

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead - Resources****Committee: Corporate Services Committee 11 November 2020**

Subject: 2019/20 Resources Delivery Plan Year-end Progress & 2020/21 Delivery Plan**1 Purpose**

- 1.1** This report provides members with the final position against the 2019/20 Delivery Plan and presents the 2020/21 Delivery Plan.

2 Recommendations

- 2.1** It is recommended that Committee notes both the year-end position for 2019/20 and the plan for 2020/21.

3 Background

- 3.1** Each Strategic Lead develops an annual Delivery Plan. This sets out actions to help meet the Council's priorities and address the key service challenges identified through the planning process. The plan outlines performance indicators to measure progress, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.
- 3.2** Delivery Plans are traditionally shared through relevant service committees in the spring (May/June) with a mid-year progress report presented in winter (November). However, as a result of the COVID-19 pandemic, work to finalise Delivery Plans for reporting in May was paused. This reflected the need to focus on the immediate resilience response for our communities. It also gave Strategic Leads the time to analyse the COVID-19 impact and the likely recovery position for the remainder of the 2020/21 year, and factor this in to drafted delivery plans.

4 Main Issues2019/20 Year-end Performance

- 4.1** The 2019/20 Delivery plan was presented to Corporate Services Committee on 22 May 2019, and mid-year progress on 13 November 2019.
- 4.2** Full details of year-end progress are set out at Appendix 1. Of the 24 actions due to be completed by 31 March 2020, 19 (79%) were completed as planned with 5 (21%) outstanding. These are:
- Deliver Internal Audit and Corporate Fraud Plan for 2019/20 - 80% completed. One of five milestones was outstanding at year end. This

related to the implementation of the audit plan with 14 of 16 reviews completed. Of the two outstanding, one was deferred to 2020/21 due to an unforeseen staff vacancy and the other was carried forward, concluding in August.

- Implement service improvements as part of the billing and payment review - 66% completed. One of three milestones was outstanding at year end. This related to the implementation of Direct Debits. This will be carried forward to 2020/21 as a result of issues with software and system testing and laterally COVID-19.
- Continue to review and adapt financial guidance and training in line with service needs - 70% completed. Areas of training were identified in conjunction with Strategic Leads including VAT, Agresso, and general accounting and budgeting. Schools identified the need for clerical finance training but this was not completed due to COVID-19 and will be carried forward to 2020/21.
- Use benchmarking data to evaluate service delivery and performance within Finance Services - 20% completed. Two councils willing to benchmark have been identified but progress has been slow due to other priorities. This action will be carried forward to 2020/21.
- Use benchmarking data to evaluate service delivery and performance within Internal Audit & Fraud - 66% completed. Four of six milestones were completed, including the establishment of a benchmarking group with 4 other councils and the development of performance indicators. Using the benchmarking data to evaluate service delivery and performance and creating an improvement plan were hindered due to a focus on other priorities as a result of the pandemic. These will be carried forward to 2020/21.

4.3 Of the 16 performance indicators included in the plan, 8 (50%) achieved their year end targets, 7 (44%) just missed their targets, and 1 (6%) was significantly adrift of target. Details of the latter are provided below with full details of all performance indicators set out in Appendix 1:

- Amount of free reserves as a percentage of the prudential reserve target (General services): Due to a late change in the General Services Reserve position, the free reserves has been reduced below the prudential target at 57% against a target of 100%.

Complaints: 2019/20 Year-end and 2020/21 Mid-year

4.4 A key focus in the development of delivery plans is ensuring that feedback from stakeholders informs learning and improvement. One of the key sources of robust feedback is complaints data.

