

**Report To:** Policy and Resources Committee      **Date:** 5 February 2019

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Head of Organisational Development,  
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**Subject:** Corporate Services Progress Report 2018/19

**1.0 PURPOSE**

1.1 The purpose of this report is to update the Committee on the achievement of key objectives during 2018/19 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 2016/19. Details are provided in the Appendices.

Appendix 1  
Appendix 2

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

**2.0 SUMMARY**

2.1 The Council's current Corporate Directorate Improvement Plans 2016/19 were approved in May 2016. The CDIPs are subject to an annual review, the second of which was carried out at the end of 2017/18. The refreshed Plans were presented to this Committee on 18 September 2018.

2.2 This is the first progress report on the Corporate Services elements within the refreshed Plans. Full details of progress are provided in Appendix 1. Further progress reports will be submitted to every second meeting of this Committee.

2.3 The CDIPs also contain a range of key performance indicators which provide an important measure of how our Corporate Services contribute to the Council's strategic aims. Information on indicators is gathered either quarterly or annually, depending on the availability of the performance information and performance is reported to Committee at the appropriate time. The most recent performance figures i.e. for quarters 1 and 2 in 2018/19, is provided in Appendix 2.

2.4 The current status of the CDIPs' improvement actions is:

<b>Status</b>	<b>blue - complete</b>	<b>red - significant slippage</b>	<b>amber - slight slippage</b>	<b>green - on track</b>
January 2019	1	0	2	23

### **3.0 RECOMMENDATIONS**

3.1 It is recommended that the Committee:

- a. notes the progress made by the Council's Corporate Services during 2018/19 in delivering the year three improvement actions outlined in their respective CDIPs 2016/19; and
- b. agrees to consider a second progress report at its meeting on 21 May 2019.

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

**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 achievement of key objectives.
- 4.2 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 Council's 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 2016/19 was approved by the Environment and Regeneration Committee on 28 April 2016.
- 4.4 The Education, Communities and Organisational Development CDIP 2016/19 was approved by the Education and Communities Committee on 3 May 2016.
- 4.5 Progress regarding delivery of these two CDIPs is reported to every second meeting of the relevant Service Committee. These progress reports provide Members with a summary of progress with the CDIPs' implementation and aim to give Committee and officers the opportunity to make appropriate judgements on where performance across the Council is improving, good or starting to decline. Additionally, because the CDIPs include improvement actions that are of a corporate nature, a separate Corporate Services Performance Report is submitted to every second meeting of the Policy and Resources Committee.
- 4.6 This report focuses on improvement actions that sit within the following Services: Finance and ICT; Legal and Property; Procurement; Organisational Development, Policy and Communications.
- 4.7 As detailed in Appendix 1, improvement actions have been allocated a 'BRAG' status:  
blue - complete; red - significant slippage; amber - slight slippage; green - on track.
- 4.8 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 strategic aims. Information on indicators is gathered either quarterly or annually and performance is reported to Committee at the appropriate time; the most recent position on the indicators is attached as Appendix 2.

Min. Ref.  
E&R  
Ctee  
28.4.16

Min. Ref.  
E&C  
Ctee  
3.5.16

## 5.0 YEAR THREE IMPROVEMENT PLAN - PROGRESS 2018/19

- 5.1 This is the first progress report on delivery of the CDIPs' Corporate Services improvement actions during 2018/19. The current status of the improvement actions is:

Status	blue - complete	red – significant slippage	amber - slight slippage	green - on track
January 2019	1	0	2	23

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 (Scotland) Act 2015

A locality meeting with the community has taken place with the community of Greenock South and South West and it is planned to carry out meetings in the other two localities by Easter.

Work on the Community Food Growing Strategy has begun with Inverclyde Council identifying areas of land that may be available for community food growing.

### Child Poverty Local Action Report

A strategic Child Poverty Action Group has been established and is chaired by the Corporate Director Education, Communities and Organisational Development. Work is progressing on the Local Action Report with a view to submitting this in accordance with the deadline of June 2019.

### Revenue Budget

Officers and Members continue to work together via the Members' Budget Working Group to develop proposals by March 2019 to deliver a balanced 2019/20 Revenue Budget.

