Inverclyde council

Report To:	Policy and Resources Committee	**Date:**	4 June 2024
Report By:	Chief Executive	**Report No:**	PR/21/24/LL/KM
Contact Officer:	Louise Long	**Contact No:**	01475 712146
Subject:	Policy and Resources Committee Delivery and Improvement Plan 2023/26 - Annual Refresh and Performance Summary 2023/24		

1.0 PURPOSE AND SUMMARY

1.1 ☒For Decision ☐For Information/Noting

1.2 The purpose of this report is present the Committee with the refreshed Policy and Resources Committee Delivery and Improvement Plan, which contains new or revised improvement actions requiring approval.

1.3 The Committee received a comprehensive report, providing an update on the progress made in delivering the Committee Plan 2023/26, at its last meeting on 26th March 2024. For completeness, this report includes a summary of the overall progress that was achieved in delivering the Committee Plan, as at the end of year one (2023/24).

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee:

- Note the progress that has been made in delivering the Policy and Resources Committee Delivery and Improvement Plan during 2023/24.
- Approve a refreshed Policy and Resources Committee Delivery and Improvement Plan, which will be implemented from 2024/25 onwards.

Louise Long
Chief Executive

3.0 BACKGROUND AND CONTEXT

3.1 Committee Delivery and Improvement Plans 2023/26 (referred to as Committee Plans) are a key component of the Council's refreshed strategic planning and performance management framework. The Committee Plan enables scrutiny of:

- Strategic activity within the Committee remit; and
- How the Committee is helping to deliver the Council Plan outcomes.

3.2 The Policy and Resources Committee Delivery and Improvement Plan 2023/26 was approved on 23rd May 2023. Committee Delivery and Improvement Plan has also been approved by the Environment and Regeneration Committee and the Education and Communities Committee.

3.3 Now entering the second year of its three-year term, the Committee Plan has been reviewed and refreshed to ensure that actions that continue to be priorities for the Directorate carry forward to the next planning year; actions that have been delivered are closed off and new opportunities, challenges and responsibilities are captured.

3.4 **POLICY AND RESOURCES COMMITTEE PLAN 2023/26: PERFORMANCE SUMMARY 2023/24**

3.5 The Committee Plan 2023/26 contains 14 high level actions, each underpinned by a number of sub-actions.

3.6 This Committee has previously considered two performance reports in relation to the delivery of the Policy and Resources Committee Plan in year one, the most recent of which was presented at the last meeting of the Committee on 26th March 2024. Details of the status of each action, i.e. complete, on track or slippage, along with a performance narrative was provided within that report. The latest KPI performance data was also provided.

3.7 As the first year of implementation is now complete, a summary of the status of the 14 high level actions at the end of 2023/24 is provided below for the attention of the Committee.

March 2024	Complete	On track / ongoing	Slippage
	9	2	3

<u>Complete</u>

Actions that are fully complete i.e. all associated sub-actions were delivered in year one are as follows:

- Local policies in relation to both Non-Domestic Rates Empty Property Relief Scheme and Second homes Council Tax Levy have been introduced.
- The Scheme of Establishment for Community Council has been adopted and the Community Council elections have taken place.
- A new Local Alcohol Licensing Policy Statement has been adopted by the Inverclyde Licensing Board.
- The actions schedule as part of the final year of the People and Organisational Development Strategy (POD) are complete and a new Strategy has been approved by the Committee.
- A two-year budget for the Council has been approved.

- A review of the capacity and resilience within the HR&OD Service and an action plan was implemented.
- The approach to asset accounting has been strengthened. Compliance with IFRS16 will be monitored via the Finance Service Delivery Plan 2025/26.
- A Policy Review Framework has been developed and approved by this Committee.
- The provision of learning and development activity has been reviewed.

These actions will be removed from Delivery and Improvement Plan going forward.

Ongoing

The following actions were scheduled for delivery beyond 2023/24. As these are ongoing, each has been updated and rolled forward into the refreshed Committee Plan.

- The modernisation of the Council, which includes the refresh of the Digital and ICT strategies will be taken forward in year two as part of a wider Digital and Customer Services Strategy, as well as consideration of options to optimise the use of Council buildings.
- Improvements to the recruitment and appointment processes will be taken forward in year two as part of ongoing process mapping.

Slippage

The actions where completion by the original due date was not achieved in 2023/24 are as follows:

- The delivery and reporting framework for the Inverclyde Alliance Partnership Plan is still being developed, with ongoing work on developing performance indicator scorecards.
- The review of the new performance management arrangements scheduled for the end of year one will be carried out in year two, to allow a full year of the new arrangements being in place before undertaking a review.
- The implementation of Victoria Forms, which is linked to the review of HR&OD and Payroll IT systems, was not fully delivered by the original timescale, although good progress was achieved.

These actions have been carried forward into year two, with new delivery timescales set.

3.8 KPI performance

The most recent performance data for all the Committee Plan KPIs is provided within the refreshed Plan.

