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|-------------------------|--|--------------------|-----------------------|
| <b>Report To:</b>       | <b>Policy &amp; Resources Committee</b>  | <b>Date:</b>       | <b>26 March 2024</b>  |
| <b>Report By:</b>       | <b>Chief Executive</b>   | <b>Report No:</b>  | <b>PR/11/24/RB/KM</b> |
| <b>Contact Officer:</b> | <b>Louise Long</b>   | <b>Contact No:</b> | <b>01475 712146</b>   |
| <b>Subject:</b>         | <b>Policy &amp; Resources Committee Delivery and Improvement Plan 2023/24 Performance Report</b> |                    |                       |

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## **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 progress made in the delivery of the Policy and Resources Committee Delivery and Improvement Plan 2023/26.

1.3 This is the second performance report on the Committee Plan, which is coming to the end of its first year. It provides information on the delivery of the Action Plan as at mid-February 2024 and the latest performance data for KPIs.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the Committee consider the progress made in the delivery of the Policy and Resources Committee Delivery and Improvement Plan 2023/26.

2.2 The Committee is also asked to note that a refreshed Committee Delivery and Improvement Plan will be brought to the next meeting of this Committee for approval.

**Louise Long**  
**Chief Executive**

### **3.0 BACKGROUND AND CONTEXT**

3.1 Committee Delivery and Improvement Plans 2023/26 are a key component of the Council's refreshed strategic planning and performance management framework. The Committee Plan enables scrutiny of:

- Strategic activity within the Committee remit; and
- How the Committee is helping to deliver the Council Plan outcomes.

3.2 The Policy and Resources Committee Delivery and Improvement Plan 2023/26 was approved on 23<sup>rd</sup> May 2023. Committee Delivery and Improvement Plan has also been approved by the Environment and Regeneration Committee and the Education and Communities Committee.

3.3 The Committee Plans will be refreshed annually to remove completed actions and capture new strategic activity and risk.

### **3.4 PERFORMANCE OVERVIEW**

3.5 This is the second performance report on the new Committee Plan and covers the progress made to mid-February 2024. It includes an update on the status of the action plan and KPIs. A summary of performance is provided below with the full performance report provided in the Appendix.

#### Delivery and Improvement Action Plan 2023/26

3.6 The following actions / sub-actions are now complete:

- The Council Plan and Committee Delivery and Improvement Plans are in place.
- An amended local Non-Domestic Rate Empty Relief Policy and a Second Homes Council Tax levy policy were approved on 6<sup>th</sup> February 2024.
- The 2024/25 Council Budget and Council Tax rate were agreed at a special meeting of the Council on 29<sup>th</sup> February 2024.
- An Amended scheme of Establishment for Community Councils was approved and adopted on 7<sup>th</sup> December 2023. The Community Council elections have also taken place.
- The Alcohol Licencing Policy Statement was approved and adopted by the Inverclyde Licencing Board on 26<sup>th</sup> October 2023.
- The Coaching and Mentoring Scheme has now been implemented.
- The Council has been awarded Equally Safe accreditation.
- The refresh of the performance appraisal process is finished and a new initiative 'Positive Conversations' has been implemented.
- The contract backlog has been addressed and related improvements following a 'lessons learned' session have been implemented.
- A Policy review schedules has been developed.
- Learning and development arrangements and the corporate e-learning induction have been reviewed and updated.
- The review of management capacity within the HR&OD team has been completed and reported to this Committee.
- The revaluation of Heritage Assets has been completed, in line with the Audit Action.
- Embedded cyclical revaluations and indexations of Property, Plant & Equipment (PPE) in line with audit requirement was completed as part of the 2022/23 accounts and is now embedded in operational practice.

