
Report To: Policy and Resources Committee

Date: 31 March 2009

Report By: Corporate Director
Improvement and Performance

Report No: POL/11/09/PW/KMcC

Contact Officer: Karen McCready

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Subject: Corporate Performance Report - January / February 2009

1.0 PURPOSE

- 1.1 The purpose of this report is to present to Committee the Corporate Performance Report for the period January / February 2009. The information contained in this report was collected in mid February 2009.
- 1.2 This Corporate Performance Report complements existing arrangements for Directorate Performance Reporting to Committee and is a key component of the Council's overall Strategic Planning and Performance Management Framework.

2.0 SUMMARY

- 2.1 Improving corporate and service performance is a key priority for Inverclyde Council. To facilitate this process, it was agreed that key corporate and directorate performance information should be presented to Committee on a regular basis.
- 2.2 The Council's arrangements for managing and reporting performance, including this Corporate Performance Report, were praised in the recent Audit of Best Value and Community Planning Progress Report. The Progress Report stated that performance reporting is well established and an integral part of how the Council conducts its business.
- 2.3 This Corporate Performance Report, which covers the period January / February 2009, has been restructured to reflect the workstreams within the Organisational Improvement Plan (OIP), which was approved by Policy and Resources Committee on 3 February 2009.
- 2.4 Sponsors and lead officers of the Organisational Improvement Plan will review the workstreams within this report to assess whether existing actions are still appropriate and whether new actions are required.
- 2.5 In addition, the report includes information on progress that has been made in relation to key corporate projects and initiatives.
- 2.6 A traffic light system is used to highlight whether corporate initiatives are on track or if performance is poor.
 - ❖ Green indicates that performance is on track against target.
 - ❖ Amber indicates that performance is not in line with what was expected when targets were set and requires close monitoring. If the situation does not improve, corrective action will be required.
 - ❖ Red means that performance is not expected to meet targets and that immediate action is required if not already taken
- 2.7 The report provides Committee with the opportunity to make appropriate judgements in areas where performance is good, improving or starting to decline and highlight where intervention or resources may be required to ensure continuous improvement.

- 2.8 Members are invited to express their views on performance in specific areas and appropriate further improvement actions.
- 2.9 The format and contents of this report are flexible and will be subject to change in order to accommodate the information requirements of stakeholders.
- 2.10 The report will be developed further to provide Committee with an update on progress in achieving the outcomes within the Single Outcome Agreement, the Community Plan and the Corporate Plan once an integrated performance management framework is established.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
 - a) Consider and comment on the performance information contained in this Corporate Performance Report.
 - b) Note that further reports on corporate performance will be presented to future meetings of the Policy and Resources Committee.

Paul Wallace
Corporate Director
Improvement and Performance

4.0 IMPLICATIONS

Legal

None

Finance

None

Personnel

None.

Equality

None.

5.0 CONSULTATION

5.1 All Directorates were consulted in the preparation of this report.

6.0 LIST OF BACKGROUND PAPERS

6.1 None

POLICY & RESOURCES COMMITTEE

31 MARCH 2009

CORPORATE PERFORMANCE REPORT

JANUARY / FEBRUARY 2009

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INTRODUCTION

Improving corporate and service performance is a key priority for Inverclyde Council. In order to evaluate and make informed judgements about performance, it is vital that appropriate information is given to key stakeholders.

The Corporate Management Team has agreed that the following key performance information should be considered by both Members and CMT in a Corporate Performance Report:

- updates on corporate projects,
- key corporate 'health check ' performance indicators.

This report is presented to the Corporate Management Team on a bi-monthly basis and to each meeting of the Policy and Resources Committee.

This performance information is aimed at providing both Members and CMT with the opportunity to make appropriate judgments in areas where performance is good, improving, or starting to decline, and highlight where intervention or resources may be required to ensure continuous improvement.

The format and contents of this report are flexible, and will be subject to change in order to accommodate the information requirements of stakeholders.