Areas where the performance target was achieved in the previous year include:

- The number of corporate training courses attended during the year.
- The Council website accessibility score, as assessed by Socitm.
- The percentage of Freedom of Information and Environmental Information Regulations requests responded to within the statutory timescale.
- The percentage of invoices paid within 30 days.

3.9 Performance fell below target, but remained within a 5% tolerance level (amber status), for the following:

- The Council Tax in year collection level was very slightly below target.

3.10   Performance in the year was 5% or more below target (red status) for a number of measures, including:

- The overall total number of FTE days lost due to sickness absence.

  Actions taken to more proactively manage absence and support employees include improved report functionality for managers to monitor absences, Occupational Health provision including new contracts for physiotherapy and counselling and introducing increased absence management training.

- The employee turnover level for the year.

  Actions taken to support the retention of employees including agreement of a Flexible Working Policy, offers of mentoring and professional qualifications, and employee benefits.

- The percentage of transactions deal with through the Customer Service Centre that are digital.

  This continues to be monitored and will be progressed via the new Digital and Customer Services Strategy due for completion this year.

3.11   POLICY AND RESOURCES COMMITTEE PLAN ANNUAL REFRESH

3.12   The Committee Plans are subject to annual review to ensure that the improvement actions remain relevant and reflect any emerging challenges or legislation that will impact on the Directorate during the remaining term of the Plan.

3.13   Appendix 1 contains an 'Action Tracker' to provide the Committee with full oversight of the changes that have been made to the refreshed action plan. The refreshed Policy and Resources Committee Plan is attached as Appendix 2.

3.14   The focus of the Committee Plan continues to be on the areas of strategic importance that support the achievement of Council Plan 2023/28 outcomes. All actions and delivery timescales have been updated to reflect the current position as the Plan enters its second year. Performance in key areas will continue to be monitored and reported to the Committee.

3.15   In particular, the attention of the Committee is drawn to the inclusion of a number of new actions within the Plan, to be implemented in 2024/25:

- Support the development of the newly established Community Councils and review arrangements within the first year.
- Development of a new Budget 2025/26
- Options appraisal for new FMS
- People and Organisational Development Strategy 2024/27
- HR and Payroll System
- HR, OD and Payroll Processes
- Modernisation of the Council
- The delivery of the Communication and Engagement Strategy

3.16 The Committee Plan Risk Register has also been reviewed and is included within the refreshed Committee Plan. The Partnership Risk score has been reduced to reflect that a strengthened approach to managing arrangements with external partners has been implemented since the risk was developed last year. Updates against the areas of highest risk will continue to be provided on a six-monthly basis.

3.17 The refreshed Plan also includes, for the first time, details of Council policies that fall within the remit of this Committee and the date of the next planned review. This follows a review of the Council's Policy Framework which was approved by the Policy and Resources Committee at its meeting on 26th March 2024.

3.18 Progress in the delivery of the Committee Plan will continue to be reported to every second meeting of this Committee. The Committee will also continue to receive a number of annual reports on a range of thematic work related to its remit.

4.0 PROPOSALS

4.1 The Committee is asked to note the progress that has been achieved in delivering the Policy and Resources Committee Delivery and Improvement Plan 2023/26 in its first year.

4.2 The Committee is asked to approve the refreshed Committee Plan, which will be implemented in year 2 (2024/25).

5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		X
Legal/Risk		X
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

5.2 **Finance**

One off Costs

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

Annually Recurring Costs/ (Savings)

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

5.3 Legal/Risk

There are no legal implications associated with this report, whilst the key Committee risks are highlighted within the full Committee Plan 2023/26.

5.4 Human Resources

There are no human resources implications associated with this report.

5.5 Strategic

The Policy and Resources Committee Delivery and Improvement Plan 2023/26 directly supports the Council Plan 2023/28 and is aligned to the delivery of the Council Plan outcomes.

