Inverclyde council

Report To:	**Policy and Resources Committee**	**Date:**	**17 November 2015**
Report By:	**Head of Inclusive Education, Culture and Corporate Policy**	**Report No:**	**PR/144/15/AF/KB**
	Corporate Director, Environment, Regeneration and Resources		
Contact Officer:	**Karen Barclay, Corporate Policy Officer**	**Contact No:**	**01475 712065**
Subject:	**Corporate Services Performance Report**		

1.0 PURPOSE

1.1 The purpose of this report is to update Committee on the achievement of key objectives by the Council's Corporate Services, as detailed in the refreshed Education, Communities and Organisational Development Corporate Directorate Improvement Plan 2013/16 and the refreshed Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16.

1.2 The report focuses on improvement actions that sit within the following Services: Finance; ICT; Legal and Property; Corporate Policy; and Organisational Development, Human Resources and Communications.

2.0 SUMMARY

2.1 This is the sixth Corporate Services Performance Report. Details are provided in the Appendices.　　Appendix 1 Appendix 2

2.2 The current status of the Plans' improvement actions, together with the status at the last report, is:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
Current	27	0	5	32
May 2015	25	0	3	25.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

a. notes the progress made by Corporate Services in delivering improvement actions outlined in their respective refreshed Corporate Directorate Improvement Plans 2013/16; and

b. agrees to consider the seventh progress report at its meeting on 22 March 2016.

Angela Edwards
Head of Inclusive Education, Culture and
Corporate Policy

Aubrey Fawcett
Corporate Director, Environment,
Regeneration and Resources

4.0 BACKGROUND

4.1 Corporate Directorate Improvement Plans (CDIPs) are a key component of the Council's Strategic Planning and Performance Management Framework. They are the principal vehicle for managing and delivering the strategic outcomes in the Single Outcome Agreement 2013/16 and the Council's Corporate Statement 2013/17, as well as the well-being outcomes which are Safe, Healthy, Achieving, Nurtured, Active, Respected and Responsible and Included (SHANARRI).

4.2 The Council's CDIPs 2013/16 were approved in 2013. A refresh of the Plans took place in Summer 2015 and the resultant documents were approved by the Committees in September 2015. The refreshed Education, Communities and Organisational Development and the Environment, Regeneration and Resources CDIPs have improvement actions that are of a corporate nature. A separate Corporate Services progress report is therefore submitted to every second meeting of the Committee. The remaining CDIP improvement actions are reported to every second meeting of the appropriate Committee.

4.3 As detailed in Appendix 1, improvement actions have been allocated a 'BRAG' status:

blue - complete; red - significant slippage; amber - slight slippage; green - on track.

4.4 The CDIPs also contain key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide an important measure of how the Directorate's Services contribute to the Council's strategic aims. Information on indicators is gathered either quarterly or annually and performance reported to Committee at the appropriate time; the most recent position on the indicators is attached as Appendix 2.

5.0 PROGRESS

5.1 This is the sixth progress report on the Corporate Services CDIPs' improvement actions. The last report was approved by the Policy and Resources Committee in May 2015. The current status of the CDIPs' improvement actions, together with the status at the last report, is:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
Current	27	0	5	32
May 2015	25	0	3	25.

5.2 The status of the improvement actions, grouped under the well-being outcomes, is:

Well-being outcome	blue - complete	red - significant slippage	amber - slight slippage	green - on track
Safe	4	0	0	3
Healthy	0	0	0	0
Achieving	20	0	5	21
Nurtured	0	0	0	1
Active	0	0	0	0
Respected and Responsible	3	0	0	3
Included	0	0	0	4
Totals	**27**	**0**	**5**	**32.**

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

5.3 Since the last progress report in May 2015, good progress has been made in delivering the majority of the improvement actions, examples of which include:

- community justice transition to community planning - a criminal justice coordinator has been appointed to take forward this work.
- improve public performance information on Council's website - an Audit Scotland report has placed Inverclyde Council in the top quartile of all Scottish councils in terms of compliance with public performance reporting requirements.
- website - the Council's new website was launched in May 2015 and positive feedback has been received. There has been a steady rise in the number of unique visitors and a greater rise in the number of times these visitors are using the site.

