

**Report To:** Policy and Resources Committee      **Date:** 21 May 2019

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 Head of Organisational Development, Policy & Communications

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**Subject:** Corporate Services Progress Report 2018/19

**1.0 PURPOSE**

- 1.1 The purpose of this report is to update the Committee on the achievement of key objectives during 2018/19 by the Council's Corporate Services, as detailed in the Education, Communities and Organisational Development and the Environment, Regeneration and Resources Corporate Directorate Improvement Plans (CDIPs) 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; Organisational Development and Policy and Communications.

Appendix  
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**2.0 SUMMARY**

- 2.1 The Council's current Corporate Directorate Improvement Plans 2016/19 were approved in May 2016. The Plans are reviewed annually and refreshed Plans for the period 2018/19 were approved by this Committee on 18 September 2018.
- 2.2 This is the final progress report on the delivery of the year 3 actions in the plans that relate to Corporate Services activity. Full details of progress are provided in Appendix 1.
- 2.3 The new, three year CDIPs for Education, Communities and Organisational Development and Environment, Regeneration and Resources Directorates are also on the agenda of this Committee.
- 2.4 The status of the CDIPs' improvement actions is:

<b>Status</b>	<b>blue - complete</b>	<b>red - significant slippage</b>	<b>amber - slight slippage</b>	<b>green - on track</b>
April 2019	6	-	2	18

- 2.5 In relation to the performance indicators in Appendix 2, the Committee is asked to note that the level of council tax collection reached its highest ever level in 2018/19, rising from 95.5% to 95.7% in 2018/19.

### **3.0 RECOMMENDATIONS**

3.1 It is recommended that the Committee notes:

- a. the progress made by the Council's Corporate Services during 2018/19 in delivering the year three improvement actions detailed in their respective CDIPs; and
- b. that this is the last progress report on the Corporate Services elements of the CDIPs for the period 2016 - 2019.

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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 Council's Corporate Plan 2018/22, as well as the wellbeing 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 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 the 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; Organisational Development, Policy 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.

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Cttee  
3.5.16

## 5.0 YEAR THREE IMPROVEMENT PLAN - PROGRESS 2018/19

- 5.1 This is the final progress report on delivery of the CDIPs' Corporate Services improvement actions during 2018/19. The current status of the improvement actions is:

Status	blue - complete	red – significant slippage	amber - slight slippage	green - on track
April 2019	6	-	2	18

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

## 5.2 Improvement actions with green status – on track

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

### Child Poverty Local Action Report

A draft Inverclyde Child Poverty Local Action Report has been developed. The LAR sets out the work that has been carried out to tackle child poverty and the actions that will be delivered in the coming year. The report will be presented to the IJB, Policy and Resources Committee and the Inverclyde Alliance.

### Corporate Workforce Planning and Development

Succession plans have now been updated and work is underway to collate and process the data from the 2018/19 performance appraisals. Work on the development of a People and Organisational Development Strategy for 2020/23 is also underway.

### Pay and Grading

The revised Pay and Grading Model has been agreed with the Trades Union and will now be progressed through Payroll.

### Care Positive Employer

The Council has achieved the level 1 Award status. To establish level 2, the Council needs to establish a way for employees who are carers to review policies and the practical support offered to carers. Other Councils that have established level 1 have been contacted to learn from what happens elsewhere.

### Service Accountancy

The FMS contract is extended to 2022. More clarity on the future of FMS beyond 2022 will be available by the end of this year.

## 5.3 Improvement actions with amber status – slight slippage

Two actions have an amber (slight slippage) status.

### Customer Interactions

Work is ongoing with services in relation to new service development, however an issue has been identified with the integration between Kana and the Uniform system and work is ongoing to resolve this.

Implementation of Citizens Access for Revenues is also ongoing. The latest systems release has been received from Northgate and testing is on-going.

### Post project evaluation

Two office AMP project reviews have been initiated. Six Education project post- occupancy evaluations have been undertaken with the summary reports at various stages of completion/collation. Completion of the reports has been impacted due to the retirement in August 2018 of the Quality Improvement Officer (School Estate).

## 5.4 Improvement actions with a blue status – complete

Six improvement actions are now complete.

## Service Statements

The Council's Service Statements have been refreshed and the updated versions are available on the Council's website.

## Revenue Budget

The 2019/20 budget was agreed by Inverclyde Council on 21 March 2019. The savings are all identified and will be monitored to ensure delivery.

## REVIT

The new server and drive are operational.

