

**PERFORMANCE MANAGEMENT REPORT: FQ2 2009/10**

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**Summary**

The Planning and Performance Management Framework (PPMF) and the Improvement Plan set out the structure and timescale for reporting the Council's performance to Elected Members on a quarterly cycle.

The Chief Executive and Strategic Directors will present the Council Scorecard and Departmental Scorecards to the Executive, using the Council's performance management system, Pyramid. The presentation will focus on performance during the period July to September 2009, including a review of Successes, Key Challenges and an outline of improvement actions for the coming period.

Directors' reports are attached with Scorecards handed separately at the meeting.

Sally Loudon  
Chief Executive

## Council Scorecard performance report

<b>Performance report for</b> Council Scorecard	<b>period</b> July-September 2009
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### Key Successes

1. The Policy and Performance Groups met to develop their key objectives.
2. Customer satisfaction data is reported this quarter, with a refocus on gathering this across the organisation.
3. New Key Performance Indicators have been introduced following the Executive meeting in August 2009.

### Key Challenges

1. Sickness and PDR rates are both poor. Current action is being taken to review absence management through the HR Forum. High volume PDR training was undertaken across the organisation throughout August and September.
2. SoA target achievement is poor. Current action is being taken to communicate with partners on the importance of their role in SoA reporting. A more challenging discussion on targets took place at the most recent CPP Management Committee meeting.
3. Revenue Budget forecast an overspend.
4. Capital Budget forecast an overspend.

### Action Plan to address the Challenges

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of outcome	Risks
ABC 01.09.01	Reduced sickness absence	Improved management processes and implementation	Sickness absence reduced in key areas	Nov 09	Head of I&HR	HR Strategy	
ABC 01.09.02	Improved PDR rates	Departments schedule PDRs in over the course of the year. 100% training coverage for managers undertaking PDRs	80% of PDRs are completed within the financial year	Mar 10	Head of I&HR	HR Strategy	
ABC 01.09.03	Improved customer satisfaction data	Citizens panel questionnaire on Council services linked to PPMF	Services demonstrate action on customer feedback	Dec 09	HoS	PPMF	
ABC01.09.04	Improved progress on SoA targets	Improved communication with partners	All SoA targets are progressed	Dec 09	Head of IHR and partners	SoA	

### Changes to the Corporate Plan or Service Plans

Plan	Changes required	Lead	Date of change
	No changes required		

**Departmental performance report for Chief Executive's Scorecard period July-September 2009**

**Key Successes**

1. Exercise Short Sermon completed.
2. Statutory PIs collated, Audited and published.
3. SOA Annual Report published.

**Key Challenges**

1. HR Strategy
2. Communications Strategy
3. Service Review – following appointment of Head of Improvement and HR
4. Supporting the delivery of the new Community Planning structures and plans

**Action Plan to address the Challenges**

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of outcome	Risks
CE 01.09.01	Revised HR Strategy delivered	Agree programme of delivery	HR Strategy delivery method and dates agreed	Oct 09	JF	Imp Plan	Reduced employee motivation
CE 01.09.02	Core competencies delivered	Chief officers' and senior officers' development programme	High attendance at events which develop management core competencies	Nov 09	JF	Imp Plan	
CE 01.09.03	Improved performance reporting	Identify method and schedule for achieving customer feedback Identify and schedule appropriate service reviews Develop standard approach to recording Risk information	Customer Feedback process and schedule for all service areas Programme of reviews for all service areas Risks recorded consistently in all areas	Nov 09	JF / BW	Imp Plan	

**Changes to the Corporate Plan or Service Plans**

Plan	Changes required	Lead	Date of change
	No changes required		

**Departmental performance report for Community Services period July to September 2009**

**Key Successes**

- Attained target of 75% of quality indicator evaluations by HMIE in school inspections.
- The continued 100% score for children on the Child Protection register with an up to date risk assessment reflects the priority that this work has and the success of auditing and oversight arrangements in ensuring effective responses.
- % of Older People cared for at home or in sheltered accommodation rising from 55.1% during November 2008 to 59.1% during August 2009

