Inverclyde council

Report To:	Policy & Resources Committee	**Date:**	19 November 2013
Report By:	Corporate Director, Education, Communities & Organisational Development	**Report No:**	PR/100/13/AH/KM
	Acting Corporate Director Environment, Regeneration & Resources		
Contact Officer:	Karen McCready, Corporate Policy Officer	**Contact No:**	712146
Subject:	Corporate Services Performance Report		

1.0 PURPOSE

1.1 The purpose of this report is to provide Committee with an update on the progress made by the Council's corporate services towards achieving their key objectives and meeting performance targets, as detailed in the Education, Communities and Organisational Development and the Environment, Regeneration and Resources Corporate Directorate Improvement Plans (CDIPs) for 2013/16.

1.2 The report also provides an update on performance in relation to meeting the performance targets as detailed within the respective Plans.

2.0 SUMMARY

2.1 Directorate Plans 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 identified in Inverclyde's Single Outcome Agreement and Corporate Statement.

2.2 The Council's new Corporate Directorate Improvement Plans (CDIPs) were approved in May 2013 and cover the period 2013-2016. It was recognised that both the Education, Communities and Organisational Development and the Environment, Regeneration & Resources CDIPs contain a number of improvement actions that are of a corporate nature and therefore a separate Corporate Services progress report should be presented for consideration to every second meeting of this Committee. The remaining service improvement actions within the CDIPs will also be reported to every second meeting of the appropriate Committee.

2.3 This is the first report detailing the progress that has been made in delivering the respective CDIP corporate improvement actions that sit within:

- Finance
- ICT
- Legal & Democratic Services
- Corporate Policy
- Organisational Development, HR & Communications

Appendix 1 provides details of the progress that has been made to date, some examples include:

- Workshops have been held over the summer / autumn with senior managers on a variety of topics including Inverclyde Council's Improvement Model, the Strategic Planning and Performance Management Framework and Inverclyde Performs.
- A Risk Management Action Plan has been developed.
- A new Freedom of Information Publication Scheme has been developed and is in place.
- The highest ever Procurement Compliance Assessment score has been achieved.
- The CTR reduction scheme, the Scottish Welfare Fund along with the other changes to legislation implemented as part of the Welfare Reform Agenda including the introduction of the Social Size Criteria and the subsequent impact of Discretionary Housing Payments have all been successfully implemented on time.

2.4 Each improvement action has been designated with a 'BRAG' status, i.e. Blue means that the action is complete; Red means that the action has significant slippage; Amber means that the action has slight slippage; Green means that the action is on track. A commentary of performance is also provided where appropriate.

2.5 Appendix 2 contains an update on the key performance indicators contained within the respective CDIPs where new performance information is available.

2.6 KPI performance has improved in a number of areas, for example:

- The number of invoices paid within 30 days has improved by 0.04% on performance last year
- ICT Network availability performance is 99.97%
- Benefits processing targets for New Claims and Changes of Circumstances are on target and demonstrate improved performance compared to the same time last year

3.0 RECOMMENDATIONS

3.1 It is recommended:

a. That the Committee note that this report reflects the progress made by the Council's Corporate Services in delivering their improvement actions as detailed within their respective Corporate Directorate Improvement Plans 2013-16.

b. That progress in delivering the remaining improvement actions that sit within the Education, Communities and Organisational Development and the Environment Regeneration and Resources CDIPs will be reported to the appropriate Committee.

c. That further Corporate Service progress reports will be submitted to every second meeting of this Committee.

Albert Henderson   Alan   Puckrin
Corporate Director   Acting Corporate Director
Education, Communities &   Environment, Regeneration &
Organisational Development   Resources

4.0 BACKGROUND

4.1 The Corporate Directorate Improvement Plan is a Directorate's key improvement planning document which sets out the projects and improvement actions that will be implemented to help the Council deliver the strategic wellbeing outcomes identified within the Single Outcome Agreement and Corporate Statement. These wellbeing outcomes are Safe, Healthy, Achieving, Nurturing, Active, Respected & Responsible and Included (SHANARRI).

