

**Report To:** Policy and Resources Committee      **Date:** 22 May 2018  
**Report By:** Grant McGovern, Head of Inclusive Education, Culture and Communities      **Report No:** PR/14/18/KM  
**Contact Officer:** Karen McCready, Corporate Policy Officer      **Contact No:** 01475 712142  
**Subject:** Corporate Services Performance Report 2017/18

**1.0 PURPOSE**

1.1 The purpose of this report is to update the Committee on the achievement of key objectives during 2017/18 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.

Appendix 1  
Appendix 2

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.

**2.0 SUMMARY**

2.1 The Council's current Corporate Directorate Improvement Plans 2016/19 were approved in May 2016.

2.2 The CDIP is subject to an annual review and progress reports are submitted to every second meeting of the relevant Committee. This is the final progress report for 2017/18 on year two of the Improvement Plans. Full details of progress are provided in Appendix 1.

2.3 The CDIPs also contain a range of key performance indicators which provide an important measure of how our Corporate Services contribute to the Council's strategic aims. Performance information is gathered on a quarterly or annual basis, depending on the availability of the performance information and performance is reported to Committee at the appropriate time. Full year performance figures for 2017/18 are now available and these are provided in Appendix 2.

2.4 The current status of the CDIPs' improvement actions at the end of year two is:

<b>Status</b>	<b>blue - complete</b>	<b>red - significant slippage</b>	<b>amber - slight slippage</b>	<b>green - on track</b>
May 2018	9	-	1	13

2.5 As Members will be aware from the workshop held on 14 March 2018, a new Corporate Plan 2018/22 is being developed. To allow the new Corporate Plan and the CDIPs to be aligned, it is proposed that the year three refresh of the ECOD CDIP 2016/19 is postponed until after the

Summer 2018 recess. Additionally, the CDIPs will require to be amended to reflect the changes being made under the management restructure.

### **3.0 RECOMMENDATIONS**

3.1 It is recommended that the Committee:

- a. notes the progress made by the Council's Corporate Services during 2017/18 in delivering the year two improvement actions outlined in their respective CDIPs 2016/19; and
- b. agrees that the year three refresh of the ECOD CDIP 2016/19 be postponed until after the summer 2018 recess to allow the CDIP to be aligned with the Council's new Corporate Plan 2018/22 and changes to the management structure.

**Grant McGovern**  
**Head of Inclusive Education, Culture &**  
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**Scott Allan**  
**Corporate Director**  
**Environment, Regeneration and**  
**Resources**

## 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 Council's Corporate Statement 2013/18, as well as our well-being outcomes; Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).
- 4.3 The Environment, Regeneration and Resources CDIP 2016/19 was approved by the Environment and Regeneration Committee on 28 April 2016.
- 4.4 The Education, Communities and Organisational Development CDIP 2016/19 was approved by the Education and Communities Committee on 3 May 2016.
- 4.5 Progress regarding delivery of these two CDIPs is reported to every second meeting of the relevant service Committee. These reports provide Members with a summary of progress with the CDIPs' implementation and aims 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 is reported to Committee at the appropriate time. Full year performance figures for 2017/18 are now available and these are provided in Appendix 2.

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## 5.0 YEAR TWO IMPROVEMENT PLAN - PROGRESS 2017/18

- 5.1 This is the final progress report on the CDIP year two improvement actions for Corporate Services. The current status of the improvement actions is:

Status	blue - complete	red – significant slippage	amber - slight slippage	green - on track
May 2018	9	-	1	13

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

## 5.2 Improvement actions with a blue status – complete

A number of improvement actions are now complete, examples of which include:

### Local Outcomes Improvement Plan

The new Inverclyde Outcomes Improvement Plan (IOIP) was approved by the Alliance Board at its meeting on 11 December 2017. The IOIP has one set of outcomes (the wellbeing outcomes) and 3 strategic priorities. A comprehensive Strategic Needs Assessment for Inverclyde has been developed and provides the evidence base for the IOIP.

