

Report To: Policy and Resources Committee **Date:** 20 June 2017

Report By: Grant McGovern, Head of Inclusive Education, Culture and Corporate Policy **Report No:** PR/11/17/KB

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Subject: Corporate Services Progress Report 2016/17

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on the achievement of key objectives during 2016/17 by the Council's Corporate Services, as detailed in the Education, Communities and Organisational Development Corporate Directorate Improvement Plan (CDIP) 2016/19 and the Environment, Regeneration and Resources CDIP 2016/19. Details are provided in the Appendices.
- 1.2 The report focuses on improvement actions that sit within the following Services: Finance and ICT; Legal and Property; Procurement; Corporate Policy; and Organisational Development, Human Resources and Communications.

Appendix 1
Appendix 2

2.0 SUMMARY

- 2.1 The current status of the CDIPs' improvement actions, together with the status at the last report, is:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
June 2017	17	0	0	12
January 2017	8	0	1	20.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
 - a. notes the progress made by Corporate Services during 2016/17 in delivering the year one improvement actions outlined in their respective CDIPs 2016/19; and
 - b. agrees to consider the first Corporate Services progress report on the year two improvement actions at its second meeting following the Summer 2017 recess.

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Corporate Director
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Scott Allan
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4.0 BACKGROUND

4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is regularly given to key stakeholders to allow them to evaluate and make informed judgements about performance and the achievement of key objectives.

4.2 CDIPs are a key component of the Council's Strategic Planning and Performance Management Framework. They are the principal vehicle for managing and delivering the strategic outcomes in the Single Outcome Agreement 2013/17 and the Council's Corporate Statement 2013/18, as well as the well-being outcomes which are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).

4.3 The Environment, Regeneration and Resources CDIP 2016/19 was approved by Environment and Regeneration Committee on 28 April 2016.

Min. Ref.
E&R
Cttee
28.4.16
Para 270

4.4 The Education, Communities and Organisational Development CDIP 2016/19 was approved by the Education and Communities Committee on 3 May 2016.

Min. Ref.
E&C
Cttee
3.5.16
Para 303

4.5 Progress regarding delivery of these two CDIPs is reported to every second meeting of the relevant Service Committee. These progress reports provide Members with a summary of progress with the CDIPs' implementation and aim to give Committee and officers the opportunity to make appropriate judgements on where performance across the Council is improving, good or starting to decline. Additionally, because the CDIPs include improvement actions that are of a corporate nature, a separate Corporate Services Performance Report is submitted to every second meeting of the Policy and Resources Committee.

4.6 This report focuses on improvement actions that sit within the following Services: Finance and ICT; Legal and Property; Procurement; Corporate Policy; and Organisational Development, Human Resources and Communications.

4.7 As detailed in Appendix 1, improvement actions have been allocated a 'BRAG' status:

blue - complete; red - significant slippage; amber - slight slippage; green - on track.

4.8 The CDIPs also contain key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide an important measure of how our Corporate Services contribute to the Council's strategic aims. Information on indicators is gathered either quarterly or annually and performance reported to Committee at the appropriate time; the most recent position on the indicators is attached as Appendix 2. Additionally, an ICT Services Performance Update Report is prepared for every second meeting of this Committee, the most recent of which was considered in January 2017; these reports include details of ICT performance indicators.

Min. Ref.
P&R
Cttee
31.1.17
Para 69

4.9 The refreshed CDIPs are included on the agenda for today's meeting of the Policy and Resources Committee and feature reviewed and revised actions for the Corporate Services listed above.

5.0 YEAR ONE IMPROVEMENT PLAN - PROGRESS 2016/17

5.1 This is the progress report on delivery of the CDIPs' Corporate Services improvement actions during 2016/17. The last progress report was approved by the Policy and Resources Committee in January 2017. The current status of the improvement actions, together with the status at the last report, is:

Min Ref
E&C
Cttee
31.1.17
Para 72

Status	blue - complete	red – significant slippage	amber - slight slippage	green - on track
June	17	0	0	12
January 2017	8	0	1	20.

