
Report To:	Policy & Resources Committee	Date: 2 February 2010
Report By:	Aubrey Fawcett, Corporate Director Regeneration & Resources	Report No: LA/483/10
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 8 October 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**

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:	94%
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 figures for 01/10/09 – 31/12/09 will be reported to the March Committee
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 01/10/09 – 31/12/09 will be reported to the March Committee
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:
- The Council have received the Healthy Working Lives Mental Health Commendation Award. Inverclyde Council are the first Scottish Local Authority to receive the Award.
 - Despite the secondment of senior HR employee to corporate projects such as FOM and HR/Payroll HR have been able to bring in a new redeployment policy /pensions policy and are currently working on updating recruitment and discipline.
 - In order to ensure a robust and cost effective Occupational Health Service for the Council the provision of this Service was put out to tender in May 2009. The tender was for provision of the following:
 - Sickness absence and attendance management provision
 - Statutory Health Surveillance
 - Pre-employment Screening
 - Physiotherapy and Counselling provision

The contract was awarded to Mansionhouse Healthcare; they are a local company and by utilising their Services the Council are investing in the local area. They have also been providing the Council with an interim service while the tender process has been taking place.

The contract is for a period of two years and the CMT has allocated an annual budget of £100,000 for the Service. This will provide an Occupational Health Nurse for 4 days per week, the services of a fully qualified Occupational Health Physician (OHP) and a physiotherapy and counselling service. The Service provided will be a nurse led service which allows the Council to move away from the less cost effective Doctor led service the Council had been utilising.

- The Inverclyde Council website has been made more inclusive through the addition of a British Sign Language translation initiative with a local deaf youth group.

6.5 There are a number of projects / improvement actions where there has been slippage. These include:

- Due to delays within some of the other Councils who are the Council's benchmarking partners, the H&S benchmarking review process will now take place later in 2010.

There are a number of projects / improvement actions where progress has been affected by the senior HR employee secondments to corporate projects such as FOM and HR/Payroll. These include:

- Updating of /new HR Policies has been slowed down by 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. Important milestones e.g. the phased introduction of performance appraisal are not affected.

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 Human Resources
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 meeting regularly. 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>2. 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"> • 9 James Watt College students who have learning disabilities are being matched in to various services to undertake temporary work placements for 12 weeks. Tutors will take each student through their travel route to work in January/Feb.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
					Placements commence March 2010
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		2. On Track <ul style="list-style-type: none"> • Anti Stigma Campaign ongoing. • The Council have received the Healthy Working Lives Mental Health Commendation Award. • 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		2. On Track <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 • The Council participated with the NHS & Voluntary partners in National Mental Health Week activities

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)
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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)
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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 4% 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		<p>2. On track</p> <ul style="list-style-type: none"> Work on H&S Policies is ongoing; The Vibration Policy has been issued to this P&R Committee for ratification. The Asbestos Policy is being worked on and a short term working group has been established to look at a Violent Warning Marker Policy. <p>4. Slippage</p> <ul style="list-style-type: none"> Despite the secondment of senior HR employee to corporate projects such as FOM and HR/Payroll HR have been able to bring in a new redeployment policy /pensions policy and are currently working on updating recruitment and discipline.
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		<p>2. On track</p> <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. 	Head of Organisational Development and Human Resource	<p>Draft plan to committee May 09</p> <p>Others ongoing 2/3 year plan.</p>		<p>2. On Track</p> <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. Progress report going to CMT early 2010

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/09)
	<ul style="list-style-type: none"> Gap analysis completed Tailored workforce plans developed. 				
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. The Performance Appraisal Scheme will be ready for use following necessary training from 1st April 2010 for grade K and above.
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 the 2010 Course planner is in preparation. Competencies in council policy knowledge set for Middle to senior mgrs. Course planner reviewed to

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/09)
					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 Human Resource	April 2010		2. On Track <ul style="list-style-type: none"> With the introduction of PSIF services will now evaluate the most suitable quality route either through IIP, Chartermark or some other professional route. 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		2. On Track <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 on an ongoing basis.
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	HR/Finance Dec 2009 Self Service July 2010		2. On Track Two of the existing six payrolls have been successfully moved onto Chris21: <ul style="list-style-type: none"> KV7, four weekly former APT&C employees. KV2, fortnightly former manual cleaning employees. KV4, fortnightly former manual employees was successfully moved as scheduled for 10th December 2009.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/09)
					<ul style="list-style-type: none"> • KV1, weekly former manual employees early in the New Year. • KV10 and KV11 teaching payrolls before the end of the financial year, 31/3/10.
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		<ol style="list-style-type: none"> 1. Completed <ul style="list-style-type: none"> • A two year contract has been awarded to Mansionhouse Healthcare who are the Council's existing supplier. • £100,000 has been identified by the CMT and allocated annually for the Occupational Health Service.
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		<ol style="list-style-type: none"> 4. Slippage <ul style="list-style-type: none"> • Draft developed – consultation to commence with trade unions shortly <p>May slip to end January 2010</p>
Processing of appeals and claims in relation to Single Status and Equal Pay	<ul style="list-style-type: none"> • All claims and appeals processed and finalised 	Head of Organisational Development and Human Resources	2009-2011		<ol style="list-style-type: none"> 2. On Track <ul style="list-style-type: none"> • Training of panel members completed. • Pre Appeals meetings are complete. • Formal appeals process agreed starting early in New Year
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		<ol style="list-style-type: none"> 1. Completed <ul style="list-style-type: none"> • The Council received the Mental Health Commendation award at a ceremony in Stirling in November.
Developing training	<ul style="list-style-type: none"> • Training opportunities 	Head of	2009-2011		<ol style="list-style-type: none"> 2. On Track

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/09)
provision through the Clyde valley Consortium	<p>made available through the Clyde Valley Consortium.</p> <ul style="list-style-type: none"> • Equality and diversity elearning course rolled out across the Council. • Customer First Training rolled out across the Council 	Organisational Development and Human Resources			<ul style="list-style-type: none"> • E-learning working group now set up to coordinate customisation and integration of courses with our ICT systems. • A working group has been set up to look at the implementation of the Brightwave elearning system within the Council. • Work has commenced with Brightwave to develop the system and brand it for Inverclyde Council.
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		<p>4. Slippage</p> <ul style="list-style-type: none"> • A summary report can be presented to elected members on request.
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		<p>2. On Track</p> <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 employees. Posters have been delivered to various public buildings • 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 	Head of Organisational	August 2009		<p>2. On Track</p> <ul style="list-style-type: none"> • Report being implemented - offers

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made (Up until 31/12/09)
	CMT.	Development and Human Resources			<p>have been made to Janitorial employees.</p> <ul style="list-style-type: none"> 78% of Janitors accepted the offer and changes will be realised March 2010 Recruitment to supervisory posts is completed. One back office employee has been redeployed and one released.
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		<p>2. On Track</p> <ul style="list-style-type: none"> Health and Safety information is being added to on a monthly basis. Risk assessments have been added to the Risk Assessment Library. Service Specific pages are in development. 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		<p>3. Not Started</p> <ul style="list-style-type: none"> Due to delays with the Council's benchmarking partners, the review process will take place later in 2010.

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

KEY PROGRAMMES / PROJECTS AND IMPROVEMENT ACTIONS