### Key Corporate Initiatives

The new Inverclyde Outcomes Improvement Plan includes reference to City Deal and was approved by the Alliance Board on 11 December 2017. A draft Corporate Plan 2018/22 has been developed and also includes reference to both City Deal and Shared Services.

### Reserves

The review of reserves is now complete with write backs of £2.3 million agreed by the Council on 21 December 2017. Further decisions on the use of the Council's Reserves were taken in March 2018.

### Disability Confident 2016/19

The Council achieved Level 3 (Disability Confident Leader) of the Disability Confident Accreditation Scheme in September 2017.

## 5.3 Improvement actions with green status – on track

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

### Corporate Workforce Planning and Development

Service workplans have been developed highlighting future workforce requirements and employee learning and development needs.

### Revenues and Customer Services

Regular updates are provided to the Welfare Reform Project Board and reports to each Policy and Resources Committee. Universal Credit delivery is tracked with internal and external partners.

### Service Accountancy

Budget monitoring has been carried out in line with the new process. The re-structure is nearing completion. Managers and Principals are continuing to discuss FMS system with budget holders and looking for improvements.

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

The induction programme is progressing satisfactorily. Performance appraisals are being monitored and are standing at a 94% completion rate. Succession planning is almost complete.

5.4 There is one action designated amber (slight slippage):

## Measuring impact on outcomes

Measuring impact on outcomes has been raised at a national level and was the subject of a full day workshop at the Scottish Performance Management Forum. Progress in taking this further forward at present has slightly slipped due to a reduction in capacity within the Corporate Policy Team. Work is ongoing however to strengthen our approach to measuring outcomes. A new Corporate Plan for 2018/22 is being developed at the moment and the Plan will contain a range of performance measures that will help to demonstrate whether positive outcomes are being achieved. The Inverclyde Outcomes Improvement Plan has also been developed with a focus on how we measure impact on outcomes.

### 5.5 Performance Indicators – Annual performance 2017/18

Full year performance information is now available for all performance indicators. The targets for the year have been met or exceeded for the following:

- Council tax in year collection rate
- Speed of processing changes in circumstances to housing benefit
- Speed of processing new claims to housing benefit
- Speed of processing new claims for council tax reduction
- The percentage of invoices paid within 30 calendar days
- The percentage of Revenues and Benefits abandoned calls handled by the Customer Service Centre
- The percentage of general abandoned calls handled by the Customer Service Centre
- The percentage of performance appraisals carried out in the year

## 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 This is the final progress report on year two of the improvement actions that sit within 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. The report is presented for Members' consideration and approval. It is also recommended that the year three refresh of the ECOD CDIP 2016/19 is postponed until after the Summer 2018 recess to allow that document to be aligned with the Council's new Corporate Statement, a report on which will be submitted to the meeting of Inverclyde Council on 7 June 2018

## Appendix One – Improvement Actions Progress Report

### CORPORATE SERVICES PROGRESS REPORT 2017/18

#### Corporate Improvement Actions 2017/18

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

Corporate Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	LOIP Wellbeing Outcome
1.	<p><u>The Community Empowerment (Scotland) Act 2015</u></p> <p>The Council and the 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</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</p>	<p>●</p>	<p>green – on track</p>	<p>A Locality Planning Implementation Group, chaired by the Corporate Director HSCP, has been established to oversee the process of establishing locality planning. The group has responsibility for developing a proposed model for locality planning, overseeing community engagement and establishing Locality Partnerships. Data gathering for each of the localities has been carried out and shared with the HSCP.</p> <p>The next stage is to carry out community engagement about priorities for each locality.</p> <p>Guidance on Community Food Growing Strategy has not yet been published by the Scottish Government.</p> <p>A letter has been sent out to the Alliance Board members asking all partners to identify what resources and support</p>	<p>Responsible Included</p>

