

**Report To:** Policy and Resources Committee

**Date:** 26 May 2009

**Report By:** Corporate Director  
Improvement and Performance

**Report No:** POL/19/09/PW/KMcC

**Contact Officer:** Karen McCready

**Contact No:** 01475 712146

**Subject:** Corporate Performance Report - March / April 2009

---

## 1.0 PURPOSE

- 1.1 The purpose of this report is to present to Committee the Corporate Performance Report for the period March / April 2009. The information contained in this report was collected in mid April 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 March / April 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**

**26 MAY 2009**

**CORPORATE PERFORMANCE REPORT**

**MARCH / APRIL 2009**

## **CONTENTS**

	<b>Page</b>
<b>Introduction</b>	<b>2</b>
<b>Future Development</b>	
- <i>Audit of Best Value and Community Planning</i>	<b>2</b>
- <i>Single Outcome Agreement</i>	<b>3</b>
- <i>Corporate Plan</i>	<b>3</b>
- <i>Community Plan</i>	<b>3</b>
- <i>Performance Management Arrangements</i>	<b>4</b>
<b>Corporate Performance Report March / April 2009</b>	<b>4</b>
<b>Key Corporate Projects</b>	<b>5</b>
<b>Key Corporate Initiatives</b>	<b>23</b>
<b>Corporate Performance</b>	<b>26</b>

## 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.

### 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 Community Plan for 2008/18 and the Corporate Plan 2007/11.

The full partnership SOA 2009/11 has now been finalised and was agreed by the Inverclyde Alliance on 29 April 2009. A copy is included on the agenda of this Committee for information.

The SOA has been submitted to the Scottish Government for formal final agreement. The final version was negotiated between the Inverclyde Alliance and Scottish Government and is fully supported by the Alliance's Scottish Government Director.

### **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 plans. 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. Within the SOA there is a full range of indicators for the respective outcomes.

To assist in this, 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 MARCH / APRIL 2009**

This Corporate Performance Report covers the period March / April 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 Workstream Sponsors and the Reference groups.

All the OIP Reference Groups have met to discuss taking forward the individual improvement plan actions and how these can be delivered. Further meetings of the Reference Groups are planned to develop this work. The monitoring and reporting of the OIP within this report will continue to be developed as work programmes, including key milestones and targets, are developed 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

#### LINKS TO OIP ACTION 1.2

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

- The Leadership, Governance and Management Reference Group has met and an Action Plan has been developed to deliver all the actions within this workstream.
- A report on the Review of Elected Member Training and Development is on the agenda of this Committee.
- All Elected Members have a Personal Development Plan which will be updated annually.
- 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

#### LINKS TO OIP ACTION 2.1

SRO: Gordon McLoughlin

### Key Milestones

#### Customer First

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
- E-Planning	31/03/09	30/04/09	
- Website Development	Ongoing until 2010		
- EDRM/Workflow (Revs & Bens)	31/07/08	20/04/09	

#### Shared Support Services

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

#### Asset Management

- Corporate GIS Solution	31/05/08	31/03/09	
- Asset Management System	31/05/08	30/04/09	

#### Better Procurement

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

### Key Risks

**Risk** – Inadequate resources, skills and competencies

**Risk** – Change in corporate priorities

**Risk** – Double counting of benefits

### Summary Status

- The Organisational Transformation and Improvement Reference Group has met and is developing an action plan to deliver this action and the other actions within this workstream.
- 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.
- Asset Management project is nearing completion regarding full time involvement of an ICT Project Manager. However input and advice will be offered from time to time as required.
- Design Phase – High Level Design (HLD) stage near completion; team progressing to next stage of FOM with R1 Construct and R2 Detailed Design. Numerous consultations with key stakeholders now complete.

### Improvement Actions

- A Benefits Realisation Plan has been 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 good progress continues to be made.

## Workstream 2: Organisational Transformation and Improvement

### COMMUNICATIONS FRAMEWORK

STATUS: GREEN

#### LINKS TO OIP ACTIONS 2.2 AND 3.2 (WORKFORCE DEVELOPMENT)

SRO: Stuart Wilson

### Key Milestones

#### New Media

- Inverclyde Council Intranet – Phase 1

<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
31/03/08		28/04/08

#### Internal Communications

- Develop and enhance Internal Communications

31/03/10

31/03/10

- 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

### Summary Status

- The Council's Intranet had successful launch.
- 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 was launched on 1 April 2009

### Improvement Actions

- Team Briefings format agreed and forward plan of issues to be drawn up
- Review of internal communications to take place. Based on findings from employee survey.

