

Argyll and Bute Council
Comhairle Earra Ghaidheal agus Bhoid

Customer Services
Executive Director: Douglas Hendry



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21 March 2012

NOTICE OF MEETING

A meeting of the **ORGANISATIONAL DEVELOPMENT POLICY AND PERFORMANCE GROUP** will be held in the **COMMITTEE ROOM 1, KILMORY, LOCHGILPHEAD** on **WEDNESDAY, 28 MARCH 2012** at **2:00 PM**, which you are requested to attend.

Douglas Hendry
Executive Director - Customer Services

BUSINESS

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST (IF ANY)**
3. **MINUTES**
Organisational Development Policy and Performance Group – 28 September 2011
(Pages 1 - 4)
4. **COUNCILLORS TRAINING AND DEVELOPMENT**
Report by Head of Governance and Law (Pages 5 - 6)
5. **IMPLEMENTATION OF PERFORMANCE MANAGEMENT FRAMEWORK**
Report by Head of Improvement and Strategic HR (Pages 7 - 8)
6. **COMMUNITY ENGAGEMENT STRATEGY/ ACTION PLAN**
Report by Head of Improvement and Strategic HR and Head of Community and Culture (to follow)
7. **WORK PROGRAMME** (Pages 9 - 10)

ORGANISATIONAL DEVELOPMENT POLICY AND PERFORMANCE GROUP

Councillor Roderick McCuish
Councillor James McQueen
Councillor Douglas Philand

Councillor Alex McNaughton
Councillor Gary Mulvaney

Contact: Hazel MacInnes Tel: 01546 604269

MINUTES of MEETING of ORGANISATIONAL DEVELOPMENT POLICY AND PERFORMANCE GROUP held in the MEMBERS ROOM, KILMORY, LOCHGILPHEAD on WEDNESDAY, 28 SEPTEMBER 2011

Present: Councillor McQueen (Chair)
Councillor McCuish Councillor Philand

Attending: Charles Reppke, Head of Governance and Law
Jim Smith, Head of Roads and Amenity Services
Malcolm MacFadyen, Head of Facility Services
Jane Fowler, Head of Improvement and Strategic HR
Fergus Murray, Development Policy Manager

In the absence of a the Chair, Councillor McNaughton, the PPG appointed Councillor McQueen to Chair the meeting.

1. APOLOGIES

Apologies for absence were received from Councillor Alex McNaughton and Councillor Gary Mulvaney.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES

The Minutes of the meeting of the Organisational Development Policy and Performance Group held on 29 June 2011 were approved as a correct record.

4. PROCESS FOR CHANGE

A report giving an update to the PPG on Process for Change Programme, consisting of the Customer Management and Workforce Deployment projects, was considered.

Decision

1. Noted the progress of the Process for Change projects and that progress was continually reviewed through regular update reports.
2. Noted that an action plan was being prepared following the Mystery Shopping Exercise which would be reported in due course.

(Reference: Report by Head of Improvement and Strategic HR dated September 2011, submitted)

5. MODERNISATION PROGRAMME

A report outlining the redundancies that had taken place between 1 April 2010 and 30 June 2011 as a result of the implementation of the Council's transformation programme through service reviews and voluntary redundancy/early retirement was considered.

Decision

Noted the content of the report.

(Reference: Report by Head of Improvement and Strategic HR dated September 2011, submitted)

6. ASSET MANAGEMENT STRATEGY

The PPG considered a report providing an update on the progress that had been made in relation to Asset Management.

Decision

1. Noted the progress that would continue to be made.
2. Noted the key elements of the work plan.

(Reference: Report by Head of Facility Services dated 14 September 2011, submitted)

7. THIRD SECTOR DISPOSAL STRATEGY

A report providing Members with an opportunity to review the progress that had been made to develop and introduce asset transfer arrangements to facilitate the transfer of property assets to the Third Sector where appropriate.