3.7 There has been slippage in the following actions/ sub-action:

- Development of Actions Plans and Key Performance Indicators to support the delivery of the Partnership Plan. The delivery structures will be confirmed at the March meeting of the Alliance Board with the action plan development led by these groups.
- Development of Service Plans for each Head of Service to support the Committee Delivery and Improvement Plans. One Service Plan is currently in draft form and will be finalised now that the Head of Regeneration, Planning and Public Protection has started in post. All other Service Plans have been considered by the CMT.
- Implementation of Victoria Forms within HR and explore other potential processes within HR for review and automation. Forms that are fully implemented include Bank Mandate, Termination, Change of Circumstances, Personal information, Interview Outcome and Entry to Service. Sickness notification and certification is currently in the testing phase. Vacancy management is in development and planned for testing in April 2024. Good progress has been made, however the roll out has not been as fast as originally hoped.
- Streamline the approach to obtaining references for new employees. A new process has been developed, including move to verbal references in first instance. An evaluation of this new approach has been carried out and proposals for going forward will be presented to the CMT in March 2024.

3.8 The following actions / sub-actions have not yet started:

- Conduct a review of the new performance management arrangements. This will take place once the first full year of the new planning cycle is complete.
- Implementation of the amended Non-Domestic Rate Empty Relief Policy and Second Homes Council Tax Levy Policy. These policies will take effect from 1 April 2024.
- Refresh of the Council's Digital and ICT Strategies, to be adopted by P&R during 2024. The work on this has started with an overall completion date of 31<sup>st</sup> October 2024.
- The feasibility of introducing an HR&OD Helpdesk model will be investigated following the appointment of new postholder within the HR&OD team.

3.9 All remaining actions within the action plan are on track.

### 3.10 KPI Performance

Performance in quarter 3 was on target (green status) for the following measures:

- Total days lost due to sickness absence.
- Number of complaints received per 1,000 population.
- The number of data breaches notified to the Information Commissioners Office.
- The percentage of FOIs and EIRS responded to on time.

3.11 Performance was below target, but within a 5% tolerance (amber status), for the following KPIs:

- Council Tax in-year collection was slightly below target. The projected reduction in in-year Council tax collection has been reported throughout 2023/24. The main reason appears to be linked to on-going pressures on household finances and changes to national Debt Recovery regulations.

3.12 Performance was 5% or more below target (red status) for the following KPIs:

- The number of corporate training courses attended has fallen below target. Attendance at training courses will naturally fluctuate throughout the year in response to legislative requirements, new policy developments etc. Whilst the number of training courses attended

has fallen below the quarterly target, the cumulative total of attendances for the year April - December 2023 is on target.

#### 4.0 PROPOSALS

- 4.1 The Committee is asked to note the progress that has been achieved in delivering the actions within the Policy and Resources Committee Delivery and Improvement Plan 2023/26.
- 4.2 The Committee is also asked to note that the annual refresh of the Committee Plan will be presented to next meeting of this Committee on 4<sup>th</sup> June 2024, along with a year-end progress report on performance in 2023/24.

#### 5.0 IMPLICATIONS

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

| SUBJECT   | YES | NO |
|---|-----|----|
| Financial   |     | X  |
| Legal/Risk  | X   |    |
| Human Resources   |     | X  |
| Strategic (Partnership Plan/Council Plan)                                     | X   |    |
| Equalities, Fairer Scotland Duty & 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, whilst the key Committee risks are highlighted within the full Committee Plan 2023/26.

#### 5.4 Human Resources

There are no human resources implications associated with this report.

## 5.5 **Strategic**

The Policy and Resources Committee Delivery and Improvement Plan 2023/26 directly supports the new Council Plan 2023/28 and is closely aligned to the delivery of the Council Plan outcomes.