6.0 CONSULTATION

6.1 None.

7.0 BACKGROUND PAPERS

7.1 None.

APPENDIX 1: POLICY AND RESOURCES DELIVERY AND IMPROVEMENT PLAN ACTION TRACKER 2023/24-2024/25

Ref	Original Action	Overall status 31/03/24	Original key deliverables	Original Due Date	Revised due date	Annual Refresh 2024/25: Key points
CMTE/ PR001	A new Partnership Plan 2023/33 for the Inverclyde Alliance will be implemented, underpinned by an effective governance, delivery and reporting framework.	⚠️ Slippage	Development of Partnership Action Plans and PIs.	31/10/23	31/10/24	Original action amended to "embedding" the Partnership Plan. Slippage reported. Ongoing action.
			Further develop the Locality Planning model for Inverclyde, linked to the Community Council review.	Complete	-	Complete. Action has been removed and new action on implementing the agreed approach added.
CMTE/ PR002	A new Council Plan 2023/28, supported by Committee Delivery Improvement Plans, will be embedded across the Council.	⚠️ Slippage	Council Plan submitted to The Inverclyde Council for approval.	Complete	-	Complete. Original action amended to "embedding" the Council Plan.
			Committee Delivery and Improvement Plans are approved by their respective Committee.	Complete	-	Complete. Action has been removed.
			Development of Service Plans for each Head of Service to support the Committee Delivery and Improvement Plans.	31/10/23	30/06/25 (new plans)	Slippage at the end of year 1, however all Service Plans 23/24 are now in place. A new action, relating to development of 2024/25 Plans, has been added for year 2.
			Review of the new performance management arrangements with Corporate Management Team.	31/03/24	30/09/24	Slippage. Ongoing action with a revised delivery timescale.
CMTE/ PR003	Local policies introduced in relation to both non-domestic rates empty property relief scheme and 2nd Homes Council Tax levy.	✅ Complete	Development of a local Non-Domestic Rate Empty Relief Policy.	Fully Complete	-	Complete. Action has been removed.
			Policy implementation from April 2024		-	
			Development of a 2nd Homes Council tax levy Policy		-	
			Policy Implementation from April 2024		-	
CMTE/ PR004	The Scheme of Establishment for Community Councils will be updated and adopted, with those Community Councils formed following elections.	✅ Complete	Drafting of, and engagement on, new Scheme of Establishment for Community Councils, including with residents, Community Councils and Elected Members.	Fully Complete	-	Complete. Action has been removed.

A new Community Council action has been added for year 2. |

APPENDIX 1: POLICY AND RESOURCES DELIVERY AND IMPROVEMENT PLAN ACTION TRACKER 2023/24-2024/25

Ref	Original Action	Overall status 31/03/24	Original key deliverables	Original Due Date	Revised due date	Annual Refresh 2024/25: Key points
			Adoption of new Scheme of Establishment for Community Councils.		-	
			Elections held for Community Councils.		-	
CMTE/ PR005	A new Alcohol Licensing Policy Statement will be adopted by Inverclyde Licensing Board.	✅ Complete	Drafting of, and engagement on, new Alcohol Licensing Policy Statement, including with residents, Inverclyde Licensing Forum, Inverclyde Licensing Board, Police Scotland and NHS/ADP.	Fully Complete	-	Complete. Action has been removed.
			Adoption by Inverclyde Licensing Board of new Alcohol Licensing Policy Statement.		-	
CMTE / PR006	The skills required to deliver key corporate initiatives will be supported via the implementation of the final year of the People and Organisational Development (POD) Strategy 2020/23 and development of a new Strategy 2024/26.	✅ Complete	Implementation of ongoing Action Plan (2023) including: • Coaching & Mentoring Scheme • Achievement of Equally Safe Accreditation • Updated performance appraisal process	Fully Complete	-	Complete. Action has been removed. New POD action added for year 2.
			In consultation with key stakeholders, identify and develop new initiatives for the POD 2024/26.		-	
CMTE / PR007	A multi-year budget for Inverclyde Council will be approved.	✅ Complete	Development of the Revenue Budget for the period 2024/26.	Fully Complete	-	Complete. Action has been removed. New Budget action added for year 2.
			Development of the Capital Budget 2024/27.		-	
CMTE / PR008	The approach to asset accounting and reporting will be strengthened.	✅ Complete	Revaluation of Heritage assets in line with Audit Action.	Complete	-	The sub-action, Compliance with IFRS16 will be monitored via the Finance Service Plan 2024/25 going forward. All other sub-actions

Ref	Original Action	Overall status 31/03/24	Original key deliverables	Original Due Date	Revised due date	Annual Refresh 2024/25: Key points
			Compliance with IFRS 16	30/06/25	-	are complete and have been removed from the Action Plan.
			Embedded cyclical revaluations and indexations in line with audit requirements	Complete	-	
CMTE / PR009	Modernisation of Council.	Ongoing	Have 4 Digital Modernisation projects approved by the DMPB/P&R and implemented.	Complete	-	Complete. Removed from action plan.
			Continue delivery of the Council's Digital Strategy to deliver better services for customers and citizens, including through Channel Shift.	Complete	-	This is complete. A review of the progress achieved is planned.
			Continue delivery of the Council's ICT Strategy to support the changing face of the Council, including through progression of migration towards a cloud-based service including a hybrid telephony solution.	Complete	-	This is complete. A review of the progress achieved is planned.
			Refresh the Council's Digital Strategy and ICT Strategy, to be adopted by P&R during 2024.	31/10/24	-	This will be taken forward in year 2 as part of a new action on the development of a Digital and Customer Services Strategy. Due date remains the same.
			Implement New Ways of Working Phase 2, including a review of operational properties to ascertain the potential for further estate rationalisation.	31/03/26	-	Action has been amended to be more focused on consideration of options to optimise the use of Council buildings. Due date remains the same.
CMTE / PR0010	Review the capacity and resilience within the HR&OD Service.	Complete	Review the management capacity within the HR+OD Team	Fully Complete	-	Complete. Action has been removed.

