
Report To:	Policy and Resources Committee	Date:	17 September 2019
Report By:	Steven McNab Head of Organisational Development, Policy & Communications	Report No:	PR/22/19/KM
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Subject:	Corporate Services Progress Report		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on the delivery of the improvement actions by the Council's Corporate Services, as detailed in the Education, Communities and Organisational Development and the Environment, Regeneration and Resources Corporate Directorate Improvement Plans (CDIPs) 2019/22. Details are provided in the Appendices.
- 1.2 The report focuses on improvement actions that are the responsibility of the following services: Finance and ICT; Legal and Property; Organisational Development and Policy and Communications.

Appendix
1
Appendix
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2.0 SUMMARY

- 2.1 The Council's CDIPs 2019/22 were approved by the Policy and Resources Committee on 21 May 2019. This is the first progress report on the delivery of the year 1 actions within the Plans. Full details of the progress that has been made is provided in Appendix 1. The latest information for the CDIP key performance indicators (KPIs) is provided in Appendix 2.
- 2.2 The status of the CDIPs' improvement actions as at August 2019 is shown below:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
August 2019	1	-	1	19

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the progress made by the Council's Corporate Services during 2019/20 in delivering the year one improvement actions, as detailed in their respective CDIPs.

Ruth Binks
Corporate Director
Education, Communities and
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Scott Allan
Corporate Director
Environment, Regeneration and
Resources

4.0 BACKGROUND

- 4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is regularly given to key stakeholders to allow them to evaluate and make informed judgements about performance and the delivery of strategic priorities.
- 4.2 CDIPs are a key component of the Council's Strategic Planning and Performance Management Framework. They are the principal vehicle for the delivery of the organisational priorities in the Corporate Plan 2018/22, as well as the wellbeing outcomes, which are: Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).
- 4.3 The Environment, Regeneration and Resources CDIP 2019/22 was approved by the Environment and Regeneration Committee on 2 May 2019, whilst the Education, Communities and Organisational Development CDIP 2019/22 was approved by the Education and Communities Committee on 7 May 2019. Both CDIPs were thereafter approved by the Policy and Resources Committee on 21 May 2019.
- 4.4 Progress in the delivery of these two CDIPs is reported to every second meeting of the relevant service Committee. Additionally, because the CDIPs include improvement actions that are corporate in nature, a separate Corporate Services Performance Report is submitted to every second meeting of the Policy and Resources Committee. The aim of this is to provide Members with a summary of progress and to give the Committee and officers the opportunity to make appropriate judgements on where performance across the Council is improving, good or where performance has declined.
- 4.5 This report focuses on improvement actions that sit within the following Services: Finance and ICT; Legal and Property; Procurement; Organisational Development, Policy and Communications.
- 4.6 As shown in Appendix 1, improvement actions have been allocated a 'BRAG' status:
blue - complete; red - significant slippage; amber - slight slippage; green - on track.
- 4.7 The CDIPs also contain key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide an important measure of how our Corporate Services contribute to the Council's overall performance. Information on indicators is gathered either quarterly or annually and performance reported to Committee at the appropriate time. The most recent performance data is provided in Appendix 2.

5.0 YEAR ONE IMPROVEMENT PLAN - PROGRESS 2019/20

- 5.1 This is the first progress report on delivery of the CDIPs' Corporate Services improvement actions during 2019/20. The current status of the improvement actions is:

Status	blue - complete	red – significant slippage	amber - slight slippage	green - on track
August 2019	1	-	1	19

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

5.2 Improvement actions with green status – on track

Progress with a number of improvement actions is on track; examples of which include:

The Community Empowerment Act

A Communication and Engagement Strategy and Action Plan for locality planning has been agreed. Six community events took place during the last two weeks of August / early September. The purpose of these events was to obtain a better understanding of community priorities and provide an opportunity for community members and organisations to come together to highlight where changes could be made to improve the lives of those living in our communities and shape the future.

Child Poverty

The Local Child Poverty Action Report was approved by the Alliance Board on 17 June 2019 and submitted to the Scottish Government thereafter. The next steps include the implementation of the projects and initiatives to tackle child poverty that are the responsibility of Inverclyde Council and the monitoring of those that are the responsibility of partners.