Appendix 1 details the present status of the improvement actions, together with commentaries from the appropriate Service.

5.2 Improvement actions with blue status - complete

During 2016/17, a number of improvement actions were delivered in their entirety; examples of these include:

Best Value Audit Regime

To ensure we have more robust performance information that meets the requirements of the new Audit Scotland Statutory Performance Indicator (PI) Direction 2015, we reviewed our PIs, developed new ones and deleted others, where appropriate. This exercise ensured that the PIs we report to committee complement our PIs for Public Performance Reporting.

Procurement Strategy

The Procurement and Commercial Improvement Programme (PCIP) has replaced the Procurement Capability Assessment. The previous score was 62% which placed the Council on an equal footing with its peers. A similar or better performance in the PCIP would represent success. The first audit of the Council's procurement service under the PCIP was carried out on 3 November 2016 and a score of 66% was achieved, against a target of 55%.

Refresh of the Asset Management Plan

We aimed to update the Capital Asset Management Plan to ensure it fully reflects the current position and links to supporting asset management plans. The Corporate Asset Management Strategy 2016/18 was approved by the Environment and Regeneration Committee on 1 September 2016.

Corporate Communications Strategy (CCS)

We worked with Council Services and the Corporate Management Team to develop a CCS which was approved by the Policy and Resources Committee on 21 March 2017.

Job Evaluation Scheme (JES)

Following testing, piloting and agreement with the Trades Unions, the third edition of the JES is now in place for all Scottish Joint Council jobs across the Council.

Refreshed People and Organisational Development (OD) Strategy 2017/20

A review took place of the previous OD Strategy and a proposal was developed to address the specific challenges and opportunities ahead for the Council. Following approval by the Policy and Strategy Committee on 20 September 2016, the Strategy is in place and being implemented.

Our new Corporate Induction Programme is due to go live in June/July 2017. Additionally, to ensure succession planning becomes an embedded process in Services,

we are currently preparing a report on this topic for consideration by the Corporate Management Team.

Health and Safety Plan 2016/19

We aim to ensure that health and safety management systems are embedded and being implemented by Services across the Council. We therefore developed a Health and Safety Plan for 2016/19 which was approved by the Policy and Resources Committee on 15 November 2016.

Review of Financial Regulations

We carried out a review of our Financial Regulations in light of developments with the Inverclyde Integration Joint Board, changes in technology etc. The Financial Regulations were approved by the Council on 29 September 2016 and distributed to all Senior Managers.

Review of Governance Documentation

We reviewed and updated the Council's governance documentation to ensure it fully reflects our structure and officer responsibilities and supports the Annual Governance Statement. The revised Standing Orders and Scheme of Administration, Standing Orders relating to Contracts, Scheme of Delegation, and the Financial Regulations were approved at the meeting of Inverclyde Council on 29 September 2016.

5.3 Improvement actions with green status – on track

Progress with a number of improvement actions is on track; examples of which include:

The Community Empowerment (Scotland) Act 2015

The Council and the Community Planning Partnership (CPP) aims to ensure they are ready for the implementation of the Act, working with partners to deliver on the statutory requirements. This will mean ensuring that locality profiles and plans are in place for the agreed localities across Inverclyde, mapping assets and issues, agreed with and led on by communities.

Current position: Community engagement on the Local Outcome Improvement Plan 2017/22 and Locality Plans began in April 2017, with events planned across May and June 2017, supported by social media and an on-line survey.

Single Outcome Agreement (SOA) 2016/17

We need to ensure that community engagement has taken place to help develop the new SOA and to assess whether the current outcomes are appropriate. Additionally, we are required to develop a new Local Outcome Improvement Plan (LOIP)/SOA.

Current position: Place Standard training has been rolled out and a community engagement process is in place, led by CVS Inverclyde. A Strategic Needs Analysis is being undertaken to inform the LOIP. Drafting of the LOIP has begun, to be informed by community engagement.