### Overall Analysis

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

## Workstream 2: Organisational Transformation and Improvement

### PROGRAMME AND PROJECT MANAGEMENT

STATUS: GREEN

#### LINKS TO OIP ACTION 2.3

SRO: Paul Wallace / Aubrey Fawcett

### Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Project Management Framework developed	31/03/09		31/03/09
Training for relevant staff in the Framework	30/09/09	30/09/09	
Rollout of Framework through Directorates and Services	30/09/09	30/09/09	

### Key Risks

- Risk -** There is no defined framework for Project Management. This could potentially result in those involved in projects not having access to guidance and good practice in order to deliver successful outcomes.
- Risk -** Existing project organisation, planning, documentation and reporting is not adequate. This could potentially affect the successful delivery of projects on time, to budget and specification.
- Risk -** Risk management is not consistently applied at a project level. This could potentially result in issues not being recognised and managed in order to minimise disasters and maximise opportunities for success.
- Risk -** Post implementation reviews are not carried out for projects. These reviews are essential to ensure that management are provided with an opportunity for accumulating lessons learned and identifying best practices that can be applied to future projects.

### Summary Status

A Project Management Framework has been developed. CMT approval will be sought on approach to be taken to ensure all relevant staff receive appropriate training and that the framework is rolled out through Directorates and services.

### Improvement Actions

Approach to training to be defined and developed to assist in the rollout of the framework through Directorates and Services.

### Overall Analysis

Overall, the actions in relation to Project Management are on schedule.

**Workstream 2: Organisational Transformation and Improvement**  
**PUBLIC SERVICE IMPROVEMENT FRAMEWORK** **STATUS: GREEN**  
**LINKS TO OIP ACTION 2.5**  
**SRO: ANDREW SPOWART**

**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
<b>First Phase Assessments Complete</b>			
Performance Management and Procurement	27/03/09		27/03/09
Criminal Justice	18/05/09		18/05/09
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 Performance Management and Procurement assessment is complete.
- The Criminal Justice, Property Resources and Facilities Management and Environmental Services assessments will all be complete by the end of May 2009.
- Discussions are underway within each Directorate Management Team regarding the next phases of the PSIF roll out. Each Directorate will identify a further two services to undertake a PSIF assessment over the coming year. A report on this Committees agenda details the proposed programme.
- Discussions are also underway regarding expanding the existing pool of Accredited Assessors to help implement future phases of PSIF.
- A full progress report on the implementation of PSIF is on the agenda of this Committee.

**Improvement Actions**

- Review the approach to PSIF Phase 1 and amend as appropriate for future phases.
- Produce an implementation plan for PSIF roll out phases 2 and 3, which will cover the programme of assessments for the next eighteen months.

**Overall Analysis**

The infrastructure for the roll out of PSIF is now in place. The first phase of service assessments are nearing completion and a programme for future assessments has now been produced.

**WORKSTREAM 3**

**WORKFORCE DEVELOPMENT**

**SPONSOR: NEIL GRAHAM**



## Workstream 3: Workforce Development

### WORKFORCE DEVELOPMENT

STATUS: AMBER

#### LINKS TO OIP ACTION 3.1

SRO: Alasdair Moore

#### Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Introduce an integrated HR/Payroll system			
- 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	17/04/09	30/04/09	
Produce a corporate workforce development strategy	01/04/09	26/05/09	

#### 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

- A report on the Workforce Development Strategy is on the agenda of this Committee.
- The Workforce Development Strategy has been presented to CMT and will be discussed by the ECMT at its meeting in May 2009.
- The Workforce Development Reference Group has met and is developing an Action Plan to deliver this action and the other actions within this workstream.
- An employee survey has been issued to all staff and the final report, prepared by Edinburgh University, is expected May 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**  
**LINKS TO OIP ACTIONS 4.1 AND 5.3 (MANAGEMENT OF RESOURCES)**

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	Ongoing	
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

- The Strategic Planning and Performance Management Reference Group has met and is developing an Action Plan to deliver this action and the other actions within this workstream.
- A suite of key performance indicators to support the Corporate Plan have been finalised and approved by this Committee.
- Each Directorate has updated its Directorate Plan for 2009/11.
- Tenders for an electronic performance management system have been evaluated and a report is included on the agenda of this Committee with regard to the preferred supplier.

