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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>25 March 2025</b>
<b>Report By:</b>	<b>Chief Executive</b>	<b>Report No:</b>	<b>PR/05/25/RB/KM</b>
<b>Contact Officer:</b>	<b>Louise Long</b>	<b>Contact No:</b>	<b>01475 712146</b>
<b>Subject:</b>	<b>Policy &amp; Resources Committee Delivery and Improvement Plan 2023/26 Performance Report</b>		

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## **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 second progress report on year two of the Plan to be presented to the Committee. It includes details of the progress that has been made in the delivery of the Action Plan and the latest performance data for KPIs, where this information is available.

## **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.
- 2.2 The Committee is asked to note that a refreshed Committee Delivery and Improvement Plan, for reporting year 2025/26, will be presented to the next meeting.

**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 supporting the delivery of the Council Plan outcomes.

3.2 The Policy and Resources Committee Delivery and Improvement Plan 2023/26 was approved on 23<sup>rd</sup> May 2023, with the annual refresh of the Plan approved on 4<sup>th</sup> June 2024. Elected Members were invited to a dedicated briefing on the refreshed Committee Plan, held on 26<sup>th</sup> June 2024 and again on 15<sup>th</sup> 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 second performance report on year two of the Committee Plan and covers the reporting period October 2024 - February 2025. It includes an update on the status of the action plan and quarterly KPI performance. 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 Partnership Plan 2023/33 governance and delivery framework, including supporting action plans and a new locality planning model are now in place.
- The review of the strategic planning and performance management framework, including the refresh of the Strategic Needs Assessment and a review of performance management arrangements is complete.
- The Pride of Inverclyde Employee Awards took place on 14 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.
- All scheduled policy updates due in 2024/25 have been completed and related procedures and guidance has been updated and shared across the Council.
- Support for managers to improve the use of absence monitoring reporting is in place.
- A project plan is in place for the upgrade of the Human Resources and Payroll system.
- A review of the ICT and Digital Strategies has been carried out to inform the development of a new Digital and Customer Services Strategy.
- The review of the Communication and Engagement Strategy has been carried out and new actions identified.

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

- Preparatory work relating to the scope of the review of the Conditions of Service and Pay and Grading Structure is underway, however resource issues means that this will continue beyond 31 March 2025.
- As previously reported to the Committee, it has been agreed to move the timescale for the upgrade to the Human Resources and Payroll System to summer 2025. This has also had an impact on the delivery of training and user guides.

- Process mapping and improvements relating to HR&OD and Payroll processes has slightly slipped due to other commitments and resource issues. Resource pressures have also resulted in a delay in maximising the use of Talentlink for contracts.

3.8 A new, phased approach to developing a Digital and Customer Service Strategy, originally due in October 2024, was agreed by this Committee at its meeting on 19 November 2024. This was in light of the publication of an Accounts Commission report on the subject of Transformation and the recommendations contained within the Annual Audit Report 2023/24. Phase 1 of the Strategy was approved at the same meeting.

### 3.9 KPI Performance

Since the last Committee Plan performance report, the Improvement Service has updated the national Local Government Benchmarking Framework (LGBF) data dashboard and benchmarking data 2023/24 (the latest available) is provided in Appendix 2 for the following measures:

- Total useable reserves as a % of Council annual budgeted income.
- Uncommitted General Fund Balance as a % of annual budgeted net revenue.
- Ratio of Financing Costs to Net Revenue Stream.
- Actual outturn as a % of budgeted expenditure.

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.
- The number of Data Breaches notified to the Information Commissioners Office.

Sickness absence is closely monitored by the CMT, with the reasons for absence constantly reviewed. Rising sickness absence is an issue across all Scottish local authorities and Local Government Benchmarking Framework data shows that Inverclyde consistently performs better than the national and Family Group average. A pro-active approach to support services to effectively manage absences is underway and going forward, an action plan will be developed to address the issue. Managing sickness absence will continue to be a focus in the refreshed Policy and Resources Committee Plan 2025/26.

