

<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>1 February 2022</b>
<b>Report By:</b>	<b>Corporate Director Education, Communities and Organisational Development</b>	<b>Report No:</b>	<b>PR/02/22/AH</b>
<b>Contact Officer:</b>	<b>Andrina Hunter, Corporate Policy and Partnership Manager</b>	<b>Contact No:</b>	<b>01475 712042</b>
<b>Subject:</b>	<b>Corporate Policy and Performance Update Report</b>		

---

## **1.0 PURPOSE**

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on a number of issues relating to corporate policy and performance.

## **2.0 SUMMARY**

- 2.1 This report provides the Committee with an update on a number of performance and policy issues relating to:

- New Performance Management System
- Corporate Services CDIP Update
- Update on Process/Cycle of Self Evaluation
- Results from the Autumn 2021 Citizen's Panel
- Recruitment of Service Manager Corporate Policy, Performance and Partnerships

## **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Policy and Resources Committee note the key update areas in relation to Corporate Policy and Performance.

**Ruth Binks**  
**Corporate Director**  
**Education, Communities and Organisational Development**

## 4.0 NEW PERFORMANCE MANAGEMENT SYSTEM

- 4.1 Inverclyde Performs, the current performance management system utilised by the Council is no longer supported by its supplier therefore a new system is required. Procurement has been undertaken using the G-Cloud 12 Framework, and the Pentana Risk system, supplied by Ideagen, has been identified as meeting all the Council's key requirements.
- 4.2 Pentana is currently used by many local authorities and other public sector organisations to collate and oversee all strategic planning actions, risks and performance indicators. 80 licences have been procured for use across the council services and the HSCP, and an implementation plan for the new system is in place.

## 5.0 CORPORATE SERVICES CDIP PERFORMANCE REPORT

- 5.1 The first progress report on the delivery of the year 3 CDIP actions is included at Appendix 1 and provides the Committee with an update on the delivery of the CDIP improvement actions that are the responsibility of Finance & Corporate Governance and Organisational Development, Policy and Communications, as detailed in their respective CDIPs. The overall status at the beginning of January 2022 was:

Status	Blue (complete)	Green (on track)	Amber (slight slippage)	Red (significant slippage)
	4	9	1	-

Full detail of the progress that has been made is provided and the latest performance information for the CDIP key performance indicators (KPIs) is provided in in Appendix 1.

- 5.2 At its meeting on 14 September, the Policy and Resources approved the extension of the CDIP and Corporate Plan planning term to April 2023 to allow time for appropriate consultation to take place with all stakeholders on what the priorities for the area are.

## 6.0 UPDATE ON PROCESS/CYCLE OF SELF EVALUATION

- 6.1 The Council's rolling programme of self-evaluation continued throughout 2021 with Property and Legal Services both carrying out assessments in the latter half of the year, whilst a self-evaluation by the Regeneration Service will be complete by the end of January 2022. Due to Covid-19, the assessment process has moved from a facilitated workshop to an online survey which is completed by a team from across each area of the service. The purpose of the assessment is for the team to identify both service strengths and areas for improvement. Assessments will be carried out by Roads and Environmental Shared Services and Public Protection and Recovery in spring 2022, which will conclude the current 3 year cycle of self-evaluation.

## 7.0 AUTUMN 2021 CITIZENS PANEL

- 7.1 The Citizens' Panel Autumn 2021 Survey focussed on two topics: historic links to slavery in Inverclyde; and Inverclyde's libraries. The response rate to the Survey was approximately 59%.

A number of significant points emerged from the Autumn 2021 Survey, including:

- just over half (51%) of Panel members thought artistic interpretation (film, media, plays, poetry etc) was the best way to tell the history of the Inverclyde area and its relationship to the transatlantic slave trade;
- the library visited most often by respondents was Greenock Central (28%); and
- the most popular reasons for visiting Inverclyde libraries were to borrow books (60%), browse for books (38%) and collect books (27%).