### 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 procurement of a performance management system will automate the performance management process. This will enable more effective monitoring and reporting to take place.

## Workstream 4: Strategic Planning and Performance Management Framework

### SINGLE OUTCOME AGREEMENT (SOA)

STATUS: GREEN

#### LINKS TO OIP ACTION 4.2

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	30/06/09	

### Key Risks

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

### Summary Status

- The officer structure to develop the revised SOA has been wound up, as has the Lead Officer Group.
- 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 together with a Programme Team.
- The finalised SOA has been agreed by the Inverclyde Alliance Board and submitted to the Scottish Government for negotiation and approval purposes.

### Improvement Actions

- SOA Programme Board is to be established in line with the report agreed by this Committee and the Alliance Board.
- 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 through Lead Officers for each outcome
  - 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.

### 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

#### LINKS TO OIP ACTION 4.2

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-** 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.

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

### Summary Status

- A Community Engagement Strategy has been approved by the Alliance.
- A supporting performance management framework for Community Plan has been 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

- 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.
- Review of the Inverclyde Alliance Memorandum of Understanding to reflect the developments around the Single Outcome Agreement.

### 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. In addition, the Council needs to assess and evaluate the benefits it is deriving from partnership working.

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 4: Strategic Planning and Performance Management Framework

### EQUALITIES

STATUS: GREEN

#### LINKS TO OIP ACTION 4.3

SRO: CORPORATE EQUALITIES GROUP

### Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Review the delivery of equalities champions training and the impact	29/06/09	29/06/09	
Develop the third round of Provost's Equality Awards	31/12/09	31/12/09	

### Key Risks

- Risk-** That the Council suffers reputational damage by not being seen as a modern Council in terms of its equality policy and equality practices.
- Risk-** That major policies are accepted by the Council without being properly impact assessed in terms of a wide range of equalities legislation and practices.
- Risk-** That there is limited ownership of employees within the Council of equalities issues.

### Summary Status

- An equalities conference is planned for 13 May 2009.
- The training of corporate equality champions has gone on a pace and there are now 40 people who have been trained.
- Work is taking place to unify equalities with a wider inclusion agenda and this includes, for example, work with organisations representing adults with Down Syndrome.

### Improvement Actions

- There is the need to rationalise the number of policies in this area and move towards a generic equality policy.
- There is the need for the Corporate Equalities Group to reflect on recent Governmental changes in terms of the Equalities and Human Rights Commission and put certain procedures in place.

### Overall Analysis

Significant progress is being made in equalities over the past 2 years. This has included policy development, the development of an awards scheme, significant training of equalities champions and an annual focus through an equalities conference. A wide range of Council partnership organisations and including Health and River Clyde Homes are involved are in this initiative. Of particular note has been the impact assessment of major policies such as the budget papers for 2009/2011.

## **WORKSTREAM 5**

### **MANAGEMENT OF RESOURCES**

**SPONSOR: AUBREY FAWCETT**

## Workstream 5: Management of Resources

### ASSET MANAGEMENT (PROPERTY)

STATUS: GREEN

LINKS TO OIP ACTION 5.1

SRO: ELAINE PATERSON

#### Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Final draft Corporate Strategy submitted to Committee	Jan 2009		Jan 2009
Committee approval scheduled	31/03/09		31/03/09
- Land and buildings	31/03/09		31/03/09
- ICT / Vehicles and Fleet / Open Spaces	31/03/10	31/03/10	
- Roads	31/03/12	31/03/12	

#### 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 Management of Resources Reference Group has met and is developing an Action Plan to take forward this action and the other actions within this workstream.
- Following the users' forum for Council services which was held on 25 Feb 2009 the development and use of the Capital Accounting module is being accelerated and services are liaising on work streams for this.
- The Corporate Asset Management Strategy and action plan was approved by Council in March 2009 (following a specific briefing meeting for all Elected Members which took place on 17 Feb 2009).

#### 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



## Workstream 5: Management of Resources

**FINANCIAL STRATEGY**  
**LINKS TO OIP ACTION 5.2**  
**SRO: ALAN PUCKRIN**

**STATUS: GREEN**

### Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Post budget review of Financial Strategy	16/06/09		16/06/09
Review of Financial Strategy to inform 2010/12 Revenue Budget process	30/11/09	30/11/09	

### Key Risks

- Risk -** The Financial Strategy does not link into the Council's Strategic Planning and Performance Management Framework.
- Risk -** Changes in national legislation and policy, economic turbulence or societal changes which impact on the environment within which the Council operates.