CORPORATE PERFORMANCE REPORT

As part of the ongoing development of the Council's Strategic Planning and Performance Management Framework, this report has been restructured to reflect the workstreams within the Organisational Improvement Plan (OIP), which was approved by Policy and Resources Committee on 3 February 2009.

The report also continues to provide information on how the Council is performing in relation to key corporate initiatives such as the Schools Estate Strategy and Riverside Inverclyde.

AUDIT OF BEST VALUE AND COMMUNITY PLANNING

The Council received the Accounts Commission's Audit of Best Value and Community Planning Progress Report in January 2009. The report found that the Council had made significant progress in delivering its improvement agenda. In particular the Council was praised for:

- A clear strategic direction in new community and corporate plans
- Improved medium to long term planning
- Changes to political management arrangements and management structures
- Improved service performance
- A clear commitment to continuous improvement

SINGLE OUTCOME AGREEMENT

All local authorities were required by the Scottish Government to produce a Single Outcome Agreement (SOA) for the period 2008/11. The agreement is primarily between the Council, its key partners, including organisations within the public, private and third sectors and equally the Scottish Government.

Inverclyde's SOA has been influenced by the new Community Plan for 2008/18 and the new Corporate Plan 2007/11.

Over the past few months, the SOA has been further developed to become a full Community Planning Partnership agreement between the Inverclyde Alliance and the Scottish Government. A copy of the revised SOA was presented to this Committee at its meeting held on 3 February 2009. The SOA has now been submitted to the Scottish Government for formal consideration.

COMMUNITY PLAN

The Inverclyde Alliance Community Plan for 2008-2018, 'Inspiring Inverclyde' has been developed and was approved by Policy and Resources Committee on 1 April 2008.

The Community Plan sets out a vision for the area for the next 10 years and outlines a range of challenges for the long term improvement of all public services in Inverclyde.

All community planning partner organisations will work towards tackling the Community Plan priorities. The Council's Corporate Plan and Directorate Plans will contribute to the achievement of the long term objectives in the Community Plan.

CORPORATE PLAN

The Corporate Plan is the Council's main strategic planning document. The purpose of the Plan is to set out the direction that the Council will take over the next four years by providing a framework for the way services will be developed and delivered.

The Plan clearly sets out:

- ❖ Our vision for Inverclyde
- ❖ Our vision for the Council
- ❖ A set of corporate values
- ❖ Five key strategic outcomes
- ❖ Supporting programmes and projects that will be delivered during 2007/11
- ❖ How we will measure our performance

To support the Corporate Plan, a set of key performance indicators (KPIs) have been finalised and were approved by Policy and Resources Committee on 3 February 2009. These indicators will be used to support and evidence progress against the outcomes within the Plan.

PERFORMANCE MANAGEMENT ARRANGEMENTS

As noted, the key performance indicators for the Corporate Plan have been finalised. Work is also ongoing to develop an integrated Performance Management Framework for the other two strategic documents outlined above. Each Plan or Agreement will have a framework consisting of a number of key performance indicators which will allow us to measure and report on whether we are on target to meet the respective outcomes.

The Council is in the process of procuring a corporate performance management system and software solution which will help measure the delivery and the reporting of the Council's key plans and projects. A number of tenders have been received and are currently being evaluated.

CORPORATE PERFORMANCE REPORT JANUARY / FEBRUARY 2009

This Corporate Performance Report covers the period January / February 2009 and has been structured to reflect the workstreams within the Council's Organisational Improvement Plan (OIP). The improvement actions with the OIP are now being taken forward by the designated Lead Officers.

The monitoring and reporting of the OIP will continue to be developed as Lead Officers develop work programmes, including key milestones and targets, in order to deliver the improvement actions.

This report also provides an update on progress in relation to key corporate initiatives previously reported to Committee.

A traffic light system is used to highlight whether corporate initiatives are on track or if performance is poor.

Green indicates that performance is on track against target.

Amber indicates that performance is not in line with what was expected when targets were set and requires close monitoring. If the situation does not improve, corrective action will be required.

Red means that performance is not expected to meet target and that immediate action is required if not already taken.