### Procurement Strategy

The Procurement and Commercial Improvement Programme (PCIP) was carried out in November 2018 and a score of 69% was achieved, an improvement of 3% on 2016 performance.

### Care Positive Employer

The Council has achieved the Level 1 Award and is currently reviewing requirements for Level 2.

### ICT Strategy

Significant progress has been achieved, particularly in areas of Cyber and ICT Security. All other strategy actions are on target.

## 5.3 Two actions have an amber (slight slippage) status.

### Customer Interactions

The Kana system upgrades are complete and undergoing user acceptance testing. Development is now required. The implementation of Citizens Access for Revenues is ongoing and systems release is expected from Northgate in the first quarter 2019. This will address the issues identified via testing.

### Post project evaluation

Two office AMP project reviews have been initiated. Six Education project post-occupancy evaluations have been undertaken with the summary reports at various stages of completion/collation. Completion of the reports has been impacted due to the retirement in August 2018 of the Quality Improvement Officer (School Estate).

## 5.4 Performance Indicators – Performance for Quarter 1 and 2, 2018/19

The quarterly targets for the following performance indicators have been met or exceeded in the first quarter 2018/19:

- Speed of processing new claims for Council Tax reduction
- Speed of processing changes in circumstances to Housing Benefits
- Percentage of invoices paid within 30 calendar days

The quarterly targets for the following performance indicators have been met or exceeded in the second quarter 2018/19:

- Speed of processing new claims for Council Tax reduction
- % of abandoned calls (Revenues and Benefits)
- % of abandoned calls (General)

5.5 The Council Tax collection rate has a year-end target set. Currently performance is on a par with previous years. Similarly, Customer Service Centre Complaints and Compliments performance targets also relate to the end of the financial year.

## 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

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: 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 Corporate Services improvement actions included in the

CDIPs have been provided by the respective lead officers.

## **8.0 BACKGROUND PAPERS**

8.1 Environment, Regeneration and Resources CDIP 2016/19.

Education, Communities and Organisational Development CDIP 2016/19.

## **9.0 CONCLUSION**

9.1 The progress report 2018/19 on improvement actions that sit within the Finance and ICT; Legal and Property; Procurement; Organisational Development, Policy and Communications sections of the Environment, Regeneration and Resources CDIP 2016/19 and the Education, Communities and Organisational Development CDIP 2016/19 is presented for Members' consideration and approval. It is recommended that further progress reports are submitted to every second meeting of this Committee.

## Appendix One – Improvement Actions

### CORPORATE SERVICES ANNUAL PROGRESS REPORT 2018/19

#### Corporate Improvement Actions 2018/19

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

Corporate Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
1.	<p><u>The Community Empowerment (Scotland) Act 2015</u></p> <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>All Inverclyde Alliance Partners are investing in building the capacity of</p>	<p>Respond to Scottish Government guidance.</p> <p>Facilitate improved community engagement in the development of Locality Plans and community planning and the development of more robust community engagement methods, including Place Standard</p> <p>Create a community food growing strategy in partnership with the Environment Network of third sector and community organisations.</p> <p>Through the Community Engagement Network, highlight to the Alliance Board the resources required to effectively deliver on community empowerment/ engagement and capacity building, and make recommendations to the Alliance</p>	<p>●</p>	On Track	<p>Qualitative baseline data has been established.</p> <p>A locality meeting with the community has taken place in Greenock South and South West and it is planned to carry out meetings in the other two localities by Easter.</p> <p>Updates are provided to every meeting of the Alliance Board in respect of locality planning.</p> <p>In respect of the food growing strategy the Council is legally obliged to submit a strategy by May 2020. Work on this strategy has begun with Inverclyde Council identifying areas of land that may be available for community food growing.</p>	OP2