4.2 The Council's Corporate Directorate Improvement Plans were approved in May 2013 and cover the period 2013-2016. Each CDIP contains a number of improvement actions to be delivered over the next three years.

4.3 It was recognised that both the Education, Communities and Organisational Development and the Environment, Regeneration & Resources CDIPs contain a number of improvement actions that are of a corporate nature and therefore a separate Corporate Services progress report should be presented for consideration to every second meeting of this Committee. The remaining service improvement actions within the CDIPs will also be reported to every second meeting of the appropriate Committee. Appendix 1 contains details of the progress that has been made as at the end of September 2013.

4.4 Each improvement action has been designated with a 'BRAG' status, i.e Blue – complete; Red – significant slippage; Amber – slight slippage; Green – on track. Performance information has been recorded and can be viewed on the Council's electronic performance management system, Inverclyde Performs.

4.5 The CDIP also contains a number of key performance indicators, consisting of a mixture of statutory performance indicators (SPIs) and local service or operations indicators. These indicators provide an important measure of how each service's individual performance contributes to the Council's overall strategic aims. A number of key performance indicators (KPIs) within the CDIP are gathered on an annual basis, whilst others are compiled on a more frequent basis. Appendix 2 contains an update on performance for the following KPIs:

- Creditor Payments
- Council Tax Payments
- Benefits Processing
- Incident Resolution Time (ICT)
- Service Request Resolution Times (ICT)
- Network Availability (ICT)
- Key Applications Availability (ICT)
- Corporate Absence Rate (ICT)

5.0 PROGRESS

5.1 Since May 2013 progress has made in implementing the CDIP projects and improvement actions that are of a corporate nature. Some examples of where progress has been made include:

- Workshops have been held over the summer / autumn with senior managers on a variety of topics including Inverclyde Council's Improvement Model, the Strategic Planning and Performance Management Framework and Inverclyde Performs.
- A Risk Management Action Plan has been developed.
- A new Freedom of Information Publication Scheme has been developed and is in place.
- The highest ever Procurement Compliance Assessment score has been achieved.

- The CTR reduction scheme, the Scottish Welfare Fund along with the other changes to legislation implemented as part of the Welfare Reform Agenda including the introduction of the Social Size Criteria and the subsequent impact of Discretionary Housing Payments have all been successfully implemented on time.

5.2 KPI performance has improved in a number of areas, for example:

- The number of invoices paid within 30 days has improved by 0.04% on performance last year
- ICT Network availability performance is 99.97%
- Benefits processing targets for New Claims and Changes of Circumstances are on target and demonstrate improved performance compared to the same time last year

5.3 Full details of the progress that has been achieved in the delivery of the improvement actions is provided in Appendix 1 whilst key performance indicator information is provided in Appendix 2. Performance can also be viewed on the Council's electronic performance management system, Inverclyde Performs.

6.0 IMPLICATIONS

6.1 <u>Finance</u>
None

<u>Legal</u>
None

<u>Human Resources</u>
None

<u>Equality & Diversity</u>
None

<u>Repopulation</u>
None

7.0 CONSULTATION

7.1 Information on the progress that has been made in delivering the ECOD CDIP has been provided by the lead officers of each improvement action.

8.0 BACKGROUND PAPERS

8.1 Education, Communities and Organisational Development Corporate Directorate Improvement Plan 2013/16.

Environment, Regeneration & Resources Corporate Directorate Improvement Plan 2013/16

Safe

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	Data Protection The Council's approach to data protection is fully developed	Develop training, policies and procedures	🟢 On Track	
ER&R	Regulation of Investigatory Powers (Scotland) Act Implement recommendations regarding improvements to be made at last inspection by Surveillance Commissioner	Carry out actions required to meet recommendations and report to Council on progress	🟡 Slight Slippage	Report to be submitted to November 2013 meeting of Policy & Resources Committee.
ER&R	Risk Management Implement and embed risk management in key business / management processes	Develop a Risk Management Action Plan by 31 August. Action Plan fully implemented by 31 March 2015	🔵 Complete 🟢 On Track	
ER&R	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	🔵 Complete	Action 1 - Servicedesk staff will now only install software where clear evidence exists of licences being available. Evidence available from Service desk of instances where users have claimed that software should be installed but couldn't provide evidence and the application wasn't installed. Action 2 - Domain Security settings prevent installation of system files in local or networked drives, however staff

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
				can still run executable files that may allow copying of non-application files to folders that they have read/write access. There is no satisfactory method to prevent this without impacting on day to day use.