WORKSTREAM 1

LEADERSHIP, GOVERNANCE AND MANAGEMENT

SPONSOR: JOHN MUNDELL

WORKSTREAM 1: LEADERSHIP, GOVERNANCE AND MANAGEMENT

DECISION MAKING STRUCTURES AND MEMBER SUPPORT

STATUS: GREEN

Sponsor: Aubrey Fawcett

SRO: Elaine Paterson

Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Introduce Personal Development Plans for Members	01/12/08		20/10/08
Update Members Personal Development Plan	31/08/09	31/08/09	
Provide appropriate governance training for key officers	31/03/11	31/03/11	

Key Risks

Risk - Council's political decision making structure are not fit for purpose.

Risk - Inadequate/insufficient training for members will impact on their ability to make a full contribution to the work of the Council and perform their respective roles.

Summary Status

- All Elected Members have completed their Personal Development Plans.
- A Member Training Programme for the period January - June has been developed and is in place.

Improvement Actions

- Development of procedures to monitor member development.
- Monitor arrangement for multi member wards.
- Refresh member development programme on an ongoing basis.

Overall Analysis

Significant progress has been made.

WORKSTREAM 2

ORGANISATIONAL TRANSFORMATION AND IMPROVEMENT

SPONSOR: PAUL WALLACE

Workstream 2: Organisational Transformation and Improvement

MODERNISATION AND EFFICIENCY PROGRAMME

STATUS: GREEN

Sponsor: Paul Wallace

SRO: Gordon McLoughlin

Key Milestones

Customer First

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
- E-Planning	31/03/09	30/04/09	
- Inverclyde Council Website – Phase 2	31/03/09	31/03/09	
- EDRM/Workflow (Revs & Bens)	31/07/08	28/03/09	

Shared Support Services

- Integrated HR/Payroll System	31/12/08	31/12/09	
- Design Mandate (inc. Customer Services Strategy)	30/04/09		

Asset Management

- Corporate GIS Solution	31/05/08	31/03/09	
- Asset Management System	31/05/08	31/03/09	

Better Procurement

- E-Procurement System **	31/07/08		
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Key Risks

Risk – Inadequate resources, skills and competencies

Risk – Change in corporate priorities

Risk – Double counting of benefits

Summary Status

- Initiatives that are marked ‘**’ are at pre-project stage and have not yet reached the point of an agreed project plan. Dates have still to be confirmed.
- The e-planning project has moved back a month due to delays with the national deadline.
- Backscanning tenders issued following approval from Committee, with them due back in the end of March.
- Asset Management – Core property database, which is the main repository for all properties in Inverclyde, is now live. The solution is currently being extended to the Property Services with a view to using it as a central repository for statutory property data.
- Design Phase – customer foundation completed and reviewed; numerous High Level Design (HLD) workshops completed; detailed plan for Customer Management validated and scope being finalised.

Improvement Actions

- Benefits Realisation Plan produced for the overall M&E programme
- Set-up of the Applications team reviewed which resulted in the creation of the post of “Systems Integration Lead” within Applications Team

Overall Analysis

Overall, the workstream is on schedule and key targets are being met.

Workstream 2: Organisational Transformation and Improvement

COMMUNICATIONS FRAMEWORK

STATUS: GREEN

Sponsor: Paul Wallace

SRO: Stuart Wilson

Key Milestones

New Media

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
- Inverclyde Council Intranet – Phase 1	31/03/08		28/04/08
- Inverclyde Council Intranet – Phase 2	31/12/08	31/03/09	
- Inverclyde Council Website– Phase 2	31/03/09	31/03/09	

Internal Communications

Enhance approach to internal communications	Ongoing		
- Team Briefings	02/06/08		02/06/08
- Employee Recognition Scheme	02/06/08		02/06/08

Customer Relations

- Corporate Comments/ Complaints Procedure	31/03/08	31/03/09	
Establish steering group to monitor and develop comments, compliments and complaints framework	30/04/09	30/04/09	

