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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>19 November 2019</b>
<b>Report By:</b>	<b>Aubrey Fawcett, Chief Executive</b>	<b>Report No:</b>	<b>FIN/94/19/AP/LA</b>
<b>Contact Officer:</b>	<b>Chief Financial Officer</b>	<b>Contact No:</b>	<b>01475 712223</b>
<b>Subject:</b>	<b>Delivering Differently in Inverclyde - Update</b>		

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## 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. This future 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 approved or potential 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 During 2019 the Change Board process was subject to an audit which highlighted a few housekeeping improvements all of which have been actioned. In addition the Change Board action arising from the Best Value Audit has been signed off by the Council's External Auditors as complete.
- 2.5 Appendix 1 summarises the current status of the 20 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 1 of the projects has been completed during the last 12 months and will therefore be dropped from future updates.
- 2.6 The Committee will also note that all of the projects where savings are currently shown have been agreed as part of the current or previous budgets. 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 deliver savings but, rather, are aimed at reducing cost pressures.
- 2.7 In developing potential savings for the period 2020/23 the CMT would recommend that these would be better suited to be included in the Delivering Differently programme in order to allow more time for consultation and development of proposals prior to reporting to the relevant Committee. These projects are listed in Appendix 2. The Committee is asked to agree that these be added to the programme.

- 2.8 In order to inform the development of some of the proposals within Appendix 2 it would be useful to gather intelligence on employee intentions where reductions in numbers may be required to deliver the proposals being developed. In line with a similar approval granted last year, the Committee is asked to grant delegated powers to the Chief Executive to conduct Voluntary Early Release Trawls where required for these projects but on the proviso that no decisions are taken without a report to the relevant Committee.
- 2.9 Outwith the projects listed in Appendices 1 and 2 progress has been made in relation to other significant Council priorities aligned with this programme. An update is provided in the body of the report.

### **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 projects in Appendix 2 but on the proviso that no decisions are taken without a report to the relevant Committee.
  - c) Agrees that the projects listed in Appendix 2 be added to the Delivering Differently programme.

**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 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 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, 2019**

- 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 During 2019 the Change Board process was subject to an audit which highlighted a few housekeeping improvements all of which have been actioned. In addition the Change Board action arising from the Best Value Audit has been signed off by the Council's External Auditors as complete.
- 5.3 Appendix 1 summarises the current status of the 20 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 1 of the projects has been completed during the last 12 months and will be dropped from future updates.
- 5.4 The Committee will also note that all of the projects where savings are currently shown have been agreed as part of the current or previous budgets. 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 deliver savings but, rather, are aimed at reducing cost pressures.
- 5.5 The main achievements in those areas included within or which support the Delivering Differently programme over the last 12 months include:
  - Revenue Budget – The Council approved savings with a recurring value of approximately £2.052 million in March 2019 as part of the 2019/20 Revenue Budget. A number of these have required changes to service delivery the implementation of which is monitored through the Change Boards. At present, there are no savings where material concerns exist regarding delivery although a small number will be delayed slightly and are being contained in the approved Budget.
  - Digital Strategy – The delivery of the 3 year Strategy 2017/20 approved is reported to every second Policy & Resources Committee. The development of on line services has been progressing with the first phases due to go live in coming weeks. A new Strategy will be developed in 2020.
  - 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 involves developing the new build to support development of a hub. Two sites are being investigated in more detail with decisions expected early 2020.

- 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 26<sup>th</sup> 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. Proposals to address the pressures in this area are being considered over coming months.
- Shared Services opportunities continue to be explored and developed with opportunities being identified within the existing Roads Shared Service and approval to move towards an expanded Shared Service to include Environmental Services from April, 2020. In addition a Shared Management approach for Internal Audit has also been agreed with West Dunbartonshire Council and will commence in January, 2020.
- The annual audit report from Audit Scotland which was reported to Inverclyde Council on 26 September 2019 indicated that "The Council has made good progress in progressing the Best Value Assurance Report Improvement Plan." It was highlighted within the report that the recent introduction of Change Management Groups, which oversee the Delivering Differently projects, are now embedded within directorates and are used to prioritise, manage and monitor service improvement activity. Three Change Management Groups have been established to review progress on all change projects on a monthly basis.
- A report to the Policy and Resources Committee in February 2019 highlighted some priority workforce planning actions being progressed to address the projected funding gap and support the progression of projects under the Delivering Differently programme. Detailed workforce profiling has been undertaken in areas under review and service workforce and succession plans have been developed which support services to take the necessary steps to ensure they have a workforce to meet future service delivery challenges. These plans support the Delivering Differently programmes and cover key areas of organisational development, leadership & employee skills development and recruitment & retention.
- 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.