5.4 There has been slight slippage with five improvement actions:

- finance-related systems - progress with this improvement action has slipped due to lack of resource. However, a dedicated part-time resource commenced in September 2015. The target to be operating SWIFT financials by March 2016 remains.
- working with libraries to assess demand for performance information - all performance information is available on the Council's website. Audit Scotland assessed the Council as being compliant in 23 of 26 PPR categories. However, the additional piece of work with libraries has still to be carried out. A meeting will therefore take place with libraries staff by the end of the year to make them aware of the location of performance information on the Council's website. This will enable staff in the Council's libraries to respond to performance enquiries from members of the public and signpost them to the relevant pages on our website.
- utilise InView as a means of providing performance information to all households - if approved by the Policy and Resources Committee on 17 November 2015, extracts from the Statutory and Key Performance Indicators Annual Report 2014/15 will be submitted to Corporate Communications for possible inclusion in the Winter 2015 edition of InView. Additionally, performance information in the style of infographics is currently being compiled for inclusion in InView and for posting thereafter on the performance pages of the Council's website.
- Corporate Communications Strategy - a Communications Strategy has been drafted and is currently being benchmarked with other local authorities.
- Service reviews - Service review guidance has been drafted and will be taken to the meeting of the Corporate Quality Improvement Group on 11 November 2015 for comments and approval.

6.0 IMPLICATIONS

6.1 Financial Implications - One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement from	Other Comments
n/a	n/a	n/a	n/a	n/a	n/a

Financial Implications - Annually Recurring Costs/(Savings)

Cost Centre	Budget Heading	With effect from	Annual Net Impact	Virement from (if applicable)	Other Comments
n/a	n/a	n/a	n/a	n/a	n/a

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

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

6.4 Equalities: There are no direct equalities implications arising from this report.

6.5 Repopulation: Provision of Council Services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde support the Council's aim of retaining and enhancing the area's population.

7.0 CONSULTATION

7.1 Updates on progress with the CDIPs' implementation have been provided by the lead officers of each improvement action.

8.0 CONCLUSION

8.1 The sixth progress report on progress made by Corporate Services in delivering improvement actions outlined in their respective CDIPs is presented for Committee's approval with the recommendation that the seventh report is submitted to the Policy and Resources Committee's meeting on 22 March 2016.

9.0 LIST OF BACKGROUND PAPERS

9.1 Education, Communities and Organisational Development CDIP 2013/16. Environment, Regeneration and Resources CDIP 2013/16.

Corporate Services Performance Report - November 2015

Safe			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
Data protection The Council's approach to data protection is fully developed	Develop training, policies and procedures	🔵 blue - complete	
Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) Implement recommendations regarding improvements to be made at the last inspection by the Surveillance Commissioner	Carry out actions required to meet recommendations and report to the Council on progress	🟢 green - on track	Actions required largely concluded: (i) Policy and Guidance Documents amended (ii) Training for Authorising Officers and annual report to CMT presented in July 2015 (iii) Training for applicants presented 30 April 2015 – Further training to be provided before the year end.
Risk management Implement and embed risk management in key business/management processes	Develop a Risk Management Action Plan by 31 August 2013	🔵 blue - complete	
	Action Plan fully implemented by 31 March 2015	🔵 blue - complete	
Software asset management Be confident that all software deployed on the network is fully licensed and all asset records are accurate	Working with Services and suppliers to ensure compliance	🔵 blue - complete	

Corporate Services Performance Report - November 2015

Safe			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
New action: Community justice transition to community planning Arrangements are in place for Inverclyde for community justice The Community Planning Partnership is ready to fulfil a scrutiny and improvement role around community justice	Follow any regulations and guidance to come from the Scottish Parliament regarding the Community Justice Bill, when it is enacted	🟢 green - on track	The guidance is expected in 2016.
	The Corporate Policy and Partnership Team will work closely with Criminal Justice Social Work and other relevant partners to develop a local approach to criminal justice	🟢 green - on track	A Criminal Justice Co-ordinator has been appointed to take forward this work.