## Appendix One – Improvement Actions

Corporate Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
	communities so that they may take full advantage of their rights set out in the Community Empowerment Act.	Board.				
2.	<p><u>Corporate Workforce Planning and Development</u></p> <p>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.</p>	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&amp;D solutions.</p> <p>Including future workforce requirements.</p>	●	On Track	We are currently looking to review the Modern Apprenticeship levy fund. The leadership development programme is being developed including CMI training. Succession plans are being updated and preparations are being carried out for the next round of performance appraisals.	OP10
3.	<p><u>Measuring impact on outcomes</u></p> <p>Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.</p>	Working with experts and other performance management specialists, processes will be developed to better measure impact on outcomes.	●	On Track	<p>Work continues to be ongoing in this area.</p> <p>A full review of the Council's performance reporting is underway with a view to ensuring that the Council's performance information helps to evidence the delivery of the Corporate Plan priorities.</p> <p>Work on the new CDIPs is also underway and will be closely aligned to the delivery of the Corporate Plan priorities. Performance measures will also be considered as part of</p>	OP9

## Appendix One – Improvement Actions

Corporate Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
					the CDIP review.  An annual report for the Inverclyde Outcomes Improvement Plan is being developed which will help evidence how we are delivering on our partnership priorities.	
4.	<p><u>Service Statements</u></p> <p>The Council's Service Statements are up to date and reflect the changes made to the management structure.</p>	<p>Carry out a review of the Council's Service Statements</p>	●	On Track	<p>All services are currently in the process of updating their Services Statements. The new Statements will be available on the Inverclyde Council website by the end of January 2019.</p>	OP9
5.	<p><u>Child Poverty Local Action Report</u></p> <p>An Inverclyde Child Poverty Local Action Report is developed capturing all the work being undertaken in the area to tackle child poverty.</p> <p>Inverclyde Council and HSCP are working towards the mitigation of the impacts of Child Poverty</p>	<p>Engagement with services and partners regarding work to tackle child poverty and production of the report.</p> <p>Multi-agency work with CELCIS on neglect.</p>	●	On Track	<p>A strategic Child Poverty Action Group has been established and is chaired by the Director of Education, Communities and Organisational Development. A Child Poverty Event was held on 2 October and was well attended. Feedback from the event was very positive. On track to produce a Local Action Report by June 2019.</p>	OP4 OP5

## Appendix One – Improvement Actions

Corporate Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
6.	<p><u>Revenue Budget</u></p> <p>Balanced revenue budget 2019/20 which reflects Council priorities</p>	<p>Officer savings proposals reviewed and updated by the end of September, 2018 for consideration by the MBWG. Engagement with TUs and partners during process</p> <p>Balanced budget approved February/March 2019</p>	●	On Track	Officer and Members are working via the Members' Budget Working Group to develop proposals by March 2019 to deliver a balanced 2019/20 Revenue Budget,	OP9
7.	<p><u>Digital Strategy</u></p> <p>Progress towards and completion of agreed actions</p>	<p>2017/20 Strategy approved by Committee – June 2017</p> <p>Updates on progress to every 2<sup>nd</sup> Committee</p>	●	On Track	Quarterly updates are provided to the Policy and Resources Committee. The strategy actions are broadly on target with several systems now fully live or undergoing user acceptance testing.	OP9
8.	<p><u>ICT Strategy</u></p> <p>Progress towards and completion of agreed actions</p>	<p>2017/20 ICT Strategy approved by Committee – June 2017</p>	●	On Track	Quarterly updates are provided to the Policy and Resources Committee. Significant progress has been achieved, particularly in areas of Cyber and ICT security. All other strategy actions are on target.	OP9
9.	<p><u>Procurement Strategy</u></p> <p>PCIP has replaced PCA. The previous score was 66% which placed the</p>	<p>The Procurement Strategy sets out goals and timescales</p>	●	On Track	PCIP carried out in November 2018. A score of 69% was achieved. The next assessment will be carried out	OP9

## Appendix One – Improvement Actions

Corporate Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
	Council on an equal footing with peers. A similar or better performance in PCIP would represent success.				in 2020.	

## Appendix One – Improvement Actions

Cross Directorate Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
10.	<p><u>Change Management</u></p> <p>ERR and ECOD services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customer's needs and are efficient.</p>	<p>Continue to meet regularly and progress specific projects.</p> <p>Detailed projects are established.</p> <p>Ongoing work with the Policy and Resources Committee and Members' Budget Working Group.</p>	●	On Track	This is on track in terms of regular meetings and officers are progressing all change management proposals.	OP9