2020/23 Budget

The Corporate Management Team has developed an initial list of proposals which are being refined. These proposals will be the subject of discussion at the Members' Budget Working Group and the Joint Budget Group in the coming months.

Welfare Reform – Employees

The Scottish Social Security Agency has met with senior officers from Inverclyde Council and costs have been agreed to co-locate up to four members of staff in Inverclyde Council's Customer Services Centre. Recruitment is now underway and a Service Level Agreement is in the process of being completed.

5.3 Improvement actions with amber status – slight slippage

One action has an amber (slight slippage) status, the details of which are provided below:

Channel Shift

The supplier issues that were identified during the quality assurance testing has delayed the implementation of the initial projects. The timescale for delivery has been revised from summer 2019 to autumn 2019. The testing of the new Bulky Uplift process and Street Lighting Fault Reporting and Management have been included in the first tranche of services to be developed. A payment process for the new Garden Waste Recycling Scheme will also be incorporated into the implementation phase.

5.4 Improvement actions with blue status – complete

One improvement actions is complete as noted below:

Payroll System

The 'Version 8' upgrade has been fully implemented and rolled out across the Council.

5.5 Performance Indicators – 2019/20 Performance

Performance targets were met, or were better than target, in the first quarter of 2019/20 for the following indicators:

- The speed of processing changes in circumstances to Housing Benefit;
- The percentage of Customer Service Centre abandoned calls for both general and revenues and benefits calls;
- The percentage of invoices paid within 30 days.

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.

Has an Equality Impact Assessment been carried out?

☐

Yes See attached appendix

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No This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

6.5 **Repopulation:** The provision of services that are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde supports the Council's priority of retaining and enhancing the local population.

7.0 CONSULTATION

7.1 Updates on progress with the Corporate Services improvement actions included in the CDIPs have been provided by the nominated officer with lead responsibility for each action.

8.0 BACKGROUND PAPERS

8.1 Environment, Regeneration and Resources CDIP 2019/22.
Education, Communities and Organisational Development CDIP 2019/22.

9.0 CONCLUSION

9.1 This is the first progress report on the improvement actions that sit within the Finance and ICT; Legal and Property; Organisational Development, Policy and Communications sections of the ERR CDIP 2019/22 and the ECOD CDIP 2019/22. It is presented for Members' consideration and approval.

Appendix One – Improvement Actions

CORPORATE SERVICES ANNUAL PROGRESS REPORT 2019/20

Corporate Improvement Actions 2019/20

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

Corporate Improvement Actions 2019/20					
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019
1.	<u>The Community Empowerment Act</u> The council and its partners can demonstrate that it is effectively delivering on the statutory requirements of the Community Empowerment (S) Act 2015 All Inverclyde Alliance Partners are investing in building the capacity of communities so that they feel confident about exercising their rights, as set out in the Community Empowerment (S) Act. Locality Plans are used by Services and CPP partners and communities to plan service delivery, target inequalities and work together to reduce them. Communities feel supported and empowered.	Respond to Scottish Government guidance. Continue to gather data from partners around the three localities. Facilitate improved community engagement in the implementation of the Locality Plans and the development of more robust community engagement methods. Hold an annual event for the three localities, aimed at engaging with communities to ensure plans continue to reflect local priorities. Create a Community Food Growing Strategy. Develop appropriate		Green – on track	An agreed structure is now in place for locality planning along with a Communication and Engagement Strategy and Action Plan. Six community events took place over the last two weeks in August / early September. The Community Engagement Strategy and Action Plan will be discussed at these events. Guidance to local authorities on part 9 of the Community Empowerment (Scotland) Act 2015 (Allotments) was published at the end of June 2019. The guidance includes reference to the duty to prepare a food growing strategy and this is currently being considered by officers.
					OP1, OP2, OP3, OP4, OP5, OP6, OP7, OP8

