

REPORT TO: BEST VALUE SUB-COMMITTEE - 26 JUNE 2006
REPORT ON: PERFORMANCE AND PROJECT MONITORING
REPORT BY: ASSISTANT CHIEF EXECUTIVE (COMMUNITY PLANNING)
REPORT NO: 416-2006

1. PURPOSE OF REPORT

To report to the Sub Committee on the arrangements which have been put in place to ensuring effective performance and project monitoring.

2. RECOMMENDATIONS

It is recommended that the Sub-Committee

- i) note the arrangements which have been put in place for regular performance and project monitoring
- ii) note the information contained in Appendices 1, 2 and 3 on progress being made on the objectives, projects and reviews in a wide range of strategic plans under each of the Council's strategic priorities.
- iii) note that arrangements are being made to request further updates on plan items identified as 'behind schedule' or 'unlikely to be achieved', which will include details of the remedial action to be taken to get these back on schedule or the intention to seek Committee approval to reschedule or change the plan items.
- iv) note that work is underway to develop a more comprehensive performance report which includes information on performance indicators and survey results, as well as progress on the items contained in strategic plans.

3. FINANCIAL IMPLICATIONS

None

4. LOCAL AGENDA 21 IMPLICATIONS

None

5. EQUAL OPPORTUNITIES IMPLICATIONS

None

6. BACKGROUND

- 6.1 At its meeting on 24 January 2006, the Sub-Committee agreed report 87-2006 on its remit in relation to best value and efficient government. That report advised that a database had been established which automatically required relevant managers to provide progress reports on agreed strategic plans and that this would be used to produce a quarterly report for the Corporate Management Team, highlighting any projects behind schedule on an exception basis. It was agreed that a summary of the

Management Team reports would be presented to the Sub Committee on a half-yearly basis.

6.2 The database now includes 1484 items, although some of these are in recently published plans and not yet due for their first assessment. That leaves 1112 items, overall progress on which is set out in Appendices 1, 2 and 3 of this report under the key strategic priorities set out in the Council Plan i.e.

- achieving the Community Plan vision
- modernising and continuously improving services
- achieving best practice in managing people and resources

6.3 It can be seen from the appendices that overall progress has been good, with only 10% of the 1112 objectives, projects and reviews either behind schedule or unlikely to be achieved. Only 6 were assessed as 'unlikely to be achieved'. Over 19% of the items have either been completed or are ahead of schedule, with the remaining 71% on schedule.

6.4 Steps are now being taken to ensure that anyone assessing a plan item as behind schedule or unlikely to be achieved will include in their progress assessment a statement of the remedial action being taken to get back on schedule, or the intention to seek approval from Committee for a change to the schedule or to the plan item.

6.5 Work is also underway to develop a more comprehensive performance report which includes information on performance indicators and survey results, as well as progress on the items contained in strategic plans.

7. **CONSULTATIONS**

The Chief Executive and Depute Chief Executives have been consulted on this report.

8. **BACKGROUND PAPERS**

Report 87-2006 to Best Value Sub Committee

Chris Ward
Assistant Chief Executive (Community Planning)..... 23/06/2006

APPENDIX 1

STRATEGIC PRIORITY ONE - ACHIEVING THE COMMUNITY PLAN VISION

1. Overall Performance

1.1 There are 679 objectives, projects and reviews being monitored on the database whose primary theme is one of the five themes which relate to "achieving the community plan vision". Of these 679, the latest assessments are:-

	<u>No.</u>	<u>%</u>
Completed	98	14.4
Ahead of Schedule	31	4.6
On Schedule	492	72.5
Behind Schedule	56	8.2
Unlikely to be Achieved	2	0.3

2. Achievements

2.1 Notable achievements to date include:-

- the New Community Schools Approach has been rolled out to all 10 secondary clusters, 3 months ahead of schedule.
- over 15,000 log-ins per month to IT facilities in libraries and learning centres
- buoyant economic performance (net job growth of 3.5% against Scottish level of 2.5% for the same 3 year period).
- schools PPP Projects on target
- first phase of Central Waterfront complete.
- evaluation of child protection undertaken.
- new Joint Health Improvement Plan agreed with NHS.
- 7 teams of community wardens now operational.
- 59% of street lighting in residential areas converted to white lighting.
- major new housing developments approved.
- local community engagement strategies being further developed.
- Blue Flag status achieved for Broughty Ferry beach.
- Baxter Park re-instatement to original design on budget and target.
- recycling rate well above national target.
- energy savings and reductions in CO₂ emissions on target.

