

**REPORT TO:** Cabinet Member Performance and Governance

**DATE:** 2<sup>nd</sup> December 2009

**SUBJECT:** Performance Portfolio Monitoring 2009/10 - Quarter 2

**WARDS AFFECTED:** All

**REPORT OF:** Samantha Tunney - Assistant Chief Executive (Management)

**CONTACT OFFICER:** Samantha Tunney: 0151 934 2174  
Sue Varga 0151-934 4602

**EXEMPT/CONFIDENTIAL:** No

**PURPOSE/SUMMARY:**

To inform the Cabinet Member of progress in relation to the relevant parts of the Chief Executives' departmental service plan for quarter two 2009/10, 1<sup>st</sup> April 2009 – 30<sup>th</sup> September 2009.

**REASON WHY DECISION REQUIRED:**

As part of the performance management framework, the Cabinet Member is required to monitor performance

**RECOMMENDATION(S):**

The Cabinet Member is asked to note the progress in respect of the portfolio's responsibilities within the Chief Executive's departmental service plan.

**KEY DECISION:** No

**FORWARD PLAN:** Not Appropriate

**IMPLEMENTATION DATE:** Following expiry of the call in of the minutes of this meeting.

ALTERNATIVE OPTIONS: Not applicable

**IMPLICATIONS:**

**Budget/Policy Framework:** This report provides an update on progress as part of the corporate performance management framework

**Financial:** None.

**Legal:** None.

**Risk Assessment:** None

**Asset Management:** None.

**CONSULTATION UNDERTAKEN/VIEWS**

Assistant Chief Executives and Section Heads within the Chief Executive's Department.

**CORPORATE OBJECTIVE MONITORING:**

<u>Corporate Objective</u>		<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community	√		
2	Creating Safe Communities	√		
3	Jobs and Prosperity	√		
4	Improving Health and Well-Being	√		
5	Environmental Sustainability	√		
6	Creating Inclusive Communities	√		
7	Improving the Quality of Council Services and Strengthening local Democracy	√		
8	Children and Young People	√		

**LIST OF BACKGROUND PAPERS RELIED UPON IN THE PREPARATION OF THIS REPORT**

Chief Executive's Departmental Service Plan

## 1. Background

- 1.1 The Chief Executives Departmental Plan was approved earlier this year. The purpose of this report is to update the Cabinet Member on performance for the Performance and Partnership Team and Communications Unit against the Departmental Service Plan (3 year strategic objectives) and Annual Service Plan (ASP) as at the quarter two of 2009/10. This reporting frequency and approach has been recommended for all portfolio areas.
- 1.2 As part of the performance management framework, all Departmental Service Plans, and Annual Service Plans are entered into the Council's SPRINT performance management system and officers are required to update progress within that system. Attached to this report is a copy of the Departmental and Annual Service Plan quarter 2 update on performance.
- 1.3 Annex 1 of this report gives more detailed information of the quarter 2 2009/10 monitoring for the Department Service Plan that is relevant to the Performance and Governance Cabinet.

## 2. Achievements

- 2.1 The progress at quarter 2 is summarised below for the Performance and Partnerships (P&P) Team:

### 2.2 Performance Management and SPRINT

The use of the SPRINT system continues to be embedded, with further training sessions being provided on request to any new employees involved in the Performance Management process.

The team has just started testing of new priority 1 enhancements to the SPRINT system, the improved version will be released after testing has been completed. which work began on enhancements. New features include comparator reports for indicators, Inclusion of extra statuses for action plans and reports, elimination of duplication and some enhancements making the system more user friendly.

The Team continues to work to further embed performance management across the Council. As part of the approved Escalation Policy, poor performance and non compliance will be reported and good performance will be highlighted as best practice for others to learn from and improve.

The use of published performance data will be used to improve performance information across Sefton. The Audit Commission will publish CAA Performance Information comparing Sefton's performance in 2008/09 with all other authorities.

A new performance management framework is being developed as part of the Governance Review.

A workstream of the Strategic Budget Review which includes the rationalisation of all performance, research, intelligence, policy and communications functions, will create the infrastructure to provide an Intelligence Function for the Council, underpinning the performance Improvement agenda.

The development of the framework requires Members to determine a governance structure for area management, to enable it to reflect area level performance management.

The Performance Management regime across the Authority underpins continuous improvement in performance management and service-delivery and including:

Improved reporting - Performance and Partnerships have made changes to what is reported to Members and Officers to assist in the understanding and use of performance analysis.

