

Report To: Policy & Resources Committee **Date:** 20 September 2016

Report By: Corporate Director Environment, Regeneration & Resources **Report No:** PR/19/16/WB/AF/MMcK
 Corporate Director, Education, Communities & Organisational Development

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Subject: Corporate Services Performance Report

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on the achievement of key objectives by the Council's Corporate Services, as detailed in the new Education, Communities and Organisational Development Corporate Directorate Improvement Plan (CDIP) 2016/19 and the new Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2016/19.
- 1.2 The report focuses on the improvement actions that sit within the following Services: Finance, ICT, Legal and Property; Procurement; Corporate Policy; Organisational Development, Human Resources and Communications.

2.0 SUMMARY

2.1 The Council's new Corporate Directorate Improvement Plans 2016/19 were approved in May 2016. This is the first progress report on the Corporate Services elements within the Plans. Full details of progress are provided in Appendix 1. Further progress reports will be submitted to every second meeting of this Committee.

App 1

2.2 The current status of the CDIP's improvement actions is

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
August 2016	-	-	-	29

As would be anticipated this early in the delivery of the plans, all actions are currently on track.

2.3 An update on the key performance indicators contained within the CDIP is also provided where new performance information is available (Appendix 2)

App 2

3.0 RECOMMENDATIONS

3.1 It is recommended that Committee:

- a. notes the progress made by Corporate Services in delivering the improvement actions outlined in their respective Corporate Directorate Improvement Plans 2016/19; and
- b. agrees that a second progress report will be submitted to this Committee in January 2017.

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Corporate Director
Education, Communities and
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Environment, Regeneration and Resources

4.0 BACKGROUND

- 4.1 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 2013/17 and the Council's Corporate Statement 2013/18, as well as the wellbeing outcomes which are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.
- 4.2 New CDIPs for Education, Communities and Organisational Development and the Environment, Regeneration and Resources Directorates were approved by the Policy and Resources Committee on 17 May 2016.
- 4.3 These new Improvement Plans contain a number of actions that are corporate in nature. A separate Corporate Services progress report will therefore be presented to every second meeting of this Committee in keeping with previous reporting arrangements. The remaining CDIP improvement actions within the Plans will also be reported to every second meeting of the appropriate Committee.
- 4.4 As detailed in Appendix 1, improvement actions have been allocated a 'BRAG' status:
blue - complete; red - significant slippage; amber - slight slippage; green - on track.
- 4.5 The CDIP also contains 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 first progress report on the delivery of the Corporate Services element of the new CDIPs and, as such, all of the actions are currently on track. This is to be expected this early in the delivery of the plans. The current status of the CDIP's improvement actions is:

Status	blue - complete	red – significant slippage	amber - slight slippage	green - on track
August 2016	-	-	-	29

- 5.2 Appendix 1 details the present status of the improvement actions, together with commentaries from the appropriate Service.
- 5.3 Good progress has been made in delivering the corporate improvement actions, examples of which include:
- Additional on-line services including access to Customer Services, Online Payments and introduction of App based services are either in pilot stages or have been introduced.
 - Internal audit arrangements for the Integrated Joint Board (IJB) were confirmed by the IJB at its meeting on 20 June 2016. Resources for the provision of corporate support from the Council to the IJB have been identified and work is now underway to develop the scope and wording of the Service Level Agreement (SLA).
 - A refreshed Workforce strategy has been reviewed and a new strategy for 2017-19 has been developed in conjunction with key stakeholders. This will be presented to Committee for 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	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 CDIP's implementation have been provided by the lead officer of each improvement action.

8.0 CONCLUSION

8.1 This is the first progress report on the Corporate Services element of the Education, Communities and Organisational Development and Environment, Regeneration and Resources Corporate Directorate Improvement Plans. It is presented for Committee's approval with the recommendation that the next progress report be presented in January 2017.

9.0 BACKGROUND PAPERS

9.1 Education, Communities and Organisational Development CDIP 2016/19.
Environment, Regeneration and Resources CDIP 2016/19.

Corporate Services

Progress Report

September 2016





Corporate Improvement Actions 2016-17

1.0 Corporate Improvement Actions

These actions have implications for the whole Council, or more than one Directorate, not just the Education, Communities and Organisational Development Directorate.