5.4 There are no actions with either an amber (slight slippage) or red (significant slippage) status.

6.0 IMPLICATIONS

6.1 Financial implications - one-off costs:

Cost centre	Budget heading	Budget year	Proposed spend this report	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

Financial implications - annually recurring costs/(savings):

Cost centre	Budget heading	With effect from	Annual net impact	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

6.2 Human Resources: There are no direct human resources implications arising from this report.

6.3 Legal: There are no direct legal implications arising from this report.

6.4 Equalities: There are no direct equalities implications arising from this report.

6.5 Repopulation: Provision of Council services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde support the Council's aim of retaining and enhancing the area's population.

7.0 CONSULTATION

7.1 Updates on progress with the Corporate Services improvement actions included in the CDIPs have been provided by the respective lead officers.

8.0 BACKGROUND PAPERS

8.1 Environment, Regeneration and Resources CDIP 2016/19.

Education, Communities and Organisational Development CDIP 2016/19.

9.0 CONCLUSION

9.1 The progress report 2016/17 on improvement actions that sit within the Finance and ICT; Legal and Property; Procurement; Corporate Policy; and Organisational Development, Human Resources and Communications Services sections of the Environment, Regeneration and Resources CDIP 2016/19 and the Education, Communities and Organisational Development CDIP 2016/19 is presented for Members' consideration and approval with the recommendation that the first Corporate Services progress report on the CDIPs' year two improvement actions is considered by the Committee at its second meeting following the Summer 2017 recess.

Appendix One – Actions Progress Report

CORPORATE SERVICES ANNUAL PROGRESS REPORT 2016/17

Corporate Improvement Actions 2016/17

These improvement actions have implications for the whole Council or more than one Directorate

Corporate Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
1.	<p><u>The Community Empowerment (Scotland) Act 2015</u></p> <p>The Council and the Community Planning Partnership (CPP) are ready for the implementation of The Community Empowerment (Scotland) Act 2015, working with partners to deliver on the statutory requirements. Each element is in place across all Services.</p> <p>There are locality profiles and plans for the agreed localities across Inverclyde, mapping assets and issues, agreed with and led on by communities.</p> <p>Services/CPP partners and communities use these profiles to plan service delivery, targeting inequalities and work to reduce them.</p>	<p>Respond to Scottish Government guidance</p> <p>Bring the Improving Data Analysis Group together to gather information around the agreed localities</p> <p>Facilitate improved community engagement in the development of Locality Plans and community planning through Wellbeing Clusters and the development of more robust community engagement methods, including the Place Standard</p> <p>Set up working groups to cover each element, for example, legal, environmental, community learning and development, property etc</p>	●	green – on track	<p>Community engagement on the Local Outcome Improvement Plan 2017/22 and Locality Plans began in April 2017, with events planned across May and June 2017, supported by social media and an on-line survey. A Strategic Needs Analysis is being undertaken to update data. Draft participation request guidance has been issued by Scottish Government.</p>	Responsible Included

Appendix One – Actions Progress Report

Corporate Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
		Create a community food growing strategy				
2.	<p><u>Single Outcome Agreement (SOA) 2013/17</u></p> <p>Community engagement has taken place to help develop the new SOA and to assess whether the current outcomes are appropriate</p> <p>A new Local Outcomes Improvement Plan (LOIP)/SOA is agreed and is being delivered</p>	<p>Carry out a strategic assessment to inform the new SOA, including engagement with communities</p> <p>Use locality profiles to inform development of the SOA</p>	●	green – on track	Place Standard training has been rolled out and a community engagement process is in place, led by CVS Inverclyde. A Strategic Needs Analysis is being undertaken to inform the LOIP. Drafting of the LOIP has begun, to be informed by community engagement.	All SOA and Wellbeing Outcomes
3.	<p><u>Best Value Audit Regime</u></p> <p>More robust performance information that meets the requirements of the new Audit Scotland Statutory Performance Indicator Direction 2015</p> <p>The performance indicators (PIs) that are reported to committee complement our PIs for Public Performance Reporting (PPR); we need a more joined up approach</p>	<p>Work with Services to review current PIs and develop new indicators/delete indicators, where appropriate</p> <p>Develop PIs that are captured on Inverclyde Performs and create monthly/quarterly indicators</p>	●	blue – complete	<p>Performance indicators have been reviewed and amended, where appropriate.</p> <p>A very positive Best Value Assurance Report has been received from Audit Scotland.</p>	Responsible