Given that the topics covered in the Autumn 2021 Survey fall under the remit of the Culture, Communities and Educational Resources Service, the results from the questionnaire will be

reported in full to the meeting of the Education and Communities Committee on 25 January 2022, with the papers for the meeting available to view on the Council's website from 14 January 2022: [Education and Communities Committee](#).

## 8.0 RECRUITMENT OF SERVICE MANAGER CORPORATE POLICY PERFORMANCE AND PARTNERSHIPS

8.1 The Corporate Policy, Performance and Partnerships service within the Council is managed on an interim basis by an experienced service manager from Inverclyde HSCP working 80:20 split basis with this arrangement currently in place until April 2022. The Service Manager has intimated that they will revert to their substantive post within HSCP and this has been agreed to take effect from Monday 2 May 2022. The purpose and role of the team has been refreshed and members are asked to note that the permanent full time Service Manager position will be advertised with immediate effect.

## 9.0 IMPLICATIONS

9.1 Financial Implications

Cost Centre	Budget heading	Budget year	Proposed spend this report	Virement from	Other comments
	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 (if applicable)	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

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

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

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

YES	
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive 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	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

X

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

NO

**10.0 CONSULTATION**

10.1 None.

**11.0 LIST OF BACKGROUND PAPERS**

11.1 None.

### Corporate Improvement Actions 2021/22

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

Corporate Improvement Actions 2020/21					
	Where do we want to be?	How will we get there?	Status January 2022	Commentary January 2022	Corporate Plan priority
1.	<p><u>Budget 2022/23</u></p> <p>Council to approve a balanced 2022/23 Revenue Budget and a 2022/25 Capital Programme which is within funding parameters.</p>	<p>Revenue Budget developed by March 2022.</p> <p>Calculate funding gap by December 2021.</p> <p>Identify sustainable funding for the 2022/25 Capital Programme</p> <p>Regular meetings of the MBWG and Joint Budget Group</p>	<p>●</p> <p>Green - On Track</p>	<p>Savings issued to members for consideration.</p> <p>Over £5million of Reserves freed up to assist Revenue and Capital Budgets.</p> <p>MBWG meeting weekly in January/February.</p>	OP9
2.	<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>December 2021</p>	<p>●</p> <p>Blue – complete</p>	<p>The actions within this workstream are now complete</p>	OP9

Corporate Improvement Actions 2020/21					
	Where do we want to be?	How will we get there?	Status January 2022	Commentary January 2022	Corporate Plan priority
3.	<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. Projects to be identified by services as part of the 22/23 budget.</p>	<p>●</p> <p>Green - On Track</p>	<p>A continued increase in the number of contacts and payments being completed by eform is noted.</p> <p>The use of the online service for the majority of Garden Waste Permit payments indicates the ability of the majority of those customers for that service to use that system where there is limited alternatives. Customer Services will move back under the remit of Finance Services from April 2022 reporting to ICT Service Manager to enhance and develop digital and other channels of customer interaction.</p>	OP9
4.	<p><u>Measuring 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 all levels.</p>	<p>Continue to work with experts and other performance management specialists, to identify processes to better measure impact on outcomes and learn from good practice elsewhere.</p> <p>Build on the existing performance reporting arrangements. Identify desired</p>	<p>●</p> <p>Green - On Track</p>	<p>This work continues to be ongoing. A new performance management system is being procured and will be used to strengthen the council performance management and reporting which in turn will provide quantitative data linked to measuring outcomes.</p> <p>A review of the LOIPs in other CPPs is underway.</p>	OP1-8