Achieving			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
Service accountancy Improve the budget management by budget holders whilst managing a reduction in accountancy staff by 4 full-time equivalents	Improve systems and associated management information. Improve budget holder knowledge and increase self-reliance.	🔵 blue - complete	

Corporate Services Performance Report - November 2015

Achieving				
Where do we want to be?	**How will we get there?**	**Status September-October 2015**		**Commentary September-October 2015**
Finance-related systems Implementation of SWIFT finance module Full on-line payment capability 24 hour access	Several successful modules rolled out in 2013/14 with the remainder to be implemented during 2014/15	🟠	amber - slight slippage	Progress with this improvement action has slipped due to lack of resource. However, a dedicated part-time resource commenced in September 2015. The target to be operating SWIFT financials by March 2016 remains.
Reduction in face-to-face payments	Upgrade systems and implement new procedures	🔵	blue - complete	
Digital Access Strategy Greater on-line and telephone contacts, speeding up service delivery and making efficiencies	By working with ICT and Corporate Communications to ensure effective systems and processes are in place to facilitate channel shift. Progress will be tracked through the Customer Services Action Plan.	🟢	green - on track	An upgrade to the CSC Kana system will take place week commencing 26 October. Staff training is being developed and is expected to be delivered by the end of the calendar year. Top tasks in selected service areas have been identified to help facilitate customer contact away from face-to-face to web transactions. Plans are also in place to increase the types of payments that can be made on line.

Corporate Services Performance Report - November 2015

Achieving				
Where do we want to be?	**How will we get there?**	**Status September-October 2015**		**Commentary September-October 2015**
<u>Customer Services Centre (CSC) development</u> Expand the range of customer service enquiries at first point of contact	Migration of appropriate services into the CSC for front-facing and telephony contact with customers. Progress will be tracked through the Customer Services Action Plan and the Corporate Improvement Group	●	green - on track	This is ongoing.
<u>Welfare Reform Agenda</u> Introduce and deliver the Council Tax Reduction Scheme, the Scottish Welfare Fund and the changes to Housing Benefit legislation from April 2013 and manage the impact of the move to Universal Credit	Oversight from the Project Board with regular reports to Committee on key milestones	●	green - on track	Delivery of the Scottish Welfare Fund and changes to Housing Benefit legislation have all been implemented successfully. Universal Credit (UC) went live on 12 October 2015 with minimal impact. From April 2016, both further roll-out of UC and new Welfare Reform cuts, it is anticipated that demand on Services will increase. Process maps and publicity material in respect of UC have been produced and circulated and an extensive training programme has been delivered to relevant Council staff and external partners.

Corporate Services Performance Report - November 2015

<table>
<tr><td colspan="5" align="center">Achieving</td></tr>
<tr>
<th>Where do we want to be?</th>
<th>How will we get there?</th>
<th colspan="2">Status
September-October 2015</th>
<th>Commentary
September-October 2015</th>
</tr>
<tr>
<td>Procurement Framework

Deliver strategic Procurement Framework and achieve improved Procurement Capability Assessment performance</td>
<td>Monitored via the Procurement Board and regular committee updates</td>
<td align="center">🔵</td>
<td>blue - complete</td>
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</tr>
<tr>
<td>Competitiveness

Effective processes are in place to ensure challenge and improvement

These are consistently used across Services</td>
<td>Enhancement of self-evaluation guidelines and processes regarding competitiveness and challenge</td>
<td align="center">🟢</td>
<td>green - on track</td>
<td>Participation in the family group process continues. Inverclyde will remain as host of the Looked After Children Family Group 4. An overview meeting was arranged for 14 October 2015 with Inverclyde's representatives on the family groups covering street cleaning, HR, Council Tax, museums and equalities; topics discussed include experience of the process so far as well as next steps.</td>
</tr>
<tr>
<td>Self-evaluation

Self-evaluation is embedded into everyday performance and management and planning processes</td>
<td>Training rolled out across Services and guidance distributed across the Council by December 2014</td>
<td align="center">🔵</td>
<td>blue - complete</td>
<td></td>
</tr>
</table>

Corporate Services Performance Report - November 2015

Achieving			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
Strategic Planning and Performance Management Framework All employees are aware of the Council's vision, outcomes and values and these are embedded in service planning Integration of the well-being outcomes across all planning and performance management across the Council and Inverclyde Alliance partners	Information to be readily accessible on Icon	● blue - complete	
	Develop information packs	● blue - complete	
	Provide further training sessions	● blue - complete	
	Provision of drop-in sessions to support Services in the development of plans and strategies	● blue - complete	
Public performance reporting (PPR) PPR is easily accessible to members of the public All Services play a role in making performance information accessible	Improve information on the Council's website from all Services	● green - on track	The Statutory and Key Performance Indicators Annual Report 2014/15 was considered by the CMT on 15 October 2015 and will be submitted to the Policy and Resources Committee on 17 November 2015. If approved, the information in the Appendices will be posted on the performance pages of the Council's website.