## 6.0 **CONSULTATION**







6.1 None.

## 7.0 **BACKGROUND PAPERS**

7.1 None.








## Appendix 1: Committee Delivery and Improvement Plan Action Plan

### Strategic Theme: People



| Code & Title  | Action  | Sub-action   | Due Date    | Current Status  | Progress Commentary  |
|---|---|--|-------------|---|--|
| <b>CMTE/<br/>PR001</b><br><br><b>Partnership<br/>Plan 2023/33</b> | Implementation of a new Partnership Plan 2023/33 for Inverclyde Alliance, underpinned by an effective governance, delivery and reporting framework. | Development of Actions Plans and Key Performance Indicators to support the delivery of the Partnership Plan.   | 31-Oct-2023 |  Slippage          | The updated delivery structure will be considered by the Alliance Board at its meeting in March 2024. Action plan development will be led these groups.  |
|   |   | Further development of the locality planning model for Inverclyde, linked to the Community Council review.     | 31-Mar-2024 |  On track          | Proposals for the development of Locality Planning will be discussed with the Alliance Board in March 2024. This builds on the successes of the current models and provide improvement.                                  |
| <b>CMTE/<br/>PR002</b><br><b>Council Plan<br/>2023/28</b>         | Implementation of a new Council Plan 2023/28, supported by new Committee Delivery and Improvement Plans.  | Inverclyde Council Plan 2023/28 given formal approval by The Inverclyde Council.                               | 20-Apr-2023 |  Complete          | The Council Plan was approved by full Council on 20th April 2023.  |
|   |   | The Committee Delivery and Improvement Plans are approved by their respective Committee.                       | 31-May-2023 |  Complete          | The Environment & Regeneration Committee Plan was approved on 4 May 2023, the Education & Communities Committee Plan was approved on 9th May 2023 and the Policy and Resources Committee Plan approved on 23rd May 2023. |
|   |   | Development of Service Plans for each Head of Service to support the Committee Delivery and Improvement Plans. | 31-Oct-2023 |  Slippage          | Five Service Plans have been reviewed by the CMT. The remaining Service Plan is currently in draft form and will be finalised and reviewed by the CMT once the new Head of Service is in post.                           |
|   |   | Carry out a review of the new performance management arrangements by the Corporate Management Team.            | 31-Mar-2024 |  Not yet started | This will be carried out once the first full year of the new planning cycle has been completed.  |

## Appendix 1: Committee Delivery and Improvement Plan Action Plan

### Strategic Theme: Place

| Code & Title   | Action  | Sub-action  | Due Date    | Current Status  | Progress Commentary  |
|--|---|---|-------------|---|--|
| <b>CMTE/<br/>PR003</b><br><br><b>Developmen<br/>t of new<br/>local<br/>policies</b>              | Development of new local policies in relation to both non-domestic rates empty property relief scheme and 2nd Homes Council Tax levy. | Development of a local Non-Domestic Rate Empty Relief Policy.   | 30-Sep-2023 |  Complete        | A report to the Policy and Resources Committee on 6 <sup>th</sup> February 2024 considered the proposed Policy amendments and the amended policy was approved.<br><br>Amendments agreed for implementation in 2024-25.<br><br>Secondary legislation laid in November 2023 permits a limited degree of flexibility with Council Tax on second homes. Proposed policy amendments were developed and subject to public consultation and the amended Policy approved by the Policy and Resources Committee on 6 <sup>th</sup> February 2024.<br><br>Comes into effect from 1 April 2024. |
|  |   | Implementation of new Non-Domestic Rate Empty Relief Policy.  | 01-Apr-2024 |  Not yet started |  |
|  |   | Development of a 2nd Homes Council Tax Levy Policy.   | 31-Jan-2024 |  Complete        |  |
|  |   | Implementation of the new 2nd Homes Council Tax Levy Policy   | 01-Apr-2024 |  Not yet started |  |
| <b>CMTE/<br/>PR004</b><br><br><b>Scheme of Establishme<br/>nt for<br/>Community<br/>Councils</b> | Update and adoption of the Scheme of Establishment for Community Councils, with those Community Councils formed following elections.  | Drafting of, and engagement on, new Scheme of Establishment for Community Councils, including with residents, Community Councils and Elected Members. | 14-Nov-2023 |  Complete        | The stage 3 consultation concluded on 16 November 2023, with a report to The Inverclyde Council on 7 <sup>th</sup> December 2023.<br><br>The amended scheme was approved and adopted at a special meeting of The Inverclyde Council on 7 <sup>th</sup> December 2023.<br><br>Nominations for the election of Community Councillors closed on 7 <sup>th</sup> February with the result that 9 Community Councils have been established or re-established, with 2 Community Councils not established due to not enough nominations being received.                                     |
|  |   | Adoption of new Scheme of Establishment for Community Councils.   | 14-Nov-2023 |  Complete      |  |
|  |   | Elections held for Community Councils.  | 14-Dec-2023 |  Complete      |  |