### **2.3 Data Quality**

The Audit Commissions annual Data Quality review of 2008/09 performance indicators finished in July and the results have been feed into the CAA Use of Resources Score. The Data Quality Policy is currently being redrafted to ensure compliance with the latest guidance and best practice.

The quality of information within SPRINT has improved although the information is variable between departments, all officers are encouraged to complete all required information and exception reports are produced. The quality of information provided will be reviewed after quarter 2 and a paper produced in relation to Action Plans and National Indicators and how these are being addressed through the Council's Data Quality Policy.

There are a couple of activities in the Annual Service Plan that are recorded as delayed, but overall the team are on target to complete as per specified deadlines.

### **2.4 Data Observatory**

Work contributing towards a data observatory is progressing well. A report and proposal was submitted to the Sefton Borough Partnership Executive on 20th July 2009 seeking endorsement for the creation of a Partnership Intelligence Group and initial action plan. This endorsement was duly given.

The group is called "Sefton Understood" comprising of performance and information officers from within the Sefton Borough Partnership it's inaugural meeting took place on 25th September 2009, all statutory partners were represented.

The main issues relating to this area of work are:

Originally, the action plan of "Sefton Understood" set an ambitious deadline of establishing a data observatory by April 2010. Drawing upon the expertise of John Curtis (Director of Knowledge and Information Management, Merseyside Fire Service), this deadline is unlikely to be met given the work surrounding implementation. Sefton Understood will however have a clear action plan by this date of how the group will move forward.

Currently the group is not resourced and draws upon the knowledge and expertise of performance and information officers from across the partnership. This issue will need to be determined if the group is to be more than a "virtual" group and deliver against its objectives as stated within Sefton Understood's Terms of Reference.

## **2.5 Comprehensive Area Assessment**

The Organisational Assessment for Sefton was submitted by agreed deadlines. The Area Assessment process continues on into 2009-2010, all tasks in 2008-2009 were completed by deadline. The results of the Area and Organisational Assessments will be published in December. Embargoed versions have been received and an Improvement Plan is being developed to ensure that action to address any challenges is undertaken in a timely and planned manner.

## **2.6 Strategic Borough Partnership**

The activities to deliver the Governance Review of the SBP need to be refreshed as they are not in accordance with the agreed project plan.

The Governance Review of the SBP is ongoing in accordance with the project plan. The SBP Workstream links closely with the Area Management Workstream and is progressing together.

A report elsewhere on this agenda provides an update on the Governance Review.

## **2.7 Local Area Agreement**

Clarity of responsibility / accountability between the thematic groups and SBP to cover all LAA and SCS indicators is in place. The reporting cycle, which allocates the LAA indicators to thematic groups and reporting is on a 6 monthly cycle, with the option of exception reporting from the Executive to the Board. This will need to be revised dependant on the development of the SCS and potential changes from the evidence base

A comprehensive list of performance options were presented to the SBP Executive, SBP Board and the Cabinet Member Performance and Governance over a number of consecutive months. This has resulted in the first annual LAA report being presented to the SBP and the Cabinet Member Performance and Governance, which has been well received.

We now have a risk register for the Partnership and its delivery of LAA targets. This continues to be a priority work area. A number of options have been presented to the Officers Support Group and the options paper was taken to the Overview & Scrutiny Management Board on 3rd November to develop the role of O&S in the management of the LAA.

## **2.8 Performance and Partnerships Annual Service Plan**

Progress has been made in all actions. A couple of activities have been recorded as overdue or delayed. These actions plans have been carried forward into 2009/10 for completion.

See comments in Annual Service plans in Annex 2 for more detailed information.

# **3. Communications Unit**

## **3.1 Communication Strategy**

The Councils Communication Strategy was completed and published as planned. However, since publication there have been major changes to the media in general and media organisations in our area in particular in recent months. Considerable changes to our work schedules are being undertaken to try to re-align us with these organisations.

Research is on going into social networking trends and their impact on government agencies.

Lack of resources means we are unable to accommodate all of the external and internal requests and initiatives. Further work stream to be undertaken as part of the SBR initiative.

As part of Transforming Sefton project the strategy is being completely re-examined. Building schools for the future is another workstream that requires a large resource currently unavailable.