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

Achieving

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	Service Accountancy Improve the budget management by budget holders whilst managing a reduction in accountancy staff by 4 FTE	Improve systems and associated management information. Improve budget holder knowledge and increase self reliance	🟢 On Track 🟢 On Track	Implemented a bi-monthly monitoring reporting system, maintaining monthly information to CMT. On target, BH training has been delivered to non teaching budget holders and planned for teaching staff. Move towards full monitoring for Committee reporting progressing
ER&R	Finance Related Systems − Implementation of SWIFT finance module − Full on-line payment capability24 hour access − Reduction in face to face payments	Pilot implemented by March 2013, full roll out programme during 2013/14 Upgrade systems and implement new procedures	🟢 On Track 🔵 Complete	Progressing well, 2 service areas on live system with reporting being developed. Work progressing on other areas as planned. Project Team fully established. Upgrade completed October 13. Will start to monitor in line with the upgrade of the payment above.
ER&R	Customer Service Centre Greater online and telephone contacts speeding up service delivery and making efficiencies	Work with ICT and Corporate Communications to ensure that effective systems and processes are in place to facilitate channel shift. Progress will be tracked through the Customer Service Action Plan. Rolling programme over 3 years.	🟢 On Track	Web based payments for Council Tax and Sundry Debt can now be made on line. A Channel Shift group has been established and a new Development Officer post has been created to help facilitate this action. ICT are also in the process of recruiting for an Application Delivery Technician which will help facilitate channel shift.

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Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	Customer Service Centre	In line with the CS Strategy, have Service Level Agreements in place between the CSC and all relevant services.	🟡 Slight Slippage	The appointment of the Development Officer in Customer Services will help progress the task of completing Service Level Agreements.
ER&R	Customer Service Centre Expand the range of customer service enquiries at first point of contact	Migration of appropriate services into the Customer Service Centre for front facing and telephony contact with customers. Progress will be tracked through the Customer Service Action Plan and the Corporate Improvement Group	🟢 On Track	The Renfrewshire Joint Evaluation Board and Registrar Services are now delivered from the Customer Service Centre.
ER&R	Welfare Reform Agenda 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	🟢 On Track	The CTR reduction scheme, the Scottish Welfare Fund along with the other changes to legislation including the introduction of the Social Size Criteria and the subsequent impact of Discretionary Housing Payments have all been successfully implemented on time.
ER&R	Procurement Deliver Strategic Procurement Framework and achieve improved PCA performance	Monitored via the Procurement Board and regular committee updates	🔵 Complete	PCA score assessed at 'Improved' Performance in October.
EC&OD	Competitiveness Effective processes are in place to ensure challenge and improvement.	Enhancement of self evaluation guidelines and processes regarding competitiveness and	🟢 On Track	Competitiveness and Challenge Workshops held with Senior Officers in September / October 2013.