## **6.0 GOING FORWARD – DELIVERING DIFFERENTLY IN INVERCLYDE**

- 6.1 In developing potential savings for the period 2020/23 the CMT identified several proposals where they would recommend that these would be better suited to be included in the Delivering Differently programme in order to allow more time for consultation and development of proposals prior to reporting to the relevant Committee. These projects are listed in Appendix 2. The Committee is asked to agree that these be added to the programme.
- 6.2 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.

## **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.

The Committee approved the creation of a £500,000 Spend to Save Fund for projects which require one off initial funding on the basis of delivering future savings. Proposals for this Fund are considered by the CMT and there are currently 3 proposals delivering £52k annual savings agreed as part of the 2020/21 Budget which are expected to utilise some of the Fund.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Earmarked Reserves	Spend to Save Fund	From 2019/20	500		Approved by August P&R Committee

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 to the projects identified in Appendix 2 but on the proviso that no decisions are taken without a report to the relevant Committee

**7.4 Equalities**

(a) 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.

(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.

NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

x

YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

NO

**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 - 25th October 2019

Proposal		Directorate	Current Position - 25.10.19	Key Milestones	Potential Savings/(Costs) £000	Estimated FTE Impact
1/	On line School Payments expansion.	ECOD	Primary Schools live for cashless payments from August 2019	Primary Schools to become cashless- Aug 2019. Review implementation in Secondary Schools by Aug 2020	N/A	N/A
2/	1140 hours delivery - Workforce and Buildings.	ECOD	2019/20 update to September 2019 E&C Cottee. Some slippage in capital delivery. 2nd college course for internal employees commenced in Feb 2019.	Update to E&C Cottee, Sept 2019 , next scheduled update, April,2020	Funded by SG Grant	N/A
3/	Participatory Budgeting.	ECOD	Phase 2 of PB proposals due at CMT October and thereafter P&R Committee November,2019	October, 2019- CMT, November P&R Committee	tbc	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	SM guidelines produced by June 2020 - revised LNCT guidelines on management structures in secondary schools.	tbc	tbc
5/	School Transport	ECOD	Education & Communities Committee approved the Transport Policy in September 2019 which included Free Transport for Secondary School pupils in receipt of Free School Meals 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. Operational implementation proposals agreed by CMT	Education & Communities Committee - May, 2019 & September 2019 Implementation August,2020	(238)	N/A
6/	Digital Access/ Modernisation	ERR	Both main projects have been delayed due to software issues. Planned for Bulk Uplifts to be the 1st area of on line booking from late autumn,2019. Citizens Access Revenues (CAR) ready to go live in the Back Office with the public facing side expected January, 2020. Next wave of investment to be identified later in 2019/20.	Kana Upgrade late 2019. CAR self service due early 2020.	Contain in existing Budgets	Linked to 2020/21 savings proposal 1.0
7/	Clyde Muirshiel Park Review	ERR	Review required in light of the potential change to the 3 Council funding model. Budget savings for 2019/20 agreed June 2019. Renfrewshire progressing future SLAs and financial plans for 2020/21	Report for CMPA on Budget June 2019 . Governance and Budget options (Led by Renfrewshire) by December,2019	29	N/A
8/	Review of the RI Operating Plan	ERR	Agreed to operate a single Regeneration team and implemented from July,2019. <b>Complete</b>	New RI operating model operational by 1.7.19	0	-4.0

