Inverclyde council

Report To:	**Policy & Resources Committee**	Date:	**19 November 2024**
Report By:	**Chief Executive**	**Report No:**	**PR/32/24/RB/KM**
Contact Officer:	**Louise Long**	**Contact No:**	**01475 712146**
Subject:	**Policy & Resources Committee Delivery and Improvement Plan 2023/26 Performance Report**		

1.0 PURPOSE AND SUMMARY

1.1 ☐For Decision   ☒For Information/Noting

1.2 The purpose of this report is to provide the Committee with an update on the progress made in the delivery of the Policy and Resources Committee Delivery and Improvement Plan 2023/26.

1.3 This is the first progress report on year two of the refreshed Plan to be presented to the Committee. It includes details of the progress that has been made in the delivery of the Action Plan, performance data for KPIs, and an update on the areas of highest Risk.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee consider the progress made in the delivery of the Policy and Resources Committee Delivery and Improvement Plan 2023/26.

Louise Long
Chief Executive

3.0 BACKGROUND AND CONTEXT

3.1 Committee Delivery and Improvement Plans 2023/26 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, with the annual refresh of the Plan approved on 4th June 2024. Elected Members were invited to a dedicated briefing on the refreshed Committee Plan, held on 26th June 2024 and again on 15th August 2024.

3.3 Committee Delivery and Improvement Plans have also been approved by the Education and Communities Committee and the Environment and Regeneration Committee.

3.4 PERFORMANCE OVERVIEW

3.5 This is the first performance report on year two of the Committee Plan and covers the reporting period April to September 2024. It includes an update on the status of the action plan, KPIs and the management of key risks. A summary of performance is provided below with the full performance report provided in the Appendix.

Delivery and Improvement Action Plan 2023/26

3.6 The following actions / sub-actions are now complete:

- The Pride of Inverclyde Employee Awards took place on 14th June 2024.
- Service Plans 2024/25 have been developed and reviewed by the CMT.
- A review of the new performance appraisal process (Positive Conversations) has been carried out and a report considered by the CMT.
- Support for managers to improve the use of absence monitoring reporting is in place.
- A review of the ICT and Digital Strategies has been carried out to inform the development of a new Digital and Customer Services Strategy.
- A project plan is in place for the upgrade of the Human Resources and Payroll system.
- A review of the Communication and Engagement Strategy has been carried out.

3.7 There has been slippage in the following actions/ sub-action:

- The drafting of the Partnership Plan Annual Report 2023/24 is underway and will be reported to the Alliance Board at its meeting in December 2024. In a separate but related action, a suite of KPIs has still to be finalised to support the delivery of the Partnership Plan action plans.
- The refresh of the SNA was delayed to incorporate the Census data topic releases, the last of which was published in October 2024.
- The review of the strategic planning and performance management framework, which was implemented in April 2023 and due in September 2024, is now due to conclude in November 2024.
- The Digital and Customer Services Strategy, due end October will be presented to the Policy and Resources Committee at its meeting in November 2024.

3.8 The Committee is asked to note that the Digital Modernisation Board has approved an extension to the delivery date for the upgrade to the Human Resources and Payroll system. The original

due date of 31st December 2024 has been rescheduled to 31st March 2025 reflecting capacity for provider, internal and other local authority support. This action has been highlighted as slippage within this performance report and future performance reports will report on progress achieved against the project's new delivery date.

3.9   KPI Performance

The national LGBF data dashboard was refreshed at the end of September 2024 and performance data 2023/24 is presented in Appendix 2 for the following measures:

- The gender pay gap.
- The percentage of income due from Council Tax in year collection level.
- The percentage of invoices sampled and paid within 30 days.

Appendix 2 also provides the Committee with a range of quarterly performance data for KPIs that relate to service delivery. Service performance in the quarter was 5% or more adrift of target (red status) for the following measures:

- Days lost due to sickness absence.
- Corporate training courses attended.
- Employee turnover.
- The percentage of digital transactions made via the Customer Service Centre Portal.

Sickness absence is closely monitored by the CMT. The reasons for absence are constantly reviewed and a pro-active approach to support services to effectively manage absences is underway.

Performance was on or above target (green status) for the following measure:

- The number of complaints received (per 1,000 population).
- The Percentage of FOIs and EIRs responded to on time.