**Key Challenges**

- Ensuring all schools achieve the best possible QI evaluations following HMIE inspections.
- Number of children in care has increased significantly since the end of 2008 placing pressures on budgets and creating a projected overspend of £300k for this area of the Children & Families Service.
- Redesign of older people's services in line with the joint older person's plan and continued reduction in NHS continuing care beds. While significant reductions have been made there are 69 continuing care beds for older people remaining in Argyll & Bute
- Drive to increase homeless priority need determinations to meet national target of 80%

**Action Plan to address the Challenges**

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of outcome	Risks
	75% of QI evaluations by HMIE to be good or better	All schools identified as possible inspection schools to attend a 2 day pre-inspection seminar.	The 5 QIs in each school inspection are evaluated as good or better by HMIE	Academic session Aug – July each year	CS	Statutory	Failure to achieve high quality HMIE inspection reports
	The life chances for looked after children are improved	Enhance our care planning arrangements through improved reviewing officer arrangements	Reduce number of children in care	Dec 2009	DD/ML	Corporate Plan	The life changes for looked after children do not improve
		Continue to recruit foster carers to allow most children to be placed with families and within their local area wherever possible	Increase in number of foster carers	March 2010	DD/RW	Corporate Plan	
	Shift the Balance of Care for Older people from Institutional Care to Care at Home	Reduce the number of NHS Continuing Care Beds and provide alternative community health and social care services	Reduce numbers of NHS Continuing Care Beds	March 2010	JR	Corporate Plan	Too many older people remain in institutional care
		Redesign of Older People's Services across the NHS and Council sector	Increase the % of people cared for at home	Nov 2009	JR	Corporate Plan	

	To improve opportunities for people to live independently, secure in their own homes	Extend level of priority need	Adoption of policy recommendations by the Council	October 2009	MMF	ABC06A	Failure to provide sufficient secure tenancies for homeless applicants
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**Changes to the Corporate Plan or Service Plans**

<b>Plan</b>	<b>Changes required</b>	<b>Lead</b>	<b>Date of change</b>
	No changes required		

**Departmental performance report for Corporate Services period Jul-Sep 2009**

**Key Successes**

Completion of or good progress in the key Corporate Outcomes of the Customer Service Centre, Broadband Pathfinder, Process for Change and the Council's Political Management Arrangements and Review of Community Councils Scheme and Community Council Elections. Council adopts and implements new planning framework.

**Key Challenges**

1. Continuing to improve Housing and Council Tax Benefits service – on target
2. Taking forward the implementation of revised political management arrangements and revisions to Constitution – on target.
3. The work to establish Local Area Community Planning Groups and Thematic Groups along with incorporation of Community Engagement Strategy – on target.
4. Giving effect to new Community Councils Scheme – on target
5. Prepare for Procurement capability assessment at end October 2009 – on target

**Action Plan to address the Challenges**

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of outcome	Risks
Corp 2/09/01	Improved housing and council tax benefits service	Prepare self assessment prior to Benefits risk assessment by Audit Scotland, respond to draft report and prepare action plan to address risk areas highlighted	Report agreed and action plan prepared	30/09/09	FW	Audit Scotland	Actions may require increased resources
		Extend review with DWP's performance development team to benefits legislation team	Recommendations for improvement of legislative team performance agreed	31/10/09	FW	DWP standards	
Corp 2/09/02	Improved value for money from Procurement	Prepare self assessment for Procurement Capability Assessment	Self assessment completed	29 Oct 2009	AB	Public Procurement Reform Board	Actions may require increased resources
		Agree target levels for procurement capability and prepare action plan to achieve these target levels	Action plan prepared and approved by Corporate Resources Board	31 Jan 10	AB		