Key Risks

- Risk -** Inadequate resources to deliver key milestones. Reliance on other services to deliver technical back up that allows Corporate Communications and Public Affairs to deliver at the front end.
- Risk -** Risk to Council's internal and external reputation if New Media and Internal Communications projects not delivered
- Risk -** Non delivery of corporate complaints procedure will impact on the Council's commitment to improving customer service and overall reputation

Summary Status

- Council Intranet had successful launch. Technical delays have pushed back Phase 2 to March 2009.
- Council Website has been successful so far and is on track for Phase 2.
- The Employee Recognition Scheme culminated in the very successful Pride of Inverclyde Awards in December 2008 and will now be an annual event.
- The Complaints Protocol has been presented to CMT and all DMTs. It will be finalised for P&R in March.

Improvement Actions

- Team Briefings format agreed and forward plan of issues to be drawn up

Overall Analysis

Overall, the projects and actions identified in the Communications Framework are on schedule.

Workstream 2: Organisational Transformation and Improvement

PUBLIC SERVICE IMPROVEMENT FRAMEWORK

STATUS: GREEN

Sponsor: Paul Wallace

SRO: Strategic Planning and Performance Management Board

Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Approve Implementation Plan for first phase of service assessments	26/02/09		26/02/09
First Phase Assessments Complete			
Performance Management and Procurement	27/03/09	27/03/09	
Property Resources and Facilities Management	28/05/09	28/05/09	
Environmental Services	29/05/09	29/05/09	
Review PSIF phase 1	12/06/09	12/06/09	
Prepare for Phase 2 PSIF events	30/06/09	30/06/09	

Key Risks

Risk- A lack of resources (capacity or financial) to roll out PSIF across the whole Council

Risk- Insufficient Accredited Assessors to ensure effective quality control of the PSIF process

Risk - Improvement actions that emerge from the assessment process are not effectively implemented or monitored.

Summary Status

- The Council has a team of four members of staff who have attained the EFQM European Assessor qualification.
- A PSIF Corporate Assessment was carried out by the Strategic Leadership Forum and the Extended Corporate Management Team in October 2008. The outcome of this assessment was used to inform the development of the OIP, which was approved by Committee on 3 February 2009.
- The focus has now moved to the implementation of PSIF throughout the whole Council, with the first phase of service assessments beginning in March 2008. PSIF Assessments will be carried out in the following services:
 - Performance Management and Procurement
 - Property Resources and Facilities Management
 - Environmental Services
 - Criminal Justice

Improvement Actions

- Following each service assessment, an improvement plan for that service needs to be produced, monitored and reported.

Overall Analysis

The infrastructure for the roll out of PSIF is now in place. Good progress has been made in taking forward the first phase of service assessments.

WORKSTREAM 3

WORKFORCE DEVELOPMENT

SPONSOR: NEIL GRAHAM

Workstream 3: Workforce Development

WORKFORCE DEVELOPMENT STRATEGY

STATUS: AMBER

Sponsor: Aubrey Fawcett
SRO: Alasdair Moore

Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Introduce an integrated HR/Payroll system			
- First phase of implementation started	01/07/08	01/12/08	
- First phase of implementation complete	30/01/09	31/07/09	
Implement agreed approach to employee development and appraisal	01/04/09	31/07/09	
Issue employee survey	02/03/09		02/03/09
Final employee survey report received	03/04/09	03/04/09	
Produce a corporate workforce development strategy	01/04/09	01/04/09	

Key Risks

- Risk-** Failure to formally link and align outcomes / objectives of Council and Directorate to individual employees could impact adversely on delivery.
- Risk -** The Council is unable to measure employee performance and identify associated training needs.
- Risk -** Lack of progress in workforce planning will impact on the effective running of the organisation.