Decision

1. Noted that the Third Sector Asset Transfer documents appended to the report including the Stage One scoring matrix were approved by the Asset Management Board at its meeting held on 29 March 2011, and subsequently by each Departmental Management Team.
2. Noted that the Third Sector Asset Transfer pack was the subject of a report to the Strategic Management Team on 22 August 2011.
3. Noted that the Transfer pack was tabled at the meeting of the Third Sector and Communities Community Planning Partnership Sub Group held on 30 August 2011. The purpose of this was -
 - To fulfil a commitment to provide Third Sector representatives with a final opportunity to review the Transfer Pack including the process, application form and guidance notes (but excluding the scoring matrix)

- To secure appropriate nominations from officers for membership of the Decision Making Panel. It will be the role of the Decision Making Panel to make the appropriate recommendation to the relevant Area Committee at Stages 1 & 2 of the process.
- To consider how best to prioritise projects for transfer to ensure that the Council has the required capacity to deal with these given the ongoing Service Review programme.

(Reference: Report by Head of Facility Services dated 13 September 2011, submitted)

8. LOCAL PLAN PROCESS

A report providing Members with an update on the progress with the Local Development Plan process.

Decision

Noted the content of the report.

(Reference: Report by Development Policy Manager dated September 2011, submitted)

9. WORK PROGRAMME

The Work Programme was submitted for consideration.

Decision

Noted the Work Programme.

(Reference: Organisational Development PPG Work Programme 2011/12, submitted)

10. ROADS ASSET MANAGEMENT PLAN

A report informing Members on the formulation of the Roads Asset Management Plan was considered.

Decision

Noted the content of the report.

(Reference: Report by Head of Roads and Amenity Services dated 13 September 2011, submitted)

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3.2 **Members Induction May 2012**

Members will recall the extensive induction programme provided to them following the 2007 local government elections. With the next round of elections taking place on 3rd May 2012, work is in hand to produce a robust induction program for members of the incoming council.

There has been a considerable amount of development work undertaken by local authorities and the Improvement Service which has resulted in the recognition of a number of “Core Competencies” required by elected members and this has fuelled the development of a series of notebooks which have been incorporated into the induction program.

4.0 IMPLICATIONS

Policy In keeping with Council policy to assist Elected Members in developing their knowledge and skills

Financial - There will be some minor costs where external expertise is required to deliver training elements as well as a component for travel and subsistence costs

Legal – None

Personnel – There is some resource implication re officer time re coordinating the induction program outlines

Equal Opportunities -

Executive Director of Customer Services
19 March 2012

For further information contact: Charles Reppke, Head of Governance and Law – 01546 604192 or Stephen Doogan, Area Governance Officer 01546 604342

ARGYLL AND BUTE COUNCIL

ORGANISATIONAL
DEVELOPMENT PPG

CHIEF EXECUTIVE'S UNIT

28 MARCH 2012

PERFORMANCE MANAGEMENT FRAMEWORK - PROGRESS REPORT

1 Introduction

1.1 This report updates the Organisational Development PPG on the progress being made across the Council relating to the key elements of the Planning and Performance Management Framework (PPMF), including

- Corporate Planning
- Service Planning
- Team Planning
- Community Planning Partnership
- Performance scrutiny

1.2 The report provides a detailed view of a range of key areas of development and continuous improvement since the last report to the PPG in June 2011.

2 Recommendation

2.1 It is recommended that the Organisational Development PPG note the progress made in relation to performance management and improvement across the council.

3 Detail

3.1 As the council matures in its approach to performance management, so the systems and processes supporting officers and Members have been developed. The requirements of the Planning and Performance Management Framework are driving the continuous improvements in planning and scrutiny noted below.

3.2 The council is well positioned to present new and re-elected Members with robust performance information in a clear and concise manner following the local government election in May 2012.

