

<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b> 26 May 2009
<b>Report By:</b>	<b>Aubrey Fawcett, Corporate Director Regeneration &amp; Resources</b>	<b>Report No:</b> LA/365/09
<b>Contact Officer:</b>	<b>Elaine Paterson</b>	<b>01475 712139</b>
<b>Subject:</b>	<b>Regeneration &amp; Resources Directorate Performance Report</b>	

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## **1.0 PURPOSE**

1.1 This report advises Members of progress made by the Regeneration and Resources Directorate in achieving its key objectives, as set out in its Directorate Plan for 2008/11, and performance in relation to key performance indicators.

## **2.0 SUMMARY**

2.1 To assist in the development of the Council's Strategic Planning and Performance Management Framework, the CMT agreed on 2 November 2006 to introduce a consistent approach to performance reporting to Committee on a Directorate basis.

2.2 Since November 2006 each Directorate has submitted a performance report to every meeting of its respective committee outlining Directorate Plan progress, key corporate initiatives, key performance indicators, compliance and planned future improvement.

2.3 This report sets out a new format for directorate performance reporting which is better aligned to the Directorate Plan and allows Members to focus on key areas of activity.

2.4 A combination of details of progress made in implementing the Directorate Plan and key performance indicators will provide an accurate overview of how the Directorate is performing and assist Members in their scrutiny role.

## **3.0 RECOMMENDATIONS**

3.1 It is recommended that Members consider the performance information contained in this report and note that further reports on performance will be presented to future meetings of the Committee.

**Aubrey Fawcett**  
**Corporate Director - Regeneration & Resources**

## 4.0 Background

- 4.1 This report from the Regeneration and Resources Directorate provides an overview of performance and an update of progress made since the last report to Committee on 31 March 2009.
- 4.2 Each service within the Regeneration and Resources Directorate has been asked to develop a number of key performance indicators consisting of a mixture of statutory performance indicators (SPIs) and local service or operational indicators. These indicators provide an important measure of how each service's individual performance contributes to the Council's overall strategic aims, including major programmes and projects.
- 4.3 This report highlights performance in relation to the following performance indicators: Para. 5.3.
- 4.4 The Regeneration and Resources Directorate Plan 2008-11 was approved by this Committee in May 2008. It is the Directorate's key planning document and sets out the projects and improvement actions that will be implemented in order to help the Council deliver the strategic priorities identified within the Corporate Plan, Community Plan and Single Outcome Agreement.
- 4.5 An update on progress made in implementing the Directorate Plan is also contained within this report. Appendix 1 contains details of the status of all projects and improvement actions and, for example, whether they have been completed, are on track, have not yet started or have slipped.
- 4.6 Members are invited to request further information on what should be reported or suggest future content for reporting to the next Committee.

## 5.0 Performance Indicator Measures of Progress

- 5.1 The Regeneration & Resources Directorate has a staffing complement of approximately 978 and a Revenue Budget of £11.9 million and a Capital Budget of £2.6 million. It comprises the following services:

- Property Resources & Facilities Management
- Organisational Development & Human Resources
- Legal & Administration
- Economic & Social Regeneration

- 5.2 The aims and objectives of the four services within the Directorate are outlined in the Regeneration and Resources Directorate Plan, produced for the period 2008/11, along with the programmes and projects which we will implement to help the Council achieve the vision and outcomes contained within its Corporate Plan, Community Plan and Single Outcome Agreement.

### 5.3 Table 1

Service:	Legal & Administration
Indicator:	<b>% of Committee Agendas issued in line with timescales</b>
Type of Indicator:	Internal Key Performance Measures
Relevance:	
Current Performance Level:	<b>100%</b>
Target Performance Level:	<b>100%</b>
Frequency of Monitoring:	Every 2 months in line with the Committee cycle.
Analysis of Performance & Service Commentary	Consistently high performance is essential to ensure transparency of Council decision making structures.
Trend	Static
External validation	None

**Table 2**

Service:	Legal & Administration
Indicator:	<b>% of draft Committee Minutes issued within 3 working days of Committee meetings.</b>
Type of Indicator:	Internal Key Performance Measures
Relevance:	
Current Performance Level:	<b>95%</b>
Target Performance Level:	<b>93%</b>
Frequency of Monitoring:	Every 2 months in line with the Committee cycle.
Analysis of Performance & Service Commentary	Consistently high performance is essential to ensure minute is available at each Council meeting.
Trend	Corporate figures have decreased in relation to previous quarter, and Regeneration and Resources have decreased also.
External validation	Yes