Where do we want to be?	How will we get there (including timescale)?	BRAG Status	Commentary August 2016	SOA and Wellbeing Outcome
<p>The Council and the CPP are ready for the implementation of the Community Empowerment (Scotland) Act 2015, working with partners to deliver on the statutory requirements. Each element is in place across all Services.</p> <p>There are locality profiles and plans for the agreed localities across Inverclyde, mapping assets and issues, agreed with and led on by communities.</p> <p>Services/ CPP partners and communities use these profiles to plan service delivery, targeting inequalities and working to reduce them</p> <p>(ECOD_CA2)</p>	<p>Respond to Scottish Government guidance.</p> <p>Bring the improving data analysis group together to gather information around the agreed localities</p> <p>Facilitate improved community engagement in the development of Locality Plans and community planning through Wellbeing Clusters and the development of more robust community engagement methods, including Place Standard</p> <p>Timescale: September 2016</p> <p>Set up working groups to cover each element, for example, legal, environmental, community learning and development, property etc.</p> <p>Create a community food growing strategy.</p>	<p>●</p> <p>Green On Track</p>	<p>Still awaiting finalised Scottish Government guidance. Work ongoing with services and communities to raise awareness of the act. SOA being reviewed to change over to a Local Outcomes Improvement Plan.</p>	<p>Included, Responsible</p>
<p>Community engagement has taken place to help develop the new SOA and to assess whether the current outcomes are appropriate.</p> <p>New Local Outcome Improvement Plan/ SOA agreed and being delivered.</p> <p>(ECOD_CA3)</p>	<p>Carry out a strategic assessment to inform the new SOA, including engagement with communities</p> <p>Use locality profiles to inform development of the SOA</p> <p>Timescale: 31 March 2017</p>	<p>●</p> <p>Green On Track</p>	<p>Localities have been defined and approved by the Alliance Board. Engagement events took place in May 2016 as part of the community cluster meetings. Discussions have been ongoing at the Programme Board regarding the new Local Outcomes Improvement Plan and a report was considered by the Board at its meeting on 19 August 2016.</p>	<p>All SOA and Wellbeing Outcomes</p>

Where do we want to be?	How will we get there (including timescale)?	BRAG Status	Commentary August 2016	SOA and Wellbeing Outcome
<p>More robust performance information that meets the requirements of the new Audit Scotland Statutory Performance Indicator Direction 2015.</p> <p>The PIs that are reported to committee complement our PIs for PPR; we need a more joined up approach</p> <p>Services are in the habit of updating PIs on a monthly/quarterly basis using Inverclyde Performs</p> <p>Inverclyde Council can evidence how it promotes and works to achieve best value.</p> <p>(ECOD_CA4)</p>	<p>Work with Services to review current PIs and develop new indicators/delete indicators, where appropriate</p> <p>Develop PIs that are captured on Inverclyde Performs and create monthly/quarterly indicators.</p>	<p>●</p> <p>Green On Track</p>	<p>Quarterly and monthly indicators have been developed for CDIP KPIs where appropriate and it is the responsibility of the individual service to ensure that performance information is updated in a timely manner.</p> <p>Due to changes in the Audit Scotland direction, Audit Scotland has not carried out an appraisal of our PPR arrangements for 2014/15. Infographics have been developed and are available online following feedback in 2013/14.</p> <p>Notification has been received that Inverclyde Council will be amongst the first round of Councils to participate in a Best Value audit.</p>	<p>Responsible</p>
<p>Ensure workforce planning and development is integrated into CDIPs, risk registers and associated strategies to address the key workforce over the next 3 years.</p> <p>(ECOD_CA6)</p>	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions.</p>	<p>●</p> <p>Green On Track</p>	<p>Workforce planning data is recorded on the Workforce Information and Activity Reports (WIAR) which are issued quarterly to Services to aid in their development of workforce planning strategies. Continuing to look for ICT solutions to further develop workforce planning approaches.</p>	<p>Achieving; Respected; Included</p>