Corporate Services Performance Report - November 2015

Achieving			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
	Provide information in varying formats	🟢 green - on track	No requests for alternative formats have been received. Financial implications mean that alternative formats will only be provided on request.
	Work with libraries to assess demand and to facilitate access via the web to members of the public	🟠 amber - slight slippage	All performance information is available on the Council's website. Audit Scotland assessed the Council as being compliant in 23 of 26 PPR categories. However, the additional piece of work with libraries has still to be carried out. A meeting will therefore take place with libraries staff by the end of the year to make them aware of the location of performance information on the Council's website. This will enable staff in the Council's libraries to respond to performance enquiries from members of the public and signpost them to the relevant pages on our website.
	Utilise InView as a means of providing performance information to all households	🟠 amber - slight slippage	If approved by the Policy and Resources Committee on 17 November 2015, extracts from the Statutory and Key Performance Indicators Annual Report 2014/15 will be submitted to Corporate

Corporate Services Performance Report - November 2015

Achieving			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
			Communications for possible inclusion in the Winter 2015 edition of InView. Additionally, performance information in the style of infographics is currently being compiled for inclusion in InView and for posting thereafter on the performance pages of the Council's website.
	Provide information in different formats to ensure that it is meaningful at all levels of the organisation	🟢 green - on track	The Audit Scotland PPR report was considered by both the CMT and Policy and Resources Committee in September 2015. We are working with Services where we are non-compliant.
Inverclyde Performs Inverclyde Performs is used: to record and report all performance across the Council for both performance management and on-going self-evaluation by managers, officers and Councillors	Further training for Inverclyde Performs users	🟢 green - on track	Visits/demonstrations to all Directorate Management Teams are complete. We have also provided demonstrations to Senior Management Teams, where requested. Training for officers is ongoing on a needs basis, as and when a training issue is highlighted.
	Work with Directorate Management Teams and Extended Management Teams to establish training	🟢 green - on track	As comment above.

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Achieving			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
	needs and develop a training plan		
	Work with Services to identify which plans, strategies and projects should be developed on Inverclyde Performs	🟢 green - on track	This work is ongoing. Most recently, the new Libraries Service Plan has been uploaded to the performance management system. Work is also ongoing to develop the functionality of the system, for example, performance dashboards and briefing books to make the presentation of performance information more visually appealing.
HR21 The maximum number of employees are able to use HR21 to manage their personal information requests for leave, employee development, etc Sickness absence recording and statistics drawn from Chris 21 Pensions auto-enrolment Real-time information from Her Majesty's Revenue and Customs (HMRC)	HR21 to be rolled-out to Education Services and the CHCP in 2013 and to Environmental and Commercial Services and Property Assets and Facilities Management in March 2014	🔵 blue - complete	
	Pilot for compiling statistics from Chris 21 in Organisational Development, Human Resources and Communications in September 2013. Extend	🔵 blue - complete	

Corporate Services Performance Report - November 2015

Achieving			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
	Chris 21 pilot to other Services in parallel with self-service in April 2014.		
	Software installation and process review to ensure compliance; liaison with the Pensions Regulator, the Strathclyde Pension Fund Office and the Scottish Public Pensions Agency by May 2013	🟢 green - on track	Software has been installed. Ongoing monitoring will take place to ensure it is functioning as required.
	Software installation and process review to ensure compliance; liaison with the HMRC and BACS software provider	🔵 blue - complete	
Recruitment portal Recruitment portal to be upgraded. On/Grasp software.	Training/e-learning/ development of new recruitment handbook for managers	🔵 blue - complete	
	Move to Talent Link	🔵 blue - complete	