## Appendix 1: Committee Delivery and Improvement Plan Action Plan

| Code & Title  | Action  | Sub-action   | Due Date    | Current Status   | Progress Commentary  |
|---|---|--|-------------|--|--|
| <b>CMTE/<br/>PR005</b><br><br><b>Alcohol<br/>Licensing<br/>Policy<br/>Statement</b> | The adoption of a new Alcohol Licensing Policy Statement by Inverclyde Licensing Board. | Drafting of, and engagement on, new Alcohol Licensing Policy Statement, including with residents, Inverclyde Licensing Forum, Inverclyde Licensing Board, Police Scotland and NHS/ADP. | 30-Nov-2023 |  Complete | The public consultation closed on 24th October 2023, and approved and adopted by Inverclyde Licensing Board on 26th October. |
|   |   | Adoption of new Alcohol Licensing Policy Statement by Inverclyde Licensing Board.  | 30-Nov-2023 |  Complete | As per above update. Adopted on 26 <sup>th</sup> October 2023.   |








## Appendix 1: Committee Delivery and Improvement Plan Action Plan







### Strategic Theme: Performance

| Code & Title  | Action  | Sub-action   | Due Date    | Current Status   | Progress Commentary  |
|---|---|--|-------------|--|--|
| <b>CMTE/<br/>PR006<br/>People and<br/>OD Strategy</b> | Implementation of the final year of the People and Organisational Development (POD) Strategy 2020/23 and development of a new Strategy for 2024/26. | Implementation of the Coaching and Mentoring Scheme, as set out in the POD 2020/23.              | 31-Dec-2023 |  Complete   | The scheme was approved by the CMT in November 2023 and has now been implemented. Applications for both mentors and mentees were open from 8th January until 4th February 2024. Matching exercise has been carried out between mentors and mentees.  |
|   |   | Achievement of Equally Safe Accreditation.   | 31-Jul-2023 |  Complete   | Equally Safe accreditation has been achieved, with notification of this received on 27th October 2023.   |
|   |   | Refresh and update of Performance Appraisal processes.   | 30-Sep-2023 |  Complete   | The refresh is now complete and the next stage is the roll out. The Performance Appraisal policy has been replaced by 'Let's Talk – A Positive Conversation'. Three information training sessions ran throughout October.  |
|   |   | In consultation with key stakeholders, identify and develop new initiatives for the POD 2024/26. | 31-Mar-2024 |  On track   | Consultation on the new POD has been carried out and the new POD will be considered by the Policy and Resources Committee at its meeting on 26th March 2024.   |
| <b>CMTE/<br/>PR007<br/>Multi-year<br/>budget</b>      | Development of a multi-year budget for Inverclyde Council, which receives Committee approval.   | Approval of the Revenue Budget for the period 2024/26.   | 31-Mar-2024 |  Complete   | A Special Council meeting was held on 1 <sup>st</sup> February 2024 to agree a number of significant matters in principle and to progress a second consultation on savings and Council Tax.  |
|   |   | Approval of the Capital Budget for the period 2024/27.   | 31-Mar-2024 |  Complete | A medium-term programme covering 2024/28 was reported to the MBWG and agreed to support the use of £4.4m from reserves to address estimated funding gap.<br><br>The 2024/25 Council Budget and Council Tax rate were agreed at a special meeting of the Council on 29 <sup>th</sup> February 2024. |








