

Report To: Policy and Resources Committee **Date:** 31 January 2017

Report By: Grant McGovern, Head of Inclusive Education, Culture and Corporate Policy **Report No:** PR/01/17/KB

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Subject: Corporate Services Performance Report

1.0 PURPOSE

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

2.0 SUMMARY

- 2.1 This is the second report on the performance of the Corporate Services improvement actions. Details are provided in the Appendices. Appendix 1
Appendix 2
- 2.2 The current status of the CDIPs' improvement actions, together with the status at the last report, is:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
Current	8	0	1	20
September 2016	0	0	0	29.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
 - a. notes the progress made by Corporate Services in delivering the improvement actions outlined in their respective CDIPs 2016/19; and
 - b. agrees to consider the third progress report at its meeting on 20 June 2017.

Wilma Bain
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 Single Outcome Agreement 2013/16 and the Council's Corporate Statement 2013/18, as well as the well-being 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.

Min. Ref.
E&R
Cttee
28.4.16
Para 270

4.4 The Education, Communities and Organisational Development CDIP 2016/19 was approved by the Education and Communities Committee on 3 May 2016.

Min. Ref.
E&C
Cttee
3.5.16
Para 303

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; Corporate Policy; and Organisational Development, Human Resources 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 reported to Committee at the appropriate time; the most recent position on the indicators is attached as Appendix 2. Additionally, an ICT Services Performance Update Report is prepared for every second meeting of this Committee, the most recent of which was considered in September 2016; these reports include details of ICT performance indicators.

Min. Ref.
P&R
Cttee
20.9.16
Para 522

5.0 PROGRESS

5.1 This is the second progress report on delivery of the CDIPs' Corporate Services improvement actions. The last report was approved by the Policy and Resources Committee in September 2016. The current status of the improvement actions, together with the status at the last report, is:

Min Ref
E&C
Cttee
20.9.16
Para 527

Status	blue - complete	red – significant slippage	amber - slight slippage	green - on track
Current	8	0	1	20
September 2016	0	0	0	29.

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

5.2 Since the last report, good progress has been made in delivering the vast majority of the improvement actions; more than a quarter (28%) are complete while 69% are on track. Examples of progress made include:

- Procurement Strategy: The first audit of the Council's procurement service under the Procurement and Commercial Improvement Programme was carried out on 3 November 2016 and a score of 66% was achieved, against a target of 55%.
- Revenues and Customer Services - communication channels: Eleven additional services can now be paid for on-line. A citizens' mobile App went live on 12 December 2016; it allows members of the public to report a range of issues such as potholes and dog fouling directly from their mobile 'phones to Council Services, by-passing the Customer Service Centre.
- Revenues and Customer Services - Council Tax: The ICT supplier is working with the Scottish Government on the legislation for the changes, following which the software upgrade will be rolled out to councils. Work has started on preparing guidance and identifying who will need what training about the changes. Discussions are ongoing between the Council and the Scottish Government about how the changes will be communicated.
- Refresh of the Asset Management Plan: The Corporate Asset Management Strategy 2016/18 was approved by the Environment and Regeneration Committee on 1 September 2016.
- Corporate Communications Strategy: The Strategy will be considered by the Workforce Planning and Development Group in early 2017 prior to being submitted to the Policy and Resources Committee.

5.3 There has been slight slippage with only one improvement action:

- ICT Strategy Refresh: Due to staff sickness, limited progress has been made on this action since October 2016. However, it is planned to resume work on this again in the New Year which will result in the Strategy being presented to the Policy and Resources Committee on 20 June 2017.

6.0 IMPLICATIONS

6.1 Financial implications - one-off costs:

Cost centre	Budget heading	Budget year	Proposed spend this report	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

Financial implications - annually recurring costs/(savings):

Cost centre	Budget heading	With effect from	Annual net impact	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

6.2 Human Resources: There are no direct human resources implications arising from this report.

6.3 Legal: There are no direct legal implications arising from this report.

6.4 Equalities: There are no direct equalities implications arising from this report.

6.5 Repopulation: Provision of Council Services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde support the Council's aim of retaining and enhancing the area's population.

7.0 CONSULTATION

7.1 Updates on progress with the 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 second progress report on improvement actions that sit within the Finance and ICT; Legal and Property; Procurement; Corporate Policy; and Organisational Development, Human Resources and Communications Services 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 with the recommendation that the third report is submitted to the Policy and Resources Committee's meeting on 20 June 2017.