**Table 3**

Service:	Organisational Development & Human Resources
Indicator:	<b>Absence Management for period 01/01/09 to 31/03/09</b>
Type of Indicator:	Statutory Performance Indicator
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 Corporate Performance Level:	<b>4.98%</b>
Current Regeneration and Resources Performance Level:	<b>4.86%</b>
Target Performance Level:	<b>5%</b> This will be reviewed as a result of the changes in how absence levels are calculated.
Frequency of Monitoring:	Quarterly
Analysis of Performance & Service Commentary	The Council is committed to maintaining maximum levels of attendance. Corporate absence levels and the absence levels for Regeneration and Resources are below the target level of 5%.
Trend	The Corporate absence rate is 4.98% which is a decrease in absence rate from 5.71% in the previous quarter and is below the target 5%.  The Regeneration and Resources absence figure has reduced slightly from 4.87% in the previous quarter to 4.86%. While there have been decreases in the absence rates for libraries, catering and cleaning, this has been offset by increases in janitorial, property and legal. Any increases in absence rate are being addressed by the Service.
External validation	Yes

**Table 4**

Service:	Organisational Development & Human Resources
Indicator:	<b>Incident Rate per 1000 Employees for period 01/01/2009- 31/03/2009</b>
Type of Indicator:	Council Key Performance Indicator
Relevance:	Incidents or accidents to employees can result in significant time lost due to injury and the potential for civil claims or prosecution in relation to possible breaches of health and safety legislation.
Current Corporate Performance Level:	<b>6 incidents per 1000 Employees</b>
Current Regeneration and Resources Performance Level:	<b>1.2 incidents per 1000 Employees</b>
Target Corporate Performance Level:	<b>10 incidents per 1000 Employees</b>
Frequency of Monitoring:	Quarterly
Analysis of Performance & Service Commentary	Monitoring of accidents and incidents to employees within the Council. These figures may be subject to change due to late reporting of incidents.
Trend	The overall trend is improving.
External validation	None

## 6.0 DIRECTORATE PLAN 2008-11 - PROGRESS

- 6.1 The Regeneration and Resources Directorate Plan 2008-11 was approved by Policy and Resources Committee on May 2008. Significant progress has been made since May 2008 in implementing the projects and improvements actions contained within the plan.
- 6.2 Appendix 1 contains further details of the status of all projects and improvement actions and, for example, whether they have been completed, are on track, have not yet started or have slipped.
- 6.3 A number of projects and improvement actions have already been completed and the majority of actions are on track to be completed within timescale.
- 6.4 An example of projects and improvements actions that have been completed since the last report include:
- Gold Healthy Working Lives Award obtained.
- 6.5 There are a number of projects / improvement actions where there has been slippage. These include:
- Implementation of Stress Management Standards
  - Roll out of IIP across the Council
- 6.6 Over the next few months the Directorate will focus on progressing the projects and improvements actions which have slipped. The next report to Committee will provide an update on progress that has been made.

## 7.0 IMPLICATIONS

7.1 Finance  
None

7.2 Personnel

None

7.3 Legal  
None

7.4 Equality and Diversity  
None

## **8.0 CONSULTATION**

8.1

## **9.0 BACKGROUND PAPERS**

9.1 Regeneration and Resources Directorate Plan 2008/11.

## APPENDIX 1: KEY PROGRAMMES / PROJECTS AND IMPROVEMENT ACTIONS

### Corporate Plan Strategic Outcome 1: Educated, Informed, Responsible Citizens

Project/Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
Supporting the school reprovisioning programme.	<ul style="list-style-type: none"> <li>Successful TUPE transfer of employees to the new PPP Schools, or redeployment of existing employees</li> </ul>	Head of Organisational Development and Human Resources	2008-2011		<p><b>2. On Track</b></p> <ul style="list-style-type: none"> <li>Employees have been kept updated on TUPE transfers to FESFM Ltd through Roadshows and employee newsletters.</li> <li>A redeployment protocol has been agreed with the Unions</li> <li>A steering group of management, HR and Trades Unions has been established.</li> <li>Work continues on staffing issues in accordance with the School reprovisioning timetable.</li> </ul>