9/	Environmental Shared Services	ERR	Wider Environmental Shared Service proposal approved by E&R Committee August 2019 based on an implementation by April 2020. Savings target to be considered by P&R Committee , November, 2019	Update to Joint Committee Oct,2019 following the report to August Environment and Regeneration Committee. Implement arrangements from April, 2020.	91	1.5
10/	Property Services Fee Reduction Restructure	ERR	Significant drop off in fee income identified from 2021. A review of resources requires to be undertaken to ensure budget remains in balance. Need to match capital programme projects and timescales to Property staffing resources.	Service Review to be undertaken with input from HR/Finance Services by December 2019.	0	tbc
11/	Implementation of Green Waste Charges	ERR	Saving to be implemented 2020/21, although permits will be sold from January, 2020. Recruitment of new post being progressed following visits to Councils which have already implemented the scheme.	Post estimated to be recruited December 2019 New service implemented March,2020	237	-1.0
12/	Revised Parking Charges	ERR	Report approved by E&R Committee August 2019. Given the process which new parking charges require to follow, there is a risk that the April 2020 date will not be achieved.	Report to E&R Cttee August, 2019 followed by TRO process. Implementation April,2020	100	N/A
13/	IL Estate AMP	ERR	Condition survey of IL properties being progressed and to be aligned with the IL 3 Year Plan	Report to CMT Nov,2019, MBWG December, 2019 Report to E&C Cttee, Jan 2020	tbc	tbc
14/	Shared Services (Other Areas)	ERR	Proposal for shared management of Internal Audit approved by September P&R. CIA to transfer to West Dunbartonshire Council from January, 2020.Further areas being discussed with W Dun Council .	P&R Report - Sept,2019. Phased implementation for audit commences January,2020	60	1.0
15/	Learning Disabilities Service Review-New Build	HSCP	Options appraisal reported to CMT 25.7.19 and agreed to investigation of 2 sites. Report back to CMT late 2019. Financial implications require to be considered as part of the 20/23 budget process.	Regular updates to H&SC Committee. Next Update - H&SC Committee January, 2020	tbc but running costs to be contained by HSCP	tbc
16/	Social Transport Review	HSCP	Phase 1 has looked at Learning Disabilities and delivered an £11k saving. Work on going reviewing external providers and overlaps with internal service. Draft HSCP transport policy developed and to be presented to the CMT	H&SC Committee October 2019	11	N/A
17/	SWIFT System Replacement	HSCP	Scotland Excel Framework now tendered and Council participating in the evaluation. OBC to CMT in October,2019.	Report CMT on Business Case October 2019 Accept tender for new system, March,2020	Maintenance costs to be contained within existing budgets and planned savings. Capital costs tbc	2.0



18/	Homelessness Service Review	HSCP	Consultants report received and report considered by Committee in January,2019. Programme Board established to implement proposals. Project no longer expected to be funded from RRTP monies. Alternative approach being developed	H&SC Committee January,2019 . Next update October 2019. Proposals on medium term strategy to CMT by March, 2020	tbc	tbc
19/	Continuing Care	HSCP	Developing proposals for a delivery of a model of continuing care that is sustainable. Future costs being clarified and recruitment on going. Proposals to come to CMT October,2019.Cosla have now identified Continuing Care as a national pressure	CMT- January 2019 - Report back to CMT- October 2019 H&SC Committee January, 2020	tbc	-9.0
20/	Criminal Justice Grant Reduction 2020/22	HSCP	Report on future year reconfiguration to ensure it is within Scottish Government Grant. Concerns around delivery of the saving and funding the pay award from within the reducing Grant. Issue raised with Cosla	CMT June 2019 H&SC/IJB October/November 2019.	Funding gap currently £180k	tbc
<b>Totals</b>					<b>290</b>	<b>-8.5</b>

**Delivering Differently**  
**Proposed Additions**

Directorate	Summary of proposed review
ECOD	It is proposed to review potential amendments to existing terms and conditions in consultation with the Trades Unions and thereafter present a report to the Policy & Resources Committee. The review will include the potential removal of paper payslips.
ECOD	It is proposed to pilot the sharing of janitorial resource between Primary Schools. The proposal will be reported to the Education & Communities Committee and the results of the pilot reported back thereafter.
ERR	Consultants have been carrying out a review of the main Campus office accommodation. Allied with this it is proposed to develop proposals for a utilities invest to save project. Proposals would be considered by the Environment & Regeneration Committee
HSCP	It is proposed to carry out a review of the resource requirements for the Alcohol & Drugs Recovery Service. The resulting proposals will be reported to the Health & Social Care Committee.
HSCP	The Health & Social Care Committee have approved an external review of the Mental Health Officers Service.

AP/CM  
4/11/19