CORPORATE SERVICES PERFORMANCE REPORT

Corporate Improvement Actions 2016/17

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

Corporate Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
1.	<p><u>The Community Empowerment (Scotland) Act 2015</u></p> <p>The Council and the Community Planning Partnership (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</p>	<p>Respond to Scottish Government guidance</p> <p>Bring the Improving Data Analysis Group together to gather information around the agreed localities</p> <p>Facilitate improved community engagement in the development of Locality Plans and community planning through Wellbeing Clusters and the development of more robust community engagement methods, including the Place Standard</p> <p>Set up working groups to cover each element, for example, legal, environmental,</p>	●	green – on track	<p>Draft final guidance has now been received from the Scottish Government on the Community Planning and Asset Transfer elements of the Act. Officers are reviewing these parts of the Guidance to identify improvement activity.</p> <p>Discussions and questionnaires are being used with the Alliance Board to develop the new Local Outcomes Improvement Plan 2017/22. The Environment Outcome Delivery Group is investigating community food growing. The Community Engagement and Capacity Building Network has been</p>	Responsible Included

Corporate Improvement Actions 2016/17

	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
	inequalities and work to reduce them.	community learning and development, property etc Create a community food growing strategy			tasked with engaging using the Place Standard for locality planning.	
2.	<u>Single Outcome Agreement (SOA) 2016/17</u> Community engagement has taken place to help develop the new SOA and to assess whether the current outcomes are appropriate A new Local Outcomes Improvement Plan (LOIP)/SOA is agreed and is being delivered	Carry out a strategic assessment to inform the new SOA, including engagement with communities Use locality profiles to inform development of the SOA	●	green – on track	The existing SOA has been extended to October 2017 to allow for development of the new LOIP. The timescale for this action has also been amended. Questions about the LOIP 2017/22 have been included in the Autumn 2016 Citizens' Panel questionnaire. Engagement is also being planned, using the Place Standard.	All SOA and Wellbeing Outcomes
3.	<u>Best Value Audit Regime</u> More robust performance information that meets the requirements of the new Audit Scotland Statutory Performance Indicator Direction 2015 The performance indicators (PIs) that are reported to committee	Work with Services to review current PIs and develop new indicators/delete indicators, where appropriate Develop PIs that are captured on Inverclyde Performs and create monthly/quarterly indicators	●	green – on track	Meetings have taken place with Finance; Education; Inclusive Education, Culture and Corporate Policy; HR and OD; and the HSCP to review their performance indicators which have since been amended. Targets and target setting have also been reviewed.	Responsible

Corporate Improvement Actions 2016/17

	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
	<p>complement our PIs for Public Performance Reporting (PPR); we need a more joined up approach</p> <p>Services are in the habit of updating PIs on a monthly/quarterly basis using Inverclyde Performs</p> <p>Inverclyde Council can evidence how it promotes and works to achieve best value</p>				The Environment, Regeneration and Resources Services which measure performance on a monthly and/or quarterly basis have set up their indicators on the performance management system.	
4.	<p><u>Corporate Workforce Planning and Development</u></p> <p>Ensure workforce planning and development is integrated into CDIPs, risk registers and associated strategies to address the key workforce challenges over the next 3 years</p>	<p>Analysis of workforce data and learning needs with a co-ordinated approach to workforce planning and learning and development solutions</p>	●	green – on track	<p>Workforce planning data is recorded on the Workforce Information and Activity Reports which are issued quarterly to Services to aid their development of workforce planning strategies. We are continuing to look to expand the information included and for ICT solutions to further develop workforce planning approaches.</p>	Achieving Respected Included
5.	<p><u>Digital Access Group</u></p> <p>Developing a fully joined-up plan to</p>	<p>Ongoing investment over the next budget period and review thereafter</p>	●	green – on track	<p>The citizens' mobile App was launched on 12 December 2016. Work is about to</p>	Included