3.10 Managing Key Risks

The effective management of risk is key in helping the Council successfully deliver its objectives and as such, the Committee Plan includes a Risk Register which details the strategic risks. A review has recently been carried out and the updated Register is provided in Appendix 3. The Committee is asked to note that a new format has been adopted for the Risk Register and information is now presented in greater detail to assist in the overall management of risk.

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 year two.

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 delivery of the Council Plan 2023/28, with the action plan aligned to the delivery of the Council Plan outcomes.

6.0 CONSULTATION

6.1 None.

7.0 BACKGROUND PAPERS

7.1 None.

Appendix 1: Committee Delivery and Improvement Plan Action Plan

Strategic Theme: People

Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
CMTE/ PR001 Partnership Plan 2023/33	Embed the Partnership Plan 2023/33 governance, delivery and reporting framework across the Alliance partners.	Development of the Partnership Action Plans and key performance indicators to support the delivery of the Partnership Plan.	31-Oct-2024	⚠ Slippage	The first 3 thematic group updates were considered by the Alliance Board in June 2024, and the remaining 3 thematic group updates considered by the Board at its meeting held in October 2024. KPIs have still to be agreed.
		New/ refreshed delivery groups established, and regular progress reports provided to the Alliance Board.	31-Mar-2025	▶ On track	All Partnership Groups have met at least once and the reporting of progress reports to the Alliance is ongoing.
		Publish an annual report on progress made against the Partnership Plan.	31-Oct-2024	⚠ Slippage	Work on this is underway. The draft report will be considered by the Alliance Board in December.
		Implement the new Locality Planning model, with updated local priorities and engagement processes in place.	31-Dec-2024	▶ On track	A new Locality Planning model was approved in March 2024, followed by new Locality Action Plans in June 2024. Discussions are underway regarding 'Community Conversation' weeks with dates scheduled over October 2024 – February 2025.
CMTE/ PR002 Strategic Planning	Further embed the new strategic planning and performance management arrangements to support the delivery of the Council Plan 2023/28.	Update the Inverclyde Strategic Needs Assessment.	30-Sep-2024	⚠ Slippage	An initial refresh of the SNA was carried out in April, however following the publication of new Census data on a variety of topics over July – October 2024, a further update is now planned.
		Development of Service Plans for each Head of Service for reporting year 2024/25.	30-Jun-2024	✅ Complete	The CMT has reviewed and approved a Service Plan for each Head of Service. Service Plan 'performance portals' have been created on Pentana.
		With the CMT conduct a review of the performance management arrangements introduced in 2023/24.	30-Sep-2024	⚠ Slippage	Arrangements for the SPPMF review to have been approved by the CMT. This will take the form of a Survey with the review due to be complete by mid-November 2024.

Appendix 1: Committee Delivery and Improvement Plan Action Plan

Strategic Theme: Place

Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
CMTE/ PR003 Community Councils	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.	31-Mar-2025	▬ Not yet started	This will be carried out early the new year.
		Following the review, development of recommendations and report to full Council.	31-Mar-2025	▬ Not yet started	This will follow on from the review referred to above.

Appendix 1: Committee Delivery and Improvement Plan Action Plan

Strategic Theme: Performance 2023/24

Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
CMTE/ PR004 Budget 2025/26	Development of a Revenue Budget for 2025/26.	Development of a Revenue Budget for 2025/26.	31-Mar-2025	On track	Members have been made aware of estimated funding gap and savings being developed by CMT. Trawls commenced 12th September 2024. MBWG meetings have commenced and further update to November meeting of the Policy and Resources Committee. Key milestones are Scottish Budget 4th December and Local Government details 12th December.
CMTE/ PR005 Options Appraisal for FMS	Report options for the replacement of the current Finance System, due to become unsupported from 31 March 2028.	Develop options for Committee to consider including estimated financial implications.	30-Sep-2025	On track	Lead officer for options appraisal identified and initial scoping commenced.
CMTE/ PR006 People & OD Strategy 2024/27	Delivery of the Year 1 actions within the People and Organisational Development Strategy 2024/27.	Deliver the Pride of Inverclyde Employee Awards.	30-Jun-2024	Complete	The Employee Awards 2024 were held on 14th June 2024.
		Support the achievement of professional qualifications within the workforce and implement an improved approach to mandatory training courses.	31-Mar-2025	On track	Two cohorts of employees have commenced professional qualifications with a third cohort planned before the end of the financial year. Training matrix has been agreed by the CMT and ongoing research into methods for recording and reporting on training participation. This will be promoted to employees in October 2024.
		Review the performance appraisal process (Positive Conversations).	30-Sep-2024	Complete	A report on this matter was considered by the CMT on 9th October 2024.
		Support managers to improve the use of absence monitoring reporting.	30-Jun-2024	Complete	Updates to reporting function on CHRIS 21 is complete and guidance / reminders sent to services. Monthly absence reports issued to Heads of Service. HR Operations identifying absence hot spots and addressing these with managers.

