from September 2021	Nil	0.5

20/	Learning Disabilities Service Review- New Build	HSCP	Development of New LD Hub. Programme Board meet 2 weekly where programme timeline, risk register and budget managed by property services are reviewed. Engineers /Design Team commissioned and in situ with robust investigation and planning. HSCP Hub development Team and Comms and engagement Team ensures stakeholder involvement and participation with development.	Programme timeline being reviewed and updated.	Running costs to be contained by HSCP	tbc
21/	Social Transport Review	HSCP	Phase 1 has focussed on Learning Disability provision and delivered a £25k saving. All additional savings are incorporated in the budget planning for new LD Hub as detailed in the business case. Work on going reviewing external providers and considering what is required to be commissioned along with current in-house transport provision. The consultation and engagement of Draft HSCP Transport Policy presented to the CMT was placed on hold due to Covid. The LD Programme Board agreed to this work recommencing September 21.	Consultation process to run September 21-March 22 with robust reporting and Committee approval to implement 1st April 22.	25	N/A
22/	SWIFT System Replacement	HSCP	Procurement of a new Social Care Case Management System (SCCMS) was delayed due to COVID19. During 2020 further funding was sought and approved to move to 'Option 3' of the Business Case allowing for additional functionality to be implemented in line with a new SCCMS to better equip our Services in a rapidly changing technological environment. A mini competition will be run under the Scotland Excel framework and a contract should be awarded to a new supplier by February 2022.	Report CMT on mini comp recommendation & Cloud Hosting Sept 2021 Mini comp prep Sept - Oct 2021 Issue Mini comp Nov 2021 Award tender Feb 2022	Maintenance costs contained within existing budgets. Council Capital contribution £600k. IJB Contribution £501k	2.0
23/	Homelessness Service Review	HSCP	Paper approved at CMT on 8/9/21 regarding additional posts for Homelessness Service to transform current service delivery. Approval required from IJB. Programme Board will be established to take work forward.	November 2021 IJB for interim approach. Longer term proposals by March 2023	£629K over 2 years for interim proposals Longer term tbc	10 Temp Posts (Interim) Longer Term Impact tbc
24/	Criminal Justice Grant Reduction 2020/22	HSCP	Service on target to come in on budget 21/22. Savings target identified, although due to Justice COVID consequential not now required till 22/23. Further work has been carried out ahead of 22/23 and opportunity taken to streamline an area of service delivery generating additional savings. COMPLETE	21/22 Budget approved March 2021 and updated August 2021	£49 K (2021/22) and £34K (2022/23)	0.5

25/	Mental Health Officer Service Review	HSCP	The Health & Social Care Committee approved an external review of the Mental Health Officers Service. Work largely completed but delayed by moratorium on reviews by Health Service during Covid pandemic. Review concluded and action plan developed from report recommendations March 2021 to improve service capacity and related governance. Dedicated MHO Service Social Work Team Lead identified April 2021. Recruitment of three additional full time MHOs approved. COMPLETE	Review commended December,2019. Report eas due April,2020. Final report approved March 2021	Contained in available funding	3.0
					78	5.0