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

- The percentage of invoices paid within 30 days.
- The number of corporate training courses attended.
- The percentage of Freedom of Information and Environmental Information Regulations requests responded to on time.
- The number of complaints received, per 1,000 population.
- The overall accessibility score awarded to the Council website.

### 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. The Policy and Resources Committee Risk Register will be reviewed as part of the wider Committee Plan annual refresh and presented to the next meeting of this Committee.

#### 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
<b>CMTE/ PR001 Partnership Plan 2023/33</b>	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	 Complete	All Partnership Action Plans and KPIs are in place.
		New/ refreshed delivery groups established, and regular progress reports provided to the Alliance Board.	31-Mar-2025	 On track	Options for review have been considered, with final options due to be presented to the Alliance Board at its meeting in March 2025.
		Publish an annual report on progress made against the Partnership Plan.	31-Oct-2024	 Complete	The Annual Report 2023/24 was approved by the Alliance Board at its meeting in December 2024, with publication on 16 Dec 2025.
		Implement the new Locality Planning model, with updated local priorities and engagement processes in place.	31-Dec-2024	 Complete	The new locality planning model was approved by the Alliance Board in March 2024, followed by approval of the six new Locality Plans. Community Choices consultations carried out in late 2024 and early 2025.
<b>CMTE/ PR002 Strategic Planning</b>	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	 Complete	The Strategic Needs Assessment has been updated with a range of data published in 2024, including the latest Census data. It is available on the Inverclyde Council website.
		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	 Complete	The review was carried out December 2024- January 2025. A report was considered by the CMT in February 2025 and details of the outcome of the review contained within the Corporate Policy update report, due to be considered by the P&R Committee at its meeting on 25 March 2025.

## Appendix 1: Committee Delivery and Improvement Plan Action Plan

### Strategic Theme: Place







Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
<b>CMTE/ PR003 Community Councils</b>	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	 On track	Officers have provided an initial review of Community Council activity since the last elections. Officers are supporting recruitment for Greenock West and Cardwell Bay by way of an interim election, nominations closing on 28 February 2025. Further comment sought to feed into report to future meeting of Inverclyde Council.
		Following the review, development of recommendations and report to full Council.	31-Mar-2025	 On track	Drafting of a report to Inverclyde Council is underway. This will involve input from Community Learning and Development team.

## 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
<b>CMTE/ PR004 Budget 2025/26</b>	Development of a Revenue Budget for 2025/26.	Development of a Revenue Budget for 2025/26.	31-Mar-2025	 On track	Regular Members Budget Working Group, Joint Budget Working Group and Programme Board meetings continue to take place. Settlement detail has been reviewed and a report presented to a special Council meeting on 23 January 2025. A Council Budget meeting took place on 6 March 2025.
<b>CMTE/ PR005 Options Appraisal for FMS</b>	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	Information received from two other Councils is being reviewed and potential resource requirements and high-level costings are being scoped. A decision on the procurement route required by autumn 2025, with funding to be allocated as part of the 2026/27 Budget.
<b>CMTE/ PR006 People &amp; OD Strategy 2024/27</b>	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 14 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 agreed by CMT and promoted. Ongoing research into methods for recording and reporting on training participation.
		Review the performance appraisal process (Positive Conversations).	30-Sep-2024	 Complete	The CMT considered a report on the review of the performance appraisal process at its meeting on 9 October 2024.
		Support managers to improve the use of absence monitoring reporting.	30-Jun-2024	 Complete	Updates to the reporting function on CHRIS 21 are complete and guidance / reminders sent to services. Monthly absence reports are issued to Heads of Service. HR Operations team is 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	The mentoring scheme continues to run, with an evaluation process underway.
		Provide guidance on the implementation of new / updated policies.	31-Mar-2025	 Complete	All scheduled policy updates 2024/25 have been completed and presented to this Committee. The related procedures and guidance has also been updated and shared across the Council. The updated content is reflected in corporate training activity.
		Commence a review of the Conditions of Service and Pay and Grading structure, including identification of implications.	31-Mar-2025	 Slippage	There has been preparatory work to better understand the scope of a review and the resources required to support this. A reduction in staffing in the related team has impacted progress. This will continue in the new calendar year.
<b>CMTE/ PR007 HR &amp; HR Payroll System</b>	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-24*	 Slippage	An update on the anticipated implementation date of the upgrade was provided to Committee in November 2024. This has been changed to Summer 2025 based on the availability of the provider, external colleagues and internal resource.
		Develop training and user guides.	31-Dec-2024	 Slippage	This will follow on from the above, with a revised due date of summer 2025.

