
Report To:	Inverclyde Council	Date:	29 June 2017
Report By:	Aubrey Fawcett, Chief Executive	Report No:	IC/06/17/AF/MMcK
Contact Officer:	Miriam McKenna, Corporate Policy and Partnership Manager	Contact No:	01475 712042
Subject:	Audit Scotland's Best Value Assurance Report for Inverclyde Council		

1.0 PURPOSE

1.1 The purpose of this report is to present to the Council the Audit Scotland Best Value Assurance Report (BVAR) of Inverclyde Council.

2.0 SUMMARY

2.1 The Local Government in Scotland Act 2003 set a duty for Local Authorities to make arrangements to secure Best Value, meaning the continuous improvement in the performance of functions. There are four key aspects: financial sustainability, financial management, governance and transparency, and value for money.

2.2 The statutory guidance on Best Value sets out the statutory duties as:

- the duty of Best Value, being to make arrangements to secure continuous improvement in performance (while maintaining an appropriate balance between quality and cost); and in making those arrangements and securing that balance, to have regard to economy, efficiency, effectiveness, the equal opportunities requirements and to contribute to the achievement of sustainable development;
- the duty to achieve break-even in trading accounts subject to mandatory disclosure;
- the duty to observe proper accounting practices;
- the duty to make arrangements for the reporting to the public of the outcome of the performance of functions.

2.3 Inverclyde Council was the first local authority to be audited by Audit Scotland as part of their new process of Best Value Audit, producing a Best Value Assurance Report. The new audit process will result in a Best Value Assurance Report (BVAR) being produced for each local authority every five years.

2.4 The BVAR was considered by the Accounts Commission on the 11th of May where it agreed to make findings on the Controller of Audit's report on Best Value Audit work in Inverclyde Council. The Commission's findings are set out at paragraph 4.5. A meeting with the Accounts Commission on the 20th of June allowed for further discussion on the outcomes of the plan, the Commission's findings and endorsement of the BVAR from both sides.

2.5 In the years between BVARs, external auditors appointed to Councils are expected to build up their coverage of the best value characteristics over their 5 year appointment period.

2.6 The report highlights that Inverclyde Council has come a long way since the Best Value Audit report in 2005, with strong, clear leadership, a culture of continuous improvement and good working relationships between Elected Members and officers. There are a number of improvement actions which are set out in appendix one.

- 2.7 A table in the report sets out very clearly how far the Council has come since the 2005 Best Value report and is set out below. This shows the stark differences between how the organisation was and how it is now, demonstrating that it is in a much better position to deliver best value:

2005 Controller of Audit Judgement	2017 Controller of Audit Judgement
There has been a serious lack of effective leadership and direction in Inverclyde for some time and this is a critical barrier to the council moving forward and improving its performance.	Shared ownership of a clear vision and effective leadership helps the council to deal with the challenges facing the area.
The council has not developed a continuous improvement culture.	The council has developed a continuing culture of improvement. There is evidence of a supportive culture that encourages innovation and new ideas.
The council does not make full use of the opportunity to learn from other councils. It is somewhat insular, tending to focus on internal issues rather than picking up good practice elsewhere.	Officers see looking at what others are doing as a key part of improvement activity. They are keen to talk to other councils and tap into national resources and IT developments where possible.
A poor working relationship between key councillors and senior officers in Inverclyde is hindering the improvements required in performance.	There are constructive relationships between officers and councillors.
The council recognises that public performance reporting varies between services, is not systematic or comprehensive across the council as a whole, and needs to improve.	Reporting to the public and councillors is regular and balanced for all services.

3.0 RECOMMENDATIONS

It is recommended that Inverclyde Council:

- a. Notes the Best Value Assurance Report for Inverclyde Council
- b. Notes the excellent level of improvement since the last Best Value Audit of the Council in 2005
- c. Agrees the improvement actions, set out at appendix one
- d. Agrees that a progress report will be submitted to 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 attached Best Value Assurance Report (BVAR) is the first on Inverclyde Council (and in fact the first for any Council in Scotland), under revised arrangements for Audit Scotland in carrying out Best Value audits.