3.3 Corporate Planning has benefited from broad consultation, taking as a starting point the Scottish Government's National Outcomes. Members and senior managers have consulted widely with employees and communities, leading to a focused Corporate Plan for 2012 and beyond which was adopted by council in February 2012.

3.4 Service Planning has been the culmination of the work of the Budget Working Group, working with Members and Heads of Services to deliver a suite of clear Service Plans. These Plans are aligned to the Corporate Plan, providing a direct link between the Council's priorities and front line service delivery. The Outcome-based Service Plans provided a robust platform for setting the balanced budget for 2012 and beyond.

3.5 Team Planning provides an action-oriented approach to delivering the services set out in Service Plans. The use of Team Plans enables Service Managers to align the personal goals of employees with Service and Corporate Outcomes through the recently adopted Performance Review and Development process. The Team Planning guidance for 2012-13 has been adopted by the SMT, completing the framework for comprehensive corporate planning from the individual to the corporate level.

3.6 Council and Departmental Scorecards continue to provide summary information across the organisation, with simple click-through technology enabling managers to access the latest details of performance. Recent improvements include the addition of Service Improvement Plans and recommendations from external inspections. The Improvement and OD team are working continuously to enhance the display and accessibility of complex areas such as Risks and Asset Management.

3.7 The Community Planning Partnership has been developing a new Single Outcome Agreement and Community Plan – created as one document for greater efficiency and accessibility. Sharing outcomes and success measures, the new SOA/CP has generated support from all quarters – both in communities and across organisations. The theme groups have worked to create and develop a suite of success measures for each section of the Plan.

3.8 The Executive has continued to scrutinise the Council and Departmental scorecards, which are subsequently published on the Council’s website for public performance reporting (PPR) purposes.

3.9 Area Committees have worked with the Improvement & OD Team to refresh their approach to area scrutiny. The former Area Plans have been set aside in favour of Area Scorecards, designed to provide up to date information about the topics relevant to each Area. These Scorecards are published as a part of regular public performance reporting.

4 Conclusion

4.1 The Planning and Performance Management Framework continues to be the structure against which performance is planned and measured. It is reviewed annually to capture ongoing improvements across the Council.

5 Implications

Policy	none
Financial	the Council’s budget is set and monitored using the processes agreed in the PPMF
Personnel	none
Legal	none
Equal Opportunities	none

Jane Fowler
Head of Improvement and HR

Organisational Development PPG Work Programme 2011

	22 Sept 2010	2 Dec 2010	23 Mar 2011	29 June 2011	28 Sept 2011	1 Dec 2011	March 2012
Councillors Training and Development Charles Reppke		Report submitted outlining key developments		Report due			Update report including information on new members induction training and additional training for spokespersons
Process for Change Jane Fowler	Progress report due, to include information on cashable staff savings expected in respect of Workforce Deployment.	Report submitted highlighting milestones delivered, and those to be delivered by the end of March 2011.	Year 1 Review Noted.		Report due		
Local Plan Process Fergus Murray		Progress report submitted and noted.		Progress report due	Update report on results of consultation.		
Asset Management Strategy Malcolm MacFadyen	Report considered, progress noted.		Progress report due. Noted.		Report due		
Roads Asset Management Plan Sandy MacTaggart	Report considered, progress noted.		Progress report due. Noted.		Report due		
Implementation of Performance Management Framework Jane Fowler		Report submitted and noted.		Progress report due		Progress Report Due	

Organisational Development PPG Work Programme 2011

	22 Sept 2010	2 Dec 2010	23 Mar 2011	29 June 2011	28 Sept 2011	1 Dec 2011	March 2012
Community Engagement Strategy / Action Plan Jane Fowler / Donald MacVicar	Noted progress made in the delivery of the Strategy and the reviewed Action Plan.			Progress report due		Progress Report Due	
Modernisation Programme Jane Fowler				Report on Implementation of Phase 3	Update report Due		
Third Sector Disposal Strategy Malcolm MacFadyen					Report due		