

Improvement and HR Annual Performance Review 2009/10

Outcomes	Criteria	Evidence sources (as a minimum)	Key Dates	Lead Officer	Improvement Actions
Key Performance Results	What has your service achieved in relation to your Performance Indicators?	Service plan outcomes:			
Improvement and OD	Clear Corporate Planning processes	Planning and Performance Management Framework reviewed and Updated. SOA is clearly linked to outcomes throughout the Council and Community Planning Partnership	June 2009, September 2009	Policy and Strategy Manager	Further review of PPMF to reflect new Council Structure and improved guidance for managers linked to performance management skills development
		Corporate Plan reviewed	Feb 2010	Policy and Strategy Manager	Review and simplify Corporate Plan to reflect revised Council vision
		Community Plan reviewed	May 2009	Policy and Strategy Manager	Review Community Plan to reflect new partnership vision and changes to public sector
		Community Engagement Strategy and Action Plan developed	June 2009	Policy and Strategy Manager/Community Planning Manager	Community Engagement Actions to be completed. Review roles and responsibilities following Council restructure, roll out community engagement skills development through Better Community Engagement project.
	Partnership development to clarify structures and improve effectiveness	Partnership review completed, including the development and implementation of local community planning groups. 3 rd sector Partnership interface agreed.	June 2009, March 2010	Policy and Strategy Manager	Improve strategic coordination of Community Planning Groups and review areas of responsibility following reorganisation.
		3rd sector demonstration project developed jointly with the Carnegie	November 09	Policy and Strategy Manager	

		Trust and 3 rd sector representatives. Plan in place and project being taken forward by Development Services after 1 April 10			
	Major bids and developments are able to access external funding	Match funding for Campbeltown THI, Rothesay THI and Arrochar Pier all supported and delivered. Funding Officer transferred to Development Services at 1 April 2010.	Mar 2010	Policy and Strategy Manager	
	Supporting the Council's culture change to one focussed on performance	SOA scorecard developed as part of PPMF and measured in Council scorecard. Performance reviewed at bi monthly Community Planning Management Committee meetings.	Sep 09	Policy and Strategy Manager	Review SOA and improve performance indicators to enable effective performance management.
		Pyramid system upgraded to enable scorecard development	Mar 09	Policy and Strategy Manager	Continued review and simplification of performance information held.
		Publicly available performance information not yet enabled	Sep 09	Policy and Strategy Manager	Prioritise availability of Council's performance information on the new website.
		PPMF in place with scorecards are for CPP, Council, Departments and Services. Chief Officer performance and skill is measured through Scorecards, Annual Service Reviews, appointments process and Personal Development Plans. Development training and support to enable culture change and performance improvement is underway for managers	March 2010	Head of IHR	Develop and implement Organisational Development Strategy including core competencies and key performance management skills, to cascade from Chief Officer leadership competencies and Council's revised Vision and Values.
	Best Value	Improvement Plan actions completed. Best Value follow up facilitated. PSIF Corporate Assessment implemented. Best	March 2010	Head of IHR	Updated Improvement Plan to be approved incorporating actions from the Assurance and Improvement Plan, BV2 Gap

		Value 2 gap analysis undertaken.			analysis and PSIF Corporate Assessment.
	Targeted Business Improvement Activities to support process change and improved customer satisfaction in specific services	Process for Change detailed design approved and implementation on track.	2011	Head of IHR/Business improvement Team Manager	Implement Programme communications and skills development related to Pfc. Identify further areas for business improvement in consultation with internal audit and in support of Transformation Programme.
	Effective corporate policy support for SMT, Members and Senior Managers	Action plans completed on Climate Change, Gaelic language and Equality	Quarterly reviews	Policy and Strategy Manager	Refresh guidance on corporate policy areas and link to Organisational Development Framework
	Clear Leadership and development standards and programme	Competencies developed for Chief Officers and implementation for senior managers on track. COSO meetings held 3 per year.	Dec 10	Head of IHR	Complete Manager competencies and develop as part of OD strategy. Develop key skill set for staff at all levels as part of OD Framework. Continue regular programme of COSO meetings.
	Support change in organisational culture	HR Strategy revised and updated.	Oct 10	Head of IHR	Review 2009/10 Strategy and prepare new action plan to reflect changing Council.
		Employee Engagement Strategy developed. Employee Survey carried out, results reported.	Sep 10 Nov 10	Head of IHR	Review and update EES action plan. Further publicise findings, report on actions and rerun survey early 2011.
		Management of Chief Officer reappointment process completed based on core leadership competencies.	Mar 10	Head of IHR	Ensure all HoS and Directors complete Personal Development Plans and hold reviews with manager. Finalise management competencies.
	HR management skills improved to improve organisational efficiency	Training undertaken for all managers in absence management (Community Services). Absence reporting	Mar 10	HR Manager (Operations)	Extend effective absence management training across Council