Summary Status

- The Council has allocated a total budget of £450,000 phased over a 3 year basis - Year 1 £100k, Year 2 increase to £150k with a further increase in year 3 to £200k to assist with the introduction of Workforce Development.
- An employee survey has been issued to all staff and the final report, prepared by Edinburgh University, is expected early April 2009.
- Focus groups, aimed at addressing the 3 key issues highlighted by employees, will be established and recommendations made to CMT in early August 2009

Improvement Action

- Introduce an integrated Human Resources/ Payroll system in conjunction with IT and Finance which will increase the amount of management information across the HR and Payroll systems.
- Continue to develop and update HR and Diversity and Equality policies as part of the workforce planning process.

Overall Analysis

Workforce Development covers many areas of Human Resources. Resources will now be diverted to the development of a comprehensive Workforce Strategy for the Council following the implementation of Single Status.

WORKSTREAM 4

STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT

SPONSOR: IAN FRASER

Workstream 4: Strategic Planning and Performance Management Framework

CORPORATE PLAN WITH DIRECTORATE PLANS AND FINANCIAL PLANS

STATUS: GREEN

Sponsor: Paul Wallace

SRO: Andrew Spowart

Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Formally link policy and financial plans through Directorate Planning for the period 2008/11	30/11/08	30/11/08	
Preparation and issue of revised guidance	02/03/09		02/03/09
Review of current Directorate Plans	01/04/09	01/04/09	
Implement electronic performance management system	31/03/10	31/03/10	

Key Risks

- Risk -** Lack of resources required to implement the programmes / projects of the new Corporate Plan and Directorate Plans.
- Risk -** Effective links not established between Corporate, Directorate Plans and 3 year budgets.
- Risk -** Policy and service priorities not fully costed or linked to Financial Strategy.
- Risk -** Failure to achieve long term implications of previous spending decision could restrict the ability of the Council to achieve objectives beyond the three year budgeting review.

Summary Status

- A suite of key performance indicators to support the Corporate Plan have been finalised and approved by this Committee.
- New Directorate guidance has been prepared and rolled out to support the review of Directorate Plans.
- The Financial Strategy has been reviewed and approved by Council.
- The Revenue Budget process for 2009/10 and 2010/11 is complete.
- Tenders for an electronic performance management system are currently being evaluated.

Improvement Actions

- Review approach to developing budget to reflect move away from traditional GAE/ ring fenced approach to policy based model which links resources to the achievement of agreed outcomes.
- Develop an approach which further aligns Directorate Plans and the Revenue Budget.

Overall Analysis

The production of key performance indicators for the Corporate Plan means that progress against the outcomes can now be measured.

Workstream 4: Strategic Planning and Performance Management Framework

SINGLE OUTCOME AGREEMENT (SOA)

STATUS: GREEN

Sponsor: Paul Wallace

SRO: Andrew Spowart

Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Finalise Inverclyde SOA	30/06/08		30/06/08
Devise and implement Action Plan to enable transfer to Inverclyde Alliance	01/06/09	01/06/09	
Transfer SOA to Alliance	01/06/09	01/06/09	
Establish governance and performance management arrangement for SOA	31/03/09	31/03/09	

Key Risks

Risk- Non delivery of action plan will adversely impact on target timescales of June 2009.

Summary Status

- The SOA has been developed and is now a Community Planning Partnership agreement between the Inverclyde Alliance and the Scottish Government.
- An SOA Programme Manager has been appointed.
- An elected member session on the SOA was held on 9 February 2009.
- An independently facilitated risk management workshop with partners was held on 9 February 2009.
- A meeting with partners and representatives from the Scottish Government was held on 16 February 2009 to discuss the revised SOA.
- The finalised SOA has been submitted to the Scottish Government for approval.

Improvement Actions

- Organisational delivery arrangements are being finalised with the appropriate supporting resources in place, including:
 - Establish delivery/action plans to implement the agreed outcome(s), targets and milestones
 - Produce performance monitoring reports in relation to the outcome, indicators and targets.
 - Develop greater alignment between the corporate, business and organisational plans of partner agencies.
 - Creation of an SOA team

Overall Analysis

A large amount of work has been progressed in a number of areas. A key challenge is to produce a series of delivery plan(s) to reflect the key strategic outcomes. This work is currently underway.