Corporate Improvement Actions 2020/21					
Where do we want to be?	How will we get there?	Status January 2022	Commentary January 2022	Corporate Plan priority	
<p>Enhanced performance management across the Council linked to the delivery of outcomes.</p> <p>The Council's SPPMF is streamlined and simplified and more outcome focused.</p>	<p>outcomes with key milestones / timescales for all strategic plans. Review concluded March 2022. Proposals agreed August 2022</p>				
<p>5. <u>Workforce Planning</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 arising from Covid-19 recovery and into the longer term.</p> <p>Continue to ensure Service Workforce Plans are actioned and reviewed.</p> <p>Progress the implementation of the Workforce Refresh Scheme.</p>	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&amp;D solutions.</p> <p>Assess future workforce requirements via service workforce plans. Progress will be monitored by the Workforce Planning &amp; Development Group.</p> <p>New job opportunities created for the local community.</p>	<p>Green - On Track</p> <p>●</p>	<p>Service Workforce plans continue to be monitored and reviewed via the Corporate Workforce Planning and Development Group. An update will be provided to the Policy and Resources Committee in March 2022 as part of the People and OD Strategy report.</p> <p>All releases under the Workforce Refresh Scheme have now been agreed and there will be no further trawls. Recruitment to vacancies will continue until March 2023 and an initial evaluation of scheme is scheduled for March 2022.</p>	<p>OP1 OP3 OP9 OP10</p>	
<p>6. <u>People and OD Strategy</u></p> <p>The People &amp; OD Strategy Action Plan should meet workforce needs in light of the Covid--19 pandemic and associated recovery plans with a focus on supporting employee mental health and wellbeing.</p>	<p>OD Team to review Action Plan and link with OD, Policy &amp; Communications representatives on Recovery Groups and with Workforce Development Group to determine any new or</p>	<p>Blue – complete</p> <p>●</p>	<p>An Employee Wellbeing Strategy and action plan was agreed as part of the Councils People and OD Strategy. Given the ongoing effects of the pandemic additional funding for occupational provision was also</p>	<p>OP9 OP10</p>	

Corporate Improvement Actions 2020/21					
Where do we want to be?	How will we get there?	Status January 2022	Commentary January 2022	Corporate Plan priority	
	amended key priorities in terms of the strategy and employee wellbeing. Dec 2021		secured at the Policy & Resources Committee in November 2021.		
7. <u>Fairer Scotland Duty</u> Ensure we are compliant with the Duty, by actively considering how we can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions. Implementation of new guidance.	Utilise the support available from the Improvement Service to develop and share best practice to ensure that services are full able to embrace the Fairer Scotland Duty requirements  New guidance is expected September 2021. Training and awareness raising for EM and appropriate officers.	● Blue-complete	Equality Impact Assessments have been prepared for the savings proposals being considered as part of the budget setting process 2022. The documents include a section on the Fairer Scotland Duty which provides information on how the budget saving proposals would impact on reducing inequalities of outcome. The final Guidance on the Duty was published by the Scottish Government on 4 October 2021. There are no material differences between the interim and final versions of the Guidance. Arrangements will be made regarding awareness-raising sessions on the finalised Guidance, facilitated by the Improvement Service.	OP2 OP4 OP9	
8. <u>Corporate Equality Outcomes</u> Progress is made with the delivery of the Corporate Equality Outcomes Improvement Plan 2021/25	Devising of an Improvement Plan 2021/25 for submission to the Policy and Resources Committee on 16 November 2021	● Green - On Track	The Corporate Equality Outcomes Improvement Plan 2021/25 has been devised, together with an Equality Impact Assessment. The Plan 2021/25 includes details of improvement actions which will support delivery of the five Corporate Equality Outcomes during the four year period 2021/25.	OP2 OP5 OP9	



**Cross-Directorate Improvement Actions 2021/22**

These improvement actions are implemented by more than one Council Service

Cross-Directorate Improvement Actions 2021/22					
	Where do we want to be?	How will we get there?	Status January 2022	Commentary January 2022	Corporate Plan priority
1.	<p><u>Review of Long Term Empty Homes Levy</u></p> <p>A sustainable LTE Policy supported by Members and the public</p>	<p>Consultation –summer 2022, Review by Members September 22. Amended policy approved as part of the 2022/23 Budget</p>	<p>● On Track</p>	<p>The revised Policy will be considered by the P&amp;R Committee in February, 2022</p>	<p>OP7 OP9</p>

