

Report To: Policy and Resources Committee

Date: 23 September 2014

Report By: Corporate Director, Education, Communities and Organisational Development

Report No: PR/116/14/PC/KB

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Subject: Corporate Services Performance Report

1. PURPOSE

- 1.1 The purpose of this report is to update Committee on the achievement of key objectives by the Council's Corporate Services, as detailed in the Education, Communities and Organisational Development Corporate Directorate Improvement Plan 2013/16 and the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16.
- 1.2 The report focuses on improvement actions that sit within the following Services: Finance; ICT; Legal and Property; Corporate Policy, Education; and Organisational Development, Human Resources and Communications.

2. SUMMARY

- 2.1 This is third Corporate Services Performance Report. Details are provided in the Appendices. APPENDIX 1
APPENDIX 2
- 2.2 The current status of improvement actions is:

blue – complete	red – significant slippage	amber – slight slippage	green – on track
21	0	8	21

3. RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- a. note the progress made by Corporate Services in delivering improvement actions outlined in their respective Corporate Directorate Improvement Plans 2013/16; and
 - b. agree to consider the fourth progress report at its meeting on 3 February 2015.

Patricia Cassidy
Corporate Director, Education, Communities and Organisational Development

Alan Puckrin
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4. BACKGROUND

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

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

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363

Min Ref
P&R
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384

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

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

4.4 The CDIPs also contain key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide an important measure of how Corporate Services contribute to the Council's strategic aims. While information on indicators is gathered monthly or quarterly, full year details for 2013/14 are now available and are outlined in Appendix 2, together with comparator information for 2012/13.

5. PROGRESS

5.1 This is the third progress report on the Corporate Services CDIP's improvement actions. The last report was approved by the Policy and Resources Committee in March 2014. The current status of the CDIP's improvement plan is as follows:

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25.3.14

blue – complete	red – significant slippage	amber – slight slippage	green – on track
21	0	8	21

5.2 During the last six months, good progress has been made in delivering most of the improvement actions, examples of which include:

- the Risk Management Action Plan is being implemented and progress was reported to the Audit Committee in August 2014;
- a self-service module has been procured to support delivery of the Digital Access Strategy; and
- the PSIF improvement action is being progressed, with a new round of assessments underway.

5.3 There has been slight slippage with a number of improvement actions, including the following:

- due to space restrictions, it was not possible to use the most recent edition of InView to provide performance information to local residents;

- development of the content and design of the new website has been delayed; and
- expanding the use of HR21 has been held up by delays caused by the software provider.

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

5.5 Appendix 2 provides information on the Corporate Services performance indicators, the status of which is:

performance improved	maximum performance maintained	performance declined*
8	1	1

* Changes have been made to how the absence rate is calculated. Historically, Services collated information manually and submitted it to HR. Figures are now extracted from the HR/Payroll System. The SPI uses the number of full-time equivalent (FTE) employees in its calculation; previously headcount was used which did not comply with SOLACE requirements. By extracting data from Chris 21, a more accurate FTE figure is achievable. As this is lower than the headcount figure, it accounts for the rise in the absence rate.

6. IMPLICATIONS

6.1 There are no direct financial implications arising from this report.

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 the citizens of Inverclyde support the Council's aim of retaining and enhancing the area's population.

7. CONSULTATION

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

8. BACKGROUND PAPERS

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

9. CONCLUSION

- 9.1 The third progress report on progress made by Corporate Services in delivering improvement actions outlined in their respective CDIPs is presented for Committee's approval with the recommendation that the fourth report is submitted to the Policy and Resources Committee's meeting on 3 February 2015.