Of the seventy other local government organisations contacted, many are examining the possibilities but only 1 – 2 are actually actively considering or trailing projects

### **3.2 Advertising Unit**

Work nearing completion on trend and cost analysis and also on current and future partner working arrangements.

Recruitment freeze and advertising ban have had a severe effect on the service. There are likely to be implications as we re-negotiate the contract. The Governments review on Council's advertising spend with newspapers is likely to have a major effect on future business trends.

### **3.3 Election Media Services**

Initial contact made with broadcasters to understand their plans for election coverage. Meeting with election team to establish their requirements for count centres. Initial briefings with local media complete.

Computer software platform used to run real time results service on Web and multi-venue count centres, has been replaced by ICT.

New programmes will need to be written in order to provide this service in the future if required. A project plan and costing is being prepared

### **3.4 Emergency Communication Plans**

Regular attendance at meetings continues to take place. Departmental emergency plan and business continuity plans in process of being updated and tested as part of the Swine Flu exercise.

Draft business and continuity plans complete.

## **4. National Indicators**

- 4.1 National indicators do not exist in the Performance and Partnerships service area. The use of local indicators is also difficult, particularly within the Performance and Partnerships Team where work is essentially supportive of mainstream service-delivery. However, there are a number of statutory functions that this area of the service must complete, such as the submission of performance indicators via the Data Interchange Hub. All of the appropriate deadlines have been met this year as usual.

## **5 Corporate and cross-cutting issues**

### **5.1 Equalities**

The P&P Team's second Equalities Impact Assessment has been started on the process of determining the LAA priorities and targets. Ratification by the Chief Executives Equalities Sub-group will be sought before being entered into the Council's system.

## **5.2 Sustainability**

The department has agreed to adopt "The Sefton Sustainable Office Guide" and staff are encouraged to turn off lights and computers when not in use. We use the I-proc system for ordering all stationery and general office based equipment. We are also part of the corporate waste collections to recycle all waste paper and ink cartridges from our printers.

The Chief Executive's Department is setting up a Sustainability Working Group to incorporate sustainable actions both Levels 1 and 2 into the departmental Service Plan.

## **6 Risk**

6.1 As part of the 2009/10 Service Planning the Chief Executives Department has updated its risk register. A revised Business Continuity Plan has also been completed.

## **7 Recommendation**

The Cabinet Member is asked to note the progress in respect of the portfolio's responsibilities within the Chief Executive's departmental service plan.

# SEFTON METROPOLITAN BOROUGH COUNCIL



*Sefton's **P**erformance **R**eporting and **I**nformation **NeT**work (SPRINT)*

## **Departmental & Annual Service Plan Monitoring**

**Chief Executive - Performance & Partnerships & Communications**

**Quarter 4 2008/09**

Author: Performance and Partnerships

Print Date: 28/10/2009



# Annex 1

## Action

COR-CEX-AP-072 Continue to develop performance management across the Authority to underpin continuous improvement and efficiency by reviewing planning and reporting processes and preparing for the new Comprehensive Area Assessment and improving data quality across the authority

## Lead Officer

Margaret Carney

Samantha Tunney

31-Mar-2010

## Status

On Target

## Progress Summary

<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	50

## **Progress**

A new performance management framework is being developed as part of the Governance Review.

A workstream of the Strategic Budget Review which includes the rationalisation of all performance, research, intelligence, policy and communications functions, will create the infrastructure to provide an Intelligence Function for the Council, underpinning the performance Improvement agenda.

Work continues to embed performance management across the Authority to ensure ownership and involvement this will underpin Sefton's efforts to ensure continuous improvement, efficiency and value for money

New performance summaries have been developed for use at the Chief Executives quarterly Directorate meetings. They include summaries on progress against Corporate and Departmental Actions, an update against relevant National Indicators, comparing Sefton both regionally and nationally with the latest comparative data available from the Places Analysis Tool Website using information from SPRINT predictions of direction of travel have been made. Other areas include in the summary include the results of NI 14 Avoidable Contact and the Place Survey

These summaries will be developed as a dashboard for each directorate using performance information linking achievement and progress back to identified objectives

CAA scores for the Area and Organisational Assessments have been received but are embargoed until mid December

## **Issues affecting current/future progress & corrective actions**

The development of the framework requires Members to determine a governance structure for area management, to enable it to reflect area level performance management.