## Healthy Working Lives

The joint assessment and award for Gold Healthy Working Lives has been achieved. Responsibility for the submission is being rotated between OD, Policy and Communications and the Health and Social Care Partnership and is with the HSCP for 2018/19.

## Corporate Directorate Improvement Plans

The Education, Communities and Organisational Development and the Environment, Regeneration and Resources Directorate have developed new Corporate Directorate Improvement Plans for the 3 year period 2019/22. The new CDIPs are on the agenda of this Committee.

## GDPR

Regular updates will continue to be provided to the Corporate Management Team and the Policy and Resources Committee. The Council has a GDPR post-implementation Action Plan and this will continue to be progressed.

### **5.5 Performance Indicators – 2018/19 Performance**

Performance targets were met, or were better than target in 2018/19 for the following indicators:

- The council tax collection rate in 2018/19 reached its highest ever level;
- The speed of processing changes in circumstances to Housing Benefit;
- The speed of processing new claims for Council Tax Reduction; and
- The number of complaints and compliments received by the Customer Service Centre
- The percentage of Customer Service Centre abandoned calls for both general and revenues and benefits calls

The end of year targets for the following performance indicators were not achieved in 2018/19:

- The percentage of invoices paid within 30 calendar days. Performance was 1.27% below target.
- The percentage of credit or debit card payments to registrars. Performance was 1% below target.

5.6 Performance information is currently being gathered on the percentage of performance appraisals completed in the year and the gender pay gap.

### **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.

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

No This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

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 the improvement actions that sit within the Finance and ICT; Legal and Property; Procurement; Organisational Development, Policy and Communications sections of the Environment, Regeneration and Resources CDIP 2016/19 and the Education, Communities and Organisational Development CDIP 2016/19. This performance information is presented for Members' consideration and approval.

## Appendix One – Improvement Actions

### CORPORATE SERVICES ANNUAL PROGRESS REPORT 2018/19

#### Corporate Improvement Actions 2018/19

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

Corporate Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
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 communities use these profiles to plan service delivery, targeting inequalities and working to reduce them</p> <p>All Inverclyde Alliance Partners are</p>	<p>Respond to Scottish Government guidance.</p> <p>Facilitate improved community engagement in the development of Locality Plans and community planning and the development of more robust community engagement methods, including Place Standard</p> <p>Create a community food growing strategy in partnership with the Environment Network of third sector and community organisations.</p> <p>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</p>	●	green – on track	<p>Qualitative baseline data has been established and updates are provided to each meeting of the Alliance Board in respect of locality planning.</p> <p>In respect of the Food Growing Strategy, the Council is legally obliged to submit a strategy by May 2020. A Council working group has been established to meet statutory duties and a community based group will also be established to support the creation of the strategy.</p>	OP2

## Appendix One – Improvement Actions

Corporate Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
	investing in building the capacity of communities so that they may take full advantage of their rights set out in the Community Empowerment Act.	Board.				
2.	<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	<p>Succession plans have been updated and work is currently underway to collate and process the data from the 2018/19 performance appraisals.</p> <p>Work has commenced to develop the People and Organisational Development Strategy 2020/23.</p>	OP10
3.	<p><u>Measuring impact on outcomes</u></p> <p>Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.</p>	Working with experts and other performance management specialists, processes will be developed to better measure impact on outcomes.	●	green – on track	The review of the Council's performance reporting is complete and has been reported to the CMT. The review has linked performance indicators to the Corporate Plan priorities. The annual report on the LOIP has been approved by the Alliance Board and is available on the Council's website. The first Annual Report on the Council's Corporate Plan will be	OP9

## Appendix One – Improvement Actions

Corporate Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
					presented to the August Committee.	
4.	<p><u>Service Statements</u></p> <p>The Council's Service Statements are up to date and reflect the changes made to the management structure.</p>	<p>Carry out a review of the Council's Service Statements</p>	●	blue – complete	The updated Service Statements are published on the Council's website.	OP9
5.	<p><u>Child Poverty Local Action Report</u></p> <p>An Inverclyde Child Poverty Local Action Report is developed capturing all the work being undertaken in the area to tackle child poverty.</p> <p>Inverclyde Council and HSCP are working towards the mitigation of the impacts of Child Poverty</p>	<p>Engagement with services and partners regarding work to tackle child poverty and production of the report.</p> <p>Multi-agency work with CELCIS on neglect.</p>	●	green – on track	A draft Inverclyde Child Poverty Local Action Report has been developed and considered by the Alliance Board and CMT. It will also be presented to the IJB and the Alliance Board before being submitted to the Scottish Government. The LAR sets out both the work that has been carried out to tackle child poverty and the work that partners will take forward.	OP4 OP5
6.	<p><u>Revenue Budget</u></p> <p>Balanced revenue budget 2019/20 which reflects Council priorities</p>	<p>Officer savings proposals reviewed and updated by the end of September, 2018 for consideration by the MBWG. Engagement with TUs and partners during process</p>	●	blue – complete	The 2019/20 budget agreed on 21 March 2019. Savings are all identified and will be monitored to ensure delivery.	OP9