Corp 2/09/03	New Constitution	Changes to the Constitution presented to Council for adoption in tranches	Council approves revised Constitution	By 31/12/09	NS	Council Decision	
Corp 2/09/03	Establish LACPGS and Thematic Groups	Define roles in Constitution, appoint partners, establish arrangements	LACPGS and Thematic Groups established and operating	By Nov 2009	SML/ LS	Political Mgt Review	
Corp 2/09/04	New Community Councils Established	Run Community Council Elections	New Scheme Adopted; elections process taken in accordance with agreed timetable.	29 Oct 2009	KMD	Council Decision	Insufficient candidates to constitute all Community Councils in current round

**Departmental performance report for: Development Services**

**period: July - Sept 2009**

**Key Successes**

Development Services wishes to highlight progress particularly in the following respects:

- High level of inward investment into Argyll and Bute – Welcon.
- Business Gateway – making good progress
- The first CHORD full business case (Oban Bay/Harbour) is scheduled for completion in December 2009.
- Campbeltown Townscape Heritage Initiative (THI) has a Project Officer in place and is now in the delivery stage.
- The adoption of the Argyll and Bute Local Plan in August 2009.
- There has been an ongoing improvement in the level of service provided by the Building Standards team; processing times continue to improve.
- Good progress has been made towards key Development Policy deliverables.

**Key Challenges**

- Maintaining the progress towards economic development outcomes aligned to the Economic Development Action Plan
- CHORD – maintaining momentum
- Budgetary pressures and considerations – Review of School and Public Transport; neighbour notification income; expectations on the Council to provide grant funding to smaller organisations and business start-ups; Visit Scotland funding
- New performance challenges – continuous service improvement aligned to piloting PSIF, further embedding of PPMF and preparations for BV2
- Development of Renewables within Argyll and Bute

**Action Plan to address the Challenges**

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of outcome	Risks
ET01	Maintaining economic development outcomes	Liaison with key partners, assessing priorities and resources, alignment with national and local strategies	The Economic Development Action Plan is approved by the Council and resources appropriately aligned.	2010/11	RP	Business Gateway & Employability Service	Economic uncertainty
ET02	CHORD – maintaining momentum	Project teams produce FBCs and progress as agreed by Boards, supported by good communications programme	Delivery of projects inline with PIDs	ongoing	RP	Corporate Plan / Single Outcome Agreement	Low – subject to close monitoring
DS01	Budgetary pressures	School and Public Transport Review; further lobbying Scottish Executive for review of planning fees; review of spending priorities.	Balanced service prioritisation and budget	Oct 09 ongoing	GH	Service Review Report; Service Plans; Scorecards	Being assessed
DS02	New performance challenges	PSIF pilot will be subject to detailed planning; process requirements for PPMF underway; and BV2 initial prep aligned to PPMF underway.	Increased efficiency; measured outcomes; satisfactory BV2 assessment	PSIF Jun 10; PPMF ongoing; BV2 early '10	LS	Corporate Plan	Being assessed ref. Strategic and Departmental Risk Registers
ET03 a/b	Encourage development of Renewables	Develop a Renewables Strategy and Action Plan. Pursue renewable potentials with interested parties.	Implementation of Renewables actions and establishment of an A&B Renewables Alliance	Early 2010/11	RP	Corporate Plan / Single Outcome Agreement	Failure to provide strong leadership and direction



## Departmental performance report for Operational Services period Jul/Sep 2009

### Key Successes:-

1. Asset maintenance, properties – revenue budget spend in line with plan.

*This is important to ensure suitable flexibility in meeting users' needs and ensuring that statutory and health and safety requirements are met. Update on 1<sup>st</sup> Quarter will be available in early October.*

2. Swimming Pool Usage;

*The first quarter figures showed an increase compared to the same period last year due to the Service adding the usage of the Health Suite to their Swim Only package, in order to give greater value for money and increase usage. This has also been reflected in Swim Only membership sales which have risen by 13%. Confirms the trend of excellent performance which contributes (along with our community partners) to Argyll & Bute being in 3<sup>rd</sup> position for this PI across Scotland. Maintenance works (and temporary closure) at Helensburgh Pool will see the figures fall in the third quarter onwards until mid 2010.*

3. % age of Waste composted and recycled – continuing improvement, particularly same quarter comparison.