Appendix One – Actions Progress Report

Corporate Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
	<p>Services are in the habit of updating PIs on a monthly/quarterly basis using Inverclyde Performs</p> <p>Inverclyde Council can evidence how it promotes and works to achieve best value</p>					
4.	<p><u>Corporate Workforce Planning and Development</u></p> <p>Ensure workforce planning and development is integrated into CDIPs, risk registers and associated strategies to address the key workforce challenges over the next 3 years</p>	<p>Analysis of workforce data and learning needs with a co-ordinated approach to workforce planning and learning and development solutions</p>	●	blue - complete	<p>A new target will be incorporated into Corporate Directorate Improvement Plan for 2017/20 to monitor actions arising out of the workforce planning strategy implementation.</p>	<p>Achieving Respected Included</p>
5.	<p><u>Digital Access Group</u></p> <p>Developing a fully joined-up plan to improve ease of access to Council Services</p>	<p>Ongoing investment over the next budget period and review thereafter</p>	●	green – on track	<p>An extensive consultation exercise has been completed and the draft Digital Strategy has been agreed by CMT and is scheduled to be presented to the first Policy and Resources Committee of the new Council.</p>	<p>Included</p>

Appendix One – Actions Progress Report

Corporate Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
6.	<p><u>Review of Publication Scheme</u></p> <p>The Publication Scheme is updated and includes signposts for information which is routinely collected for Freedom of Information requests</p>	Co-ordinated approach via Services to ensure the Publication Scheme is reviewed and updated by May 2017	●	blue - complete	The Council's Publication Scheme has been updated. Draft Publication Schemes have also been developed for the Licensing board and the Integrated Joint Board.	Responsible
7.	<p><u>Service Level Agreement (SLA) – Integration Joint Board (IJB)</u></p> <p>A SLA is in place for the IJB for administration, legal and audit</p>	Governance documentation is being finalised for approval and the allocation of resources for legal, administration and audit support is being discussed. It is anticipated the SLA will be in place by December 2016.	●	blue – complete	The SLA for the IJB has been agreed and approved. Work on other internal SLAs will be considered.	Achieving
8.	<p><u>Procurement Strategy</u></p> <p>The Procurement and Commercial Improvement Programme (PCIP) has replaced the Procurement Capability Assessment. The previous score was 62% which placed the Council on an equal footing with its peers. A similar or better performance in the PCIP would represent success.</p>	The Procurement Strategy sets out goals and timescales	●	blue - complete	The first audit of the Council's procurement service under the PCIP was carried out on 3 November 2016 and a score of 66% was achieved, against a target of 55%.	Achieving

Appendix One – Actions Progress Report

Cross-Directorate Improvement Actions 2016/17

These improvement actions will be implemented by more than one Council Service

Cross-Directorate Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
1.	<p><u>Revenues and Customer Services: Transition from Housing Benefit to Universal Credit (UC)</u></p> <p>Manage the transition from Housing Benefit to UC and other Welfare Reform Issues, the key areas being:</p> <ul style="list-style-type: none"> • manage the digitalisation and subsequent roll-out of UC • workforce planning • financial implications both in terms of reduction in subsidy and cost of staff resource with reducing caseload and demand for SWF etc 	<p>Strategic planning through effective communications and action plans that clearly outline the changes and impacts ahead and how they will be managed</p>	●	green – on track	<p>The full service for Universal Credit went live on 23 November 2016. Over 300 staff and partners have been trained. The Chief Financial Officer met Benefits staff to discuss the impact of UC and a medium to long term structure has been drafted which is intended to help facilitate workforce planning issues. The impact of UC continues to be monitored through the Welfare Reform Project Board.</p>	Achieving Nurtured
2.	<p><u>Revenues and Customer Services: Communication channels</u></p> <p>Move customers away from traditional costly channels of communication such as face-to-face to digital channels such as self-serve</p>	<p>By increasing the number of channels and transactions dealt with via digital routes</p> <p>Through effective communication and the meeting of action plan deadlines,</p>	●	green – on track	<p>Work is ongoing on the development of two-way transactional forms for revenues.</p>	Included