4.2 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.

4.3 The key areas of focus for the audit were:

- Council's vision
- Financial Management
- Financial Planning
- Change and improvement plans including:
 - City Deal
 - Digitalisation of services
 - Difficult decisions and non-protected services
- Shared service arrangements
- Process and results of self-evaluation
- Community and citizen engagement
- Arm's Length External Organisations (ALEO) governance arrangements
- Workforce planning
- Performance and outcomes.

4.4 The detailed audit work took place in January and February 2017 with a range of meetings and focus groups taking place with Elected Members and officers, observation of council and committee meetings and review of council documents.

4.5 Accounts Commission Findings

The Accounts Commission considered the report on 11 May 2017, and agreed to make findings on the Controller of Audit's report on Best Value audit work in Inverclyde Council. The findings are highlighted below.

'The Commission accepts the Controller of Audit's report on the audit of Best Value in Inverclyde Council. We endorse the recommendations set out by the Controller of Audit in his report and expect the Council to act upon them.

In its new approach to auditing Best Value, the Commission's expectation of councils is that they are clear on their priorities, continuously improving their services in line with these, and making best use of their resources. We are pleased that Inverclyde Council has shown progress in the pace, depth and continuity of improvement since our previous Best Value reports. Evidence in the Controller's report of service improvement driven by targeted investment and based on good use of performance information underlines this positive direction and indicates a culture of performance management within the Council.

At the core of the progress made by the Council has been a clear long-term vision and effective leadership by elected members and senior officers, together with a strong commitment to working in partnership with other public bodies and local communities. We recognise, however, that the challenges involved in improving outcomes for the people of Inverclyde are substantial. We therefore urge the Council and its partners to ensure that their plans and resources are fully aligned with the desired outcomes and the milestones needed to reach these. In this context we give particular weight to the recommendations in the Controller's report related to key partnership projects such as those for the City Deal and shared services. Given the strategic importance and complexity of these projects, it is essential that appropriate governance and risk management arrangements are in place for their delivery. We acknowledge that the

Council has a sound approach to financial planning and management which has helped identify budget options for decisions still to be taken by councillors. We lend weight to the recommendation that a review of earmarked reserves feature as part of this budget process.

We encourage the Council to continue its good progress. In line with our new approach to auditing Best Value, we expect the Controller of Audit to monitor this through the annual audit and update the Commission accordingly.'

5.0 Key Messages

5.1 The overall report is very positive, setting out that Inverclyde Council has come a long way since the negative 2005 Best Value Audit report, and has many strong qualities. The key messages from the BVAR for Inverclyde Council are:

- Since the 2005 Best Value report Inverclyde Council has changed significantly, improving the way it manages services and developing a positive culture of improvement. Service performance has improved overall and improvement activity is happening across the council.
- Inverclyde Council has made significant progress over the last 10 years to address weaknesses highlighted in previous Best Value reports. In 2005 the Account's Commissions findings highlighted extensive and fundamental weaknesses in leadership and direction preventing the Council from delivering Best Value. Since then, the council has built a positive working culture in the organisation that supports innovation. Key elements contributing to the success include a clear vision and stable, effective leadership.
- 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. All partners share the central vision, but the different sets of outcomes and indicators between the council and partners are confusing. The council needs to set out in more detail what achieving its wellbeing outcomes looks like in the short, medium and long term.
- The council has improved its service performance in many areas and has maintained the performance of its high-performing areas. There are good examples of the council using performance information to target investment at poorly performing areas, such as investment in roads to improve their condition.
- The council's financial management is effective, and it has a good medium to long-term financial strategy. It has built up its reserves over a number of years and the level of usable reserves is significant for the size of council. Like many councils, the council faces a significant savings gap in the medium term. It has developed detailed savings options for councillors to consider following the local government election in May 2017. An element of reserves is being used to fill the funding gap in 2017/18.
- The council has demonstrated a commitment to delivering services differently in Inverclyde. It has a history of working well with partners. Over the last ten years it has been involved in a number of initiatives, including shared services and arms-length organisations, to change the way it delivers services.
- The council has good examples of how it has actively sought the views of the community and involved the community in decision making. It now needs to consider how to use this experience to help deliver the more demanding requirements of the Community Empowerment Act.