## Appendix 1: Committee Delivery and Improvement Plan Action Plan

| Code & Title  | Action   | Sub-action  | Due Date    | Current Status   | Progress Commentary   |
|---|--|---|-------------|--|---|
| <b>CMTE/<br/>PR008</b><br><br><b>Asset<br/>Accounting<br/>and<br/>Reporting</b> | Strengthen the approach to asset accounting and reporting.         | Embedded cyclical revaluations and indexations in line with audit requirements.   | 30-Sep-2023 |  Complete   | Completed as part of the 2022/23 accounts and is now an operational task.   |
|   |  | Revaluation of Heritage assets in line with Audit Action.   | 30-Jun-2023 |  Complete   | 1st stage 100% complete. Valuations completed and reported to Audit Committee. Phase 2 due 2 June 2024  |
|   |  | Compliance with IFRS 16.  | 30-Jun-2024 |  On track   | Developing internal spreadsheet to track relevant leases.   |
| <b>CMTE/<br/>PR009</b><br><br><b>Modern-<br/>isation of the<br/>Council</b>     | Delivery of projects associated with modernisation of the Council. | Have 4 Digital Modernisation projects approved by the DMPB/P&R and implemented.   | 31-Mar-2024 |  On track   | <p>This Committee approved four new projects on 15<sup>th</sup> August 2023. Procurement action has been completed and project initiation and implementation has begun as below:</p> <ul style="list-style-type: none"> <li>• Freshdesk Service Desk Renewal – Project underway, cloud-based system is in place and configuration and implementation started. Estimated Project Completion June 2024</li> <li>• Verint CMS Upgrade – Project initiation meetings complete and supplier resource allocated. Estimated project Completion September 2024</li> <li>• WorkPro Complaints Handling System – Procurement complete – awaiting supplier resource for implementation.</li> <li>• Schools Catering Contract Refresh – On Schedule for completion during Easter Break</li> </ul> |
|   |  | Continue delivery of the Council's Digital Strategy to deliver better services for customers and citizens, including through Channel Shift. | 31-Mar-2024 |  On track | The Modernisation Programme Board was established in May 2023. A development session with the Improvement Service and front-line managers was held on 29 <sup>th</sup> August 2023 to identify areas for digital improvement. Business Cases have been developed, or are in development, for a number of service proposals.   |




## Appendix 1: Committee Delivery and Improvement Plan Action Plan






| Code & Title   | Action  | Sub-action   | Due Date    | Current Status  | Progress Commentary   |
|--|---|--|-------------|---|---|
|  |   | Continue delivery of the Council's ICT Strategy to support the changing face of the Council, including through progression of migration towards a cloud-based service including a hybrid telephony solution. | 31-Mar-2024 |  On track          | The ICT Strategy identified 4 key action areas: 1. Asset Management Programme & Cloud Migration Strategy; 2. Service Provision; 3. Information Security 4. Procurement Strategy<br><br>Good progress is being made across all 4 Action Areas, with regular reports progress to this Committee                       |
|  |   | Refresh the Council's Digital and ICT Strategies, to be adopted by P&R during 2024.  | 31-Oct-2024 |  Not yet started   | Initial discovery workshop with team members and development of wider Digital and Customer Service Strategy held on Feb 28 <sup>th</sup> 2024.  |
| <b>CMTE/<br/>PR010</b><br><br><b>Review of HR &amp; OD systems and processes</b> | Conduct a review of the Human Resources, Organisational Development and Payroll IT systems and transactional processes. | Monitor implementation of Victoria Forms and explore other potential processes for review and automation.  | 31-Dec-2023 |  Slippage          | Forms that are fully implemented include Bank Mandate, Termination, Change of Circumstances, , Personal information, Interview Outcome and Entry to Service. Sickness notification and certification is currently in the testing phase. Vacancy management is in development and planned for testing in April 2024. |
|  |   | Maximise functionality of current CHRIS 21 system and consider further options to support service delivery.  | 30-Jun-2024 |  On track          | Work with COSLA has continued on the use of Talentlink to generate contracts with the testing of contract templates. Further application, including business case was presented to the Digital Modernisation Board.   |
|  |   | Address contract backlog and implement improved processes and monitoring.  | 31_Dec-2023 |  Complete        | Lessons learned session has taken place and related improvements implemented.   |
|  |   | Consider HR+OD Helpdesk model to filter and support responses to phone calls and emails.   | 31-Mar-2024 |  Not yet started | This will be progressed following the appointment of a new postholder.  |