Appendix One – Actions Progress Report

Cross-Directorate Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
		facilitated through the Digital Access Group				

Appendix One – Actions Progress Report

Service Improvement Actions 2016/17

These improvement actions will be implemented by individual Council Services

Service Improvement Actions 2016/17 Finance and ICT						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
1.	<p><u>Revenues and Customer Services: Council Tax</u></p> <p>Manage the impact of changes to Council Tax anticipated post-April 2017 whilst maintaining collection levels</p>	<p>Ensure a system upgrade is purchased and tested prior to the changes</p> <p>Ensure appropriate training is given to relevant staff including Customer Services</p> <p>Re-assess Council Tax Reduction Awards in line with the new Policy</p> <p>Ensure changes are publicised to the community</p>	●	blue – complete	This improvement action has been fully implemented.	Achieving Nurtured
2.	<p><u>Finance-related systems</u></p> <p>Implementation of the SWIFT finance module</p>	<p>Several successful modules have been rolled-out in previous years with the remainder to be implemented in September 2016</p>	●	blue – complete	This improvement action has been fully implemented.	Responsible
3.	<p><u>Service accountancy</u></p> <p>Increase value added professional</p>	<p>Improve systems and associated management information</p>	●	green – on track	Budget monitoring has been carried out in line with the new process. The	Responsible

Appendix One – Actions Progress Report

Service Improvement Actions 2016/17 Finance and ICT						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
	support to services, improve the budget management by budget holders whilst managing a reduction in Accountancy staff by 2 FTE	Improve budget holder knowledge and increase self-reliance			restructure is nearing completion. Managers and Principals are continuing to discuss the FMS system with budget holders and are looking for improvements.	
4.	<p><u>Scottish Wide Area Network (SWAN)</u></p> <p>The Council wishes to use the opportunities that SWAN generates to encourage joint working and collaboration with other public sector bodies and to develop integrated working with the Health and Social Care Partnership. Provide the ability for NHS and Council staff to utilise network services in each other's accommodation.</p>	<p>We will work with partners to develop data sharing, network availability and wireless connectivity</p> <p>Shared Network Services to be available by March 2017</p>	●	green – on track	Discussions have taken place with SWAN authorities to implement value added services such as shared government Wi-Fi and secure e-mail relay.	Safe
5.	<p><u>ICT Strategy Refresh</u></p> <p>A refreshed ICT Strategy incorporating digital transformation and development roadmaps</p>	Officers will produce a refreshed Strategy in consultation with other Council Services	●	green – on track	A number of workshops have been completed. A draft Strategy has been approved by the Corporate Management Team. It is now planned to present on	Achieving

Appendix One – Actions Progress Report

Service Improvement Actions 2016/17 Finance and ICT						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
					the Strategy at the meeting of the Policy and Resources Committee on 20 June 2017.	

Appendix One – Actions Progress Report

Service Improvement Actions 2016/17 Legal and Property						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
1.	<p><u>Post-project evaluation</u></p> <p>A fully implemented post-project implementation process for completed projects which allows us to identify benefits realisation and incorporate learning into new projects going forward</p>	<p>The Post-Project Evaluation Team will follow a simple questionnaire-led approach. The response rate will require to be monitored in the early stages of implementation. Officer time will be required in connection with the client/technical lead role when collating the report.</p>	●	green – on track	<p>A number of post-project evaluations are underway. Two are almost complete, the results of which will be reported to the Education and Communities Committee on 13 June 2017.</p>	Responsible
2.	<p><u>Monitoring of capital spend</u></p> <p>The profile of spend is closely monitored to assist early identification of any areas of slippage so that risk is minimised</p>	<p>A co-ordinated approach to developing management information to assist officers to identify areas of slippage at an early stage</p>	●	blue – complete	<p>Regular reports are presented to Committee.</p>	Responsible
3.	<p><u>Refresh of the Asset Management Plan</u></p> <p>The Capital Asset Management Plan is updated to fully reflect the current position and links to supporting asset management plans which have been developed</p>	<p>A co-ordinated approach will be implemented to update the current Plan by 31 March 2017</p>	●	blue – complete	<p>The Corporate Asset Management Strategy 2016/18 was approved by the Environment and Regeneration Committee on 1 September 2016.</p>	Achieving