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
COR-CEX-AP-076 Prepare an employee Communications strategy	Margaret Carney	Craig Galloway	31-Mar-2010	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	40

<u>Progress</u>	<u>Issues affecting current/future progress &amp; corrective actions</u>
<p>There have been major changes to the media in general and media organisations in our area in particular in recent months.</p> <p>Considerable changes to our work schedules are being undertaken to try to re-align us with these organisations.</p> <p>Research is on-going into social networking trends and their impact on government agencies.</p>	<p>Lack of resources means we are unable to accommodate all of the external and internal requests and initiatives.</p> <p>Further work stream to be undertaken as part of the SBR initiative.</p> <p>As part of Transforming Sefton project the strategy is being completely re-examined. Building schools for the future is another workstream that requires a large resource currently unavailable.</p> <p>Of the seventy other local government organisations contacted, many are examining the possibilities but only 1 – 2 are actually actively considering or trailing projects.</p>

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
COR-CEX-AP-080 To progress the Sefton 2010 plan as the broad framework for guiding change in the Authority through to April 2010.	Margaret Carney	Samantha Tunney	31-Mar-2010	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	20

<u>Progress</u>	<u>Issues affecting current/future progress &amp; corrective actions</u>
<p>The 2010 Plan has been subsumed within the Transformation Programme for the Council which comprises: the Strategic Budget Review, the Culture Change Programme, and the reviews of organisational structure.</p> <p>To date the Cabinet has approved the Transformation Programme, and a new organisational structure. The next phase of work is to approve how to move the £25m savings required over the next 3 years.</p>	<p>There is a need to revise this action so that it reflects the revised approach. It is proposed edited to, to deliver the Transformation Programme for the Council. The deadline needs to be revised to March 2012.</p>

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
DSP-CEX-AP-002 - CHIEF EXECUTIVE - Achieve the aims/objectives of the Governance Review through the implementation of improved governance arrangements	Margaret Carney	Margaret Carney	31-May-2010	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	50
Quarter 1	On Target	25

<u>Activities</u>	<u>Comments</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
1. Regular meetings of the Governance Review Working Group taking place and providing a steer for the Review, with timely and appropriate reports to Cabinet/Council		Samantha Tunney	31-May-2010	On Target
2. Effective and robust Project Plan for the Review and regular meetings of the Project Management Group taking place to achieve the actions identified therein		Sue Walton	31-May-2010	On Target
3. Public consultation and engagement undertaken in accordance with any statutory requirements and to a level determined by the Consultation and Engagement Panel to enable the Council to make a decision on its preferred model of executive arrangements		Caroline Elwood	31-Dec-2009	Completed
4. Revised Constitution to take account of the Governance Review		Caroline Elwood	31-May-2010	On Target
5. Area Management Action Plan developed to ensure the aspirations for area management are achieved		Steph Prewett	31-Dec-2009	On Target
6. Revised arrangements for SBP in place (see DSP on SBP)		Samantha Tunney	31-May-2010	On Target

# Annex 1

<u>Activities</u>	<u>Comments</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
7. Risk Management and Performance Management Frameworks reviewed and new procedures in place		Samantha Tunney	31-May-2010	On Target
8. Partnerships/Outside Bodies within Sefton mapped, where appropriate governance arrangements reviewed and robust reporting back/accountability arrangements in place		Samantha Tunney	31-May-2010	On Target
9. New arrangements for scrutinising partnerships developed and in place		Caroline Elwood	31-May-2010	On Target

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
DSP-CEX-AP-005 - COMMUNICATIONS - Develop and manage a new communications strategy to reflect the changing needs of the Council post Major Service Review.	Margaret Carney	Craig Galloway	30-Oct-2010	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	40
Quarter 1	On Target	25

<u>Progress</u>	<u>Issues affecting current/future progress &amp; corrective actions</u>
<p>There have been major changes to the media in general and media organisations in our area in particular in recent months.</p> <p>Considerable changes to our work schedules are being undertaken to try to re-align us with these organisations.</p> <p>Research is on-going into social networking trends and their impact on government agencies.</p>	<p>Lack of resources means we are unable to accommodate all of the external and internal requests and initiatives.</p> <p>Further work stream to be undertaken as part of the SBR initiative.</p> <p>As part of Transforming Sefton project the strategy is being completely re-examined. Building schools for the future is another workstream that requires a large resource currently unavailable.</p> <p>Of the seventy other local government organisations contacted, many are examining the possibilities but only 1 – 2 are actually actively considering or trailing projects.</p>