## Appendix One – Improvement Actions

Corporate Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
		Balanced budget approved February/March 2019				
7.	<u>Digital Strategy</u>  Progress towards and completion of agreed actions	2017/20 Strategy approved by Committee – June 2017  Updates on progress to every 2 <sup>nd</sup> Committee	●	green – on track	Quarterly updates are provided to the Policy and Resources Committee. Most strategy actions are broadly on target with several systems now fully live or undergoing user acceptance testing. An issue has been encountered with integration between systems that will delay implementation of one key aspect of the strategy, but overall the strategy remains on track.	OP9
8.	<u>ICT Strategy</u>  Progress towards and completion of agreed actions	2017/20 ICT Strategy approved by Committee – June 2017	●	green – on track	Quarterly updates are provided to the Policy and Resources Committee. Significant progress has been achieved, particularly in areas of Cyber and ICT security. All other strategy actions are on target.	OP9
9.	<u>Procurement Strategy</u>  PCIP has replaced PCA. The	The Procurement Strategy sets out goals and timescales	●	green – on track	PCIP carried out in November 2018. A score of 69% was achieved. The next assessment will be carried	OP9

## Appendix One – Improvement Actions

Corporate Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
	previous score was 66% which placed the Council on an equal footing with peers. A similar or better performance in PCIP would represent success.				out in 2020.	

## Appendix One – Improvement Actions

Cross Directorate Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
10.	<p><u>Change Management</u></p> <p>ERR and ECOD services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customer's needs and are efficient.</p>	<p>Continue to meet regularly and progress specific projects.</p> <p>Detailed projects are established.</p> <p>Ongoing work with the Policy and Resources Committee and Members Budget Working Group.</p>	●	green – on track	This is on track in terms of regular meetings and officers are progressing all change management proposals.	OP9

## Appendix One – Improvement Actions

### Service Improvement Actions 2018/19

These improvement actions will be implemented by individual Council Services

Service Improvement Actions 2018/19 Finance and ICT						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
1.	<p><u>Service Accountancy</u></p> <p>Increase value added professional support to services, improve the budget management by budget holders.</p> <p>Medium term solution for the FMS</p>	<p>Support existing employees through professional training (Summer 2019)</p> <p>Improve management information and improve budget holder self-reliance.</p> <p>Continue to participate in Apprenticeship Programme. (From now to 2020)</p> <p>Explore options for extension or replacement of FMS over next 2/3 years</p>	●	green – on track	FMS contract extended to 2022, more clarity on future of FMS beyond 2022 will be available by the end 2019.	OP10
2.	<p><u>Revenues and Customer Services</u></p> <p>Continue to manage the roll out of Universal Credit and the migration of the live load over to UC.</p> <p>Work force which reflects the reducing caseload and demand for SWF/DHP</p>	<p>Active management of vacancies and release of staff through voluntary severance. Ongoing review of impact on Benefits/CSC workload</p> <p>Timescale from now until 2021/22</p>	●	green – on track	<p>Universal Credit timescale moved to 2022/23. Regular updates are provided to the Welfare Reform Project Board and reports to each Policy and Resources committee. Universal Credit delivery is tracked with both internal and external partners.</p> <p>Work force planning: there is selective recruitment of vacant posts and voluntary severance. Demand on</p>	OP4 OP10

## Appendix One – Improvement Actions

Service Improvement Actions 2018/19 Finance and ICT						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
					SWF expenditure exceeding Scottish Government allocation contained within Welfare Reform recurring budget.	
3.	<p><u>Revenues and Customer Services</u> Successful implementation of the Barclay Review meeting all timescales set out in the Review – Timescale from now until April 2020</p> <p>Resilient &amp; stable NDR Service via a potential collaboration with one or more councils for the delivery of NDR services</p>	<p>Ensuring knowledge transfer to relevant officers. Ensure that software upgrades are received, tested and implemented timeously.</p> <p>Participation in relevant communications with key parties and analysis of cost and capability of potential partners.</p>	●	green – on track	<p>Legislative and system changes to date have been implemented timeously and relevant officers have received training on changes.</p> <p>The Chief Financial Officer is progressing the NDR collaboration through communication with key internal and external partners and is evaluating the associated costs and operational issues; senior revenues staff are involved in the planning.</p>	OP10
4.	<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.</p> <p>Development of Citizens Access for Revenues and upgrades to KANA and associated systems (Autumn/Winter 2018)</p>	●	amber - slight slippage	<p>Kana system upgrades are complete and undergoing user acceptance testing is completed as far as possible. Development work is ongoing with the services for the new service development however an issue has been identified with integration between Kana and the Uniform system, work is ongoing to resolve this.</p> <p>Implementation of Citizens Access for Revenues is ongoing, Latest systems release has been received</p>	OP9