Corporate Improvement Actions 2016/17

	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
	improve ease of access to Council Services				commence on the preparation of a new 3 year Digital Access Strategy.	
6.	<u>Review of Publication Scheme</u> The Publication Scheme is updated and includes signposts for information which is routinely collected for Freedom of Information requests	Co-ordinated approach via Services to ensure the Publication Scheme is reviewed and updated by May 2017	●	blue - complete	The Council's Publication Scheme has been updated. Draft Publication Schemes have also been developed for the Licensing Board and the Integrated Joint Board.	Responsible
7.	<u>Service Level Agreement (SLA) – Integrated Joint Board (IJB)</u> A SLA is in place for the IJB for administration, legal and audit	Governance documentation is being finalised for approval and the allocation of resources for legal, administration and audit support is being discussed. It is anticipated the SLA will be in place by December 2016.	●	green – on track	The SLA has been drafted and discussed with the Chief Officer and the Chief Financial Officer of the IJB. The document is now being finalised and will be presented to the next IJB meeting.	Achieving
8.	<u>Procurement Strategy</u> The Procurement and Commercial Improvement Programme (PCIP) has replaced the Procurement Capability Assessment. The previous score was 62% which placed the Council on an equal	The Procurement Strategy sets out goals and timescales	●	blue - complete	The first audit of the Council's procurement service under the PCIP was carried out on 3 November 2016 and a score of 66% was achieved, against a target of 55%.	Achieving

Corporate Improvement Actions 2016/17

Corporate Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
	footing with its peers. A similar or better performance in PCIP would represent success.					

Cross-Directorate Improvement Actions 2016/17

These improvement actions will be implemented by more than one Council Service

Cross-Directorate Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
1.	<p><u>Revenues and Customer Services: Transition from Housing Benefit to Universal Credit (UC)</u></p> <p>Manage the transition from Housing Benefit to UC and other Welfare Reform Issues, the key areas being:</p> <ul style="list-style-type: none"> • manage the digitalisation and subsequent roll-out of UC • workforce planning • financial implications both in terms of reduction in subsidy and cost of staff resource with reducing caseload and demand for SWF etc 	<p>Strategic planning through effective communications and action plans that clearly outline the changes and impacts ahead and how they will be managed</p>	●	green – on track	<p>The full service for Universal Credit went live on 23 November 2016. Over 300 staff and partners have been trained. The Chief Financial Officer met Benefits staff to discuss the impact of UC and a medium to long term structure has been drafted which is intended to help facilitate workforce planning issues. The impact of UC continues to be monitored through the Welfare Reform Project Board.</p>	Achieving Nurtured
2.	<p><u>Revenues and Customer Services: Communication channels</u></p> <p>Move customers away from traditional costly channels of communication such as face-to-face to digital channels such as self-serve</p>	<p>By increasing the number of channels and transactions dealt with via digital routes</p> <p>Through effective communication and the meeting of action plan deadlines, facilitated through the Digital</p>	●	green – on track	<p>Eleven additional services can now be paid for on-line. A citizens' mobile App went live on 12 December 2016; it allows members of the public to report a range of issues such as potholes and dog fouling directly from their</p>	Included

Cross-Directorate Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
		Access Group			mobile 'phones to Council Services, by-passing the Customer Service Centre.	

Service Improvement Actions 2016/17

These improvement actions will be implemented by individual Council Services

Service Improvement Actions 2016/17 Finance and ICT						
	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
1.	<p><u>Revenues and Customer Services: Council Tax</u></p> <p>Manage the impact of changes to Council Tax anticipated post-April 2017 whilst maintaining collection levels</p>	<p>Ensure a system upgrade is purchased and tested prior to the changes</p> <p>Ensure appropriate training is given to relevant staff including Customer Services</p> <p>Re-assess Council Tax Reduction Awards in line with the new Policy</p> <p>Ensure changes are publicised to the community</p>	●	green – on track	The ICT supplier is working with the Scottish Government on the legislation for the changes, following which the software upgrade will be rolled out to councils. Work has started on preparing guidance and identifying who will need what training about the changes. Discussions are ongoing between the Council and the Scottish Government about how the changes will be communicated.	Achieving Nurtured
2.	<p><u>Finance-related systems</u></p> <p>Implementation of the SWIFT finance module</p>	Several successful modules have been rolled-out in previous years with the remainder to be implemented in September 2016	●	blue – complete	This improvement action has been fully implemented.	Responsible
3.	<p><u>Service accountancy</u></p>	Improve systems and associated management	●	green – on track	The restructure implementation is on target	Responsible