APPENDIX 1: POLICY AND RESOURCES DELIVERY AND IMPROVEMENT PLAN ACTION TRACKER 2023/24-2024/25

Ref	Original Action	Overall status 31/03/24	Original key deliverables	Original Due Date	Revised due date	Annual Refresh 2024/25: Key points
			Establishment of key posts / development roles to support service delivery		-	
			Review roles, remits and designations within HR+OD Service.		-	
CMTE / PR011	Conduct a review of the Human Resources, Organisational Development and Payroll IT systems and transactional processes	⚠️ Slippage	Monitor implementation of Victoria Forms and explore other potential processes for review and automation.	31/12/23	31/03/25	Slippage, with action on monitoring effectiveness on action plan.
			Maximise functionality of current CHRIS 21 system and consider further options to support service delivery.	Complete	-	Complete. Action has been removed and a new action on implementing upgrade added.
			Address contract backlog and implement improved processes and monitoring.	Complete	-	Complete. Action has been removed.
CMTE / PR012	Improve the recruitment and appointment processes.	▶️ Ongoing	Streamline the approach to obtaining references for new employees.	Complete	-	Complete. Action has been removed.
			Review the approval process.	30/06/24	30/06/24	Ongoing action which is included in year 2 action on process mapping and implement related improvements.
			Develop onboarding protocols/process.	Complete	-	Complete. Action has been removed.
CMTE / PR013	Develop a framework for policy review, update of policies as required and improvement in employee communications on policies.	✅ Complete	Develop a policy review schedule.	Fully Complete	-	Complete. Action has been removed from action plan.
			Engage with Services and develop a programme to promote key policies.		-	
CMTE / PR014	Review of the provision of learning and development activity.	✅ Complete	Further invest in corporate knowledge and skills development.	Fully Complete		Complete. Employee development activity will be further progress through the People and Organisational Development Strategy 2024/27.
			Review current learning and development arrangements and update corporate e-learning induction.			

Policy and Resources

COMMITTEE DELIVERY AND IMPROVEMENT PLAN 2023/26

ANNUAL REFRESH 2024/25

Inverclyde
council

Policy and Resources Committee Delivery and Improvement Plan 2023/26

In April 2023, Inverclyde Council committed to the delivery of a new, ambitious Council Plan 2023/28. The Council Plan established a number of priorities for the Council.

Theme 1: PEOPLE

- Our young people have the best start in life through high quality support and education;
- Gaps in outcomes linked to poverty are reduced;
- People are supported to improve their health and wellbeing;
- More people will be in employment, with fair pay and conditions; and
- Our most vulnerable families and residents are safeguarded and supported.

Theme 2: PLACE

- Our communities are thriving, growing and sustainable
- Our strategic housing function is robust;
- Our economy and skills base are developed;
- We have a sufficient supply of business premises; and
- Our natural environment is protected.

Theme 3: PERFORMANCE

- High quality and innovative services are provided, giving value for money; and
- Our employees are supported and developed.

Annual Refresh 2024/25

This Committee Delivery and Improvement Plan 2023/26 was developed following an assessment of how the Services that report to the Policy and Resources Committee could support the delivery of Council Plan priorities and the achievement of Best Value. Now entering the second year of its three-year term, the Plan has been reviewed and refreshed to ensure that actions that continue to be priorities carry forward to the next planning year; actions that have been delivered are closed off and new opportunities, challenges and responsibilities are captured.

Overview

This Plan encompasses the Organisational Development, Policy and Communications Service, Finance Service and Legal and Democratic, Digital and Customer Services which deliver the key functions of:

Organisational Development, Policy and Communications	Organisational Development, Human Resources, Employee Development, Corporate Health and Safety, Payroll, Workforce Planning, Corporate Communications, Corporate Policy, Performance Management, Community Planning, Corporate Equalities
Finance Service	Strategic Finance, Directorate Finance and Accountancy, Budgeting, Statutory Group Accounts, Creditors, Insurance, Treasury Management, Council Tax Services, Revenues, Debt Recovery, Housing Benefits, Discretionary Payments

Legal, Democratic, Digital and Customer Services	Legal Service, Administration, Licensing, Litigation, Contracts & Conveyancing, Courts, Members Services and Support, Committee support, Community Council liaison, Election Management, Information Governance, Customer Services, Customer Contact Service, ICT Strategy, Operation and Support, Modernisation, Registration Services, Internal Audit, Risk Management

The Delivery and Improvement Plan sets out how the Council Plan priorities will be delivered via the implementation of the following workstreams:

