

<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>6 February 2018</b>
<b>Report By:</b>	<b>Aubrey Fawcett, Chief Executive</b>	<b>Report No:</b>	<b>PR/08/18/AF/MMcK</b>
<b>Contact Officer:</b>	<b>Miriam McKenna, Corporate Policy and Partnership Manager</b>	<b>Contact No:</b>	<b>01475 712042</b>
<b>Subject:</b>	<b>Inverclyde’s Best Value Assurance Report Improvement Plan Progress Report</b>		

**1.0 PURPOSE**

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

2.3 The 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.

2.4 This report is the first progress report on this plan, bringing together the updates from the CDIPs. The current status of the 10 BVAR Improvement Plan actions is:

Status	Blue - complete	Red – significant slippage	Amber – slight slippage	Green – on track
	1	0	0	9

**3.0 RECOMMENDATIONS**

3.1 It is recommended that the Policy and Resources Committee:

- a. Note the progress made in regard to the BVAR improvement actions, set out at appendix one
- b. Agree 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 audit approach, according to Audit Scotland, is proportionate and risk-based and is reflective of the context, risks and performance of an individual council. It also draws on intelligence from previous audit and scrutiny work.

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

4.3 The recommendations in the report were:

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

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

- A new Local Outcome Improvement Plan has been agreed for Community Planning in Inverclyde with one set out outcomes agreed.
- Change management is part of the budget process and this is currently work in progress.
- A review of reserves has been undertaken and a report submitted to the Council on 21 December 2017.
- A Leadership Development Event took place on 1 December 2017 which focussed on developing more detailed workforce plans at service level with longer term forecasts of workforce numbers and skills required.

4.6 The status of the 10 improvement actions is:

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## 5.0 IMPLICATIONS

5.1 Financial Implications - One off Costs

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

Financial Implications - Annually Recurring Costs/ (Savings)

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

5.2 Human Resources: none at present

5.3 Legal: none at present

5.4 Equalities: none at present

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

## 6.0 CONSULTATIONS

6.1 n/a

## 7.0 CONCLUSIONS

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


## 8.0 LIST OF BACKGROUND PAPERS

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


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



## Appendix One: Actions to address BVAR recommendations

### BVAR Improvement Action Plan


Ref no	Area of Directorate activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress update 06/02/18	Status 06/02/18
BV1	<b>The Community Empowerment (Scotland) Act 2015</b>	<p>The Council and the CPP are ready for the implementation of the Community Empowerment (Scotland) Act 2015, working with partners to deliver on the statutory requirements. Each element is in place across all Services.</p> <p>There are locality profiles and plans for the agreed localities across Inverclyde, mapping assets and issues, agreed with and led on by communities.</p> <p>Services/ CPP partners and communities use these profiles to plan service delivery, targeting inequalities and working to reduce them</p> <p>All Inverclyde Alliance Partners are investing in building the</p>	<p>Respond to Scottish Government guidance.</p> <p>Bring the improving data analysis group together to gather information around the agreed localities</p> <p>Facilitate improved community engagement in the development of Locality Plans and community planning through Wellbeing Clusters and the development of more robust community engagement methods, including Place Standard</p> <p>Timescale: October 2017</p> <p>Set up working groups to cover each element, for example, legal, environmental, community learning and development,</p>	<p>Locality plans are available for Port Glasgow, Greenock East and Central and Greenock South and South West.</p> <p>Community Food Growing Strategy in Place</p> <p>A broader range and number of individuals and community groups are engaged and contributing to the development and delivery of Locality Plans and community planning.</p> <p>The Council is ready to manage participation request and asset transfer requests</p> <p>Communities are making full use of the Community Asset Transfer, Participation Request and Participation in Public Decision-</p>	Grant McGovern/ Martin McNab/ Gerard Malone	<p>Analysis of the Our Place Our Future community engagement has been carried out at Locality level, and data gathering for each of the localities is ongoing. Locality Planning groups are being developed so communities can be involved in shaping the plans.</p> <p>A report was presented to the Policy and Resources Committee in November 2017 providing an update on progress in implementing the provisions of the Community Empowerment Act. The report included Inverclyde Council guidance on Participation Requests and Community Asset Transfer.</p> <p>The Environment Network, a community and voluntary organisations network are keen to develop the Community Food Growing Strategy. This will be progressed through the Network in partnership with the</p>	 Green – on track