## Appendix One – Improvement Actions

Service Improvement Actions 2018/19 Finance and ICT						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
					from Northgate, testing is on-going. Any issues identified via testing will be reported to Northgate	

## Appendix One – Improvement Actions

Service Improvement Actions 2018/19 Legal and Property Services						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
5.	<p><u>Post-project evaluation</u></p> <p>The implementation of Post-Project review for completed projects allows the Council to identify benefits realisation and to incorporate learning into new projects going forward.</p>	<p>The post-project evaluation follows a straightforward questionnaire-led approach. Officer resource required in connection with the Client / Technical Lead role in collation of reports.</p>	●	amber – slight slippage	<p>Two office AMP project reviews have been initiated. Six Education project post-occupancy evaluations have been undertaken with the summary reports at various stages of completion / collation. Completion of the reports has been impacted due to the retirement in August 2018 of the Quality Improvement Officer – School Estate.</p>	OP9 OP10
6.	<p><u>REVIT</u></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>Server has been procured in order to accommodate REVIT storage space requirements.</p>	●	blue – complete	<p>New server and drive operational</p>	OP9
7.	<p><u>GDPR</u></p> <p>GDPR compliance across all services with robust systems for monitoring and review.</p>	<p>Programme of scheduled training for services and Elected Members and continued briefing updates, where relevant, during 2018/19.</p> <p>Programme of training for Year 1 to June 2019 being managed through Information Governance team.</p>	●	blue – complete	<p>Regular updates will continue to be provided to the Corporate Management Team and the Policy and Resource Committee.</p> <p>The Council has a GDPR Post Implementation Action Plan and this will continue to be progressed.</p>	OP9 OP10

## Appendix One – Improvement Actions

Service Improvement Actions 2018/19 Procurement						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
8.	<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>All quotations have been completed using the policy in relation to inviting local suppliers where a local supplier exists. This policy ensures that at least 50% of the invited field of suppliers are local. All quotations in the same period are compliant with the requirement to have at least 50% of the invited field being SMEs.</p>	OP3

## Appendix One – Improvement Actions

Service Improvement Actions 2018/19 Organisational Development, Policy and Communications						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
9.	<p><u>Corporate Identity, Branding and 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 and branding guidance.</p>	●	green – on track	This action has developed into the marketing and communications activity linked to the work of the Population Partnership.	OP1
10.	<p><u>Tourism and Destination</u></p> <p>Inverclyde Council supports the wider City Region in regards to tourism</p> <p>Boost tourism across the city region by 2023 by a million additional visitors for the city region.</p>	<p>Support a range of region wide initiatives.</p> <p>Inverclyde Council will also lead on production of an annual calendar of events across the city region; development of a communications plan for events communicating with residents; maximising opportunities for the year of coast and water in 2020, linking with transport providers to improve connectivity and support, through the City Deal Greenock Ocean Terminal project doubling cruise ship passengers in the region.</p>	●	green – on track	Action on City Region Councils to support delivery of the strategy and action plan.	OP1
11.	<p><u>Health and Safety Management</u></p> <p>Be able to record and monitor key action</p>	<p>Develop and test the relevant modules in the Figtree system.</p> <p>Change over the current incident</p>	●	green – on track	The Incident Reporting System is now live and being fully utilised, the hazard and action modules are being utilised for	OP10