Corporate Services Performance Report – August 2014

	Safe				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
ER&R	<u>Data protection</u> The Council's approach to data protection is fully developed	Develop training, policies and procedures	●	complete	
ER&R	<u>Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA)</u> Implement recommendations regarding improvements to be made at the last inspection by the Surveillance Commissioner	Carry out actions required to meet recommendations and report to the Council on progress	●	on track	A positive report with only minor recommendations has been received from the Commissioner following the update inspection on 27 February 2014. The action points arising and outstanding from this report are: <ol style="list-style-type: none"> 1. Policy on the Use of Mobile Cameras/Devices; and 2. Guidance Note on the Use of Social Media.
ER&R	<u>Risk management</u> Implement and embed risk	Develop a Risk Management Action Plan by 31 August 2013	●	complete	

	Safe				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
	management in key business/management processes				
		Action Plan fully implemented by 31 March 2015	●	on track	Annual report on risk management activity will be submitted to the Audit Committee on 26 August 2014 and will include action plan progress.
ER&R	<u>Software asset management</u> 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	

	Achieving				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
ER&R	<u>Service accountancy</u> Improve the budget management by budget holders whilst managing a reduction in accountancy staff by 4 FTE's	Improve systems and associated management information. Improve budget holder knowledge and increase self-reliance.	●	slight slippage	Resources being identified with work commencing in October 2014 to improve the MIS to support budget holders. This is being progressed in line with the budget 2015/18 exercise.

	Achieving				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
ER&R	<u>Finance-related systems</u>	Pilot implemented by March 2013; full roll-out programme during 2013/14	●	on track	Several successful modules rolled-out in 2013/14 with the remainder to be implemented during 2014/15.
	Implementation of SWIFT finance module				
	Full on-line payment capability 24 hour access	Upgrade systems and implement new procedures	●	complete	
	Reduction in face-to-face payments				
ER&R	<u>Digital Access Strategy</u>	By working with ICT and Corporate Communications to ensure effective systems and processes are in place to facilitate channel shift. Progress will be tracked through the Customer Services Action Plan.	●	on track	The upgraded version of LAGAN which includes the self-service module has been procured. ICT are working with the supplier on implementation which is expected to be complete by 31 January 2015.
ER&R	<u>Customer Services Centre (CSC) development</u>	Migration of appropriate services into the Customer Services Centre for front-facing and telephony contact with customers. Progress will be tracked through the Customer Services Action Plan and the Corporate Improvement Group	●	on track	Since November 2013, new services delivered by the CSC are Education Services ASN applications and iHEAT referrals. Further Education services are being scoped. A Veterans' Advisor has also been appointed.
	Expand the range of customer service enquiries at first point of contact				

	Achieving				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
					The CSC Hub opened in Port Glasgow on 15 May 2014.
ER&R	<u>Welfare Reform Agenda</u> Introduce and deliver the Council Tax Reduction Scheme, the Scottish Welfare Fund and the changes to Housing Benefit legislation from April 2013 and manage the impact of the move to Universal Credit	Oversight from the Project Board with regular reports to Committee on key milestones	●	on track	April 2013 schemes are in place. A revised Discretionary Housing Payment Policy was approved in May 2014. Despite a delay by the DWP to introduce Universal Credit, work has commenced through the Welfare Reform Project Board and the Financial Inclusion Partnership to prepare for the impact.
ER&R	<u>Procurement Framework</u> Deliver strategic Procurement Framework and achieve improved Procurement Capability Assessment (PCA) performance	Monitored via the Procurement Board and regular committee updates	●	complete	The PCA in 2013 achieved improved performance.
EC&OD	<u>Competitiveness</u> Effective processes are in place to ensure challenge and improvement These are consistently used across Services	Enhancement of self-evaluation guidelines and processes regarding competitiveness and challenge	●	on track	The Local Government Benchmarking Framework continues to roll out. Inverclyde has been involved in 2 family group pilots and has volunteered to lead on Looked-After

	Achieving				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
					Children for the next round of family groups to assess performance and deliver across family councils.
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 Council by December 2014	●	complete	A new round of PSIF assessments is underway.
EC&OD	<u>Strategic Planning and 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 well-being outcomes across all planning and performance management across the Council and Inverclyde Alliance partners	Information to be readily accessible on Icon	●	complete	
		Develop information packs	●	complete	
		Provide further training sessions	●	complete	
		Provision of drop-in sessions to support Services in the development of plans and strategies	●	complete	
EC&OD	<u>Public performance reporting (PPR)</u> PPR is easily accessible to members of the public	Improve information on the Council's website from all Services	●	on track	We are reviewing Audit Scotland's report on compliance with PPR requirements.