3. Exception Report

3.1 There are 3 items which are unlikely to be achieved and 55 which are behind schedule. The reasons for this vary but are principally due to the following reasons:-

- complexity
- lack of overall control (e.g. major involvement by external agency or agencies)
- insufficient resources
- over-ambitious original target

- 3.2 At the present time there is no critical concern from a corporate viewpoint at the slower than expected progress of these items. This may change with time, however, and will continue to be closely monitored.

APPENDIX 2

STRATEGIC PRIORITY TWO - MODERNISING AND CONTINUOUSLY IMPROVING SERVICES

1. Overall Performance

1.1 There are 194 objectives, projects and reviews being monitored on the database whose primary theme is one of the three themes which relate to "modernising and continuously improving services". Of these 194, the latest assessments are:-

	<u>No.</u>	<u>%</u>
Completed	26	13.4
Ahead of Schedule	14	7.2
On Schedule	125	64.4
Behind Schedule	29	14.9
Unlikely to be Achieved	0	0

2. Achievements

2.1 Notable achievements include -

- new service planning guidance issued in response to Best Value Audit
- 7 Departments have completed EFQM assessments
- new "Customer First" strategy agreed
- three contact centres in operation
- 44,000 multi-application smartcards in circulation
- 43 on-line transactions available
- review of neighbourhood partnership network underway
- Dundee Civic Forum established
- customer satisfaction levels above target in a range of housing and leisure services

3. Exception Report

3.1 There are 3 items which are unlikely to be achieved and 26 which are behind schedule. As in Priority One, the reasons for this vary but are principally due to the following reasons:-

- complexity
- lack of overall control (e.g. major involvement by external agency or agencies)
- insufficient resources
- over-ambitious original target

3.2 While there is no critical concern from a corporate viewpoint at the present time over the slower than expected progress, a number of the items relate to client/customer satisfaction surveys (either below target or survey not carried out). This will be addressed by the Chief Executive's Management Team

APPENDIX 3

STRATEGIC PRIORITY THREE - ACHIEVING BEST PRACTICE IN MANAGING PEOPLE AND RESOURCES

1. Overall Performance

1.1 There are 239 objectives, projects and reviews being monitored on the database whose primary theme is one of the seven themes which relate to "achieving best practice in managing people and resources". Of these 239, the latest assessments are:-

	<u>No.</u>	<u>%</u>
Completed	39	16.3
Ahead of Schedule	7	2.9
On Schedule	164	68.6
Behind Schedule	25	10.5
Unlikely to be Achieved	4	1.7

2. Achievements

2.1 Notable achievements to date include:-

- sustainable development policy approved
- plans for Dundee House agreed
- Council Tax collection rate now above 90%
- equality partnership established
- accessibility audits complete
- Asset Management Plan on target
- development of on-line learning course for employees ahead of schedule

3. Exception Report

3.1 There are 4 items which are unlikely to be achieved and 25 that are behind schedule. As in the other Priorities, the reasons for this vary but are principally due to the following reasons:-

- complexity
- lack of overall control (e.g. major involvement by external agency or agencies)
- insufficient resources
- over-ambitious original target

3.2 While the great majority of the items do not give rise to critical concern from a corporate viewpoint at the present time over the slower than expected progress, the following items will be addressed by the Chief Executive's Management Team:

- Corporate Communication Strategy
- Human Resources Strategy
- Ensuring a proper system of electronic archive of e-mails is maintained.