5.2 Each part of the report addresses a different question in regard to how well the council is performing. The summary of each of these follows.

5.3 Part 1: Does the council have clear strategic direction?

Audit Scotland state that 'the Council is dealing with the challenges in Inverclyde through effective leadership and shared ownership of a clear vision'. The report also sets out that 'Councillors, staff and partner organisations share a clear commitment to the vision of 'getting it right for every child, citizen and community'. However the different sets of outcomes and priorities to deliver this vision are confusing.'

In regard to leadership the reports states that it 'is effective and there is good collaborative working in the council, with the Corporate Management Team setting a good example by working effectively together.' The report also acknowledges that councillors and officers have constructive working relationships.

5.4 Part 2: How well is the council performing?

The key comments made on how the council is performing are:

- Overall, performance has improved in recent years but the council needs to demonstrate more clearly the link between planned activity and outcomes
- The council engages in a lot of good improvement activity, and regularly monitors progress against planned actions. However, it needs to better assess how this activity is expected to improve outcomes.
- Current outcomes are aspirational in nature and the council needs to more clearly set out what it is aiming to achieve against these outcomes in the short, medium and long term.
- Performance has improved over the last five years, with the council maintaining performance in its highest performing areas as well as improving others. There are good examples of the council using performance information to target investment at poorly performing areas.

5.5 Part 3: Is the council using its resources effectively?

The BVAR report sets out that 'officers have identified that the new council will need to fundamentally review the services the council delivers as part of its 2018-2020 budget'. It goes on to say that in the 'last two years, the council has achieved in-year surpluses which exceeded its plan. This is mainly attributed to savings in centrally held budgets as well as directorate savings.'

Audit Scotland agree that the council is financially resilient, but remarks that the council has significant reserves for its size compared to other councils, and suggests that these be reviewed. The report highlights that Councillors will need to take difficult decisions based on the detailed savings options developed to save £22.5 million.

The report states that the council has a good workforce strategy and forecast for potential job losses over the medium term. It accepts that the Council has recognised a need to develop better workforce planning going forward.

5.6 Part 4: Is the council working well with its partners?

A number of positive statements are made in the report in regard to this part:

- There is good evidence that the council is working well with its main partners and the community and that it recognises the challenges this involves
- Close working at a leadership and an operational level with NHS Greater Glasgow and Clyde meant that the council was well prepared for the introduction of the new integration joint board (IJB)
- The council is an active partner in the Glasgow City Region City Deal and recognises the need to overcome challenging issues with private sector partners to progress these major infrastructure initiatives

- There are good examples of working with, and involving, communities. This provides a good base for the council to go further and fully implement the provisions of the Community Empowerment Act
- The council has a robust risk-based governance process in place for monitoring arm's length external organisations (ALEOs).

5.7 Part 5: Is the council demonstrating continuous improvement?

The report highlights that since the last Best Value audit in 2005, the council has kept up the pace of change and developed a positive improvement culture.

It recognises the good history the Council has of exploring and developing different models to deliver local services. The report also recognises that the council's aim is to ensure services continue to deliver effectively in the future as well as create financial savings.

The development of the Council's new digital strategy is seen as a key part of its initiative to deliver services differently and the report highlights that the council has positive examples of the impact of digitally delivering services.

The auditors acknowledge that the council makes good use of self-evaluation and service reviews to improve how services are delivered.

