
Report To:	Policy & Resources Committee	Date:	15 November 2022
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	PR/25/22/MR
Contact Officer:	Morna Rae	Contact No:	01475 712761
Subject:	Corporate Services Corporate Directorate Improvement Plan Progress Report 2022/23		

1.0 PURPOSE AND SUMMARY

- 1.1 For Decision For Information/Noting
- 1.2 The purpose of this report is to provide the Committee with an update on the status of the Corporate Services improvement actions within the Environment, Regeneration and Resources (ERR) and Education, Communities and Organisational Development (ECOD) Corporate Directorate Improvement Plans (CDIPs) 2022/23. Corporate Services is the term used to describe the actions being delivered by Finance and Corporate Governance and Organisational Development, Policy and Communications.
- 1.3 The progress report is provided for the information of the Committee as Appendix 1. It should be noted that the format of this report differs from previous CDIP reports due to the move to a new performance management system, Pentana Risk, which records completion due dates for all actions and milestones, then tracks progress using a traffic-light system against these deadlines.
- 1.4 The latest performance information for the CDIP key performance indicators is also provided in Appendix 1.

2.0 RECOMMENDATIONS

- 2.1 Note the progress made to date in delivering the Corporate Services CDIP improvement actions in year four.

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

Alan Puckrin
**Interim Director
Finance and Corporate Governance**

3.0 BACKGROUND AND CONTEXT

- 3.1 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 Council's Corporate Plan 2018/23, as well as the wellbeing outcomes. The CDIPs are now in their fourth year and refreshed improvement plans for 2022/23 were approved by this Committee on 21 June 2022.
- 3.2 This performance report focuses on the Corporate Services improvement actions within the Council's CDIPS, i.e. the actions that are being delivered by Finance and Corporate Governance and Organisational Development, Policy and Communications. It aims to provide the Committee with the opportunity to make an appropriate judgement on performance in relation to the progress being made in the delivery of the CDIPs during the year. It also includes the most recent performance data for the CDIP key performance indicators.
- 3.3 The Environment and Regeneration Committee and the Education and Communities Committee have received separate CDIP progress reports focusing on the actions that fall within their remit.

YEAR FOUR IMPROVEMENT PLAN – PROGRESS

- 3.4 This is the first progress report on the delivery of the Corporate Services CDIP improvement actions in year four. The progress report has been generated directly from the Council's new performance management system, Pentana Risk, which records completion due dates for all actions and milestones, then tracks progress using a traffic-light system against these deadlines. Where an action also has a number of sub-actions, Pentana averages the progress of the sub-action to reach an overall completion rate for the high-level 'parent' action.
- 3.5 Good progress has been made in the delivery of the majority of actions. The following action is now fully complete:
- A report providing an update and action plan for the People and Organisational Development Strategy, detailing themes and initiatives for the year ahead has been presented to both the CMT and Policy and Resources Committee.

The following sub-actions have an overdue status, meaning that the original timescale for delivery has passed, the reasons for this are provided below:

- Improvement planning self-evaluation framework: The development of a three-year self-evaluation framework will now be taken forward as part of the wider Council wide activity on self-evaluation that planned to ensure a joined-up approach.
 - Strategic Planning and Performance Management Framework (SPPMF): The development of a revised service planning template will be finalised once the review of the SPPMF is complete. The review of the SPPMF is ongoing at present.
 - Health and Safety Strategy and Plan: The delivery date for the actions associated with this workstream have been re-prioritised to 31 March 2023 due to resources being diverted to the implementation of the new Occupational Health Contract. The first draft of the Plan is due to be presented to the Corporate Health and Safety Committee in December 2022.
 - Communications Strategy scoping and engagement exercise: The implementation of this has been delayed to allow for the incorporation of a new proposal on the delivery of ICON, the Council's intranet.
- 3.6 Full details of performance as at the beginning of October 2022, including a Service commentary, can be found in Appendix 1.

4.0 PROPOSALS

- 4.1 The Committee is asked to note the progress in delivering the Corporate Services CDIP improvement actions, as at the beginning of October 2022.

5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO	N/A
Financial			X
Legal/Risk			X
Human Resources			X
Strategic (LOIP/Corporate Plan)	X		
Equalities & Fairer Scotland Duty			X
Children & Young People's Rights & Wellbeing			X
Environmental & Sustainability			X
Data Protection			X

5.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.3 Legal/Risk

There are no legal implications associated with this report.

5.4 Human Resources

There are no Human Resources implications associated with this report.