*A focus of service planning for next year is to improve on this by ensuring new services continue to offer more kerbside collection opportunities and that we take greater steps at our Recycling Centres and Civic Amenity Sites to ensure separation of materials such as wood waste and rubble. This in addition to the clarity required on the Shanks PPP contract mentioned below.*

4. No of Secondary School meals per day – continuing excellent performance.

*A comparison with target figures show us running well ahead. Comparative data from APSE show us to be one of the best Scottish performers in school meal provision.*

### Key Challenges: -

1 Further increase %age composting & recycling figures.

2. Increase %age income from Car Parking.

3. Reactive road repairs as %age of Revenue Budget.

4. % Road Network to be considered for Maintenance, especially A class roads.

5. PDR Completion to be wider spread throughout the year, rather than concentrated in last quarter.

6. Data checks on Pyramid measures across Operational Services to ensure this is up to date.

### Action Plan to address the Challenges

Ref	Issue/Outcome	Actions to achieve issue/outcome	Success measures	Key dates	Lead	Source of outcome	Risks
OS 01.09.01	Increase in Recycling and Composting Figures	Ensuring negotiations with Shanks on PPP contract are brought to successful conclusion. Report to be heard by Executive in October.  Introduction of further recycling collections.	Increase in measured achievement to over 40% of recycling or composting of original waste production figure	October 2009	Head of Facility Services	Ongoing Negotiations  Service Changes	SEPA refusal to allow some measured diversion from composting plants.  Contractual dispute if no agreement between Shanks & Council.
OS 01.09.02	Increase %age income in Car Parking	Use of G4S to collect and bank cash	Increase in income Will not directly increase income. Indirectly will provide a discipline to ensure regular collection and therefore functioning ticket machines.	End Aug 09	Central Services Manager (CSM)	Departmental Procedures	Action plan put together from Internal Audit report is now mainly implemented.  Continued check on administrative and financial results is required.
		Use of common database in OS	Increase in income	End July 09	CSM		
		Regular audit of procedures	Increase in income	End Dec 09	CSM & Finance Manager		
		Proper Enforcement and Collection from sites	Increased income – budget monitoring, better traffic management	Sept 09	Network & Environment Manager		
OS 01.09.03	Reactive road repairs as %age of Revenue Budget	Good planning of work programmes	Decrease in reactive road repairs as %age of Roads Budget.	End of April 2010	Head of Roads and Amenity Services HRAS	Measurement of reactive repairs against RB	Reactive roads repairs as a % of the Revenue Budget tend to increase due to a £3.8 million shortfall in the required Revenue budget as set out in

							the Roads Asset Plan
OS 01.09.04	% road network to be considered for maintenance - SRMCS Red	Agree with Council in 2010/11 budget process as to importance of 'A' class roads being improved	Decrease in road conditions requiring maintenance/improvement of A class roads	Annual Measure – early spring 2010	HRAS	Agreement on spend of rev & cap budgets against measured conditions. Refer to Roads Asset Man. Plan	Absolute failure of sections of the network leading to road closures or restrictions.
OS 01.09.05	PDRs	Discussion to be held at DMT success measures a gradual shift towards PDRs being completed on a phased basis throughout the financial year.		Measure at February 2010	Director and Heads of Service	Measured results	Too late in financial year to address 1 <sup>st</sup> quarter performance.  Difficult to achieve 2 <sup>nd</sup> quarter performance given previous PDRs have been done in 4 <sup>th</sup> qtr mainly, but discussion with managers to ensure this is gradually smoothed over year.
OS 01.09.06	Full completion of relevant pyramid measures.	Departmental pyramid staff to co-ordinate with Corporate Policy	Non completed measures either to have targets applied or reconsider their use and out of date information to be clearly monitored	15 September 2009	Head of Facility Services and Staff	Report to Departmental Management Team	Programme of meetings being arranged to begin 30 September 2009 re Facility Services. Roads and Amenity Services will follow.

### Changes to the Corporate Plan or Service Plans

Plan	Changes required	Lead	Date of change
	N/A		