

Report To: Policy and Resources Committee **Date:** 4 February 2020

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Subject: Corporate Services Progress Report

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on the delivery of the improvement actions 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) 2019/22. Details are provided in the Appendices.
- 1.2 The report focuses on improvement actions that are the responsibility of the following services: Finance and ICT; Legal and Property; Procurement; Organisational Development and Policy and Communications.

Appendix
1
Appendix
2

2.0 SUMMARY

- 2.1 The Council’s CDIPs 2019/22 were approved by the Policy and Resources Committee on 21 May 2019. This is the second progress report on the delivery of the year 1 actions within the Plans. Full details of the progress that has been made are provided in Appendix 1. The latest information for the CDIP key performance indicators (KPIs) is provided in Appendix 2.
- 2.2 The status of the CDIPs’ improvement actions as at January 2020 is shown below:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
January 2020	2	0	3	16

- 2.3 In addition to the improvement activity being taken forward in the CDIPs, a new programme of service self-assessment using the Public Service Improvement Framework (PSIF) has been approved by the Corporate Management Team. The PSIF is used by services that do not have their own formal self-evaluation or inspection framework. The services that will participate in a facilitated self-assessment in 2020 are as follows:

- Culture, Communities and Educational Resources
- Organisational Development, Policy and Communications
- Environment and Public Protection
- Finance and ICT

The purpose of the self-assessment is for each service to identify strengths and areas for improvement, which will be prioritised and formulated into a service improvement plan and where appropriate, included in the CDIPs.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee notes:

- a. the progress made by the Council's Corporate Services during 2019/20 in delivering the year one improvement actions, as detailed in their respective CDIPs; and
- b. the programme of PSIF assessments that will be carried out in 2020.

Ruth Binks
Corporate Director
Education, Communities and
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Scott Allan
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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 delivery of strategic priorities.
- 4.2 CDIPs are a key component of the Council's Strategic Planning and Performance Management Framework. They are the principal vehicle for the delivery of the organisational priorities in the 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 2019/22 was approved by the Environment and Regeneration Committee on 2 May 2019, whilst the Education, Communities and Organisational Development CDIP 2019/22 was approved by the Education and Communities Committee on 7 May 2019. Both CDIPs were thereafter approved by the Policy and Resources Committee on 21 May 2019.
- 4.4 Progress in the delivery of these two CDIPs is reported to every second meeting of the relevant service Committee. Additionally, because the CDIPs include improvement actions that are corporate in nature, a separate Corporate Services Performance Report is submitted to every second meeting of the Policy and Resources Committee. The aim of this is to provide Members with a summary of progress and to give the Committee and officers the opportunity to make appropriate judgements on where performance across the Council is improving, good or where performance has declined.
- 4.5 This report focuses on improvement actions that sit within the following Services: Finance and ICT; Legal and Property; Procurement; Organisational Development, Policy and Communications.
- 4.6 As shown in Appendix 1, improvement actions have been allocated a 'BRAG' status:
blue - complete; red - significant slippage; amber - slight slippage; green - on track.
- 4.7 The CDIPs also contain a number of key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide a measure of how our Corporate Services contribute to the Council's overall performance. Information on indicators is gathered either quarterly or annually and performance reported to Committee at the appropriate time. The most recent performance data is provided in Appendix 2.

5.0 YEAR ONE IMPROVEMENT PLAN - PROGRESS 2019/20

- 5.1 This is the second progress report on delivery of the CDIPs' Corporate Services improvement actions during 2019/20. The current status of the improvement actions is:

Status	blue - complete	red – significant slippage	amber - slight slippage	green - on track
January 2020	2	0	3	16

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:

The Community Empowerment Act

Building on the community consultation and engagement that was carried out in August and September 2019, Locality Action Plans are being developed for each of the six localities and the first action plan will be published on the Council's website by the end of January 2020.

Child Poverty

Partners across Inverclyde are working closely with NHS Health Scotland on a 'deep dive' into local and national data. Two workshops have taken place to take this forward. The first workshop involved process mapping the services that are available within Inverclyde to help families living in poverty whilst the second workshop looked at local data and what could be sourced. The next step is to prioritise local need.