5.5 Strategic

The CDIPs are a key component of the Council's Strategic Planning and Performance Management Framework and the improvement plans contribute directly to the delivery of all the organisational priorities in the Corporate Plan 2018/23 and the Inverclyde Outcomes Improvement Plan 2017/23.

6.0 CONSULTATION

6.1 None.

7.0 BACKGROUND PAPERS






7.1 None.







Corporate Services CDIP Progress Report 2022/23









Corporate Improvement Actions

Action	Description	Status	Due Date	Update
ECOD/CDIP020 People and OD Strategy	A detailed report, including an update and action plan on the themes and initiatives for the year ahead to be presented CMT in summer 2022.		30-Sep-2022	A report has been presented to both CMT and the Policy and Resources Committee.
ECOD/CDIP021 Workforce Planning / refresh	Services require to review and update their Service Workforce Plans for 2022/23 by end April 2022. Make appropriate progress in the delivery of the Service Workforce Plans. Review end September 2022		31-Mar-2023	Workforce Service plans were sent to members of workforce planning group who liaised with their respective SMT's to complete updates to be returned to HR by end April 2022. The conclusion of review was delayed to allow incorporation of any actions from recent Audit. HR are finalising analysis of returns to determine if any themed identified actions require to be linked to wider corporate workforce planning and incorporated in the POD Strategy 2024-26.
ECOD/CDIP022 Corporate Equalities Outcomes Improvement Plan 2021/25	Deliver the improvement actions which underpin each of the Equality Outcomes 2021/21.		31-Mar-2023	The Corporate Equalities Improvement Plan 2021/25 was approved by the Policy and Resources Committee at its meeting on 22 March 2021. The Plan 2021/25 has been uploaded to Pentana and progress against its delivery will be recorded on the Council's performance management system by the appropriate lead officers; thereafter a percentage on progress made will be allocated. Six-monthly monitoring of progress with the delivery of the Plan 2021/25 will be overseen by the Corporate Equalities Group.







Action	Description	Status	Due Date	Update
ECOD/CDIP023 New Ways of Working Project	Implement the Council's Hybrid Working Strategy.		31-Mar-2023	This action is in progress. Further details are provided below.
Sub-action 023.1 Implementation of Hybrid Working Strategy	Carry out a review at key stages of the 12 month pilot period (3 month and 6 month review) by May 2023.		31-Mar-2023	The hybrid working pilot of one year has been phased in since the end of May 22 and the pilot will be reviewed in May 23. Our employee opinion survey, which is currently out for completion, asks for views on hybrid working and this will form part of the six-monthly review.
Sub-action 023.3 Campus Estate	Review of the Greenock Campus, identifying and having agreed, potential office space efficiencies by July 2022		31-Mar-2023	A project update along with recommendations to mothball James Watt building will be outlined in the annual report on the Delivering Differently in Inverclyde to the November Policy & Resources Committee. Several relocation options have been identified for the current occupants of James Watt and estimated costs and a programme of works is being developed. Consideration of our current budget exercise and the outcome for the levelling-up fund bid are kept in mind. If successful, the levelling-up fund will result in the closure and demolishing of Hector McNeill House. This will require a search for alternative accommodation for employees based at Hector McNeill House, as well as further consultation and feasibility studies. Work is about to commence with senior HSCP management to identify current hybrid working practices and future office requirements.
ECOD/CDIP024 Improvement Planning	Strengthen performance management and develop a Directorate wide overview of planned self-evaluation and improvement activity.		31-Mar-2023	This action is almost complete. Further details are provided below.
Sub-action 024.1 Implementation of Pentana	Implementation of new performance management system.		31-May-2022	Training for 8 HSCP / IC users was delivered in March 2022 and configuration of new system was complete by end March. Inverclyde Performs licences expired in June 2022 after which Pentana went fully 'live'.