Appendix One – Improvement Actions

Corporate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
		structures to respond to the Council's decision to allocate a significant budget to Participatory Budgeting (PB) in 2018/19. Review the success of this.				
2.	<u>Child Poverty</u> The projects and initiatives within the Inverclyde LAR 2018/19 are implemented and impact monitored.	All partner (CPAG) activity and data linked to child poverty is held centrally to enable partners to measure progress against the national child poverty targets.	●	Green – on track	The Child Poverty Local Action Report was approved by the Alliance Board on 17 June and has been submitted to the Scottish Government. The next steps include the implementation of the projects that are the responsibility of Inverclyde Council and the monitoring of those projects and initiatives that will be delivered by partners.	OP1, OP4, OP5, OP6
3.	<u>Change Management</u> ECOD and ERR services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customer's needs and are efficient.	Continue to meet regularly and progress specific projects. Detailed projects are established. Ongoing work with the Policy and Resources Committee and Members Budget Working Group.	●	Green – on track	Change management meetings continue. A new structure has been agreed for ECOD Heads of Service. The HSCP Transformation Board meetings are diaried in advance and with clear links to the Strategic Plan and the associated 6 Big Actions.	OP9, OP10

Appendix One – Improvement Actions

Corporate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
4.	<u>Measuring impact on outcomes</u> Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes. Performance reporting is linked to measuring impact on outcomes at an individual, community and population level.	Continue to work with experts and other performance management specialists, to identify processes to better measure impact on outcomes. Publish an Annual Report on the Corporate Plan that sets out progress on the delivery of the Council's priorities for the residents of Inverclyde. Review our public performance reporting to deliver a more streamlined, robust set of KPIs, linked to organisational priorities. Identify desired outcomes with key milestones / timescales for the Inverclyde Alliance Partnership Action Plans. Continue to learn from good practice elsewhere.	●	Green – on track	A review of the KPIs has been carried out to ensure that our performance measures are linked to our corporate plan priorities. This will provide a set of measures that help demonstrate progress in delivering the council's organisational priorities. The first Corporate Plan Annual Report was considered by the Policy and Resources Committee on 6 August 2019. The Annual Report contains a range of performance measures as well as examples of projects and initiatives that have delivered improved outcomes for residents. The Corporate Plan sits alongside the Inverclyde Alliance LOIP Annual Report, which was also considered by the Policy and Resources Committee on 6 August. Measuring outcomes remains on the agenda of the Scottish Performance Management Forum as councils continue to learn from each other.	OP1, OP2 OP3, OP4 OP5, OP6 OP7, OP8

Appendix One – Improvement Actions

Corporate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
5.	<u>Workforce Planning</u> Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and associated plans to address the key workforce challenges over the next 3 years and into the longer term. Continue to ensure Service Workforce Plans are actioned and reviewed.	Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions. Assessing future workforce requirements via service workforce plans. Delivery of plans to be monitored by the Workforce Planning & Development Group (ongoing).	●	Green – on track	Feedback from the leadership event will be presented to the CMT. Feedback will be used to inform the Organisational Development strategy.	OP1, OP3, OP9, OP10
6.	<u>People and Organisational Development Strategy</u> A new Strategy is developed for 2020/23 which builds on the work of the 2017/20 Strategy	Workshops to be arranged with relevant stakeholders to determine key priorities and objectives of the strategy March 2020	●	Green – on track	The Leadership event and workshop took place on 25 June 2019. Views were captured from senior managers on the key challenges ahead and the actions needed to address these.	OP9, OP10
7.	<u>Fairer Scotland Duty</u> Ensure we are compliant with the Duty, as appropriate, by actively considering how we can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.	By taking advantage of the support offered by the Improvement Service to develop and share best practice on the Duty. When making strategic	●	Green – on track	The council was present at a Fairer Scotland Duty Even organised by the Improvement Service. Officers from across various council services attended a number of equality impact assessment training sessions	OP2, OP4, OP9