## Appendix One – Improvement Actions Progress Report

Corporate Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	LOIP Wellbeing Outcome
	communities use these profiles to plan service delivery, targeting inequalities and working to reduce them	cover each element, for example, legal, environmental, community learning and development, property etc. Create a community food growing strategy.  Through the Community Engagement Network, highlight to the Alliance Board the resources required to effectively deliver on community empowerment/ engagement and capacity building, and make recommendations to the Alliance Board.			partner organisations could provide to locality planning.	
2.	<u>Local Outcome Improvement Plan</u>  Community engagement has taken place to help develop the new LOIP and to assess whether the current outcomes are	Carry out a strategic assessment to inform the new LOIP, including engagement with communities  Use locality profiles to inform development of the	●	blue – complete	The new Inverclyde Outcomes Improvement Plan was approved by the Alliance Board at its meeting on 11 December 2017. The LOIP has one set of outcomes, the wellbeing outcomes and 3 strategic priorities.  A comprehensive Strategic Needs	All LOIP Wellbeing Outcomes



## Appendix One – Improvement Actions Progress Report

Corporate Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	LOIP Wellbeing Outcome
	<p>appropriate.</p> <p>New Local Outcome Improvement Plan (LOIP) agreed and being delivered.</p> <p>One set of outcomes is adopted by the Alliance and the Council.</p>	LOIP			<p>Assessment for Inverclyde has been developed and is appended to the LOIP. Work is underway to develop the Locality Plans.</p> <p>An analysis of the Our Place Our Future survey has been carried out at an Inverclyde and locality level. 1,310 people completed the survey which is a response rate of 1.7%. This is the highest number of respondents Inverclyde Alliance has had to an engagement process.</p>	
3.	<p><u>Corporate Workforce Planning and Development</u></p> <p>Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and associated plans to address the key workforce challenges over the next 3 years and into the longer term.</p>	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&amp;D solutions.</p> <p>Including future workforce requirements.</p>	●	green – on track	Service workplans have been developed highlighting future workforce requirements and employee learning and development needs	Achieving Respected Included
4.	<p><u>Measuring impact on outcomes</u></p>	Working with experts and other performance	●	amber – slight	Discussions on how to demonstrate the impact on outcomes have taken place at	Achieving

## Appendix One – Improvement Actions Progress Report

Corporate Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	LOIP Wellbeing Outcome
	Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.	management specialists, processes will be developed to better measure impact on outcomes.		slippage	<p>the Scottish Performance Management Forum, however due to reduced resources within the Corporate Policy Team there has been slight slippage in taking this work forward.</p> <p>A draft Corporate Plan has been developed and includes a number of performance measures to support each strategic priority to make it easier to assess the services being delivered by the Council's services are resulting in improved outcomes.</p> <p>The Inverclyde Outcomes Improvement Plan has also been developed with a focus on how we measure impact on outcomes.</p>	
5.	<p><u>Key Corporate Initiatives</u></p> <p>Key corporate initiatives are reflected in updated corporate documents, included as part of the review of the Strategic Planning and Performance Management Framework.</p>	When drafting the new LOIP and Corporate Statement, references to City Deal and shared services will be made.	●	blue – complete	<p>The new Inverclyde Outcomes Improvement Plan includes reference to City Deal and was approved by the Alliance Board on 11 December 2017.</p> <p>A new draft Corporate Plan has been developed and includes reference to both City Deal and shared services.</p>	Achieving
6.	<u>Change Management</u>	3 Change Management Directorate Groups are	●	green – on track	Change Management Groups within Directorates are now fully	Achieving

## Appendix One – Improvement Actions Progress Report

Corporate Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	LOIP Wellbeing Outcome
	Services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customer's needs and are efficient.	<p>established to review progress on all change projects on a monthly basis. The Group will be chaired by the Corporate Director and consist of the DMT plus Finance &amp; HR support.</p> <p>Heads of Service will be accountable for promoting change management projects and taking necessary action to ensure timeous delivery. Progress reports using a RAG status will be submitted bimonthly to the Corporate Management Team.</p> <p>Once the Change Management Programme is adopted by the new Council, in the summer of 2017, regular updates will be presented to the Policy &amp; Resources Committee.</p>			operational. Meetings are minuted and all projects are tracked in detail with respect to progress and outcomes. A standard reporting template has been developed for service reviews to ensure corporate consistency and adherence to timescales on longer change projects. Progress from Directorate groups is reported to the CMT.	
7.	<u>Revenue Budget Savings</u>	Officer savings proposals ready for August 2017.	●	blue – complete	The Council approved the 2018/19 Revenue Budget with no use of	Achieving Responsible

