

Report To: Policy and Resources Committee

Date: 22 September 2009

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

Report No: POL/35/09/PW/LF

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Subject: Corporate Performance Report - May / August 2009

1.0 PURPOSE

- 1.1 The purpose of this report is to present to Committee the Corporate Performance Report for the period May / August 2009. The information contained in this report was collected in mid August 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 May / August 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 Each OIP Reference Group will be asked to review the key actions and timescales for each project / initiative within their workstream and identify whether any changes 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.
- 2.11 The next Corporate Performance Report will be further developed to ensure that it aligns with the actions in the Organisational Improvement Plan for 2009/10.

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

22 SEPTEMBER 2009

CORPORATE PERFORMANCE REPORT

MAY / AUGUST 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,
- progress in implementing the Organisational Improvement Plan (OIP)
- 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 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

The Committee is aware that the Accounts Commission for Scotland through Audit Scotland have prepared a revised methodology for Best Value 2. This is currently being tested in five pathfinder Councils. A report on this Committee's agenda provides details of the Council's preparations for Best Value 2.

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 agreed by the Inverclyde Alliance and the Scottish Government. It was officially signed by Jim Mather MSP and Councillor Stephen McCabe on 11th August 2009.

An Annual Report and Qualitative Assessment is currently being produced reporting progress against the 2008-09 SOA. A copy of the draft SOA Annual Report is included on this Committee's agenda.

COMMUNITY PLAN

The Inverclyde Alliance Community Plan for 2008-2018, 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. The Community Plan will be reviewed and updated in line with the end of the Single Outcome Agreement in March 2011

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 current Corporate Plan will be reviewed with due regard to the changing national policy / local agenda and fiscal climate. This is likely to take place towards the end of 2010.

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 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 has procured 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. The system is currently being designed and populated by services.

CORPORATE PERFORMANCE REPORT MAY / AUGUST 2009

This Corporate Performance Report covers the period May / August 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	11/08/09	
Provide appropriate governance training for key officers	31/03/11	31/03/11	

Key Risks

Risk - Council's political decision making structure is 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.
- All Elected Members have a Personal Development Plan which will be updated annually.
- A Member Training Programme for the period to April 2010 is currently being developed.

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, the workstream will be reconfigured in the next report to Committee to fully reflect the programme being progressed by the OIP Group.

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	30/04/09
- Website Development	Ongoing until 2010		
- EDRM/Workflow (Revs & Bens)	31/07/08	20/04/09	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	30/04/09
- FOM (Future Operating Model)	30/09/12		

Asset Management

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

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.
- Input into the Asset Management project is complete albeit, there are elements of the project that are being managed by the Physical Investment Team. Input and advice will be offered from time to time as required.
- High Level Design (HLD) stage is complete and move into the Construct stage of the FOM.
- FOM Release 1 is currently underway with a targeted go live of 05th October 09. The majority of the team resource is deployed on this programme.

Improvement Actions

- “Systems Integration Lead” within Applications Team started with the Council in June 09

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
- Team Briefings
- Employee Recognition Scheme

31/03/10	31/03/10	
02/06/08		02/06/08
02/06/08		02/06/08

Customer Relations

- Corporate Comments/ Complaints Procedure
- Establish steering group to monitor and develop comments, compliments and complaints framework

31/03/08		31/03/09
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.
- Developmental Plan for intranet to be brought forwards the end of December 2009.

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 and agreed by the CMT. The framework was discussed at a meeting of the ECMT on 18 August 2009 and endorsed. Employees will receive appropriate training as the framework is rolled out through Directorates and services. A training programme is now being developed.

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

Baseline Current Actual

Second Phase Assessments Complete

Legal and Administration

Community Learning Development

Review PSIF phase 2

Assessor Training

Prepare for Phase 3 PSIF events

03/12/09 03/12/09

31/12/09 31/12/09

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

- All Phase 1 assessments have been completed and Improvement Plans completed.
- A programme for the roll out of PSIF across the Council, which will be completed by the end 2010, has been developed and approved by Policy and Resources Committee on 26 May 2009.
- A review of PSIF Phase 1 was carried out and reported to the SPPMB and CMT in June / July. A copy of the review report is included on this Committee's agenda.
- A further five employees will be trained as Accredited Assessors to assist in the preparations for the roll out of PSIF Phase 3 and 4.
- Inverclyde Council has been invited by the PSIF Partnership to sit on the PSIF Implementation Group for this financial year.
- Two reviews planned for Legal and Administration and Community Learning and Development.