Action	Description	Status	Due Date	Update
Sub-action 024.2 Upload new plans and KPIs	Upload of initial plans and key performance data.		30-Jun-2022	All Plans held on Inverclyde Performs have been replicated on Pentana. CDIP improvement plans are on the system and being updated by officers. All corporate KPIs are being updated on Pentana. Services have identified a range of other plans and strategies to be added to Pentana and this work is ongoing.
Sub-action 024.3 Training (phase 1)	First phase of system training for relevant members of staff delivered.		31-Aug-2022	The first phase of training was complete by end September with training / system demos offered to all staff at team leader level and above as well as officers with responsibility for updating PIs and Actions on Pentana.
Sub-action 024.4 Self-evaluation framework	Establish a three-year self-evaluation framework for the Directorate		31-Aug-2022	An initial trawl of planned self-evaluation activity has been carried out across the Directorate. This work will now be taken forward as part of the wider activity on self-evaluation planned across the whole of the Council.
ECOD/CDIP025 Strategic Planning and Performance Management Framework	Streamline the SPPMF with LOIP and Council plan in place for April 2023.		31-Mar-2023	This action is in progress. Further details are provided below.
Sub-action 025.1 Service Planning template	Template for service planning developed and approved.		30-Sep-2022	The SPPMF is under review following discussions with Elected Members and CMT. This will include significant changes in approach to service planning and therefore the template cannot be finalised until the new strategy is agreed.
Sub-action 025.2 LOIP Development	With the Alliance Board, agree timeframes and strategic priorities for the next LOIP, including undertaking community engagement.		31-Oct-2022	The approach to the development of the new LOIP has been agreed. The Strategic Needs Assessment has been completed and community engagement has been carried out.







Action	Description	Status	Due Date	Update
ECOD/CDIP026 Health and Safety	Develop a new Health and Safety Strategy and Plan which identifies areas of priority focus across the Council.		31-Mar-2023	The delivery date for the sub-actions have been re-prioritised to 31st March 2023. Further details are provided below.
Sub-action 026.1 Scoping exercise	Scoping exercise with services to determine service priorities and risk areas in relation to health and safety April / May 2022.		31-May-2022	The delivery date for this action has been reprioritised due to resources diverted towards implementation of the new Occupational Health contract. Two risk profiles have been developed and with Services for checking.
Sub-action 026.2 Health and Safety Plan	Develop a three-year Health and Safety Plan to be agreed by CMT July 2022.		31-Jul-2022	Delayed due to the above OH contract. The first draft of plan is due to go to the Corporate Health & Safety Committee in December 2022. Plan to be developed for 2023-28.
ECOD/CDIP029 Gaelic Language Plan 2022/27	Implementation of the High Level and Corporate Services Aims in the Council's new Gaelic Language Plan 2022/27.		31-Mar-2023	The Plan cannot be implemented until it receives the final approval of Bòrd na Gàidhlig. The Bòrd informed the Council of its assessment of the Plan on 6th September and proposed some modifications. Officers have considered these and have formally responded to the Bord. A separate report, with a revised Plan, is on the agenda of this Committee.
ERR/CDIP001 Budget 2023/26	Develop an approved 2023/26 Budget, balanced for at least 2023/25 Revenue Budget and a 2023/26 Capital Programme which is within funding parameters		31-Mar-2023	This action is in progress. Further details are provided below.
Sub-action 001.1 Funding gap	Calculate funding gap by December 2022.		31-Dec-2022	Regular updates on the evolving funding gap to P&R Committee. The estimate of £15.2million is proving relatively accurate. Awaiting details of the Scottish Government Settlement mid- December.
Sub-action 001.2 Capital Programme 2023/26	Identify sustainable funding for the 2023/23 Capital Programme.		31-Mar-2023	Work on this is due to commence in November 2022.
Sub-action 001.3 Revenue Budget 2023/25	Revenue budget 2023/25 developed by March 2023.		31-Mar-2023	Savings Options have been issued to Members. Pressures have been identified and Members have made some initial decisions. Based on closing the funding gap, progress is around 5% prior to November Policy and Resources Committee.





Action	Description	Status	Due Date	Update
ERR/CDIP002 Channel Shift	Move customers away from traditional channels of communications to digital channels by increasing the number of channels and transactions dealt with via digital routes.		31-Mar-2023	Microsoft 365 deployment underway. Telephony Options Appraisal is being developed. Proposals to support New Ways of Working and increase on-line service delivery will be put to Members as part of the consideration of the 2023/25 Budget
ERR/CDIP003 Information Governance	Further develop the Council's processes in relation to information governance		31-Mar-2023	This action is in progress with 2 sub-actions now complete. Further details are provided below.
Sub-action 003.1 Information Governance Steering Group	Refresh the Information Governance Steering Group including refreshed Terms of Reference and membership by August 2022.		31-Aug-2022	The Terms of Reference has been agreed and a refreshed group established.
Sub-action 003.2 Records Management Plan	Revised Records Management Plan for Inverclyde Council and Inverclyde Licensing Board submitted to the Keeper of the Records of Scotland by August 2022.		31-Aug-2022	The Records Management Plan was submitted to the Keeper of the Records of Scotland in August 2022.
Sub-action 003.3 Website Accessibility	Accessibility guidance issued to staff and associated action plan implemented.		31-Mar-2023	Staff aware of accessibility requirements. Action Plan being developed.
Sub-action 003.4 Archives Store at Watt Institution	Create a further archives store to house sensitive records on the ground floor of the Watt Institution.		31-Mar-2023	The room has been fully refurbished and Balrossie archives have been moved to the Watt Institution. The outstanding action is the procurement and installation of shelving to complete the store room.

