
Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Aubrey Fawcett, Chief Executive	Report No:	FIN/101/18/AP/LA
Contact Officer:	Chief Financial Officer	Contact No:	01475 712223
Subject:	Delivering Differently in Inverclyde - Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to present to the Committee an update on the Delivering Differently programme.

2.0 SUMMARY

- 2.1 The Committee received a comprehensive report in January 2017 setting out the progress made in terms of Transformation to date and the plans for the future. The programme of work was called "Delivering Differently".
- 2.2 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 reviews progress using a RAG status approach. The areas where there is the greatest potential change in service delivery are collated into a Delivering Differently programme which is reported annually to the Policy & Resources Committee.
- 2.3 Given that many of the Delivering Differently projects will impact on the workforce, progress on the programme is discussed with the Trades Unions at the Joint Budget Group supported by Trades Union liaison at individual project level.
- 2.4 Appendix 1 summarises the current status of the 29 projects which currently make up the Delivering Differently programme. Potential savings and employee impacts plus reporting timescales are shown along with relevant TU contacts. From Appendix 1, it can be seen that 5 of the projects are complete and will therefore be dropped from future updates.
- 2.5 The Committee will also note that all of the projects which are shaded are already approved as part of the budget and this includes most of the projects with quantified savings. Therefore officers are working to identify potential savings in other projects in order that they can be reported for potential inclusion in future budgets. The Committee should note however that some of the projects will not delivery savings but, rather, are aimed at reducing cost pressures.
- 2.6 In order to inform the development of some of the unshaded proposals within the Appendix it would be useful to gather intelligence on employee intentions were reductions in numbers maybe required to deliver the proposals being developed. To this end, the Committee is asked to grant delegated powers to the Chief Executive to conduct Voluntary Early Release Trawls where required for the unshaded projects but on the proviso that no decisions are taken without a report to the relevant Committee.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy and Resources Committee:

a) Notes the progress made to date on the Delivering Differently programme .

- b) Agrees that delegated powers are given to the Chief Executive to conduct Voluntary Early Release Trawls where required for those unshaded projects in the Appendix but on the proviso that no decisions are taken without a report to the relevant Committee.

Aubrey Fawcett
Chief Executive

4.0 BACKGROUND

- 4.1 Audit Scotland, in their 'Overview of local government in Scotland 2016' report, highlighted that local authorities have depended on incremental changes to services, increasing charges and reducing employee numbers in order to make savings. Audit Scotland posit 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 received a comprehensive report in January 2017 setting out the progress made in terms of Transformation to date and the plans for the future. The programme of work was called "Delivering Differently" and this report provides an update on progress.

5.0 CURRENT POSITION & PROGRESS TO OCTOBER, 2018

- 5.1 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 reviews 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.
- 5.2 Unsurprisingly, many of the projects in the current programme relate to the 2018/19 Budget approved in March 2018 and from Appendix 1 it can be seen that 5 of the projects are complete and will therefore be dropped from future updates.
- 5.3 The Committee will also note that all of the projects which are shaded are already approved as part of the budget and this includes nearly all the projects with quantified savings. Therefore officers are working to identify potential savings in other projects in order that they can be reported for potential inclusion in future budgets. However, the Committee needs to be aware that for some of these projects it is more a case of managing down costs rather than delivering a saving. Reports on progress will continue to be reported to the relevant Committee with an annual summary update coming to the Policy & Resources Committee
- 5.4 The main achievements in those areas which support the Delivering Differently programme over the last 12 months include:
 - Revenue Budget – Following extensive Public Consultation, the Council approved savings with a recurring value of approximately £5million in March 2018. Many of these have required changes to service delivery and have been incorporated within the Delivering Differently Programme. At present, there are no savings where material concerns exist regarding delivery although a small number will be delayed slightly.
 - Digital Strategy – 3 year Strategy 2017/20 approved and delivery ongoing and being reported to every second Policy & Resources Committee. A significant investment in the CRM system and associated applications has been approved and is progressing.
 - SEMP- Good progress in delivering the Primary School investment which will conclude the original SEMP investment programme. Investment within Early Years facilities continues in order to meet the increase in Early Learning hours to 1140.
 - The Learning Disability Service has redesigned its day provision as part of transformation of the learning disability service. The two centres have moved to one, achieving significant saving and delivering improved outcomes for people using the service. Phase 3 is scoping the new build to support development of a hub.

- New pressures within the system have been created through the change in legislation which places a statutory duty on the Council to support care leavers until the day before their 26th birthday. Inverclyde's continuing care model is a pilot with new flats attached to children's houses for older young people and staff to support young people living in care. The pilot to support vulnerable young people is being evaluated.
- Service Workforce Plans – In order to support the effective delivery of change across the Council Service Workforce, plans have been completed which include longer term forecasts of workforce numbers and skills.
- Succession Planning – Succession Plans have been completed for each council service which will support the delivery of the Delivering Differently projects.