People and Organisational Development Strategy

Following a series of workshops and stakeholder engagement, a new People and Organisational Development Strategy has been developed and is on the agenda of this Committee for consideration and approval.

Welfare Reform – Employees

A Service Level Agreement is in place and office space has been allocated for up to four Social Security Scotland Agency employees to be located on the mezzanine in the Customer Service Centre.

5.3 Improvement actions with amber status – slight slippage

Three actions have an amber (slight slippage) status, the details of which are provided below:

Asset Management Strategy

The majority of updates and strategy content has been received and developed into a draft Asset Management Strategy. The Strategy will be finalised by the end March 2020.

Information Governance

A review and prioritisation of actions has been carried out to bring back this workstream back on track in the next cycle.

Channel Shift

The development of a bulky uplift process and street lighting fault reporting and management included in the first tranche of service has been delayed to allow the development of new Garden Waste Permit Scheme that has been delivered and is in testing. Completion of the bulky uplift process and street lighting fault reporting and management is to be concluded early in the new year.

5.4 Improvement actions with blue status – complete

Two improvement actions are complete as noted below:

Pay and Grading Model

The revised Pay and Grading Model has now been fully implemented.

Payroll System

The 'Version 8' upgrade has been fully implemented and rolled out across the Council.

5.5 Performance Indicators – 2019/20 Performance

The latest available data shows that performance targets were met, or were better than target, for the following indicators:

- The speed of benefits processing in the second quarter of financial year 2019/20 was 3.47 days, which is better than the performance target of 4 days.
- The percentage of revenues and benefits calls to the Customer Service Centre that were abandoned was 5% in the second quarter 2019/20 and improved again to 3% in the third quarter 2019/20, significantly better than the target of 20%.
- The percentage of general calls to the Customer Service Centre that were abandoned was 3% in the second quarter 2019/20 and improved again to 2% in the third quarter 2019/20, better than the target of 7%.

Data for the third quarter 2019/20, which ended on 31 December 2019, is currently being finalised for a small number of performance indicators.

5.6 In addition to the improvement activity being taken forward in the CDIPs, a new programme of service self-assessment using the Public Service Improvement Framework (PSIF) has been approved by the Corporate Management Team. The PSIF is used by services that do not have their own formal self-evaluation or inspection framework. The services that will participate in a facilitated self-assessment in 2020 are:

- Culture, Communities and Educational Resources
- Organisational Development, Policy and Communications
- Environment and Public Protection
- Finance and ICT

The purpose of the self-assessment is for each service to identify strengths and areas for improvement, which will be prioritised and formulated into a service improvement plan and, where appropriate, the CDIPs.

6.0 IMPLICATIONS

6.1 Finance

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

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 Legal

There are no direct legal implications arising from this report.

6.3 Human Resources

There are no direct human resources implications arising from this report.

6.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

YES

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.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.

NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

NO

6.5 **Repopulation:** The provision of services that are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde supports the Council's priority of retaining and enhancing the local population.

7.0 CONSULTATIONS

7.1 Updates on progress with the Corporate Services improvement actions included in the CDIPs have been provided by the nominated officer with lead responsibility for each action.