Appendix One – Actions Progress Report

Service Improvement Actions 2016/17 Legal and Property						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
4.	<p><u>Property Asset Management Information System (PAMIS)</u></p> <p>Up-to-date and relevant information is available in relation to our properties</p>	<p>Implementation of the PAMIS modules on a phased approach</p>	●	green – on track	<p>Initial discussions have taken place. This improvement action links to the storage requirements for the REVIT implementation.</p>	Responsible
5.	<p><u>REVIT Implementation</u></p> <p>After the successful implementation of REVIT (building information modelling software) on a current project, the intention would be to roll-out the process to all subsequent projects from April 2017</p> <p>Relevant staff are fully trained in the use of the software</p>	<p>A phased approach will be implemented with a view to a roll-out to all projects by April 2017</p>	●	green – on track	<p>Initial discussions have taken place with ICT. A business case is being prepared.</p>	Safe


Appendix One – Actions Progress Report

Service Improvement Actions 2016/17 Procurement						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
1.	<p><u>Procurement activity</u></p> <p>A policy is required on inviting SME and local suppliers to bid for quotes and which encourages engagement on tendering</p>	<p>Ongoing monitoring of the success in inviting SME and local supplier to bid for quotes and the numbers who seek the assistance of Supplier Development Programme</p>	●	blue - complete	<p>A report entitled <i>Sustainable Procurement Policy – Supporting the Local Economy and Small and Medium Enterprises</i> was submitted to the Environment and Regeneration Committee on 27 October 2016 and the Policy and Resources Committee on 15 November 2016.</p>	Included

Appendix One – Actions Progress Report

Service Improvement Actions 2016/17 Organisational Development, Human Resources and Communications						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
1.	<u>Corporate Communications Strategy (CCS)</u> To have an agreed CCS	Development of a CCS, working with Council Services and the Corporate Management Team	●	blue – complete	The Communications Strategy was approved by the Policy and Resources Committee on 21 March 2017.	SOA 8 Achieving Nurtured
2.	<u>Job Evaluation Scheme (JES)</u> Implementation of the third edition of the JES is in place for all jobs across the Council Relevant procedures are reviewed	Testing, piloting and agreement with the Trades Unions, following a pilot process Implementation of the third edition of the JES	●	blue – complete	The third edition of the JES is now in place. All JE is carried out online via the Gage software. Historical information has been input to the system. Ongoing monitoring is underway.	Responsible Included
3.	<u>Refreshed People and Organisational Development (OD) Strategy 2017/20 (1)</u> A refreshed People and OD Strategy for 2017/20 is agreed and in place	Review the existing OD Strategy and develop proposal to address the specific challenges and opportunities ahead for Inverclyde Council Engage with various stakeholders The Employee Survey 2015 results will feed into the Strategy	●	blue – complete	The Strategy is in place and being implemented.	Achieving Respected Included

Appendix One – Actions Progress Report

Service Improvement Actions 2016/17 Organisational Development, Human Resources and Communications						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
4.	<u>Health and Safety Plan 2016/19</u> Health and safety management systems are embedded and being implemented by Services across the Council	Develop and agree a Health and Safety Plan for 2016/19		blue - complete	The Corporate Health and Safety Plan 2016/19 was approved by the Policy and Resources Committee on 15 November 2016.	Safe