Improvement Actions

- Produce an implementation plan for PSIF roll out phase 3, which will cover the programme of assessments for 2010.
- Train a further five employees in PSIF.

Overall Analysis

The infrastructure for the roll out of PSIF is well established. The first phase of service assessments have been completed and a programme for future assessments up to the end of 2010 has now been produced and approved by Committee.

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	30/05/09	
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 Directorates 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 was agreed by the previous Policy and Resources Committee.
- The Workforce Development components are being piloted in Organisational Development and Human Resources.
- The Workforce Development Reference Group has met and will develop 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, has been received.
- A performance appraisal system has been drafted and will be presented to the Workforce Development Group and the CMT.
- The interview process has commenced for the management development programme. Progress on this will be reported to the CMT and it is anticipated that management courses will commence in September.

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.
- Continue to introduce the Council's Workforce Development Strategy.

Overall Analysis

Workforce Development Strategy for the Council has been agreed by committee and will be implemented throughout the Council.

WORKSTREAM 4

STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT

SPONSOR: ALBERT HENDERSON

Workstream 4: Strategic Planning and Performance Management

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. A report on SPI out-turns for 2008/09 and SPI's and KPI's for 2009/10 are included on this Committee's agenda.
- Each Directorate has updated its Directorate Plan for 2009/11.
- A model for an electronic performance system is currently being developed based on the Council's requirements.

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 across the Council and at different organisational levels.

Workstream 4: Strategic Planning and Performance Management

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 2008-09	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- Lead Officers and partners do not fully engage in the development and delivery of the local outcomes.

Summary Status

- The 2009-11 SOA has been agreed by Inverclyde Alliance Board and the Scottish Government.
- The 2009-11 SOA was officially signed by Jim Mather MSP and Councillor Stephen McCabe on 11th August 2009.
- A Research Assistant has been recruited to the SOA Programme Team.
- The SOA Programme Board has been established and met for the first time on 15th July. The Programme Board is chaired by John Mundell and is attended by the 8 lead officers with support from Performance Management & Procurement.
- An Annual Report and Qualitative Assessment is included on this Committee agenda for consideration and 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 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. SOA Programme Board has been established. Outcome delivery plans have been produced which reflect the key strategic outcomes.

Workstream 4: Strategic Planning and Performance Management

COMMUNITY PLANNING

LINKS TO OIP ACTION 4.2

SRO: ANDREW SPOWART

STATUS: GREEN

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	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 the 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 relation to the Fairer Scotland Fund have been produced. This has enabled the Alliance Board to coherently review organisations performance in relation to the Fairer Scotland Fund.
- Review of the Inverclyde Alliance Memorandum of Understanding to reflect the developments around the Single Outcome Agreement complete and new MOU agreed by Alliance Board in June.

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.

Overall Analysis

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.

The development of the SOA has created better partnership working across the Alliance, and this continues to progress.

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.
- Risk –**There is a need to clarify who will be the strategic lead for equalities.

Summary Status

- An equalities conference took place on 13 May 2009.
- The training of corporate equality champions took place between December 2008 and March 2009. 86 people attended a range of sessions and are promoting equality within their service.
- 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 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

Corporate Asset Management Strategy
Approved by Council;
-Timetable for ICT / Vehicles & Fleet/
/ Open Spaces
- Roads

<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
31/03/09		31/03/09
31/03/10		31/03/10
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). The strategy for land and buildings was approved and actions for disposals, office rationalisation and the favoured, future operating model for Council services was established
- Future work for Capital Accounting and for Works order management and tracking of building condition forms the next phase of development

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 2009/10.