6.0 GOING FORWARD – DELIVERING DIFFERENTLY IN INVERCLYDE

- 6.1 Over the next two years, the Council will also look at programmes to deliver options for further shared services, sourcing services externally, the potential for community transfer and development of Participatory Budgeting. However, it must be recognised that this work alone will not be sufficient to close the funding gap and the Council will continue to require to focus on a programme of service reduction, charging and stopping services unless grant settlements for the Council improve markedly.
- 6.2 The Council, in partnership with the Improvement Service, is developing plans to use the platform of 'myaccount' to facilitate online payments and transactions across a range of services, and to allow service users to have their information held in one place, feeding a number of forms/services.
- 6.3 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 attempt to mitigate any service reduction. 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.

6.4 Workforce Planning & Development

It is recognised that the period over the next 2 years will be extremely challenging for the Council and it is therefore more important than ever to ensure that we have a strategy and workforce plans in place, which will drive and deliver change across services while ensuring our employees continue to be motivated, sufficiently trained, qualified and experienced to deliver quality services which meet current and anticipated service needs. The Council's People and Organisational Development Strategy 2017-2020 is our key strategic document for this purpose and recognises the importance of supporting employees through periods of sustained change.

- 6.5 A report to the Policy and Resources Committee in February 2018 highlighted some priority workforce planning actions being progressed to address the projected funding gap and also to support our employees through the next period of change. Key actions which support the "Delivering Differently in Inverclyde" programme included:
- detailed workforce profiling of potential saving areas and service areas being reviewed.
 - development of service specific workforce plans.
 - introduction of a succession planning programme with each service completing their own succession plans.
- 6.6 Detailed workforce profiling has been undertaken which included looking at the age profile, skills, vacancies, number of temporary employees etc. in potential savings areas. This information has been critical in assisting discussions with trades unions at the regular Joint Budget Group meetings around areas where savings may be agreed. Service workforce plans have been developed which support services to take the necessary steps to ensure they have a workforce to meet future service delivery challenges. The new plans aim to maximise strengths and

opportunities and covers key areas of organisational development, leadership & employee skills development and recruitment & retention. All succession plans are now complete.

6.7 The Council's Workforce Planning & Development Group will continue to contribute to the development and monitoring of the key actions outlined above and within the wider People and Organisational Development Strategy. Progress reports will continue to be brought to the Corporate Management Team and the Policy and Resources Committee.

7.0 IMPLICATIONS

7.1 Finance

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

Some pump priming funding may be required to allow reviews to progress but any requests in this regard will be incorporated into the reports to the relevant Committee.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

7.2 Legal

None at present.

7.3 Human Resources

In order to inform the development of some of the proposals it would be useful to gather intelligence on employee intentions were reductions in numbers required. To this end, the Committee is asked to give 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

7.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

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

7.5 Repopulation

None at present.

8.0 CONSULTATIONS

8.1 The CMT has endorsed this update to the Committee and the Delivering Differently programme is discussed with the Trades Unions on a regular basis at the Joint Budget Group.

9.0 LIST OF BACKGROUND PAPERS

9.1 None

Delivering Differently - Update as at 31 October 2018

2018/20 & Beyond Budget Projects

Proposal	Directorate	Current Position - 31.10.18	Reporting Timescale	Potential Savings £000	Estimated FTE Impact
1/ ASN Service Review	ECOD	Review fully approved and now being implemented. Complete	All approved	367	7.2
2/ SEMP PPP Review	ECOD	Saving approved and signed off by funders. Fees paid. Complete	All approved	100	N/A
3/ Safer Communities - Restructure	ECOD	Saving approved 15.3.18 Complete	All approved	189	4.0
4/ Independent review of Youth Services	ECOD	Review approved 15.3.18. Review under way and due to report in November.	January Education & Communities Committee	tbc	tbc
5/ Review of vacant and posts occupied by short term temporary employees	ECOD	Identifying potential savings which could be achieved with minimal/no impact on service delivery. To JBG 27/9/18 and MBWG 8/10/18.	November Policy and Resources Committee	349	14.5
6/ Review of Breakfast Clubs/ Holiday Meals and Free School Meals	ECOD	Building on previous work the review will consider the impact on the school day as well as the quality , nutritional value of school meals.	CMT November, MBWG December	tbc	tbc
7/ Care & Repair Service Review	ERR	1 year contract with Cloch awarded (ends 31.3.19). Cloch also no longer want to deliver the Small Repairs Service and officers are examining options for delivery of this service. TUPE being clarified	Further report to E&R Committee with a final decision January, 2019	193	(2.5)
8/ Regeneration & Planning - Restructure	ERR	Saving approved 15.3.18 Complete	All approved	192	4.0
9/ Roads Service Review	ERR	Saving approved 15.3.18 and being implemented. Complete	All approved	103	0.6

