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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b> 22 September 2009
<b>Report By:</b>	<b>Aubrey Fawcett, Corporate Director Regeneration &amp; Resources</b>	<b>Report No:</b> LA/422/09
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<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 26 May 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:  
Please see tables 1 – 4 in 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. 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.

**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	Static
External validation	None

**Table 3**

Service:	Organisational Development & Human Resources
Indicator:	<b>Absence Management for period 01/04/09 to 30/07/09</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>4.51%</b>
Current Regeneration and Resources Performance Level:	<b>4.23%</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 4.51% which is a decrease in absence rate from 4.98% in the previous quarter and is below the target 5%.  The Regeneration and Resources absence figure has reduced from 4.86% in the previous quarter to

	4.23%. While there have been decreases in the absence rates for administration, cleaning and property, this has been offset by increases in leisure management, janitorial 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>8.4 incidents per 1000 Employees</b>
Current Regeneration and Resources Performance Level:	<b>2.3 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 2009-11 - PROGRESS

- 6.1 The Regeneration and Resources Directorate Plan 2008-11 was approved by Policy and Resources Committee in May 2008. Significant progress has been made since May 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. 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 Examples of projects and improvements actions that have been completed since the last report include:
- Risk Assessment policy and CDM Policy have been ratified at committee
- 6.5 There are a number of projects / improvement actions where there has been slippage. These include:
- No progress will be seen regarding updating /new HR Policies due to the full time secondment of the HR Policy Team Leader to the FOM Project.
  - Implementation of the Workforce Development strategy will be delayed due to the secondment on a part time basis, 2 days per week, of the HR Service Manager to the FOM Project.
  - Due to delays within some of the other Council's who are the Council's benchmarking partners, the review process will now take place later in 2010.
- 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 BACKGROUND PAPERS**

8.1 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	2009-2011		<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 2: Healthy Caring Communities**

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Local Employment Partnership with the Job centre and the Local Employability Partnership to create work placement opportunities for people in the community who have been out of work for a period of time.	<ul style="list-style-type: none"> <li>• Successful completion of work placement opportunities</li> </ul>	Head of Organisational Development and Human Resources	Ongoing		<p><b>2. On Track</b> Working with Job Centre Plus and all vacancies are advertised with Job Centre Plus.</p>
Work in partnership with James Watt College to give work placement opportunities to students with learning difficulties	<ul style="list-style-type: none"> <li>• Successful completion of work placement opportunities</li> </ul>	Head of Organisational Development and Human Resources	April 2010		<p><b>2. On Track</b></p> <ul style="list-style-type: none"> <li>• Successful completion of 4workplacement for a students.</li> <li>• Further placements scheduled for October</li> </ul>
Work in partnership with the local voluntary mental health groups on various projects to raise awareness of mental health issues in the	<ul style="list-style-type: none"> <li>• Anti stigma campaign completed</li> <li>• Mental Health Commendation Award achieved.</li> </ul>	Head of Organisational Development and Human Resources	Dec 2009		<p><b>2. On Track</b></p> <ul style="list-style-type: none"> <li>• Anti Stigma Campaign under way.</li> <li>• Mental Health Commendation Award</li> </ul>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
workplace.	<ul style="list-style-type: none"> <li>• Anti stigma pledge signed by Leader of the Council.</li> </ul>				being assessed. <ul style="list-style-type: none"> <li>• Anti stigma pledge has been signed by the Leader of the Council.</li> </ul>
Working in partnership with Community Voluntary Health Improvement Teams, the Alcohol and Drugs team and the Phoenix Men's Health promotion team on projects to raise awareness of lifestyle choices and health issues in this area.	<ul style="list-style-type: none"> <li>• Sports tournaments completed.</li> <li>• Men's Health event completed.</li> <li>• Women's Health event completed.</li> <li>• Healthy eating event completed.</li> <li>• Heath check comparison statistics improve.</li> </ul>	Head of Organisational Development and Human Resources	April 2010		<b>2. On Track</b> <ul style="list-style-type: none"> <li>• Golf and football tournaments successfully completed.</li> <li>• Woman's Health event (Pink Parade Walk) successfully completed.</li> <li>•</li> </ul>



**Corporate Plan Strategic Outcome 3: Safe, Sustainable Communities**

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)

**Corporate Plan Strategic Outcome 4: A Thriving, Diverse, Local Economy**

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)

**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		<p><b>2. On Track</b></p> <ul style="list-style-type: none"> <li>ICT have confirmed that all issues have been resolved. Roll-out of Minutes and Agendas as from next cycle.</li> </ul>
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 finalised</li> </ul>	Head of Legal & Administration	March 2009		<p><b>1. Completed</b></p> <ul style="list-style-type: none"> <li>Corporate Asset Management Strategy &amp; Action Plan submitted to Regeneration Committee 15 January 2009, approved March 2009.</li> </ul> <p><b>2. On track</b></p> <ul style="list-style-type: none"> <li>Review of Asset Valuation complete March 2008 and data being input to AMP software and procedural guidance for impairment review is being developed.</li> </ul>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
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		<p><b>2. On Track</b></p> <ul style="list-style-type: none"> <li>• Full implementation September 2009.</li> </ul>
Continue to roll out a council wide programme of absence management training. This programme has been ongoing since 2006.	<ul style="list-style-type: none"> <li>▪ Improvement in compliance with the Council's Absence Management Policy.</li> <li>▪ Reduction of Council absence rates</li> <li>▪ Revise council absence management targets</li> </ul>	Head of Organisational Development and Human Resources	<p>Roll out December 2009</p> <p>Review of absence management targets June 2009.</p>		<p><b>2. On Track</b></p> <p>Absence management rates are below 5%</p>
Carry out a programme to refresh and standardise Corporate HR and H&S Policies, bringing them into line with the revised conditions of service, revised Council Structures, and ensuring they reflect updated statutory requirements.	<ul style="list-style-type: none"> <li>• New or significantly updated policies ratified by the Policy and Resources Committee.</li> <li>• All policies made available on ICON</li> </ul>	Head of Organisational Development and Human Resource	Ongoing		<p>2. On track</p> <ul style="list-style-type: none"> <li>• Work on H&amp;S Policies is ongoing, Risk Assessment and CDM Policies have been ratified by the Policy and Resources Committee.</li> </ul> <p>4. Slippage</p> <ul style="list-style-type: none"> <li>• A number of policies have been generated and reviewed however due to the secondment of the HR Policy officer to the FOM project work on</li> </ul>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
					HR Policies will be delayed by at least one year.
Introduce Childcare Voucher Scheme	<ul style="list-style-type: none"> <li>Evaluate a childcare voucher scheme and report to committee.</li> <li></li> </ul>	Head of Organisational Development and Human Resource	January 2010		2. On track Report approved by CMT , going to committee 3/9 – draft tender being prepared
Develop and implement the Council Workforce development Strategy.	<ul style="list-style-type: none"> <li>Draft plan to the Policy and Resources Committee</li> <li>Data gathered showing the demographics, skills and knowledge base of the Council.</li> <li>Gap analysis completed</li> <li>Tailored workforce plans developed.</li> </ul>	Head of Organisational Development and Human Resource	Draft plan to committee May 09  Others ongoing 2/3 year plan.		2. On Track <ul style="list-style-type: none"> <li>A report has been agreed by the Policy and Resources Committee</li> <li>The workforce development Strategy is being piloted in OD&amp;HR</li> </ul>
As part of the workforce development strategy design and roll out a corporate employee performance appraisal process building on the current arrangements for chief officers	Appraisal Process adopted and rolled out on a phased basis	Head of Organisational Development and Human Resources	2009-2011		2. On Track <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</li> </ul>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
					will be looking to roll this out amended to suit service requirements over the next year.
As part of the workforce development strategy develop an accredited corporate leadership and management programme.	<ul style="list-style-type: none"> <li>Selected employees successfully complete the Corporate Leadership and Management programme</li> </ul>	Head of Organisational Development and Human Resources	31/03/11		2. On Track <ul style="list-style-type: none"> <li>Phase 1 - A training needs analysis is underway with employees in grades K-O.</li> </ul>
As part of the workforce development strategy implement a coherent approach to employee development	<ul style="list-style-type: none"> <li>Council wide audit of training.</li> <li>Develop a Council wide training plan.</li> </ul>	Head of Organisational Development and Human Resources	31/03/11		2 On track <ul style="list-style-type: none"> <li>Survey of H&amp;S training needs is underway</li> <li>Course planner being reviewed in light of the results of the training needs analysis work.</li> </ul>
Roll out IIP across the Council	<ul style="list-style-type: none"> <li>All Services have achieved IIP accreditation</li> </ul>	Head of Organisational Development and Human Resource	April 2010		2. On Track <ul style="list-style-type: none"> <li>With the introduction of PSIF services will now evaluate the most suitable quality route either through IIP, Chartermark or some other professional</li> </ul>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
					route. <ul style="list-style-type: none"> <li>Libraries have achieved IIP.</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		2. On Track <ul style="list-style-type: none"> <li>Stress surveys have been carried out in a number of Service Areas. Results will be reported to the Corporate Health and Safety Committee.</li> </ul>
Develop an integrated HR/Payroll System	<ul style="list-style-type: none"> <li>Integrated HR/Payroll system in place for HR and Finance.</li> <li>Roll out self service to all Council Services.</li> </ul>	Head of Organisational Development and Human Resources	HR/Finance Dec 2009  Self Service July 2010		2. On Track <ul style="list-style-type: none"> <li>The inhouse development team are progressing the population of the new system. It is anticipated that a new payrun will commence in October. It is estimated that KV 7 will go live in September. HR have started working on phase 2.</li> </ul>
Tender for and establish an improved Occupational	<ul style="list-style-type: none"> <li>External Occupational Health Provider in place</li> </ul>	Head of Organisational	2009-2011		2. On Track <ul style="list-style-type: none"> <li>Tender documentation</li> </ul>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
Health System		Development and Human Resources			has been submitted to successful candidates through the PQQ process. Tenders are to be returned by the 11 <sup>th</sup> of September.
Review of Standby ( i.e. call out for duty after normal working hours)	<ul style="list-style-type: none"> <li>Terms and conditions associated with standby allowance reviewed.</li> </ul>	Head of Organisational Development and Human Resources	December 2009		2. On Track <ul style="list-style-type: none"> <li>Draft developed – consultation to commence with trade unions shortly</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 Human Resources	2009-2011		2. On Track <ul style="list-style-type: none"> <li>A report on the appeals procedure is on the agenda of this Committee.</li> <li>Pre Appeals meetings are currently taking place.</li> </ul>
Working towards the Council achieving the Healthy Working Lives Mental Health Commendation award.	<ul style="list-style-type: none"> <li>Mental Health commendation award obtained.</li> </ul>	Head of Organisational Development and Human Resources	Dec 2009		2. On Track <ul style="list-style-type: none"> <li>The Council submission has been submitted for assessment.</li> </ul>
Developing training provision through the Clyde valley Consortium	<ul style="list-style-type: none"> <li>Training opportunities made available through</li> </ul>	Head of Organisational Development and	2009-2011		2. On Track <ul style="list-style-type: none"> <li>E-learning equalities training is being</li> </ul>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
	<p>the Clyde Valley Consortium.</p> <ul style="list-style-type: none"> <li>• Equality and diversity elearning course rolled out across the Council.</li> <li>• Customer FirstTraining rolled out across the Council</li> </ul>	Human Resources			<p>updated to take account of changes in legislation. The new version will be rolled out in the near future</p> <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>
Analyse employee survey results and identify appropriate actions to progress key findings.	<ul style="list-style-type: none"> <li>• Reports from focus groups with recommendations submitted to the CMT</li> </ul>	Head of Organisational Development and Human Resources	July 2009		<p>4. Slippage</p> <ul style="list-style-type: none"> <li>• A employee opinion survey has been issued to all staff and the final report, prepared by Edinburgh university has been received and a report is to be submitted to the Policy and Resources committee.</li> </ul>
Development of the National Recruitment portal	<ul style="list-style-type: none"> <li>• The majority of vacancies advertised on the recruitment portal.</li> </ul>	Head of Organisational Development and Human Resources	Ongoing		<p>2. On Track</p> <ul style="list-style-type: none"> <li>• External vacancies are being advertised on the recruitment</li> </ul>



Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
					<p>portal.</p> <ul style="list-style-type: none"> <li>• A report has been prepared.</li> <li>• Training underway to expand access to portal by publicising use of computers in libraries – libraries staff have been trained, poster campaign. Being developed.</li> </ul>
Support the review of Facilities Management	<ul style="list-style-type: none"> <li>• Review completed and report submitted to the CMT.</li> </ul>	Head of Organisational Development and Human Resources	August 2009		<p>2. On Track</p> <ul style="list-style-type: none"> <li>• A report has been issued to the CMT</li> </ul>
Development of Health and Safety materials for inclusion on ICON	<ul style="list-style-type: none"> <li>• Number of hits on pages monitored</li> <li>• H&amp;S information updated bi monthly.</li> </ul>	Head of Organisational Development and Human Resources	Ongoing		<p>2. On Track</p> <ul style="list-style-type: none"> <li>• Health and Safety information is being added to on a monthly basis.</li> <li>• Hits on Health and Safety pages are increasing at a steady rate.</li> </ul>
Health and Safety benchmarking peer review process through the	<ul style="list-style-type: none"> <li>• Improvement of current score of 77</li> </ul>	Head of Organisational Development and	April 2010		<p>3. Not Started</p> <ul style="list-style-type: none"> <li>• Due to delays with the Council's</li> </ul>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/08)
Authorities Benchmarking Consortium.		Human Resources			benchmarking partners, the review process will take place by October 2010.

Key

1 = Completed      2 = On track      3 = Not started      4 = Slippage