8.0 BACKGROUND PAPERS

8.1 None.

Appendix One – Improvement Actions

CORPORATE SERVICES ANNUAL PROGRESS REPORT 2019/20

Corporate Improvement Actions 2019/20

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

Corporate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
1.	<p><u>The Community Empowerment Act</u></p> <p>The council and its partners can demonstrate that it is effectively delivering on the statutory requirements of the Community Empowerment (S) Act 2015</p> <p>All Inverclyde Alliance Partners are investing in building the capacity of communities so that they feel confident about exercising their rights, as set out in the Community Empowerment (S) Act.</p> <p>Locality Plans are used by Services and CPP partners and communities to plan service delivery, target inequalities and work together to reduce them.</p> <p>Communities feel supported and empowered.</p>	<p>Respond to Scottish Government guidance.</p> <p>Continue to gather data from partners around the three localities.</p> <p>Facilitate improved community engagement in the implementation of the Locality Plans and the development of more robust community engagement methods.</p> <p>Hold an annual event for the three localities, aimed at engaging with communities to ensure plans continue to reflect local priorities.</p> <p>Create a Community Food Growing Strategy.</p>	<p>●</p>	<p>Green – on track</p>	<p>An agreed structure is in place for locality planning along with a Communication and Engagement Strategy and Action Plan.</p> <p>Six community events took place over the last two weeks in August / early September. As a result of this targeted community engagement, Locality Action Plans have been developed. The first Action Plan will be published online on the council's website by the end of January 2020.</p> <p>The Food Growing Strategy is currently out for consultation. A report will be taken to Committee prior to April 2020.</p> <p>A report on the subject of Participatory Budgeting is being</p>	<p>OP1, OP2, OP3, OP4, OP5, OP6, OP7, OP8</p>

Appendix One – Improvement Actions

Corporate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
		Develop appropriate structures to respond to the Council's decision to allocate a significant budget to Participatory Budgeting (PB) in 2018/19. Review the success of this.			prepared by the Head of Culture, Communities and Educational Resources and will be submitted to Committee in due course.	
2.	<p><u>Child Poverty</u></p> <p>The projects and initiatives within the Inverclyde LAR 2018/19 are implemented and impact monitored.</p>	All partner (CPAG) activity and data linked to child poverty is held centrally to enable partners to measure progress against the national child poverty targets.	●	Green – on track	<p>Inverclyde is working closely with NHS Health Scotland on a 'deep dive' into local and national data to identify that the right services are meeting the needs of the people living in poverty at the most appropriate times of their lives.</p> <p>Two workshops have been held to take this forward. The first workshop involved process mapping the services that are available within Inverclyde to help families living in poverty and the impact this has on their lives whilst the second workshop looked at local data and what could be sourced. The next step is to prioritise local need.</p>	OP1, OP4, OP5, OP6

Appendix One – Improvement Actions

Corporate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
3.	<p><u>Change Management</u></p> <p>ECOD and ERR 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	Regular meetings taking place. New projects have been added and resources being sourced to facilitate where necessary.	OP9, OP10
4.	<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> <p>Performance reporting is linked to measuring impact on outcomes at an individual, community and population level.</p>	<p>Continue to work with experts and other performance management specialists, to identify processes to better measure impact on outcomes.</p> <p>Publish an Annual Report on the Corporate Plan that sets out progress on the delivery of the Council's priorities for the residents of Inverclyde.</p> <p>Review our public performance reporting to deliver a more streamlined,</p>	●	Green – on track	<p>The SPI/ KPI report containing the refreshed framework was considered and approved by the Policy and Resources Committee its meeting in November.</p> <p>A new 'council performance' web page has been created, which can be found on the performance page of the council's website. Each of the council's organisational priorities has its own web page with performance information collated in the one place, taken from the SPI / KPI report and the</p>	OP1, OP2 OP3, OP4 OP5, OP6 OP7, OP8

Appendix One – Improvement Actions

Corporate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
		<p>robust set of KPIs, linked to organisational priorities.</p> <p>Identify desired outcomes with key milestones / timescales for the Inverclyde Alliance Partnership Action Plans.</p> <p>Continue to learn from good practice elsewhere.</p>			<p>Corporate Plan Annual Report 2018/19.</p> <p>A performance summary in the form of infographics has also be developed and is also on each individual page. The aim of this is to provide performance information in a more user friendly format.</p> <p>Progress reports on the Inverclyde Outcomes Improvement Plan continue to be considered by the Alliance Board on a quarterly basis. An Annual Report detailing progress in the delivery of the Plan during 2019 and the achievement of outcomes will be prepared for the consideration of a future Alliance Board, with a potential mid-term review being carried out in 2020.</p>	
5.	<p><u>Workforce Planning</u></p> <p>Continue to ensure workforce planning and development is integrated into CDIPs, risk registers</p>	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions.</p>	●	Green – on track	<p>Feedback from the Learning Event around workforce planning has been incorporated into the People and Organisational Development Strategy for</p>	OP1, OP3, OP9, OP10