Where do we want to be?	How will we get there (including timescale)?	BRAG Status	Commentary August 2016	SOA and Wellbeing Outcome
Developing a fully joined up plan to improve ease of access to Council Services (ERR_CA1)	On-going investment over the next budget period and review thereafter	 Green On Track	Additional on-line services including access to Customer Services, Online Payments and introduction of App based services are either in pilot stages or have been introduced.	Included
The Publication Scheme is updated and includes signposts for information which is routinely collected for FOI requests. (ERR_CA2)	Co-ordinated approach via Services to ensure Publication Scheme is reviewed and updated by May 2017.	 Green On Track	Work is ongoing to update the scheme including updating hyperlinks. Additional information is being added.	Responsible
Service Level Agreement is in place for Integrated Joint Board for administration, legal and audit. (ERR_CA4)	Governance documentation is being finalised for approval and allocation of resources for legal, administration and audit support is being discussed. It is anticipated the SLA will be in place by December 2016.	 Green On Track	Internal Audit arrangements for the IJB were confirmed by the IJB at its meeting on 20 June 2016. Resources for the provision of corporate support from the Council to the IJB have been identified and work is now underway to develop the scope and wording of the SLA.	Achieving
PCIP has replaced PCA. The previous score was 62% which placed the Council on an equal footing with peers. A similar or better performance in PCIP would represent success. (ERR_CA6)	The Procurement Strategy sets out goals and timescales.	 Green On Track		Achieving

Cross Directorate Improvement Actions 2016-17

2.0 Cross Directorate Improvement Actions

These actions will be implemented by more than one service in the Environment, Regeneration and Resources Directorate.

Where do we want to be?	How will we get there (including timescale)?	BRAG Status	Commentary August 2016	SOA and Wellbeing Outcome
<p>Manage the transition from Housing Benefit to Universal Credit (UC) and other Welfare Reform Issues, key areas being:</p> <ul style="list-style-type: none"> • Manage the digitalisation and subsequent roll out of Universal Credit • Work force planning • Financial implications both in terms of reduction in subsidy cost of staff resource with reducing caseload and demand for SWF etc <p>(ERR_CD1)</p>	<p>Strategic planning through effective communications and action plans that clearly outline changes and impacts ahead and how they will be managed. Timescale from now until 2020</p>	<p>● Green On Track</p>	<p>Universal Credit has been advanced for Inverclyde to November 2016. Processes under review, training commenced and regular updates to Committee.</p>	<p>Achieving and Nurtured</p>
<p>Move customers away from traditional costly channels of communication such as face to face to digital channels such as self – serve</p> <p>(ERR_CD2)</p>	<ul style="list-style-type: none"> • By increasing the number of channels and transactions dealt with via digital routes • Thorough effective communication and meeting of action plan deadlines, facilitated through the Digital Access Group Timescale – from now and ongoing 	<p>● Green On Track</p>	<p>Web self-service and Citizen's Mobile due for launch imminently. More online payment options operations from April 2016.</p>	<p>Included</p>

Service Improvement Actions 2016-17

2.0 Service Improvement Actions

These actions will be carried out by specific Services in the Directorate.

Where do we want to be?	How will we get there (including timescale)?	BRAG Status	Commentary August 2016	SOA and Wellbeing Outcome
Organisational Development, HR and Communications				
To have an agreed Corporate Communications Strategy (ECOD_ODHRC1)	Development of a CCS, working with Council Services and the CMT	● Green On Track	Stakeholder engagement has been undertaken in preparation for development of a Corporate Communications Strategy.	SOA8 Achieving Nurturing
Implementation of the third edition of the job evaluation scheme is in place for all jobs across the Council. Relevant procedures are reviewed. (ECOD_ODHRC2)	Testing, piloting and agreement with the Trades Unions, following pilot process. Implementation of the third edition of the job evaluation scheme.	● Green On Track	The 3rd Edition of the Job evaluation scheme is being put in place in partnership with the Trades Unions. Each stage is being monitored as it is implemented.	Responsible, Included
Refreshed People and OD Strategy for 2017/20 agreed and in place. (ECOD_ODHRC3)	Review existing OD strategy and develop proposal to address the specific challenges and opportunities ahead for Inverclyde Council Engage with various stakeholders Employee survey results will feed in.	● Green On Track	The strategy has been reviewed and a new strategy for 2017-20 has been developed in conjunction with key stakeholders. This will be presented to committee for approval.	Respected; Included; Achieving
Health and Safety management systems embedded and being implemented by Services across the Council (ECOD_ODHRC4)	Develop and agree Health and Safety plan for 2016 – 19	● Green On Track	Plan out for consultation, to be agreed at the September Corporate H&S Committee prior to submission at the November P&R committee.	Safe