Cross Directorate Improvement Actions



Action	Description	Status	Due Date	Update
ECOD/CDIP027 Tourism and Events	Raise the profile of tourism development in the area with Inverclyde place marketing co-ordinated around 'discover Inverclyde'.		31-Mar-2023	This action is in progress with one sub-action complete. Further details are provided below.
Sub-action 027.1 Marketing Campaign	Delivery of a city region or local campaign during 2022/23.		31-Mar-2023	The Council offer has been made to city region tourism and communications partners for joint marketing activity through the city region tourism and destination marketing portfolio group. In the event of no activity being identified by November/December 2022 the funding would revert back to support local activity for visitors to access Inverclyde including its history and heritage and other activity aligned to the 'discover Inverclyde' theme.
Sub-action 027.2 Meliora	Meliora events delivered during May / June 2022.		30-Jun-2022	Meliora events delivered as scheduled and a report on the activities was considered by the Policy and Resources Committee on 20 September 2022.
ECOD/CDIP028 Communications Strategy	Develop a refreshed Communications Strategy.		31-Mar-2023	On track for delivery by 31 March 2023 though implementation delayed on scoping and engagement exercise to incorporate new proposal on delivery of ICON, the council intranet.
Sub-action 028.1 Scoping exercise	Scoping exercise and engagement with services.		31 Oct-2022	Date pushed back from original to incorporate proposals for refreshed./change to intranet and feedback from employee survey on ICON, the council intranet and on the council website. Staff survey deadline was extended (now closed) to increase feedback from employees across the council. Data currently being analysed for incorporation into draft comms strategy to engage with services in early November and subsequent report to CMT.
Sub-action 028.2 Draft Communications Strategy	Draft Communications Strategy to CMT in November 2022 and subject to agreement P&R thereafter.		30-November-2022	Date pushed back to accommodate ICON/staff survey feedback and incorporate proposals for the future delivery of council intranet. Report planned to be at CMT in November 2022 following engagement with services.

Finance and Corporate Governance




Action	Description	Status	Due Date	Update
ERR/CDIP004 Non-domestic rates policy, Unoccupied Premises	A policy for Non-domestic rates - Unoccupied premises to be developed following delegation of responsibility to Councils.		31-Mar-2023	This action is in progress. Further details are provided below.
Sub-action 004.1 NDR Policy Approval	Policy approved by Council by November 2022		30-Nov-2022	To be agreed by CMT before being submitted to Policy and Resources Committee 31st January 2023
Sub-action 004.2 Communication	Communication of Policy with rate payers from January 2023.		31-Mar-2023	This will follow on from the above action.
ERR/CDIP005 Cloud Migration Strategy	Implementation of Office 365.		31-Mar-2023	This action is in progress. Further details are provided below.
Sub-action 005.1 MS Team	Roll out of MS Team		30-Sep-2022	Phase 1 of MS365 implementation underway and now progressing well
Sub-action 005.2 Telephony	Telephony decision to be taken in early 2023.		31-Mar-2023	Market test is complete and an options appraisal is being prepared

Action Status	
 Overdue; original target deadline has passed	 In progress, on track or not started
 Not on track	 Completed

KEY PERFORMANCE INDICATORS 2022/23

Performance Indicator	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q1 2022/23	
	Value	Value	Value	Value	Target	Status
Speed of processing changes in circumstances to Housing Benefit (days)	2.79	3.22	1.74	3.43	3 days	
Council tax in year collection level	54.8%	81.5%	95.5%	35.2%	Year-end target 95%	
Invoices paid within 30 days (%)	94.65%	96%	95.53%	97.11%	95.5%	
Speed of processing new claims for Council Tax Reduction (days)	22.7	21.84	26.47	Not available*	25 days	-

* Data relating to the number of days to process new claims for Council Tax reduction is undergoing further accuracy checks. The latest performance data will be included within the next Corporate Services CDIP Progress report.

PI Status	
	Alert
	Warning
	OK