Workstream 4: Strategic Planning and Performance Management Framework

COMMUNITY PLANNING

STATUS: GREEN

Sponsor: Paul Wallace

SRO: Andrew Spowart

Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Review the performance in delivering the five workstreams contained in the Alliance Improvement Plan	30/09/08		30/09/08
Develop Inverclyde Alliance SOA	29/05/09	29/05/09	

Key Risks

Risk- Lack of community engagement leads to potential disengagement by the community from the whole community planning process.

Risk- Inverclyde Alliance does not fully deliver its roles and objectives.

Risk- No coherent approach to delivery of outcomes contained in Community Plan and Single Outcome Agreement.

Summary Status

- A Community Engagement Strategy has been approved by the Alliance.
- A supporting performance management framework for Community Plan is being prepared via the revision of the Single Outcome Agreement.
- A summary version of the Community Plan has been produced and has been issued.
- The development of rigorous and robust management arrangements in respect of the Fairer Scotland Fund are well in hand.

Improvement Actions

- A review of the Alliance Improvement Plan will take place. Subject to the outcome of the review, a further Improvement Plan will be prepared. This will be submitted to this Committee for input.
- There is a need to rationalise the number of plans in relation to key strategic outcomes in order to improve links between the Community Plan and other planning activity.

Overall Analysis

There was a need to establish an appropriate operational model in respect of the Single Outcome Agreement. This was the subject of a report to a previous meeting of this Committee. The report detailed the delivery arrangements with a supporting model with regard to the SOA. These are now being progressed.

The Council's arrangements for Community Planning received positive feedback from Audit Scotland in the recent Audit of Best Value and Community Planning Progress Report.

WORKSTREAM 5

MANAGEMENT OF RESOURCES

SPONSOR: AUBREY FAWCETT

Workstream 5: Management of Resources

ASSET MANAGEMENT (PROPERTY)

STATUS: GREEN

Sponsor: Aubrey Fawcett

SRO: Gerard Malone

Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
AMP software installation complete	30/06/08		17/07/08
Master drawing and condition survey consultants appointed for operational buildings	14/02/07		30/03/08
AutoCAD Drawings complete	30/05/08		31/07/08
Condition surveys operational buildings	29/08/08		16/10/08
Asset valuation review of property portfolio complete	14/01/08		30/03/08
08/09 DDA surveys	Ongoing		
1 st draft AMP submitted for approval	02/06/08		27/05/08
Final draft Corporate strategy submitted to Committee	Jan 2009		Jan 2009
Committee approval scheduled	March 2009		

Key Risks

Risk - Absence of a corporate approach to asset management exposes the Council to risk in terms of the quality of investment decisions it needs to make regarding the sustainability of its assets.

Risk - Council assets remain underused and fail to deliver value.

Risk - Failure to rationalise assets will impact on Council ability to fund projects contained within capital programme.

Summary Status

- The focus now is to complete the data migration for the estate management module. User Acceptance Testing of the new systems was confirmed in January 2009 and meets previously agreed timescales. A users's forum for Council services was held on 25 Feb 2009. and was very well attended
- The Corporate Asset Management Strategy and action plan has been submitted for Council consideration at the Regeneration committee meeting on 15th Jan 2009. and a briefing meeting for all Elected Members took place on 17 Feb 2009 with the agreement that final Council approval be sought at the March 2009 Committee.

Improvement Action

- Discussions are ongoing with key partners to develop a joint approach to Property Asset Management which will improve service quality and identify potential efficiencies during 2009.

Overall Analysis

All current timelines have been met and will continue to be monitored by the Physical Investment Team. Future modules e.g. suitability and disability access will be implemented as part of the planned arrangements for work within the team during 2009/2010

KEY CORPORATE INITIATIVES

KEY CORPORATE INITIATIVES

SCHOOLS ESTATE STRATEGY

STATUS: GREEN

Sponsor: Ian Fraser
SRO: Andrew Gerrard

Key Milestones

Schools PPP

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Financial Close	31/07/08		24/10/08
Site Possession Primaries	16/10/08		27/10/08
Service Availability Primaries	15/02/10	15/02/10	
Site Possession Secondaries	17/07/09	17/07/09	
Services Availability Secondaries	02/05/11	02/05/11	

Future Programme

At special meetings of the Education and Lifelong Learning Committee and Council in June 2008, approval was given, subject to the results of public consultation, to a programme of new build and refurbishment projects to renew the remainder of the Council's schools.