**Corporate Plan Strategic Outcome 5: A Modern Innovative Organisation**

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
Minutes and Agenda on-line system.	<ul style="list-style-type: none"> <li>Agendas &amp; Minutes available online</li> </ul>	Head of Legal & Administration	April 2009		
To have in place a Corporate Asset Management Plan and Impairment Review	<ul style="list-style-type: none"> <li>Corporate Asset Management Plan finalised</li> <li>Impairment Review finalized</li> </ul>	Head of Legal & Administration	March 2009		<p>2. On track.</p> <ul style="list-style-type: none"> <li>Draft Corporate Asset Management Plan submitted to Committee</li> <li>Impairment Review progressed</li> </ul>
Implementation of Licensing (Scotland) Act 2005	<ul style="list-style-type: none"> <li>Successful implementation of Provisions of Act</li> </ul>	Head of Legal & Administration	September 2009		<b>2. On Track</b>
Design and roll out a corporate employee performance appraisal process building on the current arrangements for chief officers.	<ul style="list-style-type: none"> <li>Appraisal Process adopted and rolled out on a phased basis</li> </ul>	Head of Organisational Development and Human Resources	2009-2011		<p><b>2. On Track</b></p> <ul style="list-style-type: none"> <li>HR have been piloting a performance appraisal similar to chief officers for senior managers within the service and will be looking to roll out this process, amended to suit service specific requirements over the next year.</li> </ul>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
Develop, establish, implement a Corporate Workforce Development Plan	<ul style="list-style-type: none"> <li>Workforce Development Plan finalised</li> </ul>	Head of Organisational Development and Human Resources	April 2009		<b>2. On Track</b> <ul style="list-style-type: none"> <li>Report being submitted to Policy and Resources</li> </ul>
Implement the HSE Stress Management Standards	<ul style="list-style-type: none"> <li>Stress management standards implemented</li> </ul>	Head of Organisational Development and Human Resources	April 2011		<b>2. On Track</b> <ul style="list-style-type: none"> <li>Pilot Studies have been carried out.</li> <li>The Stress Policy has been ratified at committee and issued.</li> <li>Stress Management Training provider has been established.</li> </ul> <b>4. Slippage</b> <ul style="list-style-type: none"> <li>Focus groups have not been carried out in HR or Payroll due to other priorities in relation to Single Status and Back Pay.</li> </ul>
Roll out IIP across the Council	<ul style="list-style-type: none"> <li>All Services have achieved IIP</li> </ul>	Head of Organisational Development and Human Resources	April 2010		<b>1. Completed</b> <ul style="list-style-type: none"> <li>IIP status maintained for OD&amp;HR.</li> </ul> <b>4. Slippage</b> <ul style="list-style-type: none"> <li>Introduction of IIP being reviewed as part of the Workforce</li> </ul>



Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
					Development Strategy
Develop an integrated HR/Payroll System	<ul style="list-style-type: none"> <li>Integrated HR/Payroll system in place</li> </ul>	Head of Organisational Development and Human Resources	Dec 2009		<b>2. On Track</b> <ul style="list-style-type: none"> <li>The in-house development team has been established.</li> <li>Work with the suppliers started in December 08.</li> </ul>
Tender for and establish an improved Occupational Health System	<ul style="list-style-type: none"> <li>External Occupational Health Provider in place</li> </ul>	Head of Organisational Development and Human Resources	2008-2011		<b>2. On Track</b> <ul style="list-style-type: none"> <li>Draft Tender being worked on.</li> <li>PQQ completed</li> <li>A report has been made to the CMT.</li> </ul>
Single status and harmonised conditions of service implemented	<ul style="list-style-type: none"> <li>New pay and grading and conditions of service implemented</li> </ul>	Head of Organisational Development and Human Resources	August 2008		<b>1. Completed</b> <ul style="list-style-type: none"> <li>New Pay and Grading and conditions of service implemented in August 08.</li> </ul> <b>2. On Track</b> <ul style="list-style-type: none"> <li>Further development includes standby/on call and a review of facilities management.</li> </ul>
Processing of appeals and claims in relation to Single Status and Equal Pay	<ul style="list-style-type: none"> <li>All claims and appeals processed and finalised</li> </ul>	Head of Organisational Development and	2008-2011		<b>2. On Track</b> <ul style="list-style-type: none"> <li>Appeals are now in and being reviewed.</li> </ul>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
		Human Resources			<ul style="list-style-type: none"> <li>An appeals panel is to be established.</li> <li>A report on progress will be submitted to the CMT and a future committee.</li> </ul>
Establishment of an Employee Reward Scheme	<ul style="list-style-type: none"> <li>Employee Reward scheme in place</li> </ul>	Head of Organisational Development and Human Resources	Dec 2008		<b>1. Completed</b> <ul style="list-style-type: none"> <li>Employee reward scheme established and successful employee award ceremony held on 9<sup>th</sup> December 2008.</li> </ul>
Taking part in the Healthy Working Lives scheme.	<ul style="list-style-type: none"> <li>Healthy Working Lives Gold award obtained</li> </ul>	Head of Organisational Development and Human Resources	Dec 2008		<b>4. Completed</b> <ul style="list-style-type: none"> <li>Gold Healthy Working lives award attained on 31<sup>st</sup> March 2009</li> </ul>
Developing training provision through the Clyde valley Consortium	<ul style="list-style-type: none"> <li>Training opportunities made available through the Clyde Valley Consortium.</li> </ul>	Head of Organisational Development and Human Resources	2008-2011		<b>2. On Track</b> <ul style="list-style-type: none"> <li>First Aid Training is now available through the Consortium.</li> <li>Elearning Equalities Training is being updated to take account of changes in legislation. The new version will be rolled out in the near future.</li> </ul>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
					<ul style="list-style-type: none"> <li>A report is being prepared for the CMT on a proposal from the Clyde Valley Consortium for the development of an elearning platform.</li> </ul>

<p>Key</p> <p>1 = Completed      2 = On track      3 = Not started      4 = Slippage</p>
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