	Achieving				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
	All Services play a role in making performance information accessible	Provide information in varying formats	●	on track	No requests for alternative formats have been received. Financial implications mean that alternative formats will only be provided on request.
		Work with libraries to assess demand and to facilitate access via the web to members of the public	not yet started		
		Utilise InView as a means of providing performance information to all households	●	slight slippage	Information was submitted to Corporate Communications but, due to requirements to have other content, PPR information was not included in the Summer 2014 issue of InView.
		Provide information in different formats to ensure that it is meaningful at all levels of the organisation	●	on track	Content on Icon and the website is being reviewed in light of the new website's development.
EC&OD	<u>Inverclyde Performs</u> Inverclyde Performs is used: to record and report all performance	Further training for Inverclyde Performs users	●	on track	Demonstrations and training continue to be provided to groups of employees across the Council.

	Achieving				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
	across the Council for both performance management and on-going self-evaluation by managers, officers and Councillors	Work with DMTs and EMTs to establish training needs and develop a training plan	●	on track	Training continues to be provided to Services as information is uploaded to the System.
		Work with Services to identify which plans, strategies and projects should be developed on Inverclyde Performs	●	on track	This is improvement action is on-going. Recent plans to be added to the System include the Inverclyde Libraries Service Plan 2014/15 and the LGBF 2012/13 indicators.
EC&OD	<u>HR21</u> 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 Services and the CHCP in 2013 and to Environmental and Commercial Services and Property Assets and Facilities Management in March 2014	●	complete	All pilots complete. HR 21 version 3 will be going live week commencing 1 September 2014.
		Pilot for compiling statistics from Chris 21 in OD, HR and Communications in September 2013. Extend Chris 21 pilot to other Services in parallel with self-service in April 2014.	●	complete	All statistics for absence reporting being drawn from Chris 21.

	Achieving				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
		Software installation and process review to ensure compliance; liaison with the Pensions Regulator, the SPFO and the SPPA by May 2013	●	slight slippage	Appropriate software has not been installed due to supplier failure. Manual workarounds are in place to ensure compliance.
		Software installation and process review to ensure compliance; liaison with the HMRC and BACS software provider	●	complete	
EC&OD	<u>Recruitment portal</u> Recruitment portal to be upgraded. On/Grasp software.	Training/e-learning/development of new recruitment handbook for managers	●	on track	Awaiting software from COSLA.
		Move to Talent Link	●	on track	Awaiting information from COSLA.
EC&OD	<u>Workforce Development Plan</u> To deliver the 4 themes as outlined in the Workforce Development Plan: <ul style="list-style-type: none"> organisational development leadership, succession planning and skills development employer of choice grading and pay 	Implement the actions as identified within the 4 work streams in the Plan	●	on track	The Plan is in full progress.

	Achieving				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
EC&OD	<u>Corporate Communications Strategy</u> To have an agreed Corporate Communications Strategy	Development of a Communications Strategy, working with Services and the CMT	not yet started		
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	●	complete	
EC&OD	<u>Website</u> Review and design a new Council website including on-line services	Review content of the website via a cross-departmental content review team	●	slight slippage	Timelines now established.
		Draft a new design and agree with CMT	●	slight slippage	Timelines now established.
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	Council events are on-going.
EC&OD	<u>Press and media</u> Conduct a review of the Media Relations Protocol	Prepare a draft media relations protocol and issue to the CMT and senior Councillors by end June 2013	●	complete	

	Achieving				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
		Carry out media training for key Council staff by end December 2013	●	slight slippage	Looking at alternative media training.
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	●	complete	
EC&OD	<u>SOA</u> New, revised SOA available with new approaches developed to meet Scottish Government expectations, including preventative and early intervention work and policy and resources across the Partnership	Hold workshops with all partners	●	complete	
		Sub-groups set up to deal with resource development and measurement	●	on track	Pilot approach being taken with a health inequalities project to identify how to map resources and quantify the time required to do so. Questionnaire to be distributed to partners.
EC&OD	<u>Absence management</u> Reduce the absence rate across the Council to below 4.75%	Continuation of the automation of processes (links to HR21 development)	●	slight slippage	Quarter 1, 2014: 2.7 workdays lost per full-time equivalent.
	Consider standardised reporting to align with the SOLACE indicators	New HR interventions/pilots to assist management and reduce absence level	●	slight slippage	Rankings not yet known. However, expect slight slippage.
		Report to the CMT and the Policy and Resources Committee on the	●	complete	KPI and SPI are now standardised to 'days per FTE'.