Corporate Services Performance Report - November 2015

Achieving			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
Workforce Development Plan To deliver the 4 themes as outlined in the Workforce Development Plan: • organisational development • leadership, succession planning and skills development • employer of choice • grading and pay	Implement the actions as identified within the 4 work streams in the Plan	🟢 green - on track	Implementation of the Plan is in full progress.
Corporate Communications Strategy To have an agreed Corporate Communications Strategy	Development of a Communications Strategy, working with Services and the CMT	🟠 amber - slight slippage	A Communications Strategy has been drafted and is currently being benchmarked with other local authorities.
Social media Use of social media as a co-ordinated means of communication and customer contact across the organisation	Creation of social media guidelines for use across the Council and schools	🔵 blue - complete	

Corporate Services Performance Report - November 2015

Achieving			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
Website Review and design a new Council website including on-line services	Review content of the website via a cross-departmental content review team	🟢 green - on track	A cross-departmental team has been established and meetings take place on a regular basis.
	Draft a new design and agree with CMT	🔵 blue - complete	The Council's new website was launched on schedule. Positive feedback has been received. 50% of website visits are from mobile devices. There has also been a steady rise in the number of unique visitors and a greater rise in the number of times these visitors are using the site.
Events Carry out reviews of certain events – Fireworks, Gourock Highland Games and Christmas Lights switch-on Improved events listing on website	Cross-Service events group to be set up and to report to the CMT	🟢 green - on track	Council-wide events are being delivered by Corporate Communications. An Events Group has been set up under the auspices of the Local Area Tourism Partnership with representation from Council Services including Corporate Communications, the McLean Museum and Economic Development.

Corporate Services Performance Report - November 2015

Achieving			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
Press and media Conduct a review of the Media Relations Protocol	Prepare a draft media relations protocol and issue to the CMT and senior Councillors by end June 2013	🔵 blue - complete	
	Carry out media training for key Council staff by end December 2013	🔵 blue - complete	
InView Review the design, layout and frequency of publication of InView	Create reader survey to assess readership views of InView by November 2013	🔵 blue - complete	
SOA New, revised SOA available with new approaches developed to meet Scottish Government expectations, including preventative and early intervention work and policy and resources across the Partnership	Hold workshops with all partners	🔵 blue - complete	
	Sub-groups set up to deal with resource development and measurement	🟢 green - on track	A report will be prepared for submission to the SOA Programme Board.

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Achieving				
Where do we want to be?	**How will we get there?**	**Status September-October 2015**		**Commentary September-October 2015**
Absence management Reduce the absence rate across the Council to below 9 days per annum Consider standardised reporting to align with the SOLACE indicators	Continuation of the automation of processes (links to HR21 development)	🟢	green - on track	In Quarter 4 of 2014/15, the number of work days lost per full-time equivalent employee was 3.01 while in Quarter 1 of 2015/16, the figure was 2.1 days; this is a reduction from the same quarter in the previous year. The trend is therefore downwards.
	New HR interventions/pilots to assist management and reduce absence level	🟢	green - on track	The rankings are not yet known, however, there has been an overall improvement in the absence rate.
	Report to the CMT and the Policy and Resources Committee on the standardisation of KPIs	🔵	blue - complete	
Self-evaluation - Environment, Regeneration and Resources Directorate Self-evaluation is embedded into the Environment, Regeneration and Resources Directorate's everyday performance and management and planning processes	By conducting a Public Service Improvement Framework (PSIF) assessment for the Environment, Regeneration and Resources Directorate and devising an action plan by June 2015 By implementing the action plan during 2015/18	🟢	green - on track	The inception meeting took place on 21 April 2015. It is now planned to progress the PSIF 'lite' assessment.