Delivery and Improvement Plan
PEOPLE

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
1.	Partnership Plan Embed the Partnership Plan 2023/33 governance, delivery and reporting framework across the Alliance partners.	Development of Partnership Action Plans and PIs. New/refreshed delivery groups established, and regular progress reports provided to the Alliance Board. Publish an annual report on progress made against the Partnership Plan. Implement the new Locality Planning model, with updated local priorities and engagement processes in place. **Lead Officer:** Corporate Policy, Performance and Partnership Manager	31/10/24 31/03/25 31/10/24 31/12/24	Partnership working brings renewed added value and all partners are committed to the delivery of Alliance priorities and improved outcomes.	All outcomes within the Council Plan
2.	Strategic Planning Further embed the new strategic planning and performance management arrangements to support the delivery of the Council Plan 2023/28.	Development of Service Plans for each Head of Service for reporting year 2024/25. With the Corporate Management Team, conduct a review of the performance management arrangements introduced in 2023/24. **Lead Officer:** Head of OD, Policy and Communications	30/06/24 30/09/24	The strategic planning framework is strengthened, with evidence of a strong 'Golden Thread', supporting the delivery of the Council's priorities and improved outcomes.	All outcomes within the Council Plan

PLACE

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
3.	Community Councils **(NEW)** Support the development of the newly established Community Councils and monitor arrangements in those areas where no Community Council has been established.	Review developments of Community Council activity, within 12 months of the Community Council Elections. Develop recommendations, and report to full Council. **Lead Officer:** Head of Legal, Democratic and Digital Customer Services / Head of Culture, Communities and Educational Resources	31/03/25	All Inverclyde communities have a platform to have their say and for their views to be represented.	Our communities are thriving, growing and sustainable

PERFORMANCE

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
4.	Budget **(NEW)** A Budget and Council Tax level for 2025/26 will be approved.	Development of a Revenue Budget for 2025/26. **Lead Officer:** Chief Financial Officer	31/03/25	There is greater certainty around Council finances including Council tax income, allowing services to plan more effectively.	High quality and innovative services are provided, giving value for money
5.	Options appraisal for FMS **(NEW)** Report options for the replacement of the current Finance System, due to become unsupported from 31.03.28.	Develop options for Committee to consider including estimated financial implications. **Lead Officer:** Chief Financial Officer	30/09/25	The replacement of the FMS which has been operational since 2002 affords the opportunity to buy a system which reflects current requirements and integrates with other key systems.	High quality and innovative services are provided, giving value for money
6.	People and Organisational Development Strategy (POD) 2024/27 **(NEW)** Delivery of the Year 1 actions within the People and Organisational Development Strategy 2024/27.	Deliver the Pride of Inverclyde Employee Awards. Support the achievement of professional qualifications within the workforce and implement an improved approach to mandatory training courses. Review the new performance appraisal process (Positive Conversations).	30/06/24 31/03/25 30/09/24	Workforce planning and management of change is facilitated by the effective use of employees. Employees will be supported with improved skills and knowledge to deliver corporate initiatives.	Our employees are supported and developed.

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
		Support managers to improve use of absence monitoring reporting.	30/06/24		
		Implement the Mentoring Scheme and evaluate its impact.	31/03/25		
		Provide guidance on the implementation of new/updated policies.	31/03/25		
		Commence a review of the Conditions of Service and Pay and Grading Structure. **Lead Officer:** Head of OD, Policy and Communications	31/03/25		
7.	HR and Payroll System **(NEW)** Implement an upgrade to the Human Resources and Payroll system.	Develop a Project Plan. Implement upgrade and associated testing. Develop training and user guides. **Lead Officer:** Head of OD, Policy and Communications	30/09/24 31/12/24 31/12/24	More efficient processes that result in improved customer service.	High quality and innovative services are provided, giving value for money
8.	HR, OD& Payroll Processes **(NEW)** Update and improve Human Resources, Organisational Development and Payroll processes	Monitor the effectiveness of automation of processes through Victoria Forms. Undertake process mapping and identify and implement related improvements.	31/03/25 31/03/25	More efficient processes that result in improved customer service.	High quality and innovative services are provided, giving value for money

What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
	Maximise use of Talentlink system in relation to contracts. **Lead Officer:** Head of OD, Policy and Communications	31/12/24		
9. Modernisation of the Council **(NEW)** Continue to progress projects that support the modernisation of the Council.	Report on the progress against the actions identified in the ICT and Digital strategies. Develop a Digital and Customer Service Strategy. Carry out a Digital Maturity exercise to benchmark the Council's position against peer authorities. Consider options to optimise use of Council buildings. **Lead Officer:** Chief Executive / Head of Legal, Democratic, Digital and Customer Services	31/07/24 31/10/24 31/03/25 31/03/26	Efficiency and effectiveness of the Council's services is improved along with improved customer/citizen experiences.	High quality and innovative services are provided, giving value for money
10. Governance Documents **(NEW)** Refresh the key Inverclyde Council governance documents.	Renewal of the Financial Regulations Review of Standing Orders for Contracts	31/03/26 31/03/26	The Council can demonstrate that it is operating in a transparent and accountable manner.	High quality and innovative services are provided, giving value for money

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
		Annual review of Standing Orders/Scheme of Administration and Scheme of Delegation **Lead Officer:** Chief Financial Officer/ Head of Legal, Democratic, Digital and Customer Services	31/12/24		
11.	Communication and Engagement Strategy **(NEW)** Review, prioritise and deliver key actions	Review strategy, identify priority actions for delivery in 2024-25 and progress delivery. **Lead Officer:** Corporate Policy, Performance and Partnership Manager	31/03/25	The Strategy is meeting the needs of the organisation. Council corporate 'brand' is in place.	High quality and innovative services are provided, giving value for money.