	Achieving				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
		standardisation of KPIs			
ER&R	<p>New action: <u>Self-evaluation</u></p> <p>Self-evaluation is embedded into the Environment, Regeneration and Resources Directorate's everyday performance and management and planning processes</p>	<p>By conducting a Public Service Improvement Framework (PSIF) assessment for the Environment, Regeneration and Resources Directorate and devising an action plan by June 2015</p> <p>By implementing the action plan during 2015/18</p>	not yet started		New action

	Respected and responsible				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
ERR	<p><u>FOI publication scheme</u></p> <p>New scheme in place for implementation by 31 May 2013</p>	Develop and populate new Scheme, liaising with Services, as required	●	complete	
ERR	<p><u>Community councils liaison</u></p> <p>Updated and established processes</p>	Develop a suite of guidance materials for use by the Service and community	●	complete	A Handbook on the operation of community councils under our Scheme

	Respected and responsible				
Directorate	Where do we want to be?	How will we get there?	Status August 2014		Commentary August 2014
	and procedures in place to reflect best practice	councils			for the Establishment of Community Councils has been completed and published on the Council's website.
EC&OD	<u>Public Information Notices Portal</u> Council public notices published on-line	Redevelopment of the Council website and public notices published on the Public Information Notices portal	●	complete	
EC&OD	<u>Policy development</u> Remaining corporate policies to be updated and brought in to line with current legislation, case law and guidance/good practice	Identify priority policies based on legislative need, risk to the Council and information gaps	●	on track	Respect at Work policy on-going, Attendance Management on-going, Equality and Diversity Policy, Infection Control and First Aid at Work.
EC&OD	<u>Gender equality</u> The % of female employees in the top 2% of earners is increased	Monitor application of the Council's equal opportunity policies by Services	●	on track	Top 5% has increased. Top 2% no longer required as a SPI measurement.
		Link with the Corporate Equalities Officer to include as part of the overall Equality Strategy for the Council	●	on track	Collaborative working is on-going.

10 September 2014

Corporate Services Performance Report – August 2014

The Council's Corporate Services have key performance indicators that help demonstrate performance in terms of strategic and operational objectives. These indicators include statutory performance indicators and local performance indicators.

Full year figures for 2013/14 and are shown below, together with 2012/13 comparator information:

Key performance measure	Target 2013/14	2013/14 performance	2012/13 performance	Commentary August 2014	Frequency of monitoring
Creditor payments: number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	96.5%	96.3%	96.03%	Performance improved	monthly
Council Tax in-year collection	94%	94.51%	94.2%	Performance improved	monthly
Speed of Benefits processing – average number of days per case to process:					
<ul style="list-style-type: none"> new Housing Benefit/Council Tax Benefit claims 	23 days	22 days	23 days	Performance improved	monthly
<ul style="list-style-type: none"> Housing Benefit/Council Tax Benefit claim changes of circumstances 	8 days	5 days	6 days	Performance improved	monthly
Incident resolution times: the responsiveness of the ICT Service Desk to reported	85%	95.37%	92.46%	Performance improved	monthly

Key performance measure	Target 2013/14	2013/14 performance	2012/13 performance	Commentary August 2014	Frequency of monitoring
incidents, against service level agreements					
Service request resolution times: % of reported ICT service requests resolved within targets defined in service level agreements	85%	94.96%	93.13%	Performance improved	monthly
Network availability: the availability of the network and access to ICT services required by departments in their day-to-day activities	99.5%	99.97%	99.94%	Performance improved	monthly
Key applications availability: the availability of key applications required by service departments	99.5%	100%	100%	Maximum performance maintained	monthly
Corporate absence rate* - sickness absence rate for all employees:					
<ul style="list-style-type: none"> as a % number of days lost 	4.75% 9 days	4.88% 10.9 days	4.90% 10.2 days	Performance improved Performance declined	quarterly quarterly

* The target for this indicator was changed in April 2014 from a % sickness absence to number of days lost