## Appendix One – Improvement Actions

### Service Improvement Actions 2018/19

These improvement actions will be implemented by individual Council Services

Service Improvement Actions 2018/19 Finance and ICT						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
1.	<p><u>Service Accountancy</u></p> <p>Increase value added professional support to services, improve the budget management by budget holders.</p> <p>Medium term solution for the FMS</p>	<p>Support existing employees through professional training (Summer 2019)</p> <p>Improve management information and improve budget holder self-reliance.</p> <p>Continue to participate in Apprenticeship Programme. (From now to 2020)</p> <p>Explore options for extension or replacement of FMS over next 2/3 years</p>	<p>●</p>	On Track	<p>FMS contract extended to 2022, more clarity on future of FMS beyond 2022 will be available by the end 2019.</p>	OP10
2.	<p><u>Revenues and Customer Services</u></p> <p>Continue to manage the roll out of Universal Credit and the migration of the live load over to UC.</p> <p>Workforce which reflects the reducing caseload and demand for SWF/DHP</p>	<p>Active management of vacancies and release of staff through voluntary severance. Ongoing review of impact on Benefits/CSC workload</p> <p>Timescale from now until 2021/22</p>	<p>●</p>	On Track	<p>Universal Credit timescale moved to 2022/23. Regular updates are provided to the Welfare Reform Project Board and reports to each Policy and Resources committee. Universal Credit delivery is tracked with both internal and external partners.</p> <p>Workforce planning: there is selective recruitment of vacant posts and voluntary severance. Demand on</p>	OP4 OP10

## Appendix One – Improvement Actions

Service Improvement Actions 2018/19 Finance and ICT						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
					SWF expenditure exceeding Scottish Government allocation contained within Welfare Reform recurring budget.	
3.	<p><u>Revenues and Customer Services</u> Successful implementation of the Barclay Review meeting all timescales set out in the Review – Timescale from now until April 2020</p> <p>Resilient &amp; stable NDR Service via a potential collaboration with one or more councils for the delivery of NDR services</p>	<p>Ensuring knowledge transfer to relevant officers. Ensure that software upgrades are received, tested and implemented timeously.</p> <p>Participation in relevant communications with key parties and analysis of cost and capability of potential partners.</p>	●	On Track	<p>Legislative and system changes to date have been implemented timeously and relevant officers have received training on changes.</p> <p>The Chief Financial Officer is progressing the NDR collaboration through communication with key internal and external partners and is evaluating the associated costs and operational issues; senior revenues staff are involved in the planning.</p>	OP10
4.	<p><u>Customer Interactions</u></p> <p>Move customers away from traditional costly channels of communication to digital channels</p>	<p>Ongoing development of alternative channels supported by CSC encouraging channel shift.</p> <p>Development of Citizens Access for Revenues and upgrades to KANA and associated systems (Autumn/Winter 2018)</p>	●	Slight slippage	<p>Kana system upgrades are complete and undergoing user acceptance testing. Development now required for the new service development.</p> <p>Implementation of Citizens Access for Revenues is ongoing. Systems release is expected from Northgate Q1 2019 which will address issues identified via testing.</p>	OP9

## Appendix One – Improvement Actions

Service Improvement Actions 2018/19 Legal and Property Services						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
5.	<p><u>Post-project evaluation</u></p> <p>The implementation of Post-Project review for completed projects allows the Council to identify benefits realisation and to incorporate learning into new projects going forward.</p>	<p>The post-project evaluation follows a straightforward questionnaire-led approach. Officer resource required in connection with the Client / Technical Lead role in collation of reports.</p>	●	amber – slight slippage	<p>Two office AMP project reviews have been initiated. Six Education project post-occupancy evaluations have been undertaken with the summary reports at various stages of completion / collation. Completion of the reports has been impacted due to the retirement in August 2018 of the Quality Improvement Officer – School Estate.</p>	OP9 OP10
6.	<p><u>REVIT</u></p> <p>The service is able to hold information on a central system which can be accessed by all users across the network.</p>	<p>Server has been procured in order to accommodate REVIT storage space requirements.</p>	●	blue – complete	<p>New server and drive operational</p>	OP9
7.	<p><u>GDPR</u></p> <p>GDPR compliance across all services with robust systems for monitoring and review.</p>	<p>Programme of scheduled training for services and Elected Members and continued briefing updates, where relevant, during 2018/19.</p> <p>Programme of training for Year 1 to June 2019 being managed through Information Governance team.</p>	●	On Track	<p>Scheduled training for Services and Elected Members is complete. A programme of briefing updates has been arranged in response to Service needs. In addition, quarterly updates are provided to CMT. Programme of training for Year 1 to June 2019 is on track.</p>	OP9 OP10

## Appendix One – Improvement Actions

Service Improvement Actions 2018/19 Legal and Property Services						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
					Training sessions scheduled for early 2019 and further sessions will be planned.	