Policy and Resources Annual Report Schedule

The following reports will be submitted to Committee on an annual basis:

- Equalities Mainstreaming Report
- Annual Report & Accounts
- Treasury Annual Report
- Governance of External Organisations
- FOI Annual Report
- Complaints Annual Report
- RIPSA Annual Report
- Data Protection Annual Report
- Workforce Information Activity Annual Report
- People & Organisation Development Annual Report
- Employee Survey Plan (3 yearly)
- Equality Mainstreaming Report 2023, Equality Outcomes 2021/25 and the Equal Pay Statement 2023 (every two years)

Policy and Resources: Policy & Strategy Review Register

2024

Name of Policy / Strategy	Lead Officer	Service Area	Date of next planned review
People and Organisational Development Strategy	Service Manager	OD&HR	March 2024(combined with H&W Strategy)
Health and Wellbeing Strategy	Service Manager	OD&HR	March 2024(combined with POD)
Treasury Policy Statement	Chief Financial Officer	Finance	March 2024 (full Council April 2024)
Discretionary Non-Domestic Rates Relief	Service Manager	Revenues and Benefits	May 2024
Code of Conduct (Employees)	Service Manager	OD&HR	June 2024
Confidential Reporting Policy (Whistleblowing)	Service Manager	OD&HR	June 2024
Dignity and Respect at Work Policy	Service Manager	OD&HR	June 2024
Grievance Policy	Service Manager	OD&HR	June 2024
Domestic Abuse Policy	Service Manager	OD&HR	June 2024
Equality and Diversity	Service Manager	OD&HR	June 2024
Violence, Managing Aggression and Lone Working in the Workplace	Team Leader	Health & Safety	June 2024
Financial Strategy 2024/34	Chief Financial Officer	Finance	June and December 2024
Policy for the retention and disposal of documents and records, paper and electronic	Legal Services Manager	Legal (Information Governance)	August 2024
Short Term Lets Policy	Legal Services Manager	Legal (Licensing)	June 2024
ICT Strategy	Service Manager	ICT & Customer Services	June 2024
Digital Strategy	Service Manager	ICT & Customer Services	June 2024

Name of Policy / Strategy	Lead Officer	Service Area	Date of next planned review
Discipline Policy	Service Manager	OD&HR	September 2024
Overpayment of Wages	Service Manager	OD&HR	September 2024
Recruitment & Selection Policy	Service Manager	OD&HR	September 2024
Redeployment Policy	Service Manager	OD&HR	September 2024
Relocation Policy	Service Manager	OD&HR	September 2024
Supporting Employee Attendance Policy	Service Manager	OD&HR	September 2024
Anti Fraud, Corruption and Irregularity Policy	Chief Internal Auditor	Internal Audit	September 2024
Sexual Entertainment Policy	Legal Services Manager	Legal (Licensing)	October 2024
Unacceptable Actions Policy	Legal Services Manager	Legal (Information Governance)	November 2024
Policy and Procedures for Authorisation of Covert Surveillance and Covert Human Intelligence Services (RIPSA)	Legal Services Manager	Legal (Information Governance)	November 2024
Petitions Criteria	Legal Services Manager	Legal (Committee Services)	December 2024
Licensing Board Gambling Policy Statement	Legal Services Manager	Legal (Licensing)	December 2024
Family Friendly Policy	Service Manager	OD&HR	December 2024
Job Evaluation Maintenance of the Scheme	Service Manager	OD&HR	December 2024
Media and Social Media Protocol	Service Manager	Corporate Policy, Performance and Communications	December 2024
Reservist Policy	Service Manager	OD&HR	December 2024

Name of Policy / Strategy	Lead Officer	Service Area	Date of next planned review
Infection Control	Team Leader	Health & Safety	2024
First Aid	Team Leader	Health & Safety	2024
Moving and Handling	Team Leader	Health & Safety	2024
Workplace Transport and Occupational Road Risk	Team Leader	Health & Safety	2024

2025

Name of Policy / Strategy	Lead Officer	Service Area	Date of next planned review
Menopause Policy	Service Manager	OD&HR	2025
Pension & Retirement Policy	Service Manager	OD&HR	2025
Voluntary Severance Policy	Service Manager	OD&HR	2025
Construction Design and Management Regulations	Team Leader	Health & Safety	2025
Smoke Free Policy	Team Leader	Health & Safety	2025
Capital Strategy 2025/35, Treasury Management Strategy Statement & Annual Investment Strategy 23/24-26/27	Chief Financial Officer	Finance	March 2025 (full Council April 2025)
Information Classification Policy	Legal Services Manager	Legal (Information Governance)	March 2025
Performance Management Framework	Service Manager	Corporate Policy, Performance and Communications	September 2025
Acceptable Use of Information Systems Policy	Legal Services Manager	Legal (Information Governance)	November 2025