Appendix One – Improvement Actions

Corporate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
		decisions, actively consider, with an open mind, whether there are opportunities to reduce socio-economic disadvantage.			held in April 2019. These training sessions also incorporated the Fairer Scotland Duty.	
8.	<u>FMS Review / Replacement</u> Conduct a review to determine whether to further extend the FMS contract or have a transition plan in place	Supplier engagement and discussions with other local authorities by the end of 2019/20.	●	Green – on track	A meeting with Totalmobile Regional Director is being progressed over September / October, which should provide an initial indication of the future support of FMS.	OP9
9.	<u>2020/23 Budget</u> To develop a balanced three year budget that has been approved by Council.	Initial three year budget developed by March 2020. Calculate funding gap by December 2019.	●	Green – on track	The CMT has developed an initial list of proposals which are being refined and will be discussed at Members' Budget Working Group and the Joint Budget Group in coming months.	OP9
10.	<u>Asset Management Strategy</u> The capital asset management plan is updated to fully reflect current position and links to supporting plans which have been developed.	A co-ordinated approach will be implemented to update the current plan by November 2019.	●	Green – on track	Initial work has been carried out in reviewing the various workstreams. A list of actions has been developed to feed into the development of the strategy.	OP9
11.	<u>Information Governance</u> The Council's Freedom of Information Policy and associated	Freedom of Information Policy and procedures are updated to reflect current practice.	●	Green – on track	An Action Plan is in place for individual workstreams.	OP9

Appendix One – Improvement Actions

Corporate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
	guidance to officers is updated.	Information Management System to manage FOI requests is implemented. A corporate training programme is established. March 2020.				

Appendix One – Improvement Actions

Cross Directorate Actions 2019/20					
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019
					Corporate Plan priority
1.	<u>Channel Shift</u> Move customers away from traditional channels of communication to digital channels such as self-serve and online services.	Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes. Initial projects operational by summer 2019.		Amber – slight slippage	Supplier issues identified during the quality assurance testing has resulted in delayed implementation until autumn 2019. The testing of new bulky uplift process and the street lighting fault reporting and management are included in the first tranche of services to be developed. A new payment process for the new garden waste recycling scheme is to be incorporated in the implementation phase.
					OP9

Appendix One – Improvement Actions

Service Improvement Actions 2019/20

These improvement actions will be implemented by individual Council Services

Service Improvement Actions 2019/20 Finance and ICT					
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019
1.	<u>Welfare Reform – Employees</u> There is an adequately resourced Benefit and Customer Service Team in place. The service has effective joined up working with Social Security Scotland Agency and other key partners.	Communication with employees and Trades Unions. Regular updates to the Policy and Resources Committee. Effective communication with partners will be achieved through the forum of the Welfare Reform Project Board and Financial Inclusion Partnership. Proposals as part of the 2020/23 Budget.	●	Green – on track	The Benefit and Customer Service Team is adequately resourced and communication with the team happens as necessary. Updates are also provided to the Policy and Resources Committee as required. The Scottish Social Security Agency has met with senior officers and costs agreed to co-locate up to 4 members of staff in the Customer Service Centre. Recruitment is underway and a Service Level Agreement is in the process of being completed.
2.	<u>Collaboration – Non-domestic rates</u> Improved resilience and improved customer service for NDR delivery.	NDR collaboration operational by 2020.	●	Green – on track	The Chief Financial Officer is in discussion with Finance Directors from other Councils and is investigating options for non-domestic rates collaboration.

Appendix One – Improvement Actions

Service Improvement Actions 2019/20 Finance and ICT					
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019
					Corporate Plan priority
3.	<u>Cloud Migration Strategy</u> The review is complete and the recommendations arising from it have been implemented.	Engagement with suppliers and other local authorities.		Green – on track	The ICT service has engaged with the Council's suppliers of Office automation. Networks Storage and Telephony Systems to identify opportunities and costs for migrating services to Cloud platforms. The council has established links with colleagues in West Dunbartonshire to examine possible collaboration for Cloud migration.

Appendix One – Improvement Actions

Service Improvement Actions 2019/20 Legal and Property Services						
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
1.	<u>Partnership Working</u> Partnership working is planned and roles and expectations are clear.	Develop SLAs with the relevant services	●	Green – on track	This action is being progressed by the service.	OP10
2.	<u>Elections</u> An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022.	Develop succession planning to ensure that an Election Team is in place to deliver the required actions.	●	Green – on track	Key members of the Election Team are in place and there is an awareness of the need to prioritise the identification of staff resource in the event of a loss of any key team members.	OP10