## Appendix 1: Committee Delivery and Improvement Plan Action Plan



| Code & Title   | Action  | Sub-action  | Due Date    | Current Status   | Progress Commentary  |
|--|---|---|-------------|--|--|
| <b>CMTE/<br/>PR011</b><br><br><b>Recruitment<br/>Processes</b>       | Improve the recruitment and appointment processes.  | Streamline the approach to obtaining references for new employees.                              | 31-Jan-2024 |  Slippage   | A new process has been developed, including move to verbal references in first instance. An evaluation of new approach has been carried out and proposals for going forward will be presented to the CMT in March 2024.  |
|  |   | Review the approval process.  | 30-Jun-2024 |  On track   | Mapping of the approval process has been undertaken and a report will be presented to the CMT.   |
|  |   | Develop onboarding protocols/process.   | 31-Mar-2024 |  On track   | A change of approach for following up references has been implemented. Improved monitoring for contract issue implementation have been put in place. Face to face corporate inductions now resumed. The corporate e-learning induction content has also been reviewed. |
| <b>CMTE/<br/>PR012</b><br><br><b>Policy<br/>Review<br/>Framework</b> | Develop a framework for policy review, update of policies as required and improvement in employee communications on policies. | Develop a policy review schedule.   | 31-Dec-2023 |  Complete   | A policy review schedule has been developed.   |
|  |   | Engage with Services and develop a programme to promote key policies.                           | 31-Mar-2024 |  On track   | Ongoing promotion of existing and new policies took place during January focusing on mentoring and coaching, followed by Positive Conversations.   |
| <b>CMTE/<br/>PR013</b><br><br><b>Learning and<br/>Development</b>    | Review of the provision of learning and development activity.   | Further invest in corporate knowledge and skills development.                                   | 30-Jun-2024 |  On track  | Employees have commenced professional qualifications.  |
|  |   | Review current learning and development arrangements and update corporate e-learning induction. | 30-Jun-2024 |  Complete | Corporate e-learning induction content has been reviewed and updated. In addition, a review of the face-to-face induction sessions has been carried out and sessions scheduled every two months for the rest of the year.  |

## Appendix 1: Committee Delivery and Improvement Plan Action Plan
















| Code & Title  | Action   | Sub-action   | Due Date    | Current Status   | Progress Commentary   |
|---|--|--|-------------|--|---|
| CMTE/<br>PR014<br><br>HR&OD<br>Capacity and<br>Resilience | Review the capacity and resilience within the HR&OD Service. | Review the management capacity within the HR+OD Team                       | 30-Nov-23   |  Complete | Review completed and approval to increase employee resource given by the Policy and Resources Committee in November.  |
|   |  | Establishment of key posts / development roles to support service delivery | 31-Dec-2024 |  On track | Post advertised and recruitment underway.   |
|   |  | Review roles, remits and designations within HR+OD Service                 | 30-Jun-2024 |  On track | Following the appointment of new postholders, including Service Manager and Team Leader roles, remits and designations will be further developed to minimise single person dependencies, support succession planning and ensure that there is roles are up to date. HR Support Team terminology incorporated in establishment of new roles. |

| Action Status   |                           |
|---|---------------------------|
|    | Cancelled / not delivered |
|    | Not started               |
|    | Slippage                  |
|   | On track                  |
|  | Complete                  |

The measures below have been added to the KPI scorecard following the Elected Member KPI workshop and the latest data provided.