		increased.			
		Disciplinary policy and guidance notes for managers issued and monitored (Community Services) and training undertaken.	Mar 10	HR Manager (Operations)	Extend effective disciplinary procedure training across Council
		Workforce Planning Strategy developed for SWIA	Mar 10	HR Manager (Operations)	Extend across Council to develop comprehensive workforce planning strategy.
	Promote Argyll and Bute as a tourist destination	Homecoming Marketing Strategy developed and implemented with successful outcome of increased revenue to A&B businesses.	Mar 10	Communications Manager	
	Improve internal and external communications	Communications Strategy and Action Plan developed and part implemented.	Nov 10	Communications Manager	Review and update Communications Strategy and Action Plan.
	Employees of the Council are safe and healthy	Regular liaison meetings took place throughout the year. 100% target of Fire Risk Assessments, training requests and contractor vetting were achieved throughout the year.	Mar 10	Health and Safety Manager	Review and update Health and Safety Plan in consultation with new DMTs. Review targets for Health and Safety training. Implement Health Working Lives programme.
Customer Results	How well has your service met the needs and expectations of customers?	Feedback from employee surveys, a range of consultation and COSO meetings identified internal communication as a weakness. This is being addressed in the Communications Strategy and Action Plan. Learning and Development received overall positive feedback (>90% satisfaction) on training courses. The HR Strategy service carried out regular customer feedback surveys and achieved good overall responses. Feedback surveys	Mar 10	All Managers	Extend and improve customer feedback surveys creating effective baseline data for the new services and plan measureable target improvements. Ensure comprehensive feedback systems in place across the service.

		were not comprehensive across the service.			
Community Results	How sustainable is your service?	The service will be reviewed in 2011/12 as part of the service review programme. The sustainability of the service will be related directly to the shape of the organisation in the future.	Mar 10	Head of IHR/All Managers	Identify opportunities for shared resources with partners in OD, H&S and HR. Reduce travel by more flexible working and use of VC/telephone conferencing.
Resources					
People resources	What people resources are used by your service and how they are managed and motivated?	<p>On average 51 FTE were employed in the service to March 2010.</p> <p>3 Managers left the service as a result of change and restructure to the service.</p> <p>Levels of attendance averaged 1.76 days absence throughout the year, below target. Return to work interviews are held with all staff after sickness absence. Contact maintained if absence is long term.</p> <p>PDR completions - 82%</p> <p>The service management team meets monthly and team briefings are held regularly throughout service on a cascade basis. Frequency increases to fortnightly when high</p>		All managers	<p>The service has had a significant amount of change during the year, with the Head of Service appointed in July 2009 to create a new service combining 5 Management Teams that had not previously been joined. This happened at a time of significant change for the organisation and resulted in periods of uncertainty for the staff.</p> <p>A restructure to streamline performance and organisational development has formed an Improvement and OD team from the former Policy and Strategy/ Learning and Development teams.</p> <p>PDRs are monitored to ensure these are carried out. These are programmed to follow on from manager PDRs and the development of Team workplans.</p>

		<p>priority programmes are underway.</p> <p>An open relationship between staff members and managers is encouraged to enable good communication.</p>			
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	The development of a new service has been challenging for the team members during a period of significant change. Involvement of HR team representatives was a core element in planning the centralisation of the HR service. Consultation took place with managers on the reorganisation of the service.	Mar 10	Head of IHR/ Managers	Hold 2 team days with all team members and provide feedback. Suggestions for improvement to be encouraged across the service. Regular team meetings to be held by managers.
Financial resources	Did your service achieve its target budget outturn?	The service underspent by £63,282 due to spending restrictions in the Business Improvement Team and Performance Team. Some savings were generated by non filling of vacancies.	Monthly	Caroline Whyte	All budget holders input into monthly budget monitoring reports. The budget is a standing item on monthly IHR management team meetings.
Improvement					
Leadership	How have you set the overall aims of the service, managed and implemented this through planning and involving stakeholders and people?	Service plan preparation process has involved Managers in their areas of responsibility. This is informed by the Corporate requirements set out in the Corporate Plan and Improvement Plan. Service targets are informed by customer feedback (internal and external)	In accordance with corporate timescale	All Managers and Head of IHR	Review and discuss corporate guidance at management team meetings. Third tier managers then to draft with their teams involving all key stakeholders