Service Improvement Actions 2018/19 Procurement						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
8.	<p><u>SME and Local Supplier engagement in procurement activity</u></p> <p>Policy required on inviting SME and local suppliers to bid for quotes and encourages engagement on tendering.</p>	<p>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.</p>	<p>●</p>	<p>On Track</p>	<p>Nine out of nine quotations have been completed using the policy in relation to inviting local suppliers where a local supplier exists. This policy ensures that at least 50% of the invited field of suppliers are local. All quotations in the same period are compliant with the requirement to have at least 50% of the invited field being SMEs.</p> <p>10 local suppliers have sought the assistance of the Supplier Development Programme.</p>	<p>OP3</p>

## Appendix One – Improvement Actions

Service Improvement Actions 2018/19 Organisational Development, Policy and Communications						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
9.	<p><u>Corporate Identity, Branding and Messaging</u></p> <p>A new overarching guide to how the Council presents itself visually through printed, online and individual communications.</p>	<p>Conduct a thorough review of the Council's corporate identity, branding and messaging</p> <p>Create a new 'how we present ourselves' protocol which includes corporate identity and branding guidance.</p>	●	On Track	<p>A review of the Council's corporate identity is underway. This will be aligned with the repopulation marketing 'look and feel' and the reconfiguration of the tourism promotion.</p> <p>Questions on the Council's reputation were included in the Spring 2018 Citizens' Panel survey.</p>	OP1
10.	<p><u>Tourism and Destination</u></p> <p>Inverclyde Council supports the wider City Region in regard to tourism</p> <p>Boost tourism across the city region by 2023 by a million additional visitors for the city region.</p>	<p>Support a range of region wide initiatives.</p> <p>Inverclyde Council will also lead on production of an annual calendar of events across the city region; development of a communications plan for events communicating with residents; maximising opportunities for the year of coast and water in 2020, linking with transport providers to improve connectivity and support, through the City Deal Greenock Ocean Terminal project doubling cruise ship passengers in the region.</p>	●	On Track	<p>A meeting of the City Region Portfolio Group is planned.</p> <p>Action on City Region Councils to support delivery of the strategy and action plan.</p>	OP1

## Appendix One – Improvement Actions

Service Improvement Actions 2018/19 Organisational Development, Policy and Communications						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
11.	<p><u>Health and Safety Management</u></p> <p>Be able to record and monitor key action points and control measures which require to be implemented at Service level.</p> <p>Monitor and record that implementation has taken place.</p> <p>Integrate accident reporting function with Finance Insurance section to enable a more streamlined investigation and recording process ensuring that all documentation is readily available for use in the event of a claim.</p>	<p>Develop and test the relevant modules in the Figtree system.</p> <p>Change over the current incident reporting system to the Figtree system.</p> <p>Bring online the audit and assessment modules and pilot them in selected areas (Fire Risk Assessment, Education and Environmental and Commercial Services).</p> <p>Develop the reporting function to bring statistical information to the Corporate Health and Safety Committee as required.</p>	●	On Track	The Figtree system has now been handed over for use. Pilots will be started for Fire Risk Assessment monitoring and feedback.	OP10
12.	<p><u>Pay and Grading</u></p> <p>A revised pay and grading model is in place.</p>	<p>Models will be developed for consideration to incorporate Living Wage and other recommendations from Equality Impact Assessments.</p> <p>April 2019</p>	●	On Track	It has been agreed that the living wage will be incorporated. This will now be progressed through Payroll. The Revised Pay Model has been agreed by the Trades Union.	OP10
13.	<p><u>Care Positive Employer</u></p> <p>The Council has achieved a higher level</p>	<p>Develop submission for award, engage with employees who are carers, ensure our policies and practices are reviewed to meet</p>	●	On Track	The Council has achieved the Level 1 Award and reviewing the requirements for the Level 2 Award. An employee	OP10