2026

Name of Policy / Strategy	Lead Officer	Service Area	Date of next planned review
Non-Domestic Rates – Empty Property Relief	Service Manger	Revenues and Benefits	February 2026
Discretionary Housing Payment	Service Manger	Revenues and Benefits	February 2026
Reserves Policy	Chief Financial Officer	Finance	April 2026
Data Protection Policy	Legal Services Manager	Legal (Information Governance)	May 2026
Records Management Policy	Legal Services Manager	Legal (Information Governance)	August 2026
Flexible Working Policy	Service Manager	OD&HR	September 2026
Risk Management Strategy	Head of Legal, Democratic, Digital and Customer Services	Legal (Information Governance)	November 2026
Corporate Debt Policy	Service Manger	Revenues and Benefits	December 2026

Policy and Resources Key Performance Indicators

The performance of these key performance indicators will be monitored over the lifetime of the Plan. Depending on the data source, new performance data will be provided to the Committee within the performance reports as it becomes available. In the case of national data, this is likely to be annually, however service performance data will be presented to the Committee more frequently.

The latest performance data for reporting year 2023/24 is provided below where data is available. Where it is not yet available, the 'latest status' icon relates to performance achieved in the previous year.

Key Performance Measures	Performance				Latest Status	Target 2024/25	Comment	Frequency of reporting
	2020/21	2021/22	2022/23	2023/24				
Total useable reserves as a % of Council annual budgeted income (LGBF)	26.9%	23.7%	17%	LGBF data due to be published November	🔴	27.0%	2022/23 Scottish average 24.5% Family group average 26.5% Next LGBF update: Nov '24	Annual
Uncommitted General Fund Balance as a % of annual budgeted net revenue (LGBF)	2.5%	2.3%	3.5%	LGBF data due to be published November	🔴	2.0%	2022/23 Scottish average: 3.2% Family group average: 1.8% Next LGBF update: Nov '24	Annual
Ratio of Financing Costs to Net Revenue Stream (LGBF)	12.3%	10.2%	9.7%	LGBF data due to be published November	🔺	9.55%	2022/23 Scottish average: 5.4% Family group average: 5.3% Next LGBF update: Nov '24	Annual
Actual outturn as a % of budgeted expenditure	98.7%	99.4%	98%	LGBF data due to be published November	🔺	99.5%	2022/23 Scottish average: 98.6% Family group average: 98.2% Next LGBF update: Nov '24	Annual
Gender pay gap (LGBF)	7.39%	6.6%	4.4%	Available Aug 2024	✅	4.2%	2022/23	Annual

Key Performance Measures	Performance				Latest Status	Target 2024/25	Comment	Frequency of reporting
	2020/21	2021/22	2022/23	2023/24				
							Family Group: 2% Scotland: 2.5% Next LGBF update: Sept '24	
Percentage of the population with an active Community Council	62.95%	62.95%	62.95%	84.72%	🔴	100%	Figures to 22/23 based upon 2018 population figures. 23/24 figure is based on 2022 population figure and is position following February 2024 community council elections	Annual
Council Tax in year collection level	94.4%	95.5%	95.9%	94.7%*	🔺	95%	* Draft out-turn subject to audit	Quarterly
Percentage of invoices sampled that were paid within 30 days	96.84%	95.5%	96.15%	96.08%	✅	95.5%		Quarterly
Sickness absence (total number of FTE days lost)	6.9 days	8.3 days	11.1 days	11.3 days	🔴	9 days		Quarterly
Employee turnover	7.17%	10.09%	11.6%	13.1%	🔴	12%		Quarterly
Corporate Training Courses Attended	110	211	549	575	✅	500		Quarterly
Society for Innovation, Technology and Modernisation (Socitm) accessibility score (Council website)	March 2021 87 (good)	March 2022 90 (excellent)	March 2023 94 (excellent)	March 2024 95 (excellent)	✅	95 (excellent)		Quarterly
% of Freedom of Information and Environmental Information Regulations	2020 80%	2021 80%	2022 91%	2023 93.9%	✅	92%	Full year data is reported annually to P&R Committee	Quarterly

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Key Performance Measures	Performance				Latest Status	Target 2024/25	Comment	Frequency of reporting
	2020/21	2021/22	2022/23	2023/24				
requests that were responded to within statutory timescales								
Number of complaints received per 1,000 population	3.5	4.1	4	3.7	✅	4		Quarterly
The number of data breaches notified to the Information Commissioner's Office (ICO)	2	3	2	1	✅	2	Full year data is reported annually to P&R Committee	Quarterly
Percentage of transactions dealt with through the Council's Customer Service Centre portal that are digital	2020 65%	2021 66%	2022 71%	2023 67%	🔴	2024 75%		Quarterly
Number of RIDDOR incidents (Reporting of injuries, diseases and dangerous occurrences regulations 2013) per 100,000 employees	651	281	290	422	🔴	240	* While a target of zero RIDDOR incidents is the aim, this can encourage nonreporting of incidents which can result in failure to meet our legal requirement to report	Quarterly

PI Status	
🔴	Performance is adrift of target by 5% or more
🔺	Performance is below target, but is within a set tolerance level (between 0%-5%)
✅	Performance is at target level or higher
📈	Performance is being monitored but no target has been set (data only PI)

Policy and Resources Risk Management

Risk management is an integral part of corporate governance and sound management. The effective identification, assessment and management of risk is key to helping Inverclyde Council be successful in delivering its objectives, whilst protecting the interests of their stakeholders.