Appendix One – Improvement Actions

Corporate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
	<p>and associated plans to address the key workforce challenges over the next 3 years and into the longer term.</p> <p>Continue to ensure Service Workforce Plans are actioned and reviewed.</p>	<p>Assessing future workforce requirements via service workforce plans.</p> <p>Delivery of plans to be monitored by the Workforce Planning & Development Group (ongoing).</p>			<p>2020/23 and has been agreed by the CMT. The Strategy is on the agenda of this Committee.</p> <p>Service workforce plans which identify future workforce planning requirements continue to be updated and monitored through the Workforce Planning and Development Group.</p>	
6.	<p><u>People and Organisational Development Strategy</u></p> <p>A new Strategy is developed for 2020/23 which builds on the work of the 2017/20 Strategy</p>	<p>Workshops to be arranged with relevant stakeholders to determine key priorities and objectives of the strategy</p> <p>March 2020</p>	●	Green – on track	<p>Following a series of workshops and stakeholder engagement, a new People and Organisational Development Strategy has been developed and was approved by the CMT on 5 December 2019. The new strategy also appears on the agenda of this Committee for consideration and approval, after which it will be formally adopted.</p>	OP9,OP10
7.	<p><u>Fairer Scotland Duty</u></p> <p>Ensure we are compliant with the Duty, as appropriate, by actively considering how we can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.</p>	<p>By taking advantage of the support offered by the Improvement Service to develop and share best practice on the Duty.</p>	●	Green – on track	<p>The council has responded to a questionnaire on the Fairer Scotland Duty, issued in October 2019. The survey sought to establish where bodies subject to the Duty are in the implementation of it; to identify where additional support might</p>	OP2, OP4, OP9

Appendix One – Improvement Actions

Corporate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
		When making strategic decisions, actively consider, with an open mind, whether there are opportunities to reduce socio-economic disadvantage.			be useful and to gather information across Scotland. Additionally, Equality Impact Assessments were prepared for the forthcoming budget setting process; these documents include a section on the Fairer Scotland Duty which asks for information on how the budget saving proposals will impact on reducing inequalities of outcomes.	
8.	<u>FMS Review / Replacement</u> Conduct a review to determine whether to further extend the FMS contract or have a transition plan in place	Supplier engagement and discussions with other local authorities by the end of 2019/20.	●	Green – on track	A meeting with the Totalmobile Regional Director was held in September 2019. The council is currently in contract until 2020 with Totalmobile confident of product life / support for a “minimum of 5 years”. Monitoring and liaison will continue with Totalmobile.	OP9
9.	<u>2020/23 Budget</u> To develop a balanced three year budget that has been approved by Council.	Initial three year budget developed by March 2020. Calculate funding gap by December 2019.	●	Green – on track	A reduced number of detailed savings proposals have been issued to all Members. The public consultation is now complete and the results have been reported to Elected Members. Further savings were	OP9

Appendix One – Improvement Actions

Corporate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
					approved by the Policy and Resources Committee in November 2019 and by Inverclyde Council in December. The General Election has delayed the UK and Scottish Government budgets, but how this impacts on statutory timescales is unclear at present.	
10.	<p><u>Asset Management Strategy</u></p> <p>The capital asset management plan is updated to fully reflect current position and links to supporting plans which have been developed.</p>	<p>A co-ordinated approach will be implemented to update the current plan by November 2019.</p>	●	Amber – slight slippage	<p>The majority of updates and strategy content has been received from lead officers and has been developed into a draft strategy. The strategy will be completed by the end March 2020.</p>	OP9
11.	<p><u>Information Governance</u></p> <p>The Council's Freedom of Information Policy and associated guidance to officers is updated.</p>	<p>Freedom of Information Policy and procedures are updated to reflect current practice.</p> <p>Information Management System to manage FOI requests is implemented.</p> <p>A corporate training programme is established.</p> <p>March 2020.</p>	●	Amber – slight slippage	<p>Low level activity undertaken on the workstreams. Review and prioritise actions to progress and bring back on track.</p>	OP9