6.0 Comparing selected Best Value judgements, 2005 and 2017

- 6.1 A table in the report sets out very clearly how far the Council has come since the 2005 Best Value report and is set out below. This shows the stark differences between how the organisation was and how it is now, demonstrating that it is in a much better position to deliver best value:

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The council does not make full use of the opportunity to learn from other councils. It is somewhat insular, tending to focus on internal issues rather than picking up good practice elsewhere.	Officers see looking at what others are doing as a key part of improvement activity. They are keen to talk to other councils and tap into national resources and IT developments where possible.
A poor working relationship between key councillors and senior officers in Inverclyde is hindering the improvements required in performance.	There are constructive relationships between officers and councillors.
The council recognises that public performance reporting varies between services, is not systematic or comprehensive across the council as a whole, and needs to improve.	Reporting to the public and councillors is regular and balanced for all services.

6.2 Within the report there are also a selection of Case Studies used to highlight good practice in Inverclyde. These focus on Roads, the Health and Wellbeing Survey carried out with all of Inverclyde's Secondary School pupils and the exploration of shared services with East and West Dunbartonshire Councils.

7.0 Recommendations

7.1 The report concludes with a series of recommendations for the Council to take forward. These recommendations will be added to the refreshed Corporate Directorate Improvement Plans and the Inverclyde Alliance Improvement Plan, and will feed into the review of the Council's Strategic Planning and Performance Management Framework later this year.

7.2 The recommendations in the report are:

- 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.
- 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.
- Actions to deliver strategic improvements should identify the difference they are expected to make to the overall strategic outcomes, with milestones at key intervals.
- Key corporate initiatives such as City Deal projects and shared services should be reflected in updated corporate planning documents.
- A detailed review of earmarked reserves should be undertaken with the new Council as part of the 2018-20 revenue budget development.
- The council should develop more detailed workforce plans and longer-term forecasts of workforce numbers and skills required.
- 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.
- 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.
- 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.
- The council should embed the recent introduction of directorate change management groups to prioritise, manage and monitor service improvement activity.

7.3 Actions have been developed to implement the recommendations made and are set out at Appendix One, and the Inverclyde Alliance Improvement Plan already contains improvement actions in regard to community empowerment which will be further developed. The actions feature in the Corporate Directorate Improvement Plans which report to every second cycle of committees. A Best Value Improvement Plan report will be made every six months to the Policy and Resources Committee.

8.0 IMPLICATIONS

8.1 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					

8.2 Human Resources: none at present

8.3 Legal: none at present

8.4 Equalities: none at present

8.5 Repopulation: A positive BVAR for Inverclyde Council will hopefully contribute to the work to showcase Inverclyde as a good place to live and work.

9.0 CONSULTATIONS

9.1 n/a

10.0 CONCLUSIONS

10.1 The Best Value Assurance Report for Inverclyde Council highlights that the organisation is in a much better place to deliver best value to the people of Inverclyde. There are a limited number of targeted recommendations for improvement which should be accepted by the Council and inform the self-evaluation processes used to develop improvement plans for the organisation.

11.0 LIST OF BACKGROUND PAPERS

11.1 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 are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA and Wellbeing Outcome
BV1	The Community Empowerment (Scotland) Act 2015	<p>Elements of the Act will come into force throughout 2016/17. The Council and the Community Planning Partnership (CPP) are aware of what is required but specific pieces of work will need to be undertaken.</p> <p>Inverclyde Alliance and the HSCP have agreed what the localities are for Inverclyde</p> <p>The draft guidance for delivering the Act was released in March 2016.</p> <p>Initial assessment against requirements of the Act has been carried out across Legal, Property, CLD, HSCP, Corporate Policy/ Community Planning.</p> <p>Audit Scotland made a recommendation in the BVAR for Inverclyde to further develop the capacity of</p>	<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 capacity of communities so that</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, property etc. October 2017</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-Making elements of the</p>	Grant McGovern/ Martin McNab/ Gerard Malone	Within existing resources	Included, Responsible SOA2 SOA8