Corporate Services Performance Report - November 2015

Achieving			
Where do we want to be?	**How will we get there?**	**Status** **September-October 2015**	**Commentary** **September-October 2015**
New action: Service reviews An improved and common approach is taken to service review and option appraisal across the authority	Develop service review guidance, working with Services to ensure it meets the needs of service areas	🟠 amber - slight slippage	Service review guidance has been drafted and will be taken to the meeting of the Corporate Quality Improvement Group on 11 November 2015 for comments and approval.
New action: Corporate Directorate Improvement Plans (CDIPs) New CDIPs are in place for each Directorate for commencement on 1 April 2016	Develop guidance for Directorates	🟢 green - on track	New guidance is being drafted. A planning meeting took place on 14 October 2015.
A Health and Social Care Partnership Plan is in place which meets the expectations of the NHS Greater Glasgow and Clyde Health Board, Inverclyde Council and the Scottish Government	Carry out a series of events to roll out the new guidance and support Services to develop new Plans	🟢 green - on track	The events will be organised when the new guidance has been finalised.
New action: Local Government Benchmarking Framework Family Groups We have benefitted from participating in the Family Groups, for example, by sharing examples of best practice and continuous improvement	By participating in the Family Groups, as resources allow	🟢 green - on track	Two officers from the Corporate Policy Team attend or support other officers to attend the Family Group meetings. They also attend events run by the Improvement Service.

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<tr>
<td align="center">Where do we want to be?</td>
<td align="center">How will we get there?</td>
<td colspan="2" align="center">Status
September-October 2015</td>
<td align="center">Commentary
September-October 2015</td>
</tr>
<tr>
<td rowspan="3"><u>New action: The Community Empowerment (Scotland) Act</u>

There are locality profiles for the agreed localities across Inverclyde, mapping assets and issues

Services/the Community Planning Partners use these profiles to plan service delivery, targeting inequalities and working to reduce them</td>
<td>Bring the Improving Data Analysis Group together to gather information around the agreed localities</td>
<td rowspan="3" align="center">🟢</td>
<td rowspan="3">green - on track</td>
<td rowspan="3">Work on locality planning has begun, using Broomhill as an initial pilot area.</td>
</tr>
<tr>
<td>Publish locality profiles for access by Council Services and communities</td>
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<tr>
<td>Develop locality plans for Port Glasgow, Greenock East and Central and Greenock South and South West</td>
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Corporate Services Performance Report - November 2015

Respected and responsible			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
Freedom of Information publication scheme

New scheme in place for implementation by 31 May 2013 | Develop and populate new Scheme, liaising with Services, as required | 🔵 blue - complete | |
| Community councils liaison

Updated and established processes and procedures in place to reflect best practice | Develop a suite of guidance materials for use by the Service and community councils | 🔵 blue - complete | |
| Public Information Notices Portal

Council public notices published on-line | Redevelopment of the Council website and public notices published on the Public Information Notices portal | 🔵 blue - complete | |
| Policy development

Remaining corporate policies to be updated and brought in to line with current legislation, case law and guidance/good practice | Identify priority policies based on legislative need, risk to the Council and information gaps | 🟢 green - on track | The Pension and Retirement Policy, Dignity and Respect at Work Policy and the Inverclyde Council/Trades Union Partnership Pledge have all been ratified at Committee. |

Corporate Services Performance Report - November 2015

Respected and responsible			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
Gender equality The % of female employees in the top 5% of earners is increased	Monitor application of the Council's equal opportunity policies by Services	🟢 green - on track	In terms of the % of the highest paid 5% of our employees who are women (excluding teachers), our figure has increased from 47% to 50%.
	Link with the Corporate Equalities Officer to include as part of the overall Equality Strategy for the Council	🟢 green - on track	Collaborative working is ongoing. The Equality and Diversity Policy is under review/development.

Included			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**	**Commentary September-October 2015**
New action: Employee Survey 2015 Employee Survey 2015 devised and circulated to staff	Newsletter on the 2012 headline results issued to staff	🟢 green - on track	The draft newsletter was approved by the CMT on 1 October 2015 and will be circulated to staff in Autumn 2015.

Corporate Services Performance Report - November 2015

Included			
Where do we want to be?	**How will we get there?**	**Status September-October 2015**		**Commentary September-October 2015**
	Employee Survey 2015 circulated throughout the Council	🟢	green - on track	The new Employee Survey was approved by the CMT on 1 October 2015 and will be issued in Winter 2015.
	An improvement on the 32% return rate from the 2012 survey	🟢	green - on track	Updates on these improvement actions will be available when the report on the Employee Survey is received early in 2016.
	An improvement on the performance of the two statutory performance indicator measures included in the Survey	🟢	green - on track	

Performance Indicators

The Council's Corporate Services' 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 2014/15 are shown below, together with 2013/14 comparator information as well as Quarter 1 and 2 details for 2015/16.