### Summary Status

- The Financial Strategy is formally reviewed every six months, after the budget and during the budget process in November.
- There is also the capacity to review the Strategy as and when required, particularly as new issues arise of the impact of major policy or initiative becomes clearer.
- The latest version of the Council's Financial Strategy, which was reviewed post the 2009/11 Budget, is on the agenda of a special meeting of this Committee on 16 June 2009.

### Improvement Action

- A further review of the Financial Strategy will be undertaken in October / November to inform the 2010/12 Revenue budget process.

### Overall Analysis

The Financial Strategy is a dynamic document that has provided the Council with clear direction to structure and manage its financial resources in the medium to long term to ensure that they are deployed effectively to achieve corporate objectives. The regular reviews of the Financial Strategy means that the Council can respond pro-actively to any change.

## Workstream 5: Management of Resources

### PROCUREMENT

STATUS: GREEN

LINKS TO OIP ACTION 5.4

SRO: ANDREW SPOWART

### Key Milestones

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Need to prepare a strategic procurement framework with associated workstreams for delivery	31/05/09		26/05/09

### Key Risks

**Risk** - No strategic approach to procurement.

**Risk** - Failure to maximise value from the Council pound.

### Summary Status

- A strategic Procurement Framework has been drafted and is included on the agenda of this Committee for approval.

### Improvement Action

- Develop an approach to procurement which meets strategic and operational needs.

### Overall Analysis

Procurement is an underdeveloped business function within the Council. The forthcoming BV2 audit regime will place a greater emphasis on procurement. A report on the agenda of this Committee sets out the proposed strategic procurement framework for the Council. The framework details a number of workstreams for delivery which are designed to improve and enhance the organisational approach.

## **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. A meeting in March 2009 approved the construction of a new Joint campus to accommodate St Stephen's HS and Port Glasgow HS

### 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

- PPP 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 2009 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 development of a brief and appointment of a design team for the new joint campus.
- 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)

### Overall Analysis

Significant progress made overall. PPP now at the Construction stage and both Prudential Schools are complete and open. Briefs are being developed for the next phase of work.

## 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
Produce a CE Action Plan	31/03/09	31/05/09	
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.
- A review of local Community Councils' boundaries and a review of the level of support required for Community Councils is ongoing.
- 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 May 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.

## CORPORATE PERFORMANCE

Service:	Finance
Indicator:	Payment of Invoices within 30 days
Relevance:	Demonstrates efficiency and effectiveness of arrangements for paying creditors.
Current Performance:	93.4% as at 31 March 2009
Analysis:	Performance has exceeded target and represents a significant improvement compared to the same period last year.
Target Performance:	89%
Trend:	<b>Significant Improvement:</b> 2007/08 out-turn 88.3%

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:	93.3% (relates to % Council Tax collected between 1 April 2008 and 31 March 2009)
Analysis:	High performance achieved, only 0.5% behind target.
Target Performance:	93.8% (year end total collection target)
Trend:	<b>Level :</b> 2007/08 out-turn 93.5%

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:	99.93% February / March 2009 (Rolling 12 month average to Mar 09 - 99.84%)
Analysis:	Above target
Target Performance:	99.5%
Trend:	<b>Level:</b> Rolling 12 month average to Jan 2009 - 99.85%

## 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:	98.29% February /March 2009 (Rolling 12 month average to March 2009 - 96.82%)
Analysis:	Above target
Target Performance:	90%
Trend:	<b>Improving:</b> Rolling 12 month average to Jan 09 - 95.87%

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:	4.98% (cumulative for Period 1: January to March 2009)
Analysis:	Better than target
Target Performance:	5%
Trend:	<b>Improving:</b> Period 1 2008 - 5.95%

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) 6 incidents per 1,000 employees (b) Average time lost per incident (2.2 days) (Cumulative for Period 1 - 01/01/09 to 31/03/09)
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:	<b>Improving:</b> (Period 1, 2008) (a) 11.1 incidents per 1,000 employees (b) 3.8 days lost per incident.

## 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

### **IMPROVEMENT & PERFORMANCE**

Andrew Spowart  
Head of Performance Management and Procurement  
Tel: 712039

Karen McCready  
Policy Officer  
Tel: 712146