**Service Improvement Actions 2016/17
Finance and ICT**

	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
	Increase value added professional support to services, improve the budget management by budget holders whilst managing a reduction in Accountancy staff by 2 FTE	information Improve budget holder knowledge and increase self-reliance			and duties have been reallocated. Two Finance Officers are progressing with professional qualifications. Work on FMS reports will commence early in 2017.	
4.	<u>Scottish Wide Area Network (SWAN)</u> The Council wishes to use the opportunities that SWAN generates to encourage joint working and collaboration with other public sector bodies and to develop integrated working with the Health and Social Care Partnership. Provide the ability for NHS and Council staff to utilise network services in each other's accommodation.	We will work with partners to develop data sharing, network availability and wireless connectivity Shared Network Services to be available by March 2017	●	green – on track	All 70 sites are now live, as planned. Further discussions regarding SWAN Roam or equivalent are ongoing.	Safe
5.	<u>ICT Strategy Refresh</u> A refreshed ICT Strategy	Officers will produce a refreshed Strategy in consultation with other Council	●	amber – slight slippage	Due to staff sickness, limited progress has been made on this action since October	Achieving

Service Improvement Actions 2016/17 Finance and ICT						
	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
	incorporating digital transformation and development roadmaps	Services			2016. However, it is planned to resume work on this again in the New Year which will result in the Strategy being presented to the Policy and Resources Committee on 20 June 2017.	

**Service Improvement Actions 2016/17
Legal and Property**

	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
1.	<p><u>Post-project evaluation</u></p> <p>A fully implemented post-project implementation process for completed projects which allows us to identify benefits realisation and incorporate learning into new projects going forward</p>	<p>The Post-Project Evaluation Team will follow a simple questionnaire-led approach. The response rate will require to be monitored in the early stages of implementation. Officer time will be required in connection with the client/technical lead role when collating the report.</p>	●	green – on track	<p>Two post-project evaluation exercises are currently underway, with final versions of the resultant reports to be drafted.</p>	Responsible
2.	<p><u>Monitoring of capital spend</u></p> <p>The profile of spend is closely monitored to assist early identification of any areas of slippage so that risk is minimised</p>	<p>A co-ordinated approach to developing management information to assist officers to identify areas of slippage at an early stage</p>	●	green – on track	<p>The Capital and Asset Management Sub-Group meets at regular intervals to monitor the capital projects and pro-actively manage the slippage position. A red-amber-green (RAG) report is produced from those meetings and confirms the status of the projects and of the various Directorates' capital programmes in terms of the projected expenditure.</p>	Responsible
3.	<p><u>Refresh of the Asset Management</u></p>	<p>A co-ordinated approach will be</p>	●	blue –	<p>The Corporate Asset</p>	Achieving

Service Improvement Actions 2016/17 Legal and Property						
	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
	<u>Plan</u> The Capital Asset Management Plan is updated to fully reflect the current position and links to supporting asset management plans which have been developed	implemented to update the current Plan by 31 March 2017		complete	Management Strategy 2016/18 was approved by the Environment and Regeneration Committee on 1 September 2016.	
4.	<u>Property Asset Management Information System (PAMIS)</u> Up-to-date and relevant information is available in relation to our properties	Implementation of the PAMIS modules on a phased approach	●	green – on track	An action plan is in place and is being progressed.	Responsible
5.	<u>REVIT Implementation</u> After the successful implementation of REVIT (building information modelling software) on a current project, the intention would be to roll-out the process to all subsequent projects from April 2017 Relevant staff are fully trained in the use of the software	A phased approach will be implemented with a view to a roll-out to all projects by April 2017	●	green – on track	REVIT is being used as the design platform for a pilot project. The move from AutoCAD to REVIT is continuing transitionally. Training for relevant staff will continue during the Winter months.	Safe

Service Improvement Actions 2016/17 Procurement						
	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
1.	<u>Procurement activity</u> A policy is required on inviting SME and local suppliers to bid for quotes and which encourages engagement on tendering	Ongoing 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	●	blue - complete	A report entitled <i>Sustainable Procurement Policy – Supporting the Local Economy and Small and Medium Enterprises</i> was submitted to the Environment and Regeneration Committee on 27 October 2016 and the Policy and Resources Committee on 15 November 2016.	Included

Service Improvement Actions 2016/17
Organisational Development, Human Resources and Communications