## Appendix One – Improvement Actions

Service Improvement Actions 2018/19 Organisational Development, Policy and Communications						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
	<p>points and control measures which require to be implemented at Service level.</p> <p>Monitor and record that implementation has taken place.</p> <p>Integrate accident reporting function with Finance Insurance section to enable a more streamlined investigation and recording process ensuring that all documentation is readily available for use in the event of a claim.</p>	<p>reporting system to the Figtree system.</p> <p>Bring online the audit and assessment modules and pilot them in selected areas (Fire Risk Assessment, Education and Environmental and Commercial Services.</p> <p>Develop the reporting function to bring statistical information to the Corporate Health and Safety Committee as required.</p>			<p>incident reports and this will continue to be developed. Statistical information from incidents is being reported on and this will be expanded to include monitoring of actions.</p> <p>This action will continue to be taken forward through the new CDIP 2019/22.</p>	
12.	<p><u>Pay and Grading</u></p> <p>A revised pay and grading model is in place.</p>	<p>Models will be developed for consideration to incorporate Living Wage and other recommendations from Equality Impact Assessments.</p> <p>April 2019</p>	●	green – on track	<p>A revised Pay and Grading Model has been agreed by the Trades Union. This will be progressed through Payroll.</p> <p>This action will be taken forward in the new CDIP 2019/22.</p>	OP10
13.	<p><u>Care Positive Employer</u></p> <p>The Council has achieved a higher level of award</p>	<p>Develop submission for award, engage with employees who are carers, ensure our policies and practices are reviewed to meet the necessary standards.</p>	●	green – on track	<p>The Council has achieved the Level 1 Award and reviewing the requirements for the Level 2 Award. An employee consultation exercise is required to be carried out.</p>	OP10

## Appendix One – Improvement Actions

Service Improvement Actions 2018/19 Organisational Development, Policy and Communications						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
14.	<p><u>Healthy Working Lives</u></p> <p>Joint assessment and award between the Council and HSCP for Healthy Working Lives accreditation</p>	<p>Submission is made jointly between HSCP and the Council to Healthy Working Lives</p>	●	blue – complete	<p>The joint assessment and award for Gold Healthy Working Lives has been achieved. Responsibility for the submission is being rotated between OD, Policy and Communications and the Health and Social Care Partnership. It is with the HSCP for 2018/19.</p>	<p>OP6 OP10</p>
15.	<p><u>Corporate Directorate Improvement Plans</u></p> <p>Review guidance and engage with services to develop new CDIPs for 2019 to 2022, reflecting new Corporate Plan, new LOIP, Locality Planning and Management Restructure.</p>	<p>Work with CQIG to develop new guidance.</p> <p>Carry out workshops with Directorates to develop new plans</p>	●	blue – complete	<p>New Corporate Directorate Improvement Plans for the Education, Communities and Organisational Development and the Environment, Regeneration and Resources Committee are on the agenda of this meeting.</p>	<p>OP9</p>

## Appendix One – Improvement Actions

### Capital Projects Improvement Actions 2018/19

Capital Projects Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
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.	OP1 OP3 OP9

## Appendix Two – Performance Indicators

### CORPORATE SERVICES PROGRESS REPORT 2018/19 – PERFORMANCE INDICATORS

April 2019

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, 2017/18 and 2018/19 (where available) are shown below, together with the 2018/19 targets:

Key performance measure	Performance 2016/17	Performance 2017/18	Performance 2018/19	Target 2018/19	Commentary
<b>Council Tax: in-year collection level<sup>1</sup></b>	95.3%	95.5%	95.7%	95.5%	Performance is 0.2% higher than 2017/18 and better than target.
<b>Speed of Benefits processing changes in circumstances to HB</b>	4 days	4 days	3.74 days	4 days	Performance in 2018/19 was better than target
<b>Speed of Processing new claims for Council Tax Reduction</b> (From November 2016)	36 days	30days	33 days	34 days	Performance in 2018/19 was 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%	95.86%	97.13%	The target for 2018/19 was not achieved. Performance is 1.27% lower than in March 2018.

<sup>1</sup> This is a year-end target. 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 2016/17	Performance 2017/18	Performance 2018/19	Target 2018/19	Commentary
<b>CSC Complaints</b>	38	14	20	20	Performance target has been met.
<b>CSC Compliments</b>	58	81	96	63	Performance target has been exceeded.
<b>Customer Service Centre – abandoned calls</b> <ul style="list-style-type: none"> <li>• Revenues and Benefits</li> <li>• General</li> </ul>	23%	25%	18%	20%	Target has been met for percentage of abandoned general calls and performance was better than target for the percentage of abandoned calls to revenues and benefits
	7%	7%	7%	7%	
<b>Registrars –</b> Percentage of payments made by debit/credit card	-	50%	59%	60%	Performance is 1% lower than the target
<b>Performance appraisals:</b> the % of performance appraisals completed	93	94	This information is currently being calculated	92	
<b>Equal opportunities:</b> % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers) (CORP 3b)	52.9	53.9	This information is currently being calculated	50.6	

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