## Appendix One – Improvement Actions

Service Improvement Actions 2018/19 Organisational Development, Policy and Communications						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
	of award	the necessary standards.			consultation exercise is required to be carried out.	
14.	<u>Healthy Working Lives</u>  Joint assessment and award between the Council and HSCP for Healthy Working Lives accreditation	Submission is made jointly between HSCP and the Council to Healthy Working Lives	●	On Track	The joint assessment and award for Gold Healthy Working Lives has been achieved. Responsibility for the submission is being rotated between OD, Policy and Communications and the Health and Social Care Partnership. It is with the HSCP for 2018/19.	OP6 OP10
15.	<u>Corporate Directorate Improvement Plans</u>  Review guidance and engage with services to develop new CDIPs for 2019 to 2022, reflecting new Corporate Plan, new LOIP, Locality Planning and Management Restructure.	Work with CQIG to develop new guidance.  Carry out workshops with Directorates to develop new plans	●	On Track	CDIP guidance is under review. Services will begin work on developing the new 3 years CDIPs during February / March and these will be presented to the Policy & Resources meeting in May.	OP9

## Appendix One – Improvement Actions

### Capital Projects Improvement Actions 2018/19

Capital Projects Improvement Actions 2018/19						
	Where do we want to be?	How will we get there?	Status January 2019		Commentary January 2019	Corporate Plan priority
1.	<u>School Estates Management Plan (SEMP)</u>  Fully refurbished school estate to high quality, modern standards.	SEMP investment is fully approved and capacity will be provided by Legal and Property Services with external Hub construction projects where required. Delivery by 2020.	●	green – on track	Regular reports are presented to Committee on the School Estate Management Plan's progress. This is ongoing until 2020.	OP1 OP3 OP9

## Appendix Two – Performance Indicators

### CORPORATE SERVICES PROGRESS REPORT 2018/19 –PERFORMANCE INDICATORS

January 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 and 2017/18 are shown below, together with the 2018/19 targets and performance in the first and second quarter of this financial year where this performance information is available:

Key performance measure	Performance 2016/17	Performance 2017/18	Target 2018/19	Performance Quarter 1 2018/19	Performance Quarter 2 2018/19	Commentary
<b>Council Tax: in-year collection level<sup>1</sup></b>	95.3%	95.5%	95.5%	27.7%	54.6%	Year-end target. Performance is the same as at the same time last year.
<b>Speed of Benefits processing changes in circumstances to HB</b>	4 days	4 days	4 days	3.95 days	6.66 days	Performance was better than target in Q2 but did not meet target in Q2
<b>Speed of Processing new claims for Council Tax Reduction</b> (From November 2016)	36 days	30 days	34 days	27 days	31 days	Performance in the first half of the year is better than the target.
<b>Creditor payments:</b> number of invoices paid within 30 calendar days of receipt as a % of all	96.6%	96.6%	97.13%	97.34%	94.36%	Performance was below target in Quarter

<sup>1</sup> 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 2016/17	Performance 2017/18	Target 2018/19	Performance Quarter 1 2018/19	Performance Quarter 2 2018/19	Commentary
invoices paid						2
<b>CSC Complaints</b>	38	14	20	5	6	
<b>CSC Compliments</b>	58	81	63	23	22	
<b>Customer Service Centre – abandoned calls</b>						
<ul style="list-style-type: none"> <li>• Revenues and Benefits</li> <li>• General</li> </ul>	23%	25%	20%	31%	17%	
	7%	7%	7%	9%	7%	
<b>Registrars –</b> Percentage of payments made by debit/credit card	-	50%	60%	Performance on this measure will be reported on an annual basis.		
<b>Performance appraisals:</b> the % of performance appraisals completed	93	94	92	Performance appraisal performance information is gathered annually		
<b>Equal opportunities:</b> % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers) (CORP 3b)	52.9	53.9	50.6	There has been an increase in the percentage of women in the top 5% of earners. National LGBF data is expected in to be reported to Committee in Spring 2019. Once this is available, it will allow Inverclyde to see how it compares to all other Scottish local authorities.		

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