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 Financial Strategy was reviewed and approved by Committee on the 16th 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		22/09/09

Key Risks

Risk - No strategic approach to procurement.

Risk - Failure to maximise value from the Council pound.

Summary Status

- An interim strategic Procurement Framework was included on the agenda of this Committee at its meeting held in May 2009. A full Strategic Procurement Framework has now been developed and is included on this Committee agenda for consideration and adoption.

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 strategic procurement framework for the Council. The framework details a number of workstreams for delivery which are designed to improve and enhance the corporate organisational approach.

KEY CORPORATE INITIATIVES

SCHOOLS ESTATE STRATEGY

STATUS: GREEN

Sponsor: Albert Henderson

SRO: Andrew Gerrard

Key Milestones

Schools PPP

	<u>Baseline</u>	<u>Current</u>	<u>Actual</u>
Site Possession Primaries	16/10/08		27/10/08
Service Availability Primaries	15/02/10	10/02/10	
Site Possession Secondaries	17/07/09		06/07/09
Services Availability Secondaries	02/05/11	02/05/11	

Capital/Prudential Programme

Sacred Heart/St Gabriel's site start	13/07/10		
Sacred Heart/St Gabriel's opening	17/08/11		
Overton/Highlander's site start	10/08/10		
Overton/Highlander's opening	19/10/11		
Shared Campus site start (demolition)	22/07/11		
Shared Campus site start (construction)	20/10/11		
Shared Campus opens	19/08/13		
St Columba's (Gourock HS site) site start	03/08/11		
St Columba's (Gourock HS site) opening	12/06/13		

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 commenced in July 2009 on the two new secondary schools. Work on site on programme.
- Brief Issued for St Gabriel's/Sacred Heart Refurbishment July 2009.
- Brief Issued for Overton/Highlander's Refurbishment August 2009.
- Consultant Selection process underway for new Joint Campus School.
- ASN Education consultation documents to ELLC September 2009.
- Annual Review of SEMP undertaken and reported to ELLC September 2009

Improvement Action.

- The development of a brief and appointment of a design team for the new joint campus.
- To progress major projects to be undertaken in 2010/11 to 2012/13 to site start. (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. The next phase of work is progressing on programme.

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

- The Inverclyde Alliance Community Engagement Network has developed an action plan to implement the revised CE strategy.
- The third Citizen's Panel questionnaire has been completed and a report containing the results is on the agenda of this Committee.

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.
- Conclude the review of local Community Councils' boundaries and a review of the level of support required for Community Councils.

Overall Analysis

Good progress continues to be made. The Citizens' Panel surveys have 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:	93.6% as at 31/07/09 (96.3% same period 2008/09)
Analysis:	While the % paid is slightly down on 2008/09, the performance level remains very high.
Target Performance:	94%
Trend:	Downward

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:	36.2% as at 31/07/09(36.4% same period 2008/09)
Analysis:	The current economic climate is having an effect on the collection levels of Councils. The Revenues and Benefits Manager has regular meetings with the Council's Debt Management Partner to ensure that steps are taken to maximise income where possible.
Target Performance:	93.8% (2008/09 out-turn 93.3%)
Trend:	Marginally Downward

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:	100% June / July 09 (Rolling 12 month average to July 09 - 99.91%)
Analysis:	Above target.
Target Performance:	99.5%
Trend:	Level (Rolling 12 month average to May 09 - 99.90%)

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:	98.48% June / July 09 (Rolling 12 month average to May 09 – 97.90%)
Analysis:	Above target
Target Performance:	90%
Trend:	Level (Rolling 12 month average to May 09 – 97.67%)

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:	4.51% (For Period 2: end of March to end of June 2009)
Analysis:	Better than target .
Target Performance:	5%
Trend:	Improving: Period 2 2008- 5.28%

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) 8.4 incidents per 1,000 employees (b) Average time lost per incident (1.7 days) (Cumulative for Period 2 - 01/04/09 to 30/06/09)
Analysis:	Overall the number of incidents are reducing.
Target Performance:	10% reduction in the number of incidents from same quarter previous year.
Trend:	Improving: (Period 2, 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

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