## Appendix One – Improvement Actions Progress Report

Corporate Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	LOIP Wellbeing Outcome
	Balanced revenue budget 2018/20 which reflects Council priorities	Extensive consultation exercise late 2017. Engagement with TUs and partners during process			Reserves. Members received detailed information on the Public Consultation prior to arriving at the finalised Budget.	
8.	<u>Digital Strategy</u> New Strategy Approved and being progressed.	2017/20 Strategy approved by Committee – June 2017 Updates on progress to every 2nd Committee	●	blue – complete	The Digital Strategy 2017 – 2020 was approved at P&R Committee on 20th June 2017. Initial actions identified and reporting schedule established.	Included
9.	<u>ICT Strategy</u> New ICT Strategy Approved and being progressed.	2017/20 ICT Strategy approved by Committee – June 2017	●	blue – complete	The ICT Strategy 2017 – 2020 was approved at P&R Committee on 20th June 2017. Initial actions identified and reporting schedule established.	Achieving
10.	<u>Procurement Strategy</u> PCIP has replaced PCA. The previous score was 62% which placed the Council on an equal footing with peers. A similar or better performance in PCIP would represent success.	The Procurement Strategy sets out goals and timescales	●	green – on track	The PCIP score was 66% in 2017 which demonstrates continuing procurement improvement.	Achieving
11.	<u>Reserves</u> A full review of earmarked reserves has been	Members' Budget Working Group will undertake review in September to December	●	blue – complete	This is now complete. A review has been undertaken and with write back of £2.3 million agreed by the Council on 21 December 2017.	Responsible

**Appendix One – Improvement Actions Progress Report**

<b>Corporate Improvement Actions 2017/18</b>						
	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status May 2018</b>		<b>Commentary May 2018</b>	<b>LOIP Wellbeing Outcome</b>
	undertaken and reflects the Council's medium term financial priorities and challenges.	2017 and any decisions will be taken in February 2018 as part of the budget.			Further decisions on the use of the Council's Reserves were taken in March 2018.	

## Appendix One – Improvement Actions Progress Report

### Service Improvement Actions 2017/18

These improvement actions will be implemented by individual Council Services

Service Improvement Actions 2017/18 Finance and ICT						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	SOA and Wellbeing Outcome
1.	<p><u>Service Accountancy</u></p> <p>Increase value added professional support to services, improve the budget management by budget holders whilst managing a reduction in Accountancy resources</p>	<p>Implement approved restructure</p> <p>Support existing employees through professional training</p> <p>Improve systems and associated management information.</p> <p>Improve budget holder knowledge and increase self-reliance.</p> <p>Continue to participate in Apprenticeship Programme.</p>	●	green - on track	<p>Budget monitoring has been carried out in line with the new process. A restructure is nearing completion. Managers and Principals continuing to discuss FMS system with budget holders and looking for improvements. A survey monkey survey has been carried out with budget holders and the results to be analysed and presented at Finance Development Day.</p>	Responsible
2.	<p><u>Revenues and Customer Services</u></p> <p>Manage the transition from Housing Benefit to Universal Credit (UC) and other Welfare Reform Issues, key areas being:</p>	<p>Ongoing liaison with DWP/RCH to manage change in caseload.</p> <p>Ongoing review of impact on Benefits/CSC workload.</p>	●	green – on track	<p>Regular updates are provided to the Welfare Reform Project Board and reports to each Policy and Resources committee. Universal Credit delivery is tracked with internal and external partners. Work force planning - selective</p>	Achieving Nurtured