Appendix One – Actions Progress Report

Capital Projects Improvement Actions 2016/17

Capital Projects Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
1.	<u>School Estates Management Plan (SEMP)</u> Fully refurbished school estate to high quality, modern standards	SEMP investment is fully approved and capacity will be provided by Legal and Property Services with external hub construction projects, where required	●	green – on track	Regular reports are presented to Committee on the SEMP's progress.	Safe

Appendix One – Actions Progress Report

Corporate Governance Improvement Actions

These improvement actions relate to corporate governance responsibilities

Corporate Governance Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
1.	<p><u>Refreshed People and Organisational Development (OD) Strategy 2017/20 (2)</u></p> <p>All employees undertake corporate induction training</p> <p>An increase in the number of performance appraisals carried out</p> <p>Succession planning becomes an embedded process in Services</p>	Through the delivery of the People and Organisational Development Strategy 2017/20	●	blue - complete	<p>The new Corporate Induction Programme will go live in May/June 2017.</p> <p>The percentage of performance appraisals completed during 2016/17 achieved the target.</p> <p>A report on succession planning report will be prepared for the Corporate Management Team.</p>	Responsible
2.	<p><u>Review of Financial Regulations</u></p> <p>Updated Regulations taking account of changes with the IJB , changes in technology etc</p>	By submitting a report to the Policy and Resources Committee via the Audit Committee by September 2016	●	blue – complete	The Financial Regulations were approved by Council on 29 September 2016 and distributed to all Senior Managers.	Responsible
3.	<p><u>Review of Governance Documentation</u></p> <p>The Council’s governance documentation fully reflects its</p>	A co-ordinated approach via Extended CMT, the CMT and Elected Members to ensure documentation is reviewed and updated by September 2016	●	blue – complete	The revised Standing Orders and Scheme of Administration, Standing Orders relating to Contracts, Scheme of Delegation, and	Responsible

Appendix One – Actions Progress Report

Corporate Governance Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status June 2017		Commentary June 2017	SOA and Wellbeing Outcome
	structure and officer responsibilities which supports the Annual Governance Statement				the Financial Regulations were approved at the meeting of Inverclyde Council on 29 September 2016.	

6 June 2017

Appendix Two – Performance Indicators

CORPORATE SERVICES ANNUAL PROGRESS REPORT 2016/17 – JUNE 2017

PERFORMANCE INDICATORS

The Council's key performance indicators help demonstrate performance in terms of strategic and operational objectives. These indicators include statutory performance indicators and local performance indicators.

Full year figures for 2015/16 and 2016/17 are shown below, together with the 2016/17 targets:

Key performance measure	Performance 2015/16	Target 2016/17	Performance 2016/17	Commentary 2016/17
Council Tax: in-year collection level¹	95.1%	94.8%	95.3%	Performance has been largely maintained.
Speed of Benefits processing – average number of days per case to process: <ul style="list-style-type: none"> new Housing Benefit/ Council Tax reduction claims 	25.98 days	23 days	26.73 days	Performance is lower than the target due to extended unplanned systems downtime. Performance was further impacted by the implementation of the Universal Credit Full Service.
<ul style="list-style-type: none"> Housing Benefit/ Council Tax Benefit reduction claim changes of circumstances 	4.02 days	5 days	4.18 days	Performance exceeded the target.

¹ A higher % of Council Tax is expected to be paid in the first 3 quarters of the year than in the final quarter. Most Council Tax customers pay by 10 monthly instalments from April to January each year; therefore, dividing the annual target by 4 quarters would not give a true reflection of the expected income in each quarter

Appendix Two – Performance Indicators

Key performance measure	Performance 2015/16	Target 2016/17	Performance 2016/17	Commentary 2016/17
Creditor payments: number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	96.48%	96%	96.64%	Performance has been largely maintained.
Performance appraisals: the % of performance appraisals completed	91%	93%	90%	The target was achieved.

An ICT Services Performance Update Report is prepared for every second meeting of the Policy and Resources Committee. These documents include details of ICT performance indicators; to view the most recent report, visit: <http://www.inverclyde.gov.uk/meetings/meeting/1932> (agenda item 6).

24 May 2017