Appendix One – Improvement Actions

Cross Directorate Actions 2019/20						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
1.	<p><u>Channel Shift</u></p> <p>Move customers away from traditional channels of communication to digital channels such as self-serve and online services.</p>	<p>Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes. Initial projects operational by summer 2019.</p>	●	Amber – slight slippage	<p>The supplier issues have largely been resolved, however the development of a new bulky uplift process and street lighting fault reporting and management included in the first tranche of services has been delayed to allow the development of new Garden Waste Permit Scheme that has been delivered and is in testing.</p> <p>Completion of bulky uplift process and street light fault reporting and management to be concluded early in the new year.</p>	OP9

Appendix One – Improvement Actions

Service Improvement Actions 2019/20

These improvement actions will be implemented by individual Council Services

Service Improvement Actions 2019/20 Finance and ICT						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
1.	<p><u>Welfare Reform – Employees</u></p> <p>There is an adequately resourced Benefit and Customer Service Team in place.</p> <p>The service has effectively joined up working with Social Security Scotland Agency and other key partners.</p>	<p>Communication with employees and Trades Unions.</p> <p>Regular updates to the Policy and Resources Committee.</p> <p>Effective communication with partners will be achieved through the forum of the Welfare Reform Project Board and Financial Inclusion Partnership.</p> <p>Proposals as part of the 2020/23 Budget.</p>	●	Green – on track	The ICT issues are resolved and space has been allocated for up to 4 Social Security Scotland Agency employees to be located on the mezzanine in the Customer Service Centre.	OP4, OP9, OP10
2.	<p><u>Collaboration – Non-domestic rates</u></p> <p>Improved resilience and improved customer service for NDR delivery.</p>	<p>NDR collaboration operational by 2020.</p>	●	Green – on track	Following a cost benefit exercise non-domestic rates is being kept in-house and a new post has been created to increase resilience	OP9

Appendix One – Improvement Actions

Service Improvement Actions 2019/20 Finance and ICT						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
3.	<p><u>Cloud Migration Strategy</u></p> <p>The review is complete and the recommendations arising from it have been implemented.</p>	Engagement with suppliers and other local authorities.	●	Green – on track	The ICT service has engaged with the council's suppliers of Office automation. Networks Storage and Telephony Systems to identify opportunities and costs for migrating systems to Cloud platforms. A report with recommendations is scheduled to be submitted to the CMT and subsequently to the appropriate committee in March 2020.	OP9

Appendix One – Improvement Actions

Service Improvement Actions 2019/20 Legal and Property Services						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
1.	<u>Partnership Working</u> Partnership working is planned and roles and expectations are clear.	Develop SLAs with the relevant services	●	Green – on track	This action is being progressed by the service.	OP10
2.	<u>Elections</u> An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022.	Develop succession planning to ensure that an Election Team is in place to deliver the required actions.	●	Green – on track	Key members of the Election Team are in place and there is an awareness of the need to prioritise the identification of staff resource in the event of a loss of any key team members. The team successfully planned and put in place the necessary arrangements for the General Election held in December 2019.	OP10

Appendix One – Improvement Actions

Service Improvement Actions 2019/20 Organisational Development, Policy and Communications						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
1.	<p><u>Pay and Grading Model</u></p> <p>A revised Pay and Grading model is fully implemented.</p>	<p>Finalise the Implementation Plan, including the creation of a new structure and the migration of employees to this.</p> <p>Appropriate testing and employee communication to be carried out.</p> <p>October 2019</p>	●	Blue - complete	The revised pay model has now been fully implemented.	OP9, OP10
2.	<p><u>Health and Safety Monitoring System</u></p> <p>To record and monitor key action points and control measures which require to be implemented at Service level.</p> <p>To monitor and record that implementation has taken place.</p> <p>To integrate the accident reporting function with Finance's Insurance section, allowing a more streamlined investigation and recording process to ensure that all</p>	<p>Develop and test the relevant modules in the Figtree system.</p> <p>Change over the current incident 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>	●	Green – on track	External audits are being placed on the system and hazard and action modules are continuing to be utilised.	OP9, OP10