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
DSP-CEX-AP-006 - COMMUNICATIONS - Co-ordinate elections media services and responses during the period 2008/2011	Margaret Carney	Craig Galloway	31-Mar-2010	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	20
Quarter 1	On Target	10

<u>Progress</u>	<u>Issues affecting current/future progress &amp; corrective actions</u>
Initial contact made with broadcasters to understand their plans for election coverage.	Computer software platform, used to run real time results service on Web and multi-venue count centres, has been replaced by ICT.
Meeting with election team to establish their requirements for count centres.	New programmes will need to be written in order to provide this service in the future if required. A project plan and costing is being prepared.
Initial briefings with local media complete.	



# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
DSP-CEX-AP-007 - COMMUNICATIONS - Refine emergency communications plans, equipment and responses. Update business continuity plan.	Margaret Carney	Craig Galloway	31-Mar-2010	On Target
<b><u>Progress Summary</u></b>				
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>		
Quarter 2	On Target	60		
Quarter 1	On Target	30		
<b><u>Progress</u></b>		<b><u>Issues affecting current/future progress &amp; corrective actions</u></b>		
Regular attendance at LOG & MRF meetings. Department emergency plan and business continuity plans in process of being updated and tested as part of the Swine Flu exercise.				
Draft business and continuity plans complete.				

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
DSP-CEX-AP-008 - COMMUNICATIONS - Consolidate central advertising department and partnership working.	Margaret Carney	Craig Galloway	31-Mar-2010	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	50
Quarter 1	On Target	25

<u>Progress</u>	<u>Issues affecting current/future progress &amp; corrective actions</u>
Work nearing completion on trend and cost analysis and also on current and future partner working arrangements.	<p>Recruitment freeze and advertising ban have had a severe effect on the service.</p> <p>There are likely to be implications as we re-negotiate the contract.</p> <p>The Governments review on Council's advertising spend with newspapers is likely to have a major effect on future business trends.</p> <p>Undertaking exercise to evaluate moving recruitment advertising on-line.</p>

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
DSP-CEX-AP-010 - MANAGEMENT (PERFORMANCE & PARTNERSHIPS) - Delivery of the Governance Review as relates to the Sefton Borough Partnership, improved governance arrangements documented and embedded	Samantha Tunney	Laura Shepherd	31-Mar-2010	On Target

## Progress Summary

<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	50
Quarter 1	On Target	10

## Progress

The activities to deliver the Governance Review of the SBP need to be refreshed, as they are not in accordance with the agreed project plan.

The Governance Review of the SBP is ongoing in accordance with the project plan. The SBP Workstream links closely with the Area Management Workstream and is progressing together.

## Issues affecting current/future progress & corrective actions

## Activities

## Comments

## Lead Officer

## Deadline

## Status

1. Agreed Flexible Agenda Plan for SBP Executive and Board.		Laura Shepherd	30-Jun-2009	Completed
10. Develop a process of 'reporting back' from SBP and theme groups to organisations including the Council		Laura Shepherd	31-Jan-2010	On Target
11. Review and evaluate the governance changes		Laura Shepherd	31-Mar-2010	On Target
2. Reviewed membership and responsibilities for SBP Executive and Board		Laura Shepherd	30-Apr-2009	Delayed
3. Effective use of the Officer Support Group to embed good practice in governance throughout the SBP		Laura Shepherd	31-Mar-2010	On Target

# Annex 1

<u>Activities</u>	<u>Comments</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
4. New governance documents (code of conduct, code of practice, terms of reference, membership, and role descriptions) in place		Laura Shepherd	30-Sep-2009	On Target
5. Introduction of a risk register and risk management to the SBP		Laura Shepherd	30-Apr-2009	Completed
6. Development of an induction programme specific to the SBP		Margie Kirk	30-Sep-2009	On Target
7. Clarity of responsibility / accountability between the thematic groups and SBP to cover all LAA and SCS indicators		Laura Shepherd	30-Jun-2009	Delayed
8. Develop effective relationships between Councillors (including overview and scrutiny) and the SBP		Michele Wainwright	31-Mar-2010	On Target
9. Develop and embed an agreed process to select representatives for SBP		Laura Shepherd	31-Oct-2009	On Target