		4 weekly meetings of management team. Cascade to staff teams. Regular whole service team days introduced.	Monthly	Head of IHR	Regular and open forum for discussing corporate issues, service priorities, performance progress. Feedback from whole staff team encouraged and involvement in team days.
Service planning	How do you monitor performance against the strategic and policy context that your service operates in?	The service has clear objectives set by the Community Plan, Corporate Plan, Best Value guidance, Improvement Plan, HR Strategy, Communications Strategy, Health and Safety Plan and Community Engagement Strategy. Delivery on the associated actions plans is measurable and recorded in the performance management system. These are influenced in a a strategic context by close monitoring that identifies developments in national policy that is relevant to the organisation's priorities.	Annually		Review and update service strategies and action plans. Revised Corporate Plan to reflect changing organisation and new vision and values. New Improvement Plan to reflect AIP, PSIF and BV2 Gap Analysis.
Service processes	What activities and initiatives have you taken to meet the service aims with measurable targets?	Service plan targets are set taking into account the overall corporate needs of the organisation as identified by the Executive Committee and SMT. National performance levels and local/regional partnerships inform measures. Research and customer feedback, such as the Employee Survey provide further intelligence and baseline measures for measureable improvement.	Targets set with managers during the course of agreeing service plan and team plans		Review as part of the development of annual service plan, preparation of team plans and in light of further planned customer feedback (internal and external) and baselining. Use output from internal audits to improve targets and processes.

Partners and other resources	What relations are there between your service and partners, what other resources are used and how are they managed?	<p>Consultation with Community Planning Partners in the preparation of the Community Plan and Single Outcome Agreement takes place at bi-monthly CPP Management Committee, Full Partnership, Thematic Group and LACPG meetings. The Community Plan was prepared following significant consultation at a series of events.</p> <p>Health and Safety quarterly liaison meetings assess the progress on the Health and Safety Plan, which is developed in consultation with services.</p> <p>HR Operations and HR Business Partner liaison carried out at regular meetings between Departments and HR Strategy.</p> <p>Pyramid Users meet regularly to discuss issues relating to the performance management system.</p> <p>Partnership working with CIPD, SPDS, HSE, Scottish Government, COSLA, CIPFA, EHRC, CnG is ongoing and a key part of managing improvement in the service.</p> <p>Regular monthly liaison meetings</p>	<p>2 monthly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Ongoing</p> <p>Ongoing</p> <p>Monthly</p>	<p>Head of IHR, Community Planning Manager</p> <p>Health and Safety Manager</p> <p>HR Managers (Operations and Strategy)</p> <p>Improvement and OD Manager</p> <p>Head of IHR/All Managers</p> <p>Head of IHR/ HR</p>	<p>Improve partnership liaison on the Community Plan and SOA to monitor and improve performance through more focussed CPP Management Committee meetings.</p> <p>Continue to monitor progress at LACPGs and Thematic Groups for effective delivery of measureable target outcomes.</p> <p>Review delivery of Health and Safety advice and support in consultation with new DMTs. Refresh Health and Safety Plan.</p> <p>Centralisation of entire HR function has made the need for these meetings obsolete. Close liaison between HR Managers (Strategy and Operations), the HR Board and new DMTs will inform the customer focus of the service.</p> <p>Improve partnership liaison across the whole service.</p>

		<p>take place with the Trade Union representatives. EJCC takes place twice yearly.</p> <p>Cross departmental working groups are developed on an ad-hoc basis to consult and deliver on corporate improvements.</p>	<p>Twice yearly</p> <p>Ongoing</p>	<p>Managers (Operations and Strategy)</p> <p>All managers</p>	<p>Continue with regular liaison meetings, review effectiveness of EJCC, arrange regular liaison meetings between TU representatives and SMT during period of significant change.</p>
Risk Management	What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?	<p>Risk registers</p> <p>Key risks for service in 2009/10 were as follows:</p> <p>Staff absence: lower risk as absence was below target.</p> <p>Recruitment and retention: good response to vacancies in the service, with appropriate appointments made. However difficulties in recruiting in some services highlights the wider economic position.</p> <p>Demotivated workforce: At a time of significant change, communication with staff is important and identified in the Communications Strategy. Delivery of COSO events has kept senior officers involved. Employee survey and suggestion scheme also improve involvement across the organisation.</p>		<p>Head of IHR</p>	<p>Recruitment and retention strategy to be updated as part of HR Action Plan refresh.</p> <p>Implement programme of information cascades, publicise employee suggestion scheme, implement communications training for managers.</p>

		<p>Poor employee relations: improved regularity of meetings with employee representatives is contributing to a more positive relationship.</p> <p>Equal Pay claims: deliver of single status programme on track.</p> <p>Adverse media coverage: proactive approach to media releases and regular meetings with editors has resulted in an improvement in positive media coverage.</p> <p>Website to achieve AA rating: Process for change web team are making progress as planned on implementation of website upgrade.</p>			<p>Continue regular liaison and consultation with TUs.</p> <p>Regular meetings with media representatives and proactive press statements to continue to improve coverage, particularly during a period of significant change.</p> <p>Continue to ensure PfC outputs on track.</p>
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