Appendix One – Improvement Actions

Service Improvement Actions 2019/20 Organisational Development, Policy and Communications						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
	documentation is readily available for use in the event of a claim.	Develop the reporting function to bring statistical information to the Corporate Health and Safety Committee as required. December 2019				
3.	<u>Payroll System</u> A 'Version 8' upgrade is fully implemented and rolled out across the whole Council.	Carry out staff training and stakeholder engagement Conduct a review of processes Significant testing October 2019	●	Blue - complete	The 'version 8' upgrade is now fully implemented.	OP9, OP10
4.	<u>Repopulation and tourism 'place' marketing linked to branding</u> A planned and coordinated place marketing campaign, involving a range of partners, linked to the work of Tourism Inverclyde and using a redevelopment of the 'discover Inverclyde' brand to promote Inverclyde as a place to encourage more visitors, more businesses and more new residents	A new web resource will be created as a new 'discover Inverclyde' website under the support to Inverclyde tourism, the local area tourism partnership in the first half of 2019 supported by a place marketing campaign throughout 2019 and 2020 focused on promoting	●	Green – on track	'Discover Inverclyde' brand guidelines created and new visitor / tourism website under construction. Launch of new site planned for during Scottish Tourism Month in March 2020 as part of promotion and engagement with tourism business in Inverclyde.	OP1, OP9

Appendix One – Improvement Actions

Service Improvement Actions 2019/20 Organisational Development, Policy and Communications						
	Where do we want to be?	How will we get there?	Status January 2020		Commentary January 2020	Corporate Plan priority
		Inverclyde as a place to visit, live and work.				

Appendix Two – Performance Indicators

CORPORATE SERVICES PROGRESS REPORT 2019/20 – PERFORMANCE INDICATORS

January 2020

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 2017/18 and 2018/19 (where available) are shown below, together with the 2019/20 targets. Data for the second and third financial quarters in 2019/20 is also provided, where this information is available.

Key performance measure	Performance 2017/18	Performance 2018/19	Financial Quarter 2 2019/20	Financial Quarter 3 2019/20	Target 2019/20	Commentary
Council Tax: in-year collection level¹	95.5%	95.7%	54.2%	Not yet available	95.5%	Performance is at a similar level to that in financial quarter 2 of 2018/19 when it was 54.6%
Speed of Benefits processing changes in circumstances to HB	4 days	3.74 days	3.47days	Not yet available	4 days	Performance is better than target.
Speed of Processing new claims for Council Tax Reduction	30days	33 days	37 days	Not yet available	34 days	Performance for the quarter is below target.
Creditor payments: number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	97.13%	95.86%	96.13%	Not yet available	97.13%	Performance is higher than in the same period last year, 96.1% compared to 94.4% in financial quarter 2, 2018/19

¹ 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 2017/18	Performance 2018/19	Financial Quarter 2 2019/20	Financial Quarter 3 2019/20	Target 2019/20	Commentary
Customer Service Centre – abandoned calls <ul style="list-style-type: none"> • Revenues and Benefits • General 	25%	18%	5%	3%	20%	Performance in both quarter 2 and quarter 3 is better than target.
	7%	7%	3%	2%	7%	
Performance appraisals: the % of performance appraisals completed and the individual development plans agreed	94%	97%	N/A	N/A	93%	This performance information is gathered annually.
Equal opportunities: % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers)	53.9%	58.7%	N/A	N/A	55%	This indicator is part of the LGBF return 2018/19. Performance was better than target in 2018/19. This performance information is gathered annually. National, comparable performance data will be published in late January 2020 and be brought to the Committee in March 2020.

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