Appendix One – Improvement Actions

Service Improvement Actions 2019/20 Organisational Development, Policy and Communications						
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
1.	<u>Pay and Grading Model</u> A revised Pay and Grading model is fully implemented.	 Finalise the Implementation Plan, including the creation of a new structure and the migration of employees to this. Appropriate testing and employee communication to be carried out. October 2019		Green – on track	An implementation plan has been agreed and is being progressed.	OP9, OP10
2.	<u>Health and Safety Monitoring System</u> To record and monitor key action points and control measures which require to be implemented at Service level. To monitor and record that implementation has taken place. To integrate the accident reporting function with Finance's Insurance section, allowing a more streamlined investigation and recording process to ensure that all documentation is readily available for use in the event	 Develop and test the relevant modules in the Figtree system. Change over the current incident reporting system to the Figtree system. Bring online the audit and assessment modules and pilot them in selected areas (Fire Risk Assessment, Education and Environmental and Commercial Services). Develop the reporting function to bring statistical information		Green – on track	 The hazard and action modules are being utilised for incident reports and this will continue to be developed. Statistical information from incidents is being reported on and this will be expanded to include monitoring of actions. External audits are now also being placed on the system.	OP9, OP10

Appendix One – Improvement Actions

Service Improvement Actions 2019/20 Organisational Development, Policy and Communications						
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
	of a claim.	to the Corporate Health and Safety Committee as required. December 2019				
3.	<u>Payroll System</u> A 'Version 8' upgrade is fully implemented and rolled out across the whole Council.	Carry out staff training and stakeholder engagement Conduct a review of processes Significant testing October 2019		Blue - complete	The 'version 8' upgrade is now fully implemented.	OP9, OP10
4.	<u>Repopulation and tourism 'place' marketing linked to branding</u> A planned and coordinated place marketing campaign, involving a range of partners, linked to the work of Tourism Inverclyde and using a redevelopment of the 'discover Inverclyde' brand to promote Inverclyde as a place to encourage more visitors, more businesses and more new residents	A new web resource will be created as a new 'discover Inverclyde' website under the support to Inverclyde tourism, the local area tourism partnership in the first half of 2019 supported by a place marketing campaign throughout 2019 and 2020 focused on promoting Inverclyde as a place to visit, live and work.		Green – on track	'Discover Inverclyde' is now out to tender. An action plan and funding has been approved and a temporary communications officer has been appointed.	OP1, OP9

Appendix Two – Performance Indicators

CORPORATE SERVICES PROGRESS REPORT 2019/20 – PERFORMANCE INDICATORS

August 2019

The Council's 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 2016/17, 2017/18 and 2018/19 (where available) are shown below, together with the 2018/19 targets. Data on the first financial quarter in 2019/20 is also provided, where this information is available.

Key performance measure	Performance 2017/18	Performance 2018/19	Financial Quarter 1 2019/20	Target 2019/20	Commentary
Council Tax: in-year collection level¹	95.5%	95.7%	27.7%	95.5%	Performance was at the same level as the first quarter in 2018/19.
Speed of Benefits processing changes in circumstances to HB	4 days	3.74 days	3.95 days	4 days	Performance was better than target in the first quarter of the financial year.
Speed of Processing new claims for Council Tax Reduction	30 days	33 days	34.83 days	34 days	Performance was slightly below target in the first quarter of the financial year.
Creditor payments: number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	97.13%	95.86%	97.32%	97.13%	Performance is better than target in the first quarter of the financial year.

¹ This is a year-end target. 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

Appendix Two – Performance Indicators

Key performance measure	Performance 2017/18	Performance 2018/19	Financial Quarter 1 2019/20	Target 2019/20	Commentary
Customer Service Centre – abandoned calls - Revenues and Benefits - General	25%	18%	9%	20%	Performance in the first quarter was better than target for both revenues and benefits and general calls.
	7%	7%	4%	7%	
Performance appraisals: the % of performance appraisals completed and the individual development plans agreed	94%	97%	N/A	93%	Performance was better than target in 2018/19. This performance information is gathered annually.
Equal opportunities: % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers)	53.9%	58.7%	N/A	50.6%	This indicator is part of the LGBF return. Performance was better than target in 2018/19. This performance information is gathered annually.

*An ICT Services Performance Update Report is prepared for every second meeting of the Policy and Resources Committee.