	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
1.	<u>Corporate Communications Strategy (CCS)</u> To have an agreed CCS	Development of a CCS, working with Council Services and the Corporate Management Team	●	green – on track	The Strategy will be considered by the Workforce Planning and Development Group in early 2017 prior to being submitted to the Policy and Resources Committee.	SOA 8 Achieving Nurtured
2.	<u>Job Evaluation Scheme (JES)</u> Implementation of the third edition of the JES is in place for all jobs across the Council Relevant procedures are reviewed	Testing, piloting and agreement with the Trades Unions, following a pilot process Implementation of the third edition of the JES	●	green – on track	The third edition of the JES is now in place. All JE is carried out online via the Gage software. Historical information has also been input to the system.	Responsible Included
3.	<u>Refreshed People and Organisational Development (OD) Strategy 2017/20 (1)</u> A refreshed People and OD Strategy for 2017/20 is agreed and in place	Review the existing OD Strategy and develop proposal to address the specific challenges and opportunities ahead for Inverclyde Council Engage with various stakeholders The Employee Survey 2015 results will feed into the	●	green – on track	The Strategy was approved by the Policy and Resources Committee on 20 September 2016 and will be implemented from January 2017.	Achieving Respected Included

Service Improvement Actions 2016/17
Organisational Development, Human Resources and Communications

Service Improvement Actions 2016/17						
Organisational Development, Human Resources and Communications						
	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
		Strategy				
4.	<u>Health and Safety Plan 2016/19</u> Health and safety management systems are embedded and being implemented by Services across the Council	Develop and agree a Health and Safety Plan for 2016/19	●	blue - complete	The Corporate Health and Safety Plan 2016/19 was approved at the Policy and Resources Committee on 15 November 2016.	Safe

Capital Projects Improvement Actions 2016/17

Capital Projects Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
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	●	green – on track	Regular update reports are provided to the relevant Committees.	Safe

Corporate Governance Improvement Actions

These improvement actions relate to corporate governance responsibilities

Corporate Governance Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
1.	<p><u>Refreshed People and Organisational Development (OD) Strategy 2017/20 (2)</u></p> <p>All employees undertake corporate induction training</p> <p>An increase in the number of performance appraisals carried out</p> <p>Succession planning becomes an embedded process in Services</p>	Through the delivery of the People and Organisational Development Strategy 2017/20	●	green – on track	An induction checklist and training programme is being finalised and will be presented to the Extended Corporate Management Team for consideration.	Responsible
2.	<p><u>Review of Financial Regulations</u></p> <p>Updated Regulations taking account of changes with the IJB , changes in technology etc</p>	By submitting a report to the Policy and Resources Committee via the Audit Committee by September 2016	●	blue – complete	The Financial Regulations were approved by Council on 29 September 2016 and distributed to all Senior Managers.	Responsible
3.	<p><u>Review of Governance Documentation</u></p> <p>The Council's governance documentation fully reflects its structure and officer responsibilities</p>	A co-ordinated approach via Extended CMT, the CMT and Elected Members to ensure documentation is reviewed and updated by September 2016	●	blue – complete	The revised Standing Orders and Scheme of Administration, Standing Orders relating to Contracts, Scheme of Delegation, and the Financial Regulations	Responsible

Corporate Governance Improvement Actions 2016/17						
	Where do we want to be?	How will we get there?	Status December 2016		Commentary December 2016	SOA and Wellbeing Outcome
	which supports the Annual Governance Statement				were approved at the meeting of Inverclyde Council on 29 September 2016.	

6 January 2017

Performance Indicators

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 2015/16 are shown below, together with the 2016/17 targets and Quarter 2 information for 2016/17:

Key performance measure	Performance 2015/16	Target 2016/17	Performance Quarter 2 2016/17	Commentary
Finance				
Council Tax: in-year collection level¹	95.1%	94.8%	54.7%	The target for this indicator is a year end target. Quarter 2 performance is slightly higher than at the same point in 2015/16.
Speed of Benefits processing – average number of days per case to process: <ul style="list-style-type: none"> • new Housing Benefit/ Council Tax reduction claims 	25.98 days	23 days	24.7 days	Performance is slightly lower than the target

¹ 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

Key performance measure	Performance 2015/16	Target 2016/17	Performance Quarter 2 2016/17	Commentary
<ul style="list-style-type: none"> Housing Benefit/ Council Tax Benefit reduction claim changes of circumstances 	4.02 days	5 days	4.83 days	Performance is higher than the target
Creditor payments: number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	96.48%	96%	96.87%	Performance is above target

An ICT Services Performance Update Report is prepared for every second meeting of the Policy and Resources Committee. These documents include details of ICT performance indicators; to view the most recent report, visit: [ICT Services Performance Update - 20 September 2016](#) (agenda item 6).

16 December 2016