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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>Environment Partnership.</p>	
<p><b>BV2</b></p>	<p><b>Local Outcome Improvement Plan</b></p>	<p>Community engagement has taken place to help develop the new LOIP and to assess whether the current outcomes are appropriate.</p> <p>New Local Outcome Improvement Plan agreed and being</p>	<p>Carry out a strategic assessment to inform the new LOIP, including engagement with communities</p> <p>Use locality profiles to inform development of the LOIP</p>	<p>Community Engagement taken place.</p> <p>LOIP produced and agreed by all partners.</p>	<p>All SOA Leads</p>	<p>The new Inverclyde Outcomes Improvement Plan was approved by the Alliance Board at its meeting on 11 December 2017. The LOIP has one set of outcomes, the wellbeing outcomes and 3 strategic priorities.</p> <p>A comprehensive Strategic Needs</p>	<p> Green – on track</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 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>	<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>All requests for training have been satisfied and quarterly reports are available via the WIAR reports.</p> <p>A Leadership Development Event took place on 1 December 2017 which focussed on developing more detailed workforce plans at service level with longer term forecasts of workforce numbers and skills required.</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.	Grant McGovern	Discussions on how to demonstrate the impact on outcomes have taken place at a national level via the Scottish Performance Management Forum. This work will continue to be progressed at a national and local level.  No Council which has been through the new audit process has been identified as having fully met this action.	 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.	Grant McGovern	The new Inverclyde Outcomes Improvement Plan includes reference to City Deal and was approved by the Alliance Board on 11 December 2017. A timeline for the development of a new Corporate Statement has been considered by the Corporate Management Team and a report on the development of a new Corporate Statement will be presented to the Policy and Resources Committee on 6 February 2018. City Deal will be referenced in the new Corporate Statement	 Green – on track



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BV6	<b>Change Management</b>	Services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customer's needs and are efficient.	3 Change Management Directorate Groups are established to review progress on all change projects on a monthly basis. The Group will be chaired by the Corporate Director and consist of the DMT plus Finance & HR support. Heads of Service 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 Policy & Resources Committee.	Savings are identified through change management process.  Change Management Directorate Groups meeting regularly.  Bimonthly review of progress by the CMT using a RAG report.	Wilma Bain/ Louise Long/ Scott Allan	This is on track in terms of change management being part of the budget process and this is currently work in progress. However, there has been slight slippage in terms of the monthly dedicated meetings for these discussions as the discussions have tended to be built into DMT meetings and during 1:1 meetings between Heads of Service and the Corporate Director.  Delivering Differently update was presented to Policy and Resources Committee in November with future annual updates agreed.	 Green – on track

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<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 Councils workforce meet future challenges.	Steven McNab	Succession planning exercise completed for the HSCP meetings have been arranged and programmed in with the remaining directorates for January February 2018.	 Green – on track
<b>BV8</b>	<b>ECS – service wide</b>	Appointment of a lead change officer and the production of a detailed Business Plan	Through joint collaborative working and with partner authority and the successful development of the detailed Business Plan in Autumn 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	A business case has been prepared for a shared roads service proposing Inverclyde as the lead authority, and reported to Committee.	 Green – on track
<b>BV9</b>	<b>Regeneration</b>	Implementation of projects in respect of Inverkip road infrastructure  Implementation of the projects to expand the quayside and delivery of a new visitor centre at Greenock Ocean Terminal  Progress the Inchgreen project	Outline Business Cases will be presented to Environment and Regeneration Committee for approval  OBC to be ratified by The Glasgow City Region Cabinet	Reports on progress will be delivered to the City Deal Project Board  Project Monitoring Office – 4 weekly  Inverclyde Council Environment & Regeneration Committee	Scott Allan	Regular reports are submitted to Committee and Inverclyde Council – Outline Business Cases for Inverkip project and Greenock Ocean Terminal project. Presented to Glasgow City Region Cabinet on 18/10/17.	 Green – on track
<b>BV10</b>	<b>Reserves</b>	A full review of earmarked reserves has been undertaken and reflects the Council's medium	Members Budget Working Group will undertake review in September to December 2017 and	Report is available regarding the review of earmarked reserves and this complies with the	Alan Puckrin	Complete. A review has been undertaken and with write backs of £2.3million agreed by the Council on 21st December 2017.	 Blue - complete

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		term financial priorities and challenges.	any decisions will be taken in February 2018 as part of the budget.	Approved Reserves Policy.  Regular reporting of Reserves position to Committees and bimonthly review by the CMT.		Further decisions on the use of the Council's Reserves to be taken in March, 2018.	