The highest risks to the Committee were reviewed in April 2024 and are presented below:

Risk No	*Description of RISK Concern (x,y,z)	IMPACT Rating (A)	L'HOOD Rating (B)	Quartile	Risk Score (A*B)	Change in Score	Current Controls	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates	Review Date
							Corporate Finance Service (incorporating cross service risks)			
1	**Financial Risk** Due to a combination of inflationary pressures, reduction in turnover and the use of windfall savings in prior years, it is anticipated that in 2024/25 it will be challenging for the Committee to remain within its Revenue Budget. In the event an overspend is projected then, in line with the Council's Governance requirements, the Committee will need to take action to reduce the overspend in -year and this would likely impact on service levels, delays in filling vacancies and delivery of aspects of the Committee and Service Plans	4	4	1	16	No Change	- Detailed budget exercise with a process for identifying future pressures. - Inflation contingency which can be accessed to fund some non-pay Inflation pressures - Monthly budget monitoring attended by Heads of Service and key budget Holders. - Bi-Monthly reporting and review of employee costs and key budget lines by CMT and regular review by DMTs - Opportunities for virement and reprioritisation of spend	Chief Executive / Heads of Service	Early identification and consideration by DMT of how any overspends could be addressed with timely consideration at CMT, Committee and Trades Unions.	Oct-24

Risk No	*Description of RISK Concern (x,y,z)	IMPACT Rating (A)	L'HOOD Rating (B)	Quartile	Risk Score (A*B)	Change in Score	Current Controls	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates	Review Date
2	**People Risk** Recruitment and retention of suitably qualified and experienced staff	4	4	1	16	No change	Attractive working practices such as Flexible Working Policy

Supporting employees to undertake professional qualifications

Availability of employee benefits such as additional voluntary contributions

Supportive working practices including Positive Conversations and Mentoring Scheme

Implementation of health and wellbeing initiatives and Occupational Health provision

Use of modern apprenticeship training schemes. | Director / Heads of Service | - Refreshed recruitment process
- High quality support to staff through HR policies and line management support outlined in the People and Organisational Development Strategy 2024-27
- Reductions in the use of temporary posts
- Review of the Conditions of Service and Pay and Grading Structure | Oct-24 |
| 3 | **Partnership Risk** The risk that we do not get the assurance from our partners that is required or that a major partner "fails" (Partnership/Access) | 3 | 3 | 3 | 9 | -3* (was 12) | Regular Financial governance reviews and report on its effectiveness.

Major partnership board presence.

Regular meetings formal and informal; Papers; Briefings Annual reports to relevant Strategic Committee Annual Review reported to Committee | Chief Financial Officer/CMT | - Highlight concerns at an early stage to CMT and relevant Directors.
- Support Directors at Governance meeting. | Oct-24 |

Risk No	*Description of RISK Concern (x,y,z)	IMPACT Rating (A)	L'HOOD Rating (B)	Quartile	Risk Score (A*B)	Change in Score	Current Controls	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates	Review Date
							Financial checks reviewed as part of review of Governance review.			

* Change in risk score reflects that a strengthened approach to managing arrangements with external partners has been implemented.

Legend

Red - Very High Risk, score between 16-25: Requires Active Management

High impact/high likelihood: risk requires active management to manage down and maintain exposure at an acceptable level.

Amber - High Risk score between 10-15: Contingency Plans

A robust contingency plan may suffice together with early warning mechanisms to detect any deviation from plan.

Yellow – Medium Risk, score between 5 – 9: Good Housekeeping

May require some risk mitigation to reduce likelihood if this can be done cost effectively, but good housekeeping to ensure the impact remains low should be adequate. Reassess frequently to ensure conditions remain the same.

Green – Low Risk, score between 1-4: Review Periodically

Risks are unlikely to require mitigating actions, but status should be reviewed frequently to ensure conditions have not changed.

Monitoring and Reporting

Inverclyde Council is committed to ensuring that accountability, transparency and openness is embedded throughout the organisation and in our public performance reporting.

Progress on the delivery of this Plan is monitored using the Council's performance management system, Pentana, which monitors Actions, KPIs and Risks. Progress reports will continue to be presented to every second Committee meeting for scrutiny and published on the Council's website.

These reports and a range of other performance information is published here:
https://www.inverclyde.gov.uk/council-and-government/performance