Where do we want to be?	How will we get there (including timescale)?	BRAG Status	Commentary August 2016	SOA and Wellbeing Outcome
Finance				
<p>Manage the impact of changes to Council Tax anticipated post April 2017 whilst maintaining collection levels</p> <p>(ERR_FIN1)</p>	<p>Ensure a system upgrade is purchased and tested prior to the changes.</p> <ul style="list-style-type: none"> • Ensure appropriate training is given to relevant staff including Customer Services • Re-assess Council Tax Reduction awards in line with new Policy • Ensure changes are publicised to the community <p>Timescale from now until April 2017</p>	<p style="text-align: center;">●</p> <p>Green On Track</p>	<p>Awaiting Government Regulations (due October / November) before formal communications with Council Tax payers commence.</p> <p>Software changes being progressed at a national level.</p> <p>Funding issues being clarified with Scottish Government.</p>	<p>Achieving and nurtured</p>
<p>Implementation of SWIFT Finance module</p> <p>(ERR_FIN2)</p>	<p>Several successful modules rolled out in previous years with remainder to be implemented in Sept 16</p>	<p style="text-align: center;">●</p> <p>Green On Track</p>	<p>On target to complete transfer by the end of September.</p>	<p>Responsible</p>
<p>Increase value added professional support to services, improve the budget management by budget holders whilst managing a reduction in Accountancy staff by 2 FTE</p> <p>(ERR_FIN3)</p>	<p>Improve systems and associated management information. Improve budget holder knowledge and increase self-reliance.</p>	<p style="text-align: center;">●</p> <p>Green On Track</p>	<p>First budget monitoring under new process nearing completion. Restructure being implemented. Liaison by Managers with budget holders identifying FMS reporting improvements.</p>	<p>Responsible</p>
<p>The council wishes to use the opportunities that SWAN generates to encourage joint working and collaboration with other public sector bodies and to develop integrated working with HSCP. Provide the ability for NHS and Council</p>	<p>We will work with partners to develop data sharing, network availability and wireless connectivity. Shared Network Services to be available by March 2017</p>	<p style="text-align: center;">●</p> <p>Green On Track</p>	<p>Initial meetings with partners to implement roaming wireless capabilities have concluded and proposals for a SWAN Roam or equivalent UK govt. scheme are being</p>	<p>Safe</p>

Where do we want to be?	How will we get there (including timescale)?	BRAG Status	Commentary August 2016	SOA and Wellbeing Outcome
staff to utilise network services in each other's accommodation. (ERR_FIN4)			progressed.	
A refreshed ICT Strategy incorporating Digital Transformation and Development roadmaps (ERR_FIN5)	Officers will produce a refreshed strategy in consultation with other Council services by February 2017	● Green On Track	Scoping has begun and the delivery of the strategy in February 2017 remains on target.	Achieving
Legal and Property Services				
Fully implemented Post-Project Implementation process for completed projects which allows us to identify benefits realisation and incorporate learning into new projects going forward. (ERR_LPS1)	The post-project evaluation team will follow a simple questionnaire led approach. Response rate will require to be monitored in the early stages of implementation. Officer time will be required in connection with the Client / Technical Lead role in collating the report.	● Green On Track	Two are in progress, one at the PG Community Campus and the other at St. Columba's	Responsible
The profile of spend is closely monitored to assist early identification of any areas of slippage so that risk is minimised. (ERR_LPS2)	A co-ordinated approach to developing management information to assist officers identify areas of slippage at an early stage.	● Green On Track		Responsible
The capital asset management plan is updated to fully reflect current position and links to supporting asset management plans which have been developed. (ERR_LPS3)	A co-ordinated approach will be implemented to update the current plan by 31 March 2017.	● Green On Track		Achieving