Key performance measure	Relevance	Target 2015/16	2015/16 performance	2014/15 performance	2013/14 performance	Commentary on change between 2013/14 and 2014/15
Creditor payments: number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	Demonstrates the efficiency and effectiveness of the arrangements for paying creditors	96.8%	Quarter 1: 96.89% Quarter 2: 96.15%	96.59%	96.3%	Performance improved by 0.29%
Council Tax in-year collection[1]	Measures the efficiency and effectiveness of Council Tax billing and collection processes	Annual target: 94.5% Quarter 1 target: 27.7% Quarter 2 target: 54.4% Quarter 3 target: 81.7% Quarter 4 target: 94.5%	Quarter 1: 27.7% Quarter 2: 54.5%	94.8%	94.51%	Despite another challenging year due to the continuing difficult economic climate, the Council Tax in-year collection level increased by 0.29% which is a significant achievement

[1] 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.

Performance Indicators

Key performance measure	Relevance	Target 2015/16	2015/16 performance	2014/15 performance	2013/14 performance	Commentary on change between 2013/14 and 2014/15
Speed of Benefits processing - average number of days per case to process: • new Housing Benefit/ Council Tax reduction claims	Demonstrates the effectiveness of the quality assurance measure in place within the Benefits service	23 days	Quarter 1: 33 days Quarter 2: 24 days	27.7 days	22 days	Performance has declined because of specific factors relating to the assessment of claims in the private rented sector and measures introduced to improve good tenancy management practices. It is anticipated that the improvement in performance during Quarter 2 in 2015/16 will be maintained.
• Housing Benefit/ Council Tax Benefit reduction claim changes of circumstances		6 days	Quarter 1: 5 days Quarter 2: 5 days	4.2 days	5 days	Performance has improved for the second consecutive year and is ahead of target
Incident resolution times	Demonstrates the responsiveness of the ICT Service Desk to reported incidents, against service level agreements	80%	Quarter 1: 93.48% Quarter 2: 94.98%	89.34%	95.37%	The impact is beginning to be felt of the resource reduction in the Service Desk Team

Performance Indicators

Key performance measure	Relevance	Target 2015/16	2015/16 performance	2014/15 performance	2013/14 performance	Commentary on change between 2013/14 and 2014/15
Service request resolution times	% of reported ICT service requests resolved within targets defined in service level agreements	80%	Quarter 1: 93.24% Quarter 2: 91.10%	91.31%	94.96%	The impact is beginning to be felt of the resource reduction in the Service Desk Team
Network availability	Demonstrates the availability of the network and access to ICT services required by departments in their day-to-day activities	99.5%	Quarter 1: 100% Quarter 2: 100%	99.98%	99.97%	Service levels remain consistently high due to continued investment in core infrastructure
Key applications availability	Demonstrates the availability of key applications required by Services	99.5%	Quarter 1: 100% Quarter 2: 100%	100%	100%	Service levels remain consistently high due to continued investment in core infrastructure
Corporate absence rate: the average number of working days per full-time equivalent employee lost through sickness absence for: • teachers	High levels of attendance lead to higher levels of service provision, heightened morale and, for the purposes of Best Value, the provision of competitive and	Annual target: 9 days Quarterly target: 2.25 days	Quarter 1: 1.2 days Quarter 2: Not yet available	6.4 days	7.6 days	The number of days lost for teachers reduced by 1.2 days

Performance Indicators

Key performance measure	Relevance	Target 2015/16	2015/16 performance	2014/15 performance	2013/14 performance	Commentary on change between 2013/14 and 2014/15
	effective services					
• all other local government employees		Annual target: 9 days Quarterly target: 2.25 days	Quarter 1: 2.3 days Quarter 2: Not yet available	11.1 days	11.9 days	The number of days lost for all other local government employees reduced by 0.8 days
• all employees		Annual target: 9 days Quarterly target: 2.25 days	Quarter 1: 2.09 days Quarter 2: Not yet available	10 days	10.9 days	The overall number of days lost to the Council reduced by 0.9 days