- 4.5** Between 1 April 2019 and 31 March 2020, Resources received a total of 91 complaints, comprising 85 Stage 1 and 6 Stage 2 complaints. During the same period, 82 complaints were closed, 77 at Stage 1 and 5 at Stage 2.
- 4.6** Of the 77 complaints closed at Stage 1, 45 (58%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 7 working days to resolve all complaints closed at Stage 1. Of the 5 complaints closed at Stage 2, 3 (60%) met the 20 working days target, with an average of 14 days to resolve all Stage 2 complaints.
- 4.7** Fifty-four of the complaints closed at Stage 1 were upheld and none at Stage 2. These are shown in Tables 1 and 2 below by service area and complaint category.
- 4.8** In the first half of this year (1 April to 30 September), Resources received a total of 34 complaints, comprising 30 Stage 1 and 4 Stage 2 complaints. During the same period, 22 complaints were closed, 20 at Stage 1 and 2 at Stage 2.
- 4.9** Of the 20 complaints closed at Stage 1, 11 (55%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 6 working days to resolve all complaints closed at this stage. Of the 2 complaints closed at Stage 2, 1 met the 20 working days target, with an average of 18 days to resolve all Stage 2 complaints.
- 4.10** 8 of the complaints closed at Stage 1 were upheld and 1 at Stage 2. These are shown in Tables 1 and 2 below by service area and complaint category.

Table 1: Upheld complaints by service area

Service Area	1 April 2019- 31 March 2020	1 April 2020 - 30 Sept 2020	
	Upheld Stage 1	Upheld Stage 1	Upheld Stage 2
Benefits	19	4	0
Council Tax	30	4	0
Debtors	1	0	0
Fraud Investigation	1	0	0
Corporate Debt	3	0	0
Insurance Claims		0	1
Total	54	8	1

Table 2: Upheld complaints by complaint category

Complaint Category	1 April 2019- 31 March 2020	1 April 2020 - 30 Sept 2020	
	Upheld Stage 1	Upheld Stage 1	Upheld Stage 2
Citizen expectation not met - quality of service	23	4	1
Citizen expectation not met – timescales	16	3	0
Council policy – charges	2	0	0
Employee behaviour	3	0	0
Error in Service Delivery	10	1	0
Total	54	8	1

- 4.11** Each service area also developed a suite of quality standards, which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 2.

Delivery Plan 2020/21

- 4.12** The Resources Delivery Plan for 2020/21 is attached to this report as Appendix 3 and includes a detailed action plan for delivery as well as a workforce plan. The Plan reflects the immediate and longer term impact that COVID-19 will have on service delivery.
- 4.13** The delivery plan 2020/21 reflects those actions and priority areas which will be delivered over the remainder of the year. Key areas include: delivering sustainable, quality services within the context of significant financial challenges; addressing the negative impact of welfare reform on rent arrears, Council Tax collection and corporate debt; implementing structural reviews and addressing their implications on workloads and staff; supporting key Council transformational projects; automating processes and information provision; and ensuring Council compliance with Code of Good Governance.
- 4.14** Progress against the action plan will be monitored monthly by the management team and scrutinised through quarterly performance updates to the Performance Monitoring & Review Group. Year-end performance will be reported to committee in spring 2021.

Workforce Planning

- 4.15** The Delivery Plan includes an annual workforce plan which details the key workforce issues which will or may arise over the year and the actions planned to address these in order to fully support delivery of the plan.
- 4.16** These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2020/21 Delivery Plan.

5 People Implications

- 5.1** There are no direct people implications arising from this report.

6 Financial & Procurement Implications

- 6.1** There are no direct financial or procurement implications arising from this report.

7 Risk Analysis

- 7.1** Failure to deliver on the actions assigned to Resources may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed and approved.

8 Equalities Impact Assessment

- 8.1** Screening and impact assessments will be carried out on specific activities as required.

9 Consultation

- 9.1** The delivery plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

- 10.1** The delivery plans set out actions to support the successful delivery of the strategic priorities of the Council.

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Appendices: Appendix 1: Resources Delivery Plan 2019/20 - Year-end Progress
Appendix 2: Quality Standards - 2019/20 Performance
Appendix 3: Resources Delivery Plan 2020/21

Background Papers: None

Wards Affected: All