## Appendix One – Improvement Actions Progress Report

Service Improvement Actions 2017/18 Finance and ICT						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	SOA and Wellbeing Outcome
	<p>Manage the digitalisation and subsequent roll out of Universal Credit</p> <p>Work force planning Financial implications both in terms of reduction in subsidy, cost of staff resource with reducing caseload and demand for SWF/DHP</p>				<p>recruitment of vacant posts. Demand on SWF expenditure exceeding Scottish Government allocation, contained within WR recurring budget and carry forward from previous years.</p>	
3.	<p><u>Customer Interactions</u></p> <p>Move customers away from traditional costly channels of communication to digital channels</p>	<p>Ongoing development of alternative channels supported by CSC encouraging channel shift. Development of e-invoicing</p>	●	green – on track	<p>Channel shift continues to be a priority and the following are all on track and monitored through the Digital Access Group</p> <ul style="list-style-type: none"> <li>- Work with suppliers to fully enable the ability of customers to book and pay for calendared and transactional services such bulky uplifts.</li> <li>- Enhance the range of services available via Web Self-service, including integration of MyAccount authentication which would allow one secure sign in.</li> </ul>	Included

**Appendix One – Improvement Actions Progress Report**

<b>Service Improvement Actions 2017/18 Finance and ICT</b>						
	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status May 2018</b>		<b>Commentary May 2018</b>	<b>SOA and Wellbeing Outcome</b>
					- Review and revise the range of services available via the Inverclyde Online smartphone 'app'.	



## Appendix One – Improvement Actions Progress Report

Service Improvement Actions 2017/18 Legal and Property						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	SOA and Wellbeing Outcome
1.	<p><u>Post-project evaluation</u></p> <p>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 (PPE) team will follow a simple questionnaire led approach. 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 in collating the report.</p>	●	green - on track	<p>Post-project Delivery Team Reviews and Post Occupancy Evaluations have been initiated for majority of completed projects over £1m.</p>	Responsible
2.	<p><u>PAMIS and REVIT</u></p> <p>The service is able to share information on key activities.</p> <p>The service is able to hold information on a central system which can be accessed by all users across the network.</p> <p>More meaningful information is available on spend across budgets.</p>	<p>Meeting to be held between Property Services and Technical Services to discuss the requirements of the CAD module.</p> <p>REVIT – adequate storage space requires to be made available. Discuss storage requirements with ICT.</p> <p>Review FMS to implement reports which can better interrogate where Central Repairs Allocation is being spent.</p>	●	green - on track	<p>New Drive now operational. New Drive to be adapted to accommodate future use of the CAD information. Further investigation of options within PAMIS being explored. Officers have visited neighbouring authority to view systems in operation.</p>	Responsible

**Appendix One – Improvement Actions Progress Report**

Service Improvement Actions 2017/18 Procurement						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	SOA and Wellbeing Outcome
1.	<p><u>SME and Local Supplier engagement in procurement activity</u></p> <p>Policy required on inviting SME and local suppliers to bid for quotes and encourages engagement on tendering.</p>	<p>On-going 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>	●	green – on track	<p>Regular reports to the Procurement Board have demonstrated the success of an initiative to increase the number of local suppliers asked to bid for our quotations. The Supplier Development Programme continues to work with us on assisting local suppliers.</p>	Included

## Appendix One – Improvement Actions Progress Report

Service Improvement Actions 2017/18 Organisational Development, Human Resources and Communications						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	SOA and Wellbeing Outcome
1.	<p><u>Corporate Identity, Branding &amp; Messaging</u></p> <p>A new overarching guide to how the council presents itself visually through printed, online and individual communications.</p>	<p>Conduct a thorough review of the council's corporate identity, branding and messaging</p> <p>Create a new 'how we present ourselves' protocol which includes corporate identity, customer service, messaging and branding guidance.</p>	●	green – on track	Corporate Communications are reviewing the council's corporate identity, this will be presented to the CMT when complete.	Achieving
2.	<p><u>Succession Planning</u></p> <p>Develop and Implement a Succession Planning programme for the Council.</p>	Develop and Introduce Succession Planning programme in consultation with key stakeholders	●	blue – complete	All plans are complete	Responsible
3.	<p><u>Health and Safety Training</u></p> <p>Develop and Implement an integrated Health and Safety training Programme based on the learning needs of the workforce.</p>	Undertake an assessment of training needs in the area of Health and Safety and develop and implement an integrated health and safety training programme to address identified needs	●	blue – complete	IOSH training has been carried out and two new courses have been added to the catalogue, Asbestos Awareness and Contractor Management. Training will be carried out as an ongoing programme of works.	Safe
4.	<p><u>Disability Confident 2016/19</u></p>	A range of measures will require to be developed and	●	blue – complete	Level 3 was achieved in September 2017	Included