10/	Digital Access/ Modernisation	ERR	Target of £30k per Directorate to be achieved by 1.4.19. DMTs finalising approach to delivering the savings but will involve reduction in overhead budgets rather than employees. Additionally Revenues self service being implemented with a target of 0.5FTE reduction by 2020/21.	Kana Upgrade approved and regular updates to P&R Committee.	90	0.5
11/	Building Services Unit Review	ERR	Initial report to CMT and now finalising the Business Plan with a report to CMT in November and Committee thereafter.	Environment & Regeneration Committee - January 2019.	tbc	tbc
12/	Structured Review of the Fleet	ERR	Review required in light of on going savings and Management Information available. Review to include travel expenses/ use of personal vehicles. £26k saved to date on electric vehicles.	December 2018 (Initial Report). Thereafter review post 2019/20 Budget.	26	tbc
13/	Clyde Muirshiel Park Review	ERR	Review required in light of the potential change to the 3 Council funding model. Report was due September 2018 but not submitted by Renfrewshire Council. Update sought.	Report on Governance options by CMPA and thereafter Committee (Led by Renfrewshire)	tbc	tbc
14/	Review of the RI Operating Plan	ERR	Current Plan ends 31.3.19. Independent assessment of options underway with a report due to November E&R Committee	November Environment & Regeneration Committee	tbc	tbc
15/	Roads Shared Services	ERR	Joint Committee established and appointment of Shared Head of Service agreed by both Councils 27.9.18.	Regular updates to Joint Committee and Full Council.	tbc	tbc
16/	Commercialisation	ERR	Initial report to MBWG (24.9.18) further report back in 6 months after reviewing progress in England and potential opportunities at a Community Planning level.	Report back to MBWG March 2019	tbc	tbc
17/	Learning Disabilities Service Review	HSCP	Programme Board and sub groups taking forward specific re-design work. McPherson Centre decommissioned end of September and other properties returned. Employee reductions on target.	Regular updates to HSCP Committee	500	8.5
18/	Housing Wardens Service Review	HSCP	Saving approved 15.3.18 and being implemented. Balance of £22k to be identified via a review due to complete October,2018	Report back to HSCP Committee by January, 2019	93	-

19/	Long Term Care Placements	HSCP	Saving approved 15.3.18 and being implemented. Full saving projected to be achieved early. Complete	All approved	528	-
20/	Mental Health & Addictions - Grants & Commissioning	HSCP	Majority of saving implemented with discussions taking place with SAMH and Alzheimer Scotland re the balance of £53k. Temporary shortfall to be contained in the overall budget.	All approved	162	-
21/	Addictions Review	HSCP	Adaptations to be made to Wellpark Centre with the intention that Ph1 will be complete by November 2018. Post to be identified via a review which will now complete October/November.	All approved	40	1.0
22/	Social Transport Review	HSCP	Original review process was too ambitious, Phase 1 will look at Learning Disabilities.	HSCP Committee January,2019 and further report April 2019	tbc	tbc
23/	SWIFT System Replacement	HSCP	Workgroup examining options. In the interim a contract 2 year extension with the supplier has been signed. V32 upgrade to take place November,2018	Reports to CMT then Committee once options have been developed.	tbc	N/A
24/	Homelessness Service Review	HSCP	Consultants report received and report due to CMT November prior to report to Committee in January.	HSCP Committee January,2019	tbc	tbc
25/	Independent Review of Advice Services	HSCP	Review Steering Group established and consultant appointed, review complete.	CMT November,2018, HSCP Committee January, 2019	tbc	tbc
26/	Continuing Care	HSCP	Delivery of a model of continuing care that is sustainable. Pilot and review on going.	CMT- By November 2018	tbc	tbc
27/	HSCP - Review of eligibility criteria.	HSCP	Short life Working Group established	CMT November,2018. MBWG - December,2018	tbc	tbc
28/	Management Restructure	Corporate	Proposals approved 22.2.18 and now being implemented. Details of the 3 HSCP Team Leader savings being finalised.	CMT November 2018, HSCP Committee January, 2019	675	12.6
29/	Shared Services (Other Areas)	Corporate	CMT identifying other potential opportunities with neighbouring Councils.	CMT- October2018, MBWG - November 2018	tbc	tbc
Totals					3607	50.4