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Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	These are used consistently across services.	challenge		
EC&OD	<u>Self Evaluation</u> Self Evaluation is embedded into everyday performance and management and planning processes	Training rolled out across services and guidance distributed across the Councils by December 2014	🟢 On Track	Workshops on the Council's Improvement Model were held for senior managers in July & August 2013
EC&OD	<u>Strategic Planning & Performance Management Framework</u> All employees are aware of the Council's vision, outcomes and values and these are embedded in service planning Integration of the wellbeing outcomes across all planning and performance management across the Council and Inverclyde Alliance Partners	Information readily accessible on ICON Develop Information Packs Provide further training sessions Provision of drop in sessions to support services in the development of plans and strategies June – December 2013	🔵 Complete 🔵 Complete 🔵 Complete 🔵 Complete	Information for employees was updated on ICON in June 2013. Revised information and new links placed on ICON in June. Workshops held over July - September where further information on the SPPMF was circulated to senior managers. As above A series of fortnightly drop in sessions has been established.
EC&OD	<u>Public Performance Reporting</u> PPR is easily accessible to members of the public	Improve information on web from all services	🟢 On Track	The Corporate Policy Team is currently carrying out a review of our PPR arrangements for SPIs/KPIs. Also working with ICT to design performance

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Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	Alls services play a role in making performance information accessible	Provide information in varying formats	🟢 On Track	pages for SPIs/KPIs which all services can feed in to. A report on PPR has been considered by the CMT and meetings have taken place with managers to discuss the review of PPR that is underway. The Improvement Workshops that have taken place also covered PPR.
		Provide information in different formats to ensure that it is meaningful at all levels of the organisation	🟢 On Track	
		Work with libraries to assess demand and to facilitate access via the web to members of the public	Not yet started	
		Utilise INVIEW as a means of providing performance information to all households	Not yet started	
EC&OD	Inverclyde Performs Inverclyde Performs is used to record and report all performance across the Council Inverclyde Performs is used for both performance management and ongoing self evaluation by managers, officers and Councillors	Further training for Inverclyde Performs Users	🟢 On Track	Inverclyde Performs demos held in July / August for senior officers. Training also carried out with small groups / individuals. Electronic user guidance available on ICON. As above
		Work with DMTs and EMTs to establish training needs and develop a training plan	🟢 On Track	
		Work with services to identify which plans, strategies and projects should be developed on	🟢 On Track	A number of plans / strategies from across all Directorates have been uploaded to the system and others identified. Discussions have also taken

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Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
		Inverclyde Performs		place with ICT regarding schools being able to access the system to monitor Standards and Quality Reports etc.
EC&OD	HR 21 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 HMRC	HR21 to be rolled out to Education, CHCP in 2013 and Environmental Services & PA&FM March 2014 Pilot for compiling statistics from Chris 21 in OD, HR & Comms in September 2013 Extend pilot to other services in parallel with self service April 2014 Software installation and process review to ensure compliance; liason with the Pensions Regulator, SPFO and SPPA by May 2013 Software installation and process review to ensure compliance; liaison with the HMRC and BACS software provider by August 2013	🟢 On Track 🟢 On Track 🟡 Slight Slippage 🔵 Complete	Education complete and rolling out to CHCP Pilot for OD, HR and Comms is complete. Now rolling out to other Services. Appropriate software has not yet been installed due to supplier failure. Manual workarounds are in place to ensure compliance.
EC&OD	Recruitment Portal Recruitment portal to be upgraded. On / Grasp software	Training / e-learning / development of new Recruitment Handbook for Managers Move to Talent Link	🟢 On Track 🟢 On Track	Awaiting software from Cosla. As above
EC&OD	Workforce Development Plan	Implement the actions as	🟢 On Track	Plan in full progress

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	To deliver the four themes as outlined in the Workforce Development Plan	identified within the 4 workstreams within the Plan		
EC&OD	<u>Corporate Communications Strategy</u> To have an agreed Corporate Communications Strategy	Development of Communications Strategy working with services and the CMT		
EC&OD	<u>Social Media</u> 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	🟢 On Track	At CMT
EC&OD	<u>Website</u> Review and design a new Council website including online services	Review content of the website via a cross departmental content review team Draft a new design and agree with CMT	🟢 On Track 🟢 On Track	Cross directorate web forum in place. Design being reviewed by the Web Forum.
EC&OD	<u>Events</u> 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	🟢 On Track	Highland Games has been reviewed.
EC&OD	<u>Press & Media</u>	Prepare draft media	🟡 Slight	This is being combined with Social