Key Risks

- Risk** - Project timescales prove unrealistic.
- Risk** - Unforeseen problems with sites.
- Risk** - Cost allowances for future projects inadequate.
- Risk** - Future changes in demographics.

Summary Status

- Financial Close achieved 24 October 2008. Work commenced on 27 October 2008 on two new primary schools with completion dates of February 2010. Work will commence summer 2008 on the two new secondary schools. Work on site on programme.
- Newark Primary School opened on 20 August 2008.
- Inverclyde Academy opened on 19 December 2008.

Improvement Action.

- The consultation on Port Glasgow Secondary Education, Special Education and Overton PS/Highlander's Academy has been carried out and reports will be submitted to the Education Committee in March 2009.
- To issue briefs for major projects to be undertaken in 2010/11 to 2012/13 during 2009. (Highlanders/Overton, Sacred Heart/St Gabriel's(Earnhill) and St Columba's HS (Gourock HS) Refurbishments and Port Glasgow Joint Campus New Build)

Overall Analysis

Significant progress made overall. PPP now at the Construction stage and both Prudential Schools are complete and open.

KEY CORPORATE INITIATIVES

Community Engagement (CE)

STATUS: GREEN

Sponsor: Aubrey Fawcett / Paul Wallace

SRO: Stuart Jamieson / Andrew Spowart

Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Develop new Alliance Community Engagement / Development Strategy	30/04/08		25/06/08
Issue second Citizens' Panel questionnaire	30/06/08		18/07/08
Produce a CE Action Plan	31/03/09		31/03/09
Issue third Citizens' Panel questionnaire	31/03/09		31/03/09

Key Risks

Risk – Impact of short term funding of Community Development support for communities.

Risk – Exclusion of disadvantaged communities from decision making process.

Risk – Limited understanding of Community Engagement and of the different rights and responsibilities of community and voluntary sector organisations.

Risk – Lack of investment in supporting public agencies to develop their approaches to engagement.

Risk – No co-ordinated approach across Community Planning partners to engagement resulting in duplication of effort and consultation fatigue.

Summary Status

- Disadvantaged communities are developing stronger links with Community Councils to input to decision making at strategic / thematic level.
- The Inverclyde Alliance Community Engagement Network will develop an action plan to implement the revised CE strategy.
- Localised engagement processes are being developed within Community Safety.
- The third Citizen's Panel questionnaire has now been issued to Panel members.

Improvement Action

- Development of voluntary sector compact for agreement with all Alliance partners.
- Audit of the Community Development resources within Inverclyde, including the skills, experience and capacity of those resources to meet the requirements of effective CE.
- Identify Community Engagement connectors from each Head of Service area.
- Implement data base VOICE (visioning outcomes in community engagement) across all Council services.
- Explore the possibility of developing the Citizens' Panel into an Alliance Panel.
- A draft action plan is under consideration by the Community Engagement network. This will be finalised into the Community Engagement Action Plan by March 2009.

Overall Analysis

Good progress continues to be made. The second Citizens' Panel has informed the CE network. The Community Development sub group is implementing all actions identified.

KEY CORPORATE INITIATIVES

Riverside Inverclyde

STATUS: GREEN

Sponsor: Aubrey Fawcett
SRO: Stuart Jamieson

Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Funding Agreement from Scottish Executive	31/12/07		31/12/07
Land transfers to Riverside Inverclyde	31/01/08		31/03/08*
Conclusion of Development Agreements with Partners	30/06/08		30/12/08

Key Risks

Risk - Withdrawal of funding agreements from any partners would jeopardise sustainability of initiative.

Risk - If land transfers are delayed the development of key sites will not take place in an appropriate timescale.