### Service Improvement Actions 2021/22

These improvement actions are implemented by individual Council Services

Corporate Services and Organisational Recovery					
	Where do we want to be?	How will we get there?	Status January 2022	Commentary January 2022	Corporate Plan priority
1.	<p><u>Non-domestic rates Policy- Unoccupied Premises</u></p> <p>Policy set by the Council and communicated to Rate Payers</p>	<p>Policy Approved by March, 2022</p> <p>Letters issued April, 2022</p>	<p>●</p> <p>Amber - Slippage</p>	<p>The Scottish Government guidance has been delayed due to Covid-19. Policy will be delayed until officers have time to analyse this once received.</p>	<p>OP9</p> <p>OP10</p>
2.	<p><u>Cloud Migration Strategy</u></p> <p>Office 365 implemented including roll out of MS Teams and implementation of new telephony approach.</p>	<p>Procure Office365 licences and roll out throughout 2021 &amp; 2022.</p>	<p>●</p> <p>Green – on track</p>	<p>Procurement through the Scottish Government Framework Agreement has been completed. Initial “onboarding” to the Microsoft Cloud Platform has begun. A pilot programme is proceeding within ICT Services before being rolled out to the wider estate. A project timeline and roll-out programme has been developed and is in the process of agreement. A number of project sub-groups are being established to work with Services to communicate progress.</p>	<p>OP9</p>
3.	<p><u>Elections</u></p> <p>An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022.</p>	<p>Develop succession planning to ensure that an Election Team is in place to deliver the required actions and to support the new Returning Officer</p>	<p>●</p> <p>Green – on track</p>	<p>Identification of Election Team completed.</p> <p>The development of succession planning is ongoing. Completion by 31 January 2022 at the latest.</p>	<p>OP10</p>

Organisational Development, Policy and Communications					
	Where do we want to be?	How will we get there?	Status January 2022	Commentary January 2022	Corporate Plan priority
1.	<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 and that implementation has taken place.</p>	<p>Develop and test the relevant modules in 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 additional statistical information to the Corporate Health and Safety Committee as required.</p> <p>March 2022</p>	<p>Blue-complete</p> <p>●</p>	<p>All modules have been tested.</p> <p>Initial work on piloting the modules for recording SFR audit reports was carried out. The system can be utilised for monitoring high priority actions, however it is less suitable for low priority items.</p> <p>Statistical data can be drawn for all main areas and further reporting can be developed as required.</p>	<p>OP9</p> <p>OP10</p>
2.	<p><u>Population and tourism 'place' marketing</u></p> <p>There is a coordinated place marketing campaign, involving a range of partners, linked to the work of Tourism Inverclyde and the 'discover Inverclyde' brand to promote Inverclyde as a place to encourage more visitors, more businesses and more new residents</p>	<p>Launch of the new web resource 'discover Inverclyde' website, supported by a place marketing campaign throughout 2021/22 focused on promoting Inverclyde as a place to visit, live and work.</p>	<p>Green – on track</p> <p>●</p>	<p>Recruitment to new temporary two year tourism post is complete (November 2021) and recovery funding will spent in the next two financial years to support place marketing and further development of the 'discover Inverclyde' call to action and branding against tourism Inverclyde priorities (food and drink; film and TV; outdoor activities and sports cruise ships; heritage and walking).</p>	<p>OP1</p> <p>OP10</p>

## Corporate Services Key Performance Indicators

Key performance indicators help demonstrate performance against strategic objectives. Full year performance figures for 2018/19, 2019/20 and 2020/21 are shown below, along with the most recent data.

Key Performance Indicators						
Key performance measure	Performance 2018/19	Performance 2019/20	Performance 2020/21	2021/22 FQ1	2021/22 FQ2	Target 2021/22
Council tax in year collection levels	95.7%	95.4%	94.4%	28.3%	54.8%	90.5%
Speed of processing changes in circumstances to Housing Benefit	4 days	2.55 days	1.95 days	2.27 days	2.79 days	4 days
Speed of Processing new claims for Council Tax Reduction (From November 2016)	33 days	31 days	20 days	18.9 days	22.7 days	34 days
Percentage of invoices sampled that were paid within 30 days	95.86%	96.2%	96.84%	95.7%	94.65%	95%