Where do we want to be?	How will we get there (including timescale)?	BRAG Status	Commentary August 2016	SOA and Wellbeing Outcome
Up to date and relevant information is available in relation to our properties. (ERR_LPS4)	Implementation of PAMIS modules on a phased approach. Target for full implementation by 31 March 2017.	● Green On Track		Responsible
After successful implementation of REVIT on current project, the intention would be to rollout the process to all subsequent projects from April 2017 and relevant staff are fully trained in the use of the software. (ERR_LPS5)	Phased approach being implemented with a view to roll out to all projects by April 2017.	● Green On Track	Some employees have undertaken training with further ongoing training to take place, until system fully integrated. A pilot project makes the Council compliant with Scottish Government requirements and other projects will follow in the near future.	Safe
Procurement				
Policy required on inviting SME and local suppliers to bid for quotes and encourages engagement on tendering. (ERR_RP2)	On-going monitoring of the success in inviting SME and local supplier to bid for quotes and the numbers who seek the assistance of Supplier Development Programme	● Green On Track	Policy will be subject to the approval of the new Contract Standing Orders	Included

Capital Project Improvement Actions 2016-17

Where do we want to be?	How will we get there (including timescale)?	BRAG Status	Commentary August 2016	SOA and Wellbeing Outcome
Fully refurbished school estate to high quality, modern standards. (ERR_CP1)	SEMP investment is fully approved and capacity will be provided by Legal and Property Services with external Hub construction projects where required.	 Green On Track		Safe

Corporate Governance Improvement Actions 2016-17

These improvement actions relate to Corporate Governance Actions for which the Directorate is responsible and what action it will undertake to ensure improvements take place:

Where do we want to be?	How will we get there (including timescale)?	BRAG Status	Commentary August 2016	SOA and Wellbeing Outcome
<p>All employees undertake corporate induction training.</p> <p>Increase in Performance Appraisals carried out.</p> <p>Succession planning becomes an embedded process within services</p>	<p>Through the delivery of the People and Organisational Development Strategy</p>	<p>●</p> <p>Green On Track</p>	<p>An induction training checklist is being finalised and as information becomes available this will be included in the WIAR report on a quarterly basis.</p> <p>There is currently a 91% rate for completion of Performance Appraisals; the target will remain at 90%.</p> <p>Succession planning guidance is being prepared and will be piloted in OD,HR and Comms.</p>	<p>Responsible</p>
<p>Financial Regulation Updated Regulations taking account of changes with IJB , changes in technology etc</p> <p>(ERR_CG1)</p>	<p>Report to P&R via Audit Committee by September 2016.</p>	<p>●</p> <p>Green On Track</p>	<p>Financial Regulations & Standing Orders for Contracts went to Audit Committee in August and due to be approved at Full Council on 29.9.16</p>	<p>Responsible</p>
<p>The Council's governance documentation fully reflects its structure and officer responsibilities which supports the Annual Governance Statement.</p> <p>(ERR_CG2)</p>	<p>Co-ordinated approach via ECMT, CMT and Elected Members to ensure documentation is reviewed and updated by September 2016.</p>	<p>●</p> <p>Green On Track</p>	<p>Standing Orders for Contracts has been considered by Audit Committee and will go to full Council in September. Financial Regulations were approved at Audit Committee. ECMT have received documentation relating to the</p>	<p>Responsible</p>

Where do we want to be?	How will we get there (including timescale)?	BRAG Status	Commentary August 2016	SOA and Wellbeing Outcome
			Scheme of Delegation and the Scheme of Administration is being updated.	

Key Performance Measure	Performance 2015/16	Current Performance	Target 2016/17	Frequency of monitoring	Analysis of performance
Council Tax in year collection level	95.1%	Q1 2016/17 27.9%	94.8%	Monthly	The target for this indicator is a year end target. Performance is slightly higher than at the same point last year.
Speed of processing new Housing Benefit / Council Tax benefit reduction claims	25.98 days	Q1 2016/17 24.5 days	21 days	Monthly	Performance in the first quarter is slightly lower than target
Speed of processing changes in circumstance Housing Benefit / Council Tax reduction claims	4.02 days	Q1 2016/17 4.74 days	5 days	Monthly	Performance in the first quarter is better than target
Creditor payments: Percentage of invoices paid within 30 days	96.48%	Q1 2016/17 97.81%	96%	Monthly	Performance in the first quarter is better than target

ICT KPIs have not been included in this report as these as reported separately to this Committee.