| Title  | Q4 2022/23 Value | Q1 2023/24 Value | Q2 2023/24 Value | Q3 2023/24 Value | 2023/24 Target  | Latest Note   |
|--|------------------|------------------|------------------|------------------|---|---|
| Number of properties in receipt of Empty Property Relief | -                | -                | 129              | 142              |  | 2022/23 figure was 187. This is a 'data only' PI as performance is influenced by wider economic conditions outwith the control of the Council.      |
| Value (£) of Empty Property Relief                       | -                | -                | £ 263,367        | £263,822         |  | 2023/23 figure was £303,665. This is a 'data only' PI as performance is influenced by wider economic conditions outwith the control of the Council. |

Quarterly service performance data is provided for the following indicators.

| Title  | Q4 2022/23 Value | Q1 2023/24 Value | Q2 2023/24 Value | Q3 2023/24 Value | Target | Status  | Long Trend  | Short Trend   | Latest Note   |
|--|------------------|------------------|------------------|------------------|--------|---|---|---|---|
| Council tax in year collection level                                       | 95.9%            | 27.6%            | 53.3%            | 80.2%            | 80.8%  |    |    |    | The end of year target is 95%. Performance at the end of quarter 3, 2022 was 83.3%.   |
| Invoices paid within 30 days (%)   | 95.82%           | 97.79%           | 96.4%            | 95.9%            | 95.5%  |    |    |    |   |
| Total days lost due to sickness absence (days lost per full time employee) | -                | 2.85 days        | 2.18 days        | 2.81 days        | 9 days |    | -   |    | The full year figure is the number of days lost during the year. The cumulative total at the end of Q3 is 7.8 days.   |
| Employee Turnover  | -                | 3.04%            | 5.55%            | 2.13%            | 10%    |    | -   |    | Quarterly performance long trend will appear following the addition of more data. Methodology has changed recently changed to capture all leavers, including muti-posts. Quarterly data has been calculated in same way.  |
| Corporate Training Courses Attended  | -                | 149              | 196              | 50               | 125    |  | -   |  | Attendance at training courses will naturally fluctuate during the year e.g. attendance in previous quarters was higher due to mandatory Fire Safety Awareness Training being carried out. Whilst performance is below target in the quarter, the total number of attendances is on track to meet its target at the year-end (500). |
| SOCITM Accessibility Score (website overall accessibility score)           | 94               | 94               | 95               | 94               | 95     |  |  |  | A score of 90 and above is regarded as 'excellent'.   |

| Title   | Q4 2022/23 Value | Q1 2023/24 Value | Q2 2023/24 Value | Q3 2023/24 Value | Target | Status | Long Trend | Short Trend | Latest Note   |
|---|------------------|------------------|------------------|------------------|--------|--------|------------|-------------|---|
| No. of complaints received (per 1,000 population)                           | -                | 0.66             | 1.186            | 0.795            | 1      |        | -          |             | The overall target for the year is no more than 4 per 100,000 population.               |
| Th number of Data Breaches notified to the Information Commissioners Office | -                | 0                | 0                | 0                | 0.5    |        | -          |             | Quarterly performance long trend will appear following the addition of more data.       |
| % of FOIs and EIRs responded to on time                                     | 91.52%           | 92.27%           | 95.45%           | 96.2%            | 92%    |        | -          |             |   |
| Digital transactions via the CSC Portal                                     | -                | 75%              | 81%              | 75%              | 75%    |        | -          |             | Digital transactions have been increasing since 2018, when annual performance was 6.5%. |

| PI Status |           |
|-----------|-----------|
|           | Alert     |
|           | Warning   |
|           | OK        |
|           | Unknown   |
|           | Data Only |

| Long Term Trends |               |
|------------------|---------------|
|                  | Improving     |
|                  | No Change     |
|                  | Getting Worse |

| Short Term Trends |               |
|-------------------|---------------|
|                   | Improving     |
|                   | No Change     |
|                   | Getting Worse |