

## Appendix C



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An unqualified  
Value for  
Money opinion  
in the annual  
audit letter

Target - 1

**Theme** – Outcomes

**Action** – O2.1 An unqualified Value for Money opinion in the Annual Audit Letter.

**Target vs performance** – As reported to the Council on November 2, the Council's Value for Money opinion was given an 'except for' qualification.

**Background** – As per the quarter two performance action plan, this qualification arose due to issues arising from procurement practice and contract management in the Housing and Environmental Services Directorate.

**Key actions underway** – The issues have been substantially dealt with, as reported to the Audit Sub-Committee. This Committee is continuing to monitor progress against the recommendations.

A subsequent report from Internal Audit identified some wider procurement matters to strengthen the function. A separate report was presented to the Finance and Management Committee on November 30, with proposals to change the service delivery model.

**Opportunities/risks** - The main risks identified were a potential lack of transparency in managing some contracts, with wider issues regarding contract monitoring and the maintenance of the main Contracts Register.

A proposal to change the service delivery model and enter an established Shared Services Arrangement has helped to strengthen the procurement function, together with providing greater consistency and resilience in service provision.



31%

Employees to  
attend  
mandatory  
training

Target - 95%

**Theme** – Outcomes **Action** – O4.1 95% of all employees to attend mandatory training.

**Target vs performance** – 31% of employees have completed all mandatory training. In terms of specific courses the attendance rates are;

All employees - Data Security 75%; Environmental Awareness 70%; Equality and Fairness 79%; Health and Safety Awareness 77%; Safeguarding Refresher 58%; Stress Awareness 73%.

Managers only - PDR 58%; Attendance Management 65%

**Background** – A number of training activities have been identified to ensure that all employees have a knowledge and understanding of certain corporate policies and procedures. This supports the continued development of the workforce and ensures a consistency in approach when delivering services for the community.

Attendance on each course is generally required once every three years. The HR team has scheduled sufficient courses during the year for employees to attend but due to unavailability of staff and low attendance rates the target has not been achieved by March 31, 2018.

**Key actions underway** – The HR team has scheduled more courses during 2018/19 to ensure that all employees have the opportunity to complete their mandatory training. A review of the course programme and delivery have commenced. This includes actions to deliver training tailored to the needs of service areas.

**Opportunities/risks** – Providing employees with the knowledge and understanding to undertake their roles as Council representatives. This will ensure services are delivered in a fair and consistent way to members of the community, as well supporting the values and stated aims of the Council.



17%

% of all employees to have an annual appraisal

Target - 95%

**Theme – Outcomes Action – O4.1** 95% of all employees to have an annual appraisal.

**Target vs performance – 17%.**

**Background –** Annual appraisals are scheduled to be held during a specific period each year. This can be moved to accommodate the particular needs of the service.

Due to changes in the workforce and demands across different service areas, the target has not been achieved. All completed reviews are logged on the self-service HR system, MyView. Reminders have been sent out for completing appraisals with additional support provided on request.

**Key actions underway –** Management information will continue to be provided on the completion of Performance Development Reviews and training is to be scheduled for those new to management/supervisory positions to ensure they are able to complete reviews. A review of the process is now being conducted by the Leadership Team.

**Opportunities/risks –** Regular assessments and feedback for employees on their performance, setting personal targets for the coming year and agreeing training and development actions support the Council in delivering customer focussed and high performing services for the community.

Not completing annual reviews may lead to the inappropriate allocation of resources and employees not being clear on their contribution to their own service area for the achievement of corporate aims and objectives.



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Adopt Social Media Strategy

Target - 1

**Theme – Outcomes Action – 05.2** Adopt Social Media Strategy

**Target vs performance –** We are currently working with our graphic designer to put the finishing touches to the Social Media Strategy and narrowly missed presenting to Elected Members in the 2017/18 financial year.

**Background –** A comprehensive evidence base, running to more than 80 pages, details industry led research, local and national trends, demographics and insights into how we can use social media effectively.

This informs the Social Media Strategy, a high level document highlighting key focus areas, and an in depth action plan outlining projects/measures, timeframes and opportunities/risks.

**Key actions underway –** The Social Media Strategy and associated documents will be presented to the Full Council on Thursday, June 28, 2018.

**Opportunities/risks –** The effective use of social media will enable us to connect and communicate our story and services through authentic, engaging and personal content, allowing us to better serve and understand our residents and businesses.

There are four actions for Finance and Management