\* As previously reported to the Committee, the deadline for this action has been reviewed by the Digital Modernisation Board and a new due date of end August 2025 has been approved.





## Appendix 1: Committee Delivery and Improvement Plan Action Plan

Code & Title	Action	Sub-action	Due date	Current Status	Progress Commentary
<b>CMTE/ PR008 HR &amp; OD Payroll Processes</b>	Update and improve Human Resources, Organisational Development and Payroll processes	Monitor the effectiveness of automatic of processes through Victoria Forms.	31-Mar-2025	 Complete	All actions associated with the Business Case are complete. The following forms are now live: sickness notification, change to personal details, change of circumstances, termination, bank mandate and Scheme of Delegation/vacancy management. An Absence Management E-form has also been produced and is ready for testing.
		Undertake process mapping and identify and implement related improvements.	31-Mar-2025	 Slippage	Work on this commenced in January. The slight slippage in starting is due to other work commitments and the requirement for training on a new process mapping tool, <i>Engage</i> . This will continue as an action within the refreshed Committee Plan.
		Maximise use of Talentlink system in relation to contacts.	31-Dec-2024	 Slippage	This has been delayed due to constraints in availability from an external organisation, shortage in internal staff resources and other work pressures. This will continue as an action within the refreshed Committee Plan.
<b>CMTE/ PR009 Modernisati on of the Council</b>	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.
		Develop a Digital and Customer Service Strategy.	31-Oct-2024	See commentary	On 19 November 2024, the Policy and Resources Committee approved the adoption of a phased approach to creating a combined Digital and Customer Services Strategy. This was agreed in response to wider developments relating to transformation, including a new Accounts Commission report, and related recommendations within the Council's Annual Audit Report 2023/24. The Committee also approved Phase 1 of the Strategy at this meeting.  This will continue as an action in the refreshed 2025/26 Policy & Resources Committee Plan.

## Appendix 1: Committee Delivery and Improvement Plan Action Plan

Code & Title	Action	Sub-action	Due date	Current Status	Progress Commentary
		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 underway. Scoping and outcomes discussion ongoing. A proposal to rejoin Scottish Local Government Digital Office to assist with the assessment is to be decided by Committee.
		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: <ul style="list-style-type: none"> <li>• A presentation on office rationalisation will be delivered to Elected Members in February 2025.</li> <li>• A presentation on community and leisure rationalisation will be delivered to Elected Members in June 2024.</li> <li>• Hector McNeil House relocation – Spring 2025.</li> </ul>
<b>CMTE/ PR010 Governance Documents</b>	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.
<b>CMTE/ PR011 Communication and Engagement Strategy</b>	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: <ul style="list-style-type: none"> <li>• review of templates for Service use in graphic design</li> <li>• Confirm corporate approach to tourism.</li> <li>• Creation of basic dashboards and monitoring.</li> </ul>	31-Mar-2025	 Complete	The review of Corporate Communications Strategy and action plans from 2023 and 2024 is now complete. A draft set of new actions for reporting year 2025-26 is being finalised.