**Appendix One – Improvement Actions Progress Report**

<b>Service Improvement Actions 2017/18</b> <b>Organisational Development, Human Resources and Communications</b>						
	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status</b> <b>May 2018</b>		<b>Commentary</b> <b>May 2018</b>	<b>SOA and</b> <b>Wellbeing</b> <b>Outcome</b>
	Achieve level 3 (Disability Confident Leader) of the Disability Confident Accreditation Scheme.	implemented in consultation with stakeholders which will support the Council's application for level 3 Accreditation				

## Appendix One – Improvement Actions Progress Report

### Capital Projects Improvement Actions 2017/18

Capital Projects Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	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. Delivery by 2020.	●	green – on track	Regular reports are presented to Committee on the School Estate Management Plan's progress. This is ongoing until 2020	Safe

## Appendix One – Improvement Actions Progress Report

### Corporate Governance Improvement Actions 2017/18

These improvement actions relate to corporate governance responsibilities

Corporate Governance Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status February 2018		Commentary February 2018	SOA and Wellbeing Outcome
1.	<p><u>People and Organisational Development (OD) Strategy 2017/20</u></p> <p>All employees undertake corporate induction training.</p> <p>Continue to ensure Performance Appraisals carried out (KPI 90%).</p> <p>Succession planning becomes an embedded process within services</p>	Through the delivery of the People and Organisational Development Strategy	●	green – on track	The induction programme is progressing in a satisfactory manner. Performance appraisals are being monitored and are standing at a 94% completion rate. A succession planning programme has been implemented.	Responsible

## Appendix Two – Performance Indicators

### CORPORATE SERVICES PROGRESS REPORT

#### 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 2016/17 and 2017/18 are shown below.

Key performance measure	Performance 2016/17	Performance 2017/18	Target 2017/18	Commentary
<b>Council Tax: in-year collection level</b>	95.3%	95.5%	95.3%	Performance is better than target
<b>Speed of Benefits processing</b> <ul style="list-style-type: none"> <li>Changes in circumstances to housing benefit</li> </ul>	4.2 days	3.74 days	5 days	Performance is better than target
<b>Speed of benefits processing</b> <ul style="list-style-type: none"> <li>new claims to Housing Benefit</li> </ul>	26.7 days	17 days	23 days	Performance is better than target
<b>Speed of benefits processing</b> <ul style="list-style-type: none"> <li>new claims for Council Tax reduction</li> </ul>	29 days	30 days	36 days	Performance is better than target.
<b>Creditor payments:</b> number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	96.6%	97.13%	96.5%	Performance is better than target.
<b>Customer Service Centre – abandoned calls</b> <ul style="list-style-type: none"> <li>Revenues and Benefits</li> </ul>	23%	25%	25%	The target has been achieved for both indicators

## Appendix Two – Performance Indicators

Key performance measure	Performance 2016/17	Performance 2017/18	Target 2017/18	Commentary
<ul style="list-style-type: none"> <li>General</li> </ul>	7%	7%	7%	
<b>Performance appraisals:</b> the % of performance appraisals completed	93%	94% (still being finalised)	90%	The target was achieved in 2016/17. Returns are still being collated and may be higher than the 94% reported.

An ICT Services Performance Update Report is prepared for every second meeting of the Policy and Resources Committee.