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
DSP-CEX-AP-011 - MANAGEMENT (PERFORMANCE & PARTNERSHIPS) - Development of the Sustainable Community Strategy vision and related performance management	Samantha Tunney	Laura Shepherd	31-Mar-2012	On Target
<b><u>Progress Summary</u></b>				
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>		
Quarter 2	On Target	20		
Quarter 1	On Target	5		
<b><u>Progress</u></b>				
<p>The creation of a core evidence base for Sefton has been commissioned and it is proposed this be used by the SBP to develop its vision for the Borough - as defined in the Sustainable Community Strategy.</p> <p>The core evidence base will also be used to define Council priorities at a strategic and local level.</p>		<b><u>Issues affecting current/future progress &amp; corrective actions</u></b>		
<b><u>Activities</u></b>				
<u>Activities</u>	<u>Comments</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
1. Communication of the vision and priorities.		Laura Shepherd	31-Mar-2012	On Target
2. Shared understanding by partners (members of SBP) of the vision and their responsibilities for delivery.		Laura Shepherd	31-Mar-2012	On Target
3. Development of a performance management framework that underpins the vision.		Laura Shepherd	31-Mar-2010	On Target

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
DSP-CEX-AP-012 - MANAGEMENT (PERFORMANCE & PARTNERSHIPS) - Lead the Council's Performance Management function, embed the practice and culture within Sefton and support Sefton's preparation for and response to all audit and inspection tasks whether internally or externally generated.	Margaret Carney	Samantha Tunney	31-Mar-2010	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	50
Quarter 1	On Target	25

<u>Progress</u>	<u>Issues affecting current/future progress &amp; corrective actions</u>
The SBR Workstream rationalisation of all Performance, Policy, Research and Communications functions is about to commence and will be delivered by 31st March 2010	

<u>Activities</u>	<u>Comments</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
1. Continue the preparation, submission and response to the Comprehensive Area Assessment.		Andy Dams	31-Mar-2010	On Target
2. The development of a Data Observatory for Sefton MBC and Partners.	See Action Plan ASP03-CEX-AP-005, and comments against supporting activities, which directly relates to this Activity.	Alex Spencer	31-Mar-2010	On Target

# Annex 1

<u>Activities</u>	<u>Comments</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
3. Continue development of Performance Management regime across the Authority to underpin continuous improvement in performance management and service-delivery.	<p>Quarter 1 The Policy and Partnerships team continues to develop the performance management regime across the Authority</p> <p>At the end of quarter 1 an escalation report will be produced for both The Chief Executive and Performance &amp; Governance Cabinet informing them of excellent performance, non compliance, poor performance and any areas that may need to be investigated to reduce risks</p> <p>Further training will be offered demonstrating how SPRINT can be used as a management tool.</p> <p>Quarter 2 An escalation report was produced for both the Chief Executive and Performance &amp; Governance Cabinet informing them of excellent performance, non compliance, poor performance and any areas that may need to be investigated to reduce risks</p> <p>A new summary of performance has been developed for The Chief executives quarterly meetings with Directorate the full report will be presented to Performance &amp; Governance Committee</p>	Sue Varga	31-Mar-2010	On Target

# Annex 1

<u>Activities</u>	<u>Comments</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
<p>4. Continue implementation of the Performance Management Framework by further augmentation of SPRINT, along with further training and dissemination, so that the enhanced system continues to be used to improve service-delivery and performance management and is proofed against future likely need such as the LAA.</p>	<p>Quarter 1 Further training will be offered demonstrating how SPRINT can be used as a management tool officers only using the system infrequently are not aware of how the system has changed and what can be achieved.</p> <p>A series of demonstrations will be arranged for users to help them understand SPRINT</p> <p>To assist in developing performance management a new group will be established to further enhance Performance Management</p> <p>We are currently looking at linking performance and financial information into a joint report.</p> <p>Quarter 2 Performance &amp; Partnerships are investigating the potential for replacing SPRINT in the event that the User Group ceases to operate</p> <p>New methods of Service Planning will be looked at shortly to ensure priorities are established in line with resources and the needs of the community</p>	<p>Sue Varga</p>	<p>31-Mar-2010</p>	<p>On Target</p>
<p>5. Implementation of a Data Quality Strategy for SMBC, so that henceforward all data can be relied on.</p>	<p>Quarter 1 &amp; 2 Data Quality briefing papers have been presented to Performance and Governance, Senior Leadership Team and Strategic and Service Directors meetings. All groups have agreed that Data Quality is very important and improvements must be achieved. Due to its importance, Data Quality will be a standing item on the agendas of these meetings and progress against Data Quality Actions plans will be monitored and reported. The Data Quality Policy is currently being reviewed to include latest legislation and best practice. Data Quality Action Plans have been drafted and are currently seeking approval.</p>	<p>Sue Varga</p>	<p>31-Mar-2010</p>	<p>On Target</p>