Appendix 1: Committee Delivery and Improvement Plan Action Plan

Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
		Implement the Mentoring Scheme and evaluate its impact.	31-Mar-2025	On track	A Mentoring Scheme is in place with 22 employees signed up to the programme. The impact of the programme will be evaluated upon completion. A mid-year 'checkpoint' has been carried out.
		Provide guidance on the implementation of new / updated policies.	31-Mar-2025	On track	Process of updating policies in conjunction with TUs is underway, with two sets approved by the Committee. Further updated policies will be presented in accordance with the policy review schedule. Related guidance provided on ICON and website.
		Commence a review of the Conditions of Service and Pay and Grading structure, including identification of implications.	31-Mar-2025	Not yet started	This work is due to commence in the new calendar year.
CMTE/ PR007 HR & HR Payroll System	Implement an upgrade to the Human Resources and Payroll system.	Development of a project plan.	30-Sep-2024	Complete	This is complete and currently being implemented.
		Implement upgrade and associated testing.	31-Dec-2024*	Slippage	A CHRIS 21 Project Group has been established and meets regularly. The Digital Modernisation Board has approved an extension to the original delivery date, moving it to 31st March 2025, reflecting provider, internal and other local authority support.
		Develop training and user guides.	31-Dec-2024	Not yet started	This will follow on from the above, with a new deadline of 31st March 2025.

* The deadline for this action has been reviewed by the Digital Modernisation Board and a new due date of 31st March 2025 approved.

Appendix 1: Committee Delivery and Improvement Plan Action Plan

Code & Title	Action	Sub-action	Code & Title	Current Status	Progress Commentary
CMTE/ PR008 HR & OD Payroll Processes	Update and improve Human Resources, Organisational Development and Payroll processes	Monitor the effectiveness of automatic of processes through Victoria Forms.	31-Mar-2025	On track	Electronic forms developed for Sickness Notification; Change to Personal Details; Change of Circumstances; Termination and Bank Mandates. This is providing a more efficient process. Further forms are currently under development.
		Undertake process mapping and identify and implement related improvements.	31-Mar-2025	On track	Process mapping undertaken in relation to Electronic Form development and wider HR processes improvements identified.
		Maximise use of Talentlink system in relation to contacts.	31-Dec-2024	On track	Work with COSLA is ongoing and additional functionality is being explored.
CMTE/ PR009 Modernisation of the Council	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.	31-Jul-2024	Complete	The 2021 - 2024 Digital Strategy Action Plans are now concluded. A refreshed, combined Digital and Customer Service Strategy to be developed and launched.
		Develop a Digital and Customer Service Strategy.	31-Oct-2024	Slippage	Draft completed July 2024. The new, single Strategy will be presented for approval to the Policy and Resources Committee at its meeting in November 2024.
		Carry out a Digital Maturity exercise to benchmark the Council's position against peer authorities.	31-Mar-2025	On track	Engagement with suppliers to provide Digital Maturity assessment has begun. Scoping and outcomes discussion ongoing.
		Consider options to optimise use of Council buildings.	31-Mar-2025	On track	This is an ongoing action with reports to the Programme Board and the CMT on the rationalisation of Council assets. Upcoming milestones include: • A presentation on office rationalisation will be delivered to Elected Members in November 2024. • A presentation on community and leisure rationalisation will be delivered to Elected Members in December 2024. • Hector McNeil House relocation – Spring 2025.

Appendix 1: Committee Delivery and Improvement Plan Action Plan

Code & Title	Action	Sub-action	Code & Title	Current Status	Progress Commentary
CMTE/ PR010 Governance Documents	Refresh the key Inverclyde Council governance documents.	Renewal of the Financial Regulations.	31-Mar-2026	▬ Not yet started	This will commence later in 2025.
		Renewal of the Standing Orders for contracts.	31-Mar-2026	▬ Not yet started	This will commence later in 2025.
CMTE/ PR011 Communication and Engagement Strategy	Review, prioritise and deliver key actions within the Communication and Engagement Strategy.	Analyse performance against strategy.	30-Jun-2024	✅ Complete	A review of the Strategy has been carried out and shared with the Head of Service.
		Review Strategy, identify priority actions for delivery in 2024/25 and progress delivery, including: • review of templates for Service use in graphic design • Confirm corporate approach to tourism. • Creation of basic dashboards and monitoring.	31-Mar-2025	▶ On track	Templates: Service based templates design work is ongoing. Tourism: A draft plan on a page has been developed for Tourism and shared with Head of Service. Dashboards and monitoring: New KPIs are now in place. Monthly reporting to begin at the end of Sept.

Action Status	
❌	Cancelled / not delivered
▬	Not started
⚠	Slippage
▶	On track
✅	Complete

Appendix 2: Policy and Resources Committee Plan KPI Scorecard

The refreshed Committee Plan, which was considered in June 2024, provided 2023/24 performance information for the majority of the KPIs that are reported within the Plan. The table below provides the Committee with the latest data for a small number of measures that were not available at that time. The data for these measures is published on an annual basis.

Local Government Benchmarking Framework

Following a data refresh in September 2024, Local Government Benchmarking data 2023/24 has been published for the following indicators.

Title	2021/22 Value	2022/23 Value	2023/24 Value	2023/24				Latest Note
				Target	Status	Short Trend	Long Trend	
The gender pay gap	6.6%	4.4%	4.16%	4.2%	✅	⬆	⬆	Family Group: 1.8% Scotland: 1.7%
Percentage of income due from Council Tax in year collection level	95.7%	95.9%	94.7%	95%	🔺	⬇	⬇	Family Group: 94.2% Scotland: 95.5%
The percentage of invoices sampled and paid within 30 days	94.2%	95.1%	95%	95.5%	🔺	⬇	⬇	Family Group: 92.4% Scotland: 93.1%

Service Performance Indicators
Quarterly performance data is provided for the following indicators.

Title	Q3 2023/34 Value	Q4 2023/24 Value	Q1 2024/25 Value	Q2 2024/25 Value	Target	Latest Note
Number of properties in receipt of Empty Property Relief	142	240	87	135	📈	These 2 KPIs are both 'data only' as performance is influenced by wider economic conditions outwith the control of the Council.
Value (£) of Empty Property Relief	£263,822	£308,508	£ 346,532	£383,443	📈	

Appendix 2: Policy and Resources Committee Plan KPI Scorecard

Title	Q3 2023/34 Value	Q4 2023/24 Value	Q1 2024/25 Value	Q2 2024/25 Value	Quarter				Latest Note
					Target	Status	Short Trend	Long Trend	
Council tax in year collection level	80.2%	94.7%	27.7%	53%	53.55%	🔺	⬇	⬇	Short trend arrow refers to comparison with Q2 2023/24, where performance = 53.3%
Percentage of invoices paid within 30 days (%)	95.36%	94.16%	97.19%	94.38%	95.5%	🔺	⬇	⬇	
Total days lost due to sickness absence	2.8 days	3.6 days	3.4 days	2.5days	2.25 days	🔴	⬆	⬇	The annual target for the year is 9 days.
Employee Turnover (%)	2.13%	2.66%	2.52%	4.8%	3%	🔴	⬇	⬇	The annual target for the year is 12%.
Corporate Training Courses Attended	50	180	94	104	125	🔴	⬆	⬇	The overall annual target for the year is 500.
SOCITM Accessibility Score (website overall accessibility score)	94	95	93	93.3	95	🔺	⬆	⬆	
No. of complaints received (per 1,000 population)	0.8	1.082	0.996	0.728	1	✅	⬆	⬆	The overall target for the year is no more than 4 complaints per 100,000 population.
The number of Data Breaches notified to the Information Commissioners Office	0	1	1	1	**2024/25** 2	🔺	▬	⬇	The overall target for the full year is 2.
Percentage of FOIs and EIRs responded to on time	96.21%	94.58%	91.58%	92.66%	92%	✅	⬆	⬇	
Digital transactions via the CSC Portal	75%	79%	70%	43%	2024 75%	🔴	⬇	⬆	

PI Status		Long Term Trends		Short Term Trends	
🔴	Alert	⬆	Improving	⬆	Improving
🔺	Warning	▬	No Change	▬	No Change
✅	OK	⬇	Getting Worse	⬇	Getting Worse
❓	Unknown				
📈	Data Only				

Appendix 3: Policy and Resources Committee Plan Risk Register

Policy and Resources Risk Assessment 01/10/24

Risk Code	Risk Event	Risk Description	Risk Owner	Risk Category	Causes	Consequences	Impact	L'hood	Risk Score	Notes on risk score	Current mitigation	Future mitigation
CMTE/ PR/R001	Significant budgetary pressures	The risk is that the Council will have insufficient financial resources to effectively deliver its services, key projects and ultimately achieve it strategic outcomes.	Louise Long	Financial	• SG Financial Settlements not keeping pace with inflation or demographic pressures • Ring Fencing • Legislative pressures • Real term reductions in Capital grant whilst assets require significant investment	• Service reductions • Impact on delivery of key projects • Council Strategic Priorities not delivered	4	4	16	It is expected that the Council will continue to be faced with significant real term funding reductions from the May 2023 Medium Term Financial Strategy and 2023 Autumn Statement. Costs are continuing to rise due to inflation and demographic / legislative pressures are increasing. As over 80% of Council revenue funding comes from the Scottish Government the Council has limited options aside from service reductions. Capital Grant has been cut in recent years and is effectively frozen until 2026 at least at a time where a number of assets require significant investment and costs have increased considerably.	10-year financial strategy Monitoring and reporting of Treasury / Capital Management strategy Budget setting and monitoring Debt collection policies Corporate Asset Management Strategy CMT review of savings delivery and key financial data Embedded budget process with Trades Unions Sharing of best practice with Directors of Finance section	Annual refresh of savings options and workstreams

Appendix 3: Policy and Resources Committee Plan Risk Register

Risk Code	Risk Event	Risk Description	Risk Owner	Risk Category	Causes	Consequences	Impact	L'hood	Risk Score	Notes on risk score	Current mitigation	Future mitigation
CMTE/ PR/R002	Inappropriately resourced or resilient workforce	Difficulty to recruit and retain suitably qualified and experienced staff.	Louise Long	People	• Skillset availability - smaller pool to draw from with national shortages in some professions e.g. planning officers, environmental health • Lack of upskilling and development of workforce, particularly with specific skill sets where there are identified gaps • Aging workforce • Pay disparity between other local authorities • Perception and attractiveness of working for the council and location fails to attract new recruits • Expectations of terms & conditions, particularly from candidates moving from the private sector fail to attract new staff • Inconsistent approach to succession planning • Increasing sickness absence	• Single points of dependency or failure within workforce • Capacity stretch on existing workforce • Disengagement ,morale issues with existing workforce • Impact on quality or continuity of service delivery • Missed regulatory or reporting deadlines • Lack of capacity to develop or improve a new idea / project • Reputational impact	4	4	16	Refreshed recruitment processes. 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.	Flexible working policy Modern apprenticeship and graduate recruitment programme Opportunities for paid professional qualifications Investment in employee wellbeing and engagement People and Organisational Development Strategy Employee benefits Supportive working practices	Conditions of Service & Pay & Grading Review

Appendix 3: Policy and Resources Committee Plan Risk Register

Risk Code	Risk Event	Risk Description	Risk Owner	Risk Category	Causes	Consequences	Impact	L'hood	Risk Score	Notes on risk score	Current mitigation	Future mitigation
					• Strike action due to pay negotiations							
CMTE/ PR/R003	Major partner or supplier failure	Major partner or supplier failure which then requires financial support or the Council to step in to manage the services or project fails	Louise Long	Partnerships	• Poor selection process • Poor quality or small pool of suppliers / partner • Services provided are ceased	• Impact on quality and/or resilience of service delivery • Financial impact to source new or more expensive options • Reputational impact	3	3	9	Highlight concerns at an early stage to CMT and relevant Directors. Support Directors at Governance meeting.	Major partnership board presence Regular reporting Financial governance reviews	