## Appendix 1: Committee Delivery and Improvement Plan Action Plan

Action Status	
	Cancelled / not delivered
	Not started
	Slippage
	On track
	Complete

## Appendix 2: POLICY AND RESOURCES KPI SCORECARD

The refreshed Committee Plan KPI scorecard provided information on 2023/24 performance where it was available, however data for a number of LGBF measures that are published annually was not available at that time.

### Local Government Benchmarking Framework

Since the last Policy and Resources Committee Plan performance report was considered, new Local Government Benchmarking Framework data has been published for the following KPIs. Information on the Council's performance ranking, relative to all 32 Scottish Councils, is shown in the LGBF ranking column in the table below.

Title	2021/22 Value	2022/23 Value	2023/24 Value	2023/24 Target	Status	Short Trend	Long Trend	LGBF ranking	Latest Note
Total useable reserves as a % of Council annual budgeted income	23.7%	17%	20.8%	27%				18	Family group performance = 24.9% National average = 23.9%.
Uncommitted General Fund Balance as a % of annual budgeted net revenue	2.3%	3.5%	2%	2%				25	Family group performance = 1.6% National average = 2.3%.
Ratio of Financing Costs to Net Revenue Stream	10.2%	9.7%	0.4%	9.55%				1	Family group performance = 4.1% National average = 5.8%.
Actual outturn as a % of budgeted expenditure	99.4%	98%	100.4%	99.5%				9	Family group performance = 99.7% National average = 99.6%.

## Service Performance Indicators

The following service performance measures are reported quarterly to the Committee.

Title	Q4 2023/24 Value	Q1 2024/25 Value	Q2 2024/25 Value	Q3 2024/25 Value	Status	Latest Note
Number of properties in receipt of Empty Property Relief	240	87	135	187		These KPIs are both 'data only' as performance is influenced by wider economic conditions that are outwith the control of the Council.
Value (£) of Empty Property Relief	£308,508	£ 346,532	£383,443	£480,523		

Title	Q4 2023/24 Value	Q1 2024/25 Value	Q2 2024/25 Value	Q3 2024/25 Value	Quarter				Latest Note
					Target	Status	Short Trend	Long Trend	
Council tax in year collection level	94.7%	27.7%	53%	80.2%	Year end 94.7%		-	↓	Short trend arrow refers to comparison with Q3 2023/24, where performance = 80.2%
Percentage of invoices paid within 30 days (%)	94.16%	97.19%	94.38%	97.06%	95.5%	✓	↑	↑	
Total days lost due to sickness absence	3.6 days	3.4 days	2.5days	3.2days	2.25 days	⊘	↓	↓	The annual target for the year is 9 days.
Employee Turnover (%)	2.66%	2.52%	4.8%	3.1%	3%	⚠	↑	↓	The annual target for the year is 12%.
Corporate Training Courses Attended	180	94	104	159	125	✓	↑	↓	The overall annual target for the year is 500.
SOCITM Accessibility Score (website overall accessibility score)	95	93	93.3	95.3	95	✓	↑	↑	
No. of complaints received (per 1,000 population)	1.082	0.996	0.728	0.7	1	✓	↑	↑	The overall target for the year is 4 or less complaints per 100,000 population. Population is based on mid-year population estimate 2023.
The number of Data Breaches notified to the Information Commissioners Office	1	1	1	1	2024/25 2	⊘	-	↓	The overall target for the full year is 2. As at the end of quarter 3 this had not been achieved.

Title	Q4 2023/24 Value	Q1 2024/25 Value	Q2 2024/25 Value	Q3 2024/25 Value	Quarter				Latest Note
					Target	Status	Short Trend	Long Trend	
Percentage of FOIs and EIRs responded to on time	94.58%	91.58%	92.66%	95.58%	92%				
Digital transactions via the CSC Portal	79%	70%	43%	72%	75%				

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse