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| Report To: | Policy & Resources Committee | Date: 17 November 2009 |
| Report By: | Aubrey Fawcett, Corporate Director Regeneration & Resources | Report No: LA/452/09 |
| Contact Officer: | Elaine Paterson | 01475 712139 |
| Subject: | Regeneration & Resources Directorate Performance Report | |

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 22 September 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.

5.3 **Table 1**

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| Service: | Legal & Administration |
| Indicator: | % of Committee Agendas issued in line with timescales |
| Type of Indicator: | Internal Key Performance Measures |
| Relevance: | |
| Current Performance Level: | 100% |
| Target Performance Level: | 100% |
| 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: | % of draft Committee Minutes issued within 3 working days of Committee meetings. |
| Type of Indicator: | Internal Key Performance Measures |
| Relevance: | |
| Current Performance Level: | 95% |
| Target Performance Level: | 93% |
| 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: | Absence Management for period 01/07/09 to 30/09/09 |
| 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: | 3.81% |
| Current Regeneration and Resources Performance Level: | 4.58% |
| Target Performance Level: | 5% 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 Corporate Absence level has fallen below 4% for the first time. The absence levels for Regeneration and Resources are below the target level of 5%. |
| Trend | The Corporate absence rate is 3.81%, this represents good progress. The Regeneration and Resources absence figure has increased from 4.23% in the previous quarter to 4.58%. |

| | |
|---------------------|--|
| | While there have been increases in the absence rates for Community Support, Janitors, Legal and Economic Development, there has been a decrease in absence rates in Libraries and Museums, Property and the Building Services Unit and in OD&HR. Any increases in absence rate are being addressed by the Service. |
| External validation | Yes |

Table 4

| | |
|---|--|
| Service: | Organisational Development & Human Resources |
| Indicator: | Incident Rate per 1000 Employees for period 01/07/2009- 30/09/2009 |
| 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: | 7.3 incidents per 1000 Employees |
| Current Regeneration and Resources Performance Level: | 3.4 incidents per 1000 Employees |
| Target Corporate Performance Level: | 8.5 incidents per 1000 Employees |
| 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:
- Single status pre-appeal meetings have been completed.
 - Job Evaluation appeals training has been completed.
 - 31 Employees have commenced a Management Development Training programme with James Watt College.
 - Successful payrun on KV7, covering approximately 2500 employees, using the new HR/Payroll system.
- 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 H&S benchmarking 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

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

| Project/Improvement Action | Key Performance Measures | Lead Officer | Timescale | Resources Allocated | Progress Made (Up until 31/12/09) |
|---|---|--|-----------|---------------------|---|
| Supporting the school reprovisioning programme. | <ul style="list-style-type: none"> Successful TUPE transfer of employees to the new PPP Schools, or redeployment of existing employees | Head of Organisational Development and Human Resources | 2009-2011 | | <p>2. On Track</p> <ul style="list-style-type: none"> Employees have been kept updated on TUPE transfers to FESFM Ltd through Roadshows and employee newsletters. A redeployment protocol has been agreed with the Unions A steering group of management, HR and Trades Unions has been established. Work continues on staffing issues in accordance with the School reprovisioning timetable. |

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"> • Successful completion of work placement opportunities | Head of Organisational Development and Human Resources | Ongoing | | <p>3. On Track</p> <ul style="list-style-type: none"> • Signed up to LEP • Agreed to advertise all external vacancies in Job Centre • Agreed to offer Work trials – Will meet with Heads of Service to promote • Have reviewed Recruitment & Selection Processes to ensure that unemployed applicants are not excluded • Will work with Economic & Social Regeneration to develop pre-employment training in specific sectors • Placement made through ENABLE for temp work experience within Creditors Section, Finance Services |
| Work in partnership with James Watt College to give work placement opportunities to students with learning difficulties | <ul style="list-style-type: none"> • Successful completion of work placement opportunities | Head of Organisational Development and Human Resources | April 2010 | | <p>2. On Track</p> <ul style="list-style-type: none"> • Visit held in September 2009 to meet 12 new students and identify matches to potential placements. • Services will be asked in December 2009 to provide 12 week work placements commencing in January 2010 till March 2010 |

| Project / Improvement Action | Key Performance Measures | Lead Officer | Timescale | Resources Allocated | Progress Made |
|--|---|--|------------|---------------------|---|
| Work in partnership with the local voluntary mental health groups on various projects to raise awareness of mental health issues in the workplace. | <ul style="list-style-type: none"> • Anti stigma campaign completed • Mental Health Commendation Award achieved. • Anti stigma pledge signed by Leader of the Council. | Head of Organisational Development and Human Resources | Dec 2009 | | <p>2. On Track</p> <ul style="list-style-type: none"> • Anti Stigma Campaign ongoing. • The Council is expected to receive the Mental Health Commendation Award by the end of this year. • Anti stigma pledge has been signed by the Leader of the Council. • A paper is going up to the CMT via Choose Life to propose that the Chief Executive also signs the See Me Anti Stigma Pledge. |
| 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"> • Sports tournaments completed. • Men's Health event completed. • Women's Health event completed. • Healthy eating event completed. • Health check comparison statistics improve. | Head of Organisational Development and Human Resources | April 2010 | | <p>2. On Track</p> <ul style="list-style-type: none"> • All objectives completed. • Liaised with School's Health Promotion Officers to run a schools competition to include children in 'mental health week' activities • Phoenix Health Team ran free drop in service offering health checks for managers |

Corporate Plan Strategic Outcome 3: Safe, Sustainable Communities

| Project / Improvement Action | Key Performance Measures | Lead Officer | Timescale | Resources Allocated | Progress Made (Up until 31/12/09) |
|------------------------------|--------------------------|--------------|-----------|---------------------|-----------------------------------|
| | • | | | | |

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 31/12/09) |
|------------------------------|--------------------------|--------------|-----------|---------------------|-----------------------------------|
| | • | | | | |

Corporate Plan Strategic Outcome 5: A Modern Innovative Organisation

| Project / Improvement Action | Key Performance Measures | Lead Officer | Timescale | Resources Allocated | Progress Made (Up until 31/12/09) |
|---|--|--|---|---------------------|---|
| Minutes and Agenda on-line system. | <ul style="list-style-type: none"> • Agendas & Minutes available online | Head of Legal & Administration | April 2009 | | <p>2. On Track</p> <ul style="list-style-type: none"> • Roll-out of Minutes and Agendas is on-going. |
| To have in place a Corporate Asset Management Plan and Impairment Review | <ul style="list-style-type: none"> • Corporate Asset Management Plan finalised • Impairment Review finalised | Head of Legal & Administration | March 2009 | | <p>1. Completed</p> <ul style="list-style-type: none"> • Corporate Asset Management Strategy & Action Plan submitted to Regeneration Committee 15 January 2009, approved March 2009. <p>2. On track</p> <ul style="list-style-type: none"> • Review of Asset Valuation complete March 2008 and data being input to AMP software and procedural guidance for impairment review is being developed. |
| Implementation of Licensing (Scotland) Act 2005 | <ul style="list-style-type: none"> • Successful implementation of Provisions of Act | Head of Legal & Administration | September 2009 | | <p>1. Completed</p> <ul style="list-style-type: none"> • Now implemented. |
| 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"> ▪ Improvement in compliance with the Council's Absence Management Policy. ▪ Reduction of Council absence rates ▪ Revise council absence management targets | Head of Organisational Development and Human Resources | Roll out December 2009 Review of absence management targets June 2009. | | <p>2. On Track</p> <p>Absence management rates are below 5% Absence Management policy currently under revision.</p> |

| Project / Improvement Action | Key Performance Measures | Lead Officer | Timescale | Resources Allocated | Progress Made (Up until 31/12/09) |
|---|--|---|---|---------------------|--|
| 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"> • New or significantly updated policies ratified by the Policy and Resources Committee. • All policies made available on ICON | Head of Organisational Development and Human Resource | Ongoing | | 2. On track <ul style="list-style-type: none"> • Work on H&S Policies is ongoing, Risk Assessment and CDM Policies have been ratified by the Policy and Resources Committee. 4. Slippage <ul style="list-style-type: none"> • 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 HR Policies will be delayed. |
| Introduce Childcare Voucher Scheme | <ul style="list-style-type: none"> • Evaluate a childcare voucher scheme and report to committee. | Head of Organisational Development and Human Resource | January 2010 | | 2. On track <ul style="list-style-type: none"> • Scheme approved, currently preparing tender for the provision of a Child Care Voucher Scheme. |
| Develop and implement the Council Workforce development Strategy. | <ul style="list-style-type: none"> • Draft plan to the Policy and Resources Committee • Data gathered showing the demographics, skills and knowledge base of the Council. • Gap analysis completed • Tailored workforce plans developed. | 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"> • A report has been agreed by the Policy and Resources Committee • The workforce development Strategy is being piloted in OD&HR. |

| Project / Improvement Action | Key Performance Measures | Lead Officer | Timescale | Resources Allocated | Progress Made (Up until 31/12/09) |
|--|--|--|------------|---------------------|---|
| 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"> A draft performance appraisal scheme has been piloted in OD&HR, it has also been issued to the OIP group, Workforce Development for comment. |
| As part of the workforce development strategy develop an accredited corporate leadership and management programme. | <ul style="list-style-type: none"> Selected employees successfully complete the Corporate Leadership and Management programme | Head of Organisational Development and Human Resources | 31/03/11 | | 2. On Track <ul style="list-style-type: none"> Phase 2 - 31 Managers have commenced CMI Dev. programmes at James Watt College The next stage is to complete interviews with all managers to team level and develop a training plan for all managers to be submitted to the CMT. |
| As part of the workforce development strategy implement a coherent approach to employee development | <ul style="list-style-type: none"> Council wide audit of training. Develop a Council wide training plan. | Head of Organisational Development and Human Resources | 31/03/11 | | 2 On track <ul style="list-style-type: none"> Survey of H&S training needs is underway Competencies in council policy knowledge set for Middle to senior mgrs. Course planner reviewed to incorporate refresher courses to meet demand. |
| Roll out IIP across the Council | <ul style="list-style-type: none"> All Services have achieved IIP accreditation | Head of Organisational Development and | April 2010 | | 2. On Track <ul style="list-style-type: none"> With the introduction of PSIF services will now evaluate the most suitable |

| Project / Improvement Action | Key Performance Measures | Lead Officer | Timescale | Resources Allocated | Progress Made (Up until 31/12/09) |
|---|---|--|--|---------------------|---|
| | | Human Resource | | | <p>quality route either through IIP, Chartermark or some other professional route.</p> <ul style="list-style-type: none"> Libraries have achieved IIP. |
| Implement the HSE Stress Management Standards | <ul style="list-style-type: none"> Stress management standards implemented | Head of Organisational Development and Human Resources | April 2011 | | <p>2. On Track</p> <ul style="list-style-type: none"> Stress surveys have been carried out in a number of Service Areas. Results will be reported to the Corporate Health and Safety Committee and relevant Heads of Service. |
| Develop an integrated HR/Payroll System | <ul style="list-style-type: none"> Integrated HR/Payroll system in place for HR and Finance. Roll out self service to all Council Services. | Head of Organisational Development and Human Resources | <p>HR/Finance Dec 2009</p> <p>Self Service July 2010</p> | | <p>2. Slippage</p> <ul style="list-style-type: none"> The in-house development team are progressing the population of the new system. The live payrun in September for 4 weekly pays was successful. The next stage is prepared. HR have started working on phase 2. |
| Tender for and establish an improved Occupational Health System | <ul style="list-style-type: none"> External Occupational Health Provider in place | Head of Organisational Development and Human Resources | 2009-2011 | | <p>2. On Track</p> <ul style="list-style-type: none"> Tenders have been returned and a report prepared for the CMT |
| Review of Standby (i.e. call out for duty after normal working hours) | <ul style="list-style-type: none"> Terms and conditions associated with standby allowance reviewed. | Head of Organisational Development and Human Resources | December 2009 | | <p>2. On Track</p> <ul style="list-style-type: none"> Draft developed – consultation to commence with trade unions shortly |
| Processing of appeals and claims in relation to Single Status and | <ul style="list-style-type: none"> All claims and appeals processed and finalised | Head of Organisational Development and | 2009-2011 | | <p>2. On Track</p> <ul style="list-style-type: none"> Training of panel members completed. Pre Appeals meetings are complete. |

| Project / Improvement Action | Key Performance Measures | Lead Officer | Timescale | Resources Allocated | Progress Made (Up until 31/12/09) |
|---|---|--|-----------|---------------------|--|
| Equal Pay | | Human Resources | | | <ul style="list-style-type: none"> Formal appeals programme being agreed. |
| Working towards the Council achieving the Healthy Working Lives Mental Health Commendation award. | <ul style="list-style-type: none"> Mental Health commendation award obtained. | Head of Organisational Development and Human Resources | Dec 2009 | | 2. On Track <ul style="list-style-type: none"> The Council submission has been submitted for assessment –results imminent. |
| Developing training provision through the Clyde valley Consortium | <ul style="list-style-type: none"> Training opportunities made available through the Clyde Valley Consortium. Equality and diversity elearning course rolled out across the Council. Customer First Training rolled out across the Council | Head of Organisational Development and Human Resources | 2009-2011 | | 2. On Track <ul style="list-style-type: none"> Funding approved by CMT. E-learning working group now set up to coordinate customisation and integration of courses with our ICT systems. |
| Analyse employee survey results and identify appropriate actions to progress key findings. | <ul style="list-style-type: none"> Reports from focus groups with recommendations submitted to the CMT | Head of Organisational Development and Human Resources | July 2009 | | 4. Slippage <ul style="list-style-type: none"> Survey summary presentation prepared for elected members |
| Development of the National Recruitment portal | <ul style="list-style-type: none"> The majority of vacancies advertised on the recruitment portal. | Head of Organisational Development and Human Resources | Ongoing | | 2. On Track <ul style="list-style-type: none"> External vacancies are being advertised on the recruitment portal. Training has been carried out for libraries staff and job centre |

| Project / Improvement Action | Key Performance Measures | Lead Officer | Timescale | Resources Allocated | Progress Made (Up until 31/12/09) |
|---|--|--|-------------|---------------------|--|
| | | | | | employees. Posters have been delivered to various public buildings <ul style="list-style-type: none"> Media trial going on linking to other recruitment website |
| Support the review of Facilities Management | <ul style="list-style-type: none"> Review completed and report submitted to the CMT. | Head of Organisational Development and Human Resources | August 2009 | | 2. On Track <ul style="list-style-type: none"> Report being implemented offers being made to Janitorial employees. |
| Development of Health and Safety materials for inclusion on ICON | <ul style="list-style-type: none"> Number of hits on pages monitored H&S information updated bi monthly. | Head of Organisational Development and Human Resources | Ongoing | | 2. On Track <ul style="list-style-type: none"> Health and Safety information is being added to on a monthly basis. Hits on Health and Safety pages are increasing at a steady rate. |
| Health and Safety benchmarking peer review process through the Authorities Benchmarking Consortium. | <ul style="list-style-type: none"> Improvement of current score of 77 | Head of Organisational Development and Human Resources | April 2010 | | 3. Not Started <ul style="list-style-type: none"> Due to delays with the Council's benchmarking partners, the review process will take place later in 2010. |

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|---|
| Key 1 = Completed 2 = On track 3 = Not started 4 = Slippage |
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