Summary Status

- *Kelburn - Legal negotiations regarding details of property transactions remain ongoing. Further dialogue undertaken with Scottish Enterprise regarding previous funding investment and possible clawback arrangements.
- Regular board meetings are taking place which monitor and approve Riverside Inverclyde Projects.

Improvement Action

None.

Overall Analysis

Confirmation of Scottish Government funding for Riverside Inverclyde is a major success for the regeneration of the waterfront area of Inverclyde.

CORPORATE PERFORMANCE

Service:	Finance
Indicator:	Payment of Invoices within 30 days
Relevance:	Demonstrates efficiency and effectiveness of arrangements for paying creditors.
Current Performance:	93% as at 31 January 2009
Analysis:	Performance has exceeded target and represents a significant improvement compared to the same period last year.
Target Performance:	89%
Trend:	Significant Improvement: 31 January 2008 - 87.4%

Service:	Finance
Indicator:	Percentage of council tax billed and collected in current year
Relevance:	Demonstrates efficiency and effectiveness of Council Tax billing and collection processes. In addition, this information is reported annually to Audit Scotland and the Council's performance is benchmarked against that of other authorities.
Current Performance:	90.8% (relates to % Council Tax collected between 1 April 2008 and 31 January 2009 only)
Analysis:	Behind target. This is attributable to the change to the bankruptcy and diligence act, change of Debt Management Partner and the current economic climate. Proactive processes are in place to maximise income before year end.
Target Performance:	93.8% (year end total collection target)
Trend:	Slightly Down: 31 January 2008 – 91.2%

Service:	ICT and Business Transformation
Indicator:	Corporate Network Availability
Relevance:	Demonstrates availability of the network and access to ICT services required by services in their daily activities.
Current Performance:	99.70% (Rolling 12 month average to January 2009 - 99.67%)
Analysis:	Performance has continued to exceed the target of 99.5%.
Target Performance:	99.5%
Trend:	Level : Rolling 12 month average to November 08 - 99.67%

CORPORATE PERFORMANCE

Service:	ICT and Business Transformation
Indicator:	Incident Response Times
Relevance:	This indicator demonstrates the responsiveness of the Service Desk to reported incidents.
Current Performance:	98.63% (Rolling 12 month average to January 09 - 95.77%)
Analysis:	Performance has continued to exceed the target of 90%
Target Performance:	90%
Trend:	Improving: Rolling 12 month average to Nov 08 - 95.34%

Service:	Human Resources
Indicator:	Sickness Absence
Relevance:	High levels of attendance lead to higher levels of service provision, heightened morale and, for the purposes of Best Value, the provision of competitive and cost effective services.
Current Performance:	5.69%* (cumulative for Period 4: October - December 2008) *Figures for Period 1 2009 will not be available until after period end - 31 March 2009
Analysis:	Below target
Target Performance:	5%
Trend:	Not available until end of 1st quarter.

Service:	Human Resources
Indicator:	Incidents Rates (per 1000 employees)
Relevance:	This indicator demonstrates the number of incidents and average time lost per incident to the Council. Examples of the type of incidents the indicator covers includes, animal exposure, building/masonry fault, contact with electricity, road traffic accident and a slip, trip or fall.
Current Performance:	(a) 3.1 incidents per 1,000 employees (b) Average time lost per incident (Unavailable) (Cumulative for 01/01/09 – 03/03/09. As all information will not be available until the end of period 1 (31/03/09) current performance figure is likely to rise)
Analysis:	Insufficient information available yet to analyse trends for number of incidents, or days lost.
Target Performance:	10% reduction in the number of incidents from same quarter previous year
Trend:	Not available until end of 1st quarter.

KEY

STATUS: **GREEN**

Performance is on track against targets

STATUS: **AMBER**

Performance is not in line with what was expected when targets were set and requires close monitoring. Should the situation not improve, corrective action will be required.

STATUS: **RED**

Warning - performance is not on target to reach year end target. Immediate action is required if not already taken

CONTACT

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