🔵 **Blue – Complete** 🟢 **Green – On Track** 🟡 **Amber – Slight Slippage** 🔴 **Red – Significant Slippage**

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	Conduct a review of the Media Relations Protocol	relations protocol and issue to CMT and Senior Councillors by end June 2013 Carry out media training events for key Council staff by end December 2013	Slippage 🟢 On Track	Media Guidelines and submitted to CMT. Media training has taken place for Head Teachers
EC&OD	<u>Inview</u> Review the design, layout and frequency of publication of Inview	Create Reader Survey to assess readership views of InView by November 2013	🟢 On Track	Survey will be in the November edition of Inview

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

Nurtured

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	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 partnership	Hold workshops with all partners Subgroups set up to deal with resource development and measurement - August 2013	🔵 Complete 🟡 Slight Slippage	Workshops were held earlier this year. Improvement workshop held on 30 September to begin to scope out how Alliance might gather information about joint resourcing of partnership action.
EC&OD	Absence Management Reduce the absence rate across the Council to below 4.75% Consider standardised reporting to align with the SOLACE indicators	Continuation of the automation of processes(links to HR21 development) New HR interventions / pilots to assist management and reduce absence level Report to CMT and P&R Committee on standardisation of KPIs - August 2014	🟢 On Track 🟢 On Track 🟢 On Track	Last two quarters have met target. Training ongoing. Preparing systems with report to go to the CMT.

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

Respected & Responsible

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ERR	FOI Publication Scheme FOI Publication Scheme. New scheme in place for implementation 31 May 2013	Develop and populate new Scheme liaising with services as required	🔵 Complete	Complete. New Scheme has been available to view on the Council's website since 31 May 2013.
ERR	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 by 31 July 2013	🟡 Slight Slippage	Guidance in Form of Handbook nearing completion. Consultation internally and with Community Councils on contents will follow prior to publication on the Council website.
EC&OD	Public Information Notices Portal Council public notices published online	Redevelopment of the Council website and public notices published on Public Information Notices (PINS) portal by December 2014.	🟢 On Track	Report going to November P&R Committee
EC&OD	Policy Development Remaining corporate policies to be updated and brought into line with current legislation, case law and guidance / good practice	Identify priority policies based on legislative need, risk to the council and information gaps	🟢 On Track	Severance and discipline policies completed.

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

Included

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	Gender Equality The percentage of female employees in the top 2% of earners is increased (currently 42%)	Monitor application of Council's Equal Opportunity policies by services Link with Corporate Equalities Officer to include as part of overall Equality Strategy for the Council	🟢 On Track 🟢 On Track	Ongoing Collaborative work ongoing

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

The Council's corporate services have a core set of key performance indicators that help to demonstrate performance in terms of their strategic and operational objectives. These indicators include Statutory Performance Indicators and Local Performance Indicators. Some of these indicators are gathered on an annual basis and performance will be reported to Committee following the end of this financial year. Other indicators are gathered on a more frequent basis and the most recent performance information is provided here.

Key Performance Measure	Current Performance (April – Sept)	Target 2013/14	Frequency of monitoring	Commentary on performance
Creditor Payments	96.52%	96.5%	Monthly	The number of invoices paid on time has improved by 0.04% compared to September 2012.
Council Tax Collection in year	54.4% (rolling cumulative figure)	94% (year end target)	Monthly	Slight downward trend on same time last year. 54.5% at the same time last year so slightly downward trend
Benefits Processing - New Claims - Change of Circumstances	23 days 6 days	23 days 8 days	Monthly Monthly	On target and ahead of same time last year for both indicators
Incident Resolution Times	95.7%	85%	Monthly	Above target
Service Request Resolution Times	94.96%	85%	Monthly	Above target
Network Availability	99.97%	99.5%	Monthly	Above target
Key Applications Availability	100%	99.5%	Monthly	Above target
Corporate Absence Rate	4.34% (period 3)	4.75%	Quarterly	Performance is currently exceeding target. Period 3 relates to the period July-September 2013.