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA and Wellbeing Outcome
		communities, particularly around raising awareness of possibilities for communities and reviewing funding and staffing required to work with communities.	they may take full advantage of their rights set out in the Community Empowerment Act.	<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>	Community Empowerment Act.			
BV2	Single Outcome Agreement (SOA) 2017 onwards/LOIP	<p>The current SOA is coming to the end of its planning period and a new document will require to be drafted for 2017 onwards</p> <p>The Community Empowerment (Scotland) Act has implications for the SOA, for example, locality planning and tackling inequalities. It also calls for Local</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 delivered.</p> <p>One set of outcomes is adopted by the</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>Timescale: 1 October 2017</p>	<p>Community Engagement taken place.</p> <p>LOIP produced and agreed by all partners.</p>	All SOA Leads	Within existing resources	All SOA and Wellbeing Outcomes

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA and Wellbeing Outcome
		<p>Outcome Improvement Plans which may build on current SOAs.</p> <p>Audit Scotland recommended in their Best Value Assurance Report that going forward the Inverclyde LOIP focus on one set of outcomes.</p>	Alliance and the Council.					
BV3	Corporate Workforce Planning and Development	<p>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.</p> <p>The Best Value Assurance Report recommended the development of more detailed workforce plans and longer term forecasts of workforce numbers and skills.</p>	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.	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions.</p> <p>Including future workforce requirements.</p> <p>March 2018.</p>	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	Within existing resources	<p>Achieving; Respected; Included</p> <p>SOA8</p>
BV4	Measuring Impact on Outcomes	In the Audit Scotland recent Best Value Assurance Report for Inverclyde a recommendation was made to better identify the extent of impact services/partners expect to make to the	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.	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.	Grant McGovern	Within existing resources	<p>Achieving.</p> <p>SOA8</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA and Wellbeing Outcome
		overall strategic outcomes and the timeframe, with milestones at key intervals.		By March 2018				
BV5	Key Corporate Initiatives	At present City Deal and developing shared services are not reflected in corporate documents, as they were introduced after the corporate documents were drafted. They have been reflected in the Joint Operation Plan and various committee reports. The Audit Scotland BVAR recommended that they be reflected in updated corporate planning documents.	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.	Grant McGovern	Within existing resources	Achieving. SOA8
BV6	Change Management	Inverclyde Council, over a number of years, has sought to identify a variety of ways in which to develop and deliver its services differently. The BVAR recognised the Council's 'Delivering Differently' approach to change management and supported the introduction of 3 Directorate Change Management Groups.	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 will be accountable for promoting change management projects	Savings are identified through change management process. Change Management Directorate Groups meeting regularly.	Wilma Bain/ Louise Long/ Scott Allan	Within existing resources	Achieving SOA8

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA and Wellbeing Outcome
				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 Policy & Resources Committee.				
BV7	Succession Planning	A range of initiatives are currently in place which support succession planning, including performance appraisals and access to learning and development (links to BVAR recommendation re detailed workforce planning)	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 Councils workforce meet future challenges.	Steven McNab	Within existing resources	Responsible SOA8
BV8	ECS – service wide	Councils have agreed to shared services with East Dunbartonshire and West Dunbartonshire Councils and approved a minute of agreement along with the Strategic Outline Business case and the authority to	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 2017	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	Costs will be included within the detailed Business Plan	SOA 8 Safe Achieving

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA and Wellbeing Outcome
		appoint a lead change officer						
BV9	Regeneration	<p>Key City Deal projects: areas have been identified and agreed and Strategic Business Case developed for</p> <ul style="list-style-type: none"> Greenock Ocean Terminal Inverkip Inchgreen 	<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 & Regeneration Committee</p>	Scott Allan	<p>Strategic Business Case identifies costs of:</p> <p>Inverkip £3.25m</p> <p>Inchgreen £9.47m</p> <p>Greenock Ocean Terminal £14.20m</p>	<p>SOA 1 SOA 3 SOA 7</p> <p>Responsible Achieving</p>
BV10	Reserves	The BVAR recommended that a detailed review of earmarked reserves should be undertaken with the new Council.	A full review of earmarked reserves has been undertaken and reflects the Council's medium term financial priorities and challenges.	Members Budget Working Group will undertake 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.	Alan Puckrin	Within existing resources	Responsible SOA 8