**Communications**

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
ASP01-CEX-AP-001 - Develop and manage a new communications strategy to reflect the new media environment, additional access channels and the changing patterns of how the accesses information and news.	Margaret Carney	Craig Galloway	30-Nov-2009	On Target

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
1. Research current media trends.		31-May-2009	Dan Grice	Completed
2. Research public access and news trends.		31-May-2009	Craig Galloway	Completed
3. Liaise with partner organisations and agencies.		31-Jul-2009	Craig Galloway	Completed
4. Consult on best practice.		31-Jul-2009	Craig Galloway	On Target
5. Draft strategy.		30-Oct-2009	Dan Grice	On Target
6. Agree strategy.		30-Nov-2009	Craig Galloway	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	40
Quarter 1	On Target	25

<u>Progress</u>	<u>Issues affecting current/future progress &amp; corrective actions</u>
There has been major changes to the media in general and media organisations in our area in particular in recent months.	Lack of resources means we are unable to accommodate all of the external and internal requests and initiatives.
Considerable changes to our work schedules are being undertaken to try to re-align us with these organisations.	Further work stream to be undertaken as part of the SBR initiative.
Research is on-going into social networking trends and their impact on government agencies.	As part of Transforming Sefton project the strategy is being completely re-examined. Building schools for the future is another workstream that requires a large resource currently unavailable.
	Of the seventy other local government organisations contacted, many are examining the possibilities but only 1 – 2 are actually actively considering or trailing projects.

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
ASP01-CEX-AP-002 - Implement the election media plan by managing media and information requests in line with normal protocols and guidelines.	Margaret Carney	Craig Galloway	31-Mar-2010	On Target

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
1. Compile comparative information.		31-Mar-2010	Craig Galloway	On Target
2. Prepare media packs.		31-Mar-2010	Craig Galloway	On Target
3. Arrange accreditation.		31-Mar-2010	Craig Galloway	On Target
4. Liaise with local, regional and national media.		31-Mar-2010	Craig Galloway	On Target
5. Arrange venues and facilities for broadcasters.		31-Mar-2010	Craig Galloway	On Target
6. Publish guidance information for members and officers.		31-Mar-2010	Craig Galloway	On Target
7. Facilitate media on Election Day.		31-Mar-2010	Craig Galloway	On Target
8. Publish results.		31-Mar-2010	Craig Galloway	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	20
Quarter 1	On Target	10

<u>Progress</u>	<u>Issues affecting current/future progress &amp; corrective actions</u>
Initial contact made with broadcasters to understand their plans for election coverage.	Computer software platform, used to run real time results service on Web and multi-venue count centres, has been replaced by ICT.
Meeting with election team to establish their requirements for count centres.	
Initial briefings with local media complete.	New programmes will need to be written in order to provide this service in the future if required. A project plan and costing is being prepared

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
ASP01-CEX-AP-003 - Refine emergency communications plans, equipment and responses. Update business continuity plan.	Margaret Carney	Craig Galloway	31-Mar-2010	On Target

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
1. Attend Sefton EP Lead Officer Group meetings.		31-Mar-2010	Chris Hannaway	On Target
2. Attend Merseyside Resilience Forum Communications Group Meetings.		31-Mar-2010	Chris Hannaway	On Target
3. Update Departmental Emergency Plan.		30-Nov-2009	Dan Grice	On Target
4. Update Departmental Continuity Plan.		30-Nov-2009	Dan Grice	On Target
5. Test Plans.		31-Jan-2010	Craig Galloway	On Target
6. Take Part in Sefton and regional exercises.		31-Mar-2010	Chris Hannaway	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	60
Quarter 1	On Target	30

<u>Progress</u>	<u>Issues affecting current/future progress &amp; corrective actions</u>
Regular attendance at LOG & MRF meetings. Department emergency plan and business continuity plans in process of being updated and tested as part of the Swine Flu exercise.	
Draft business and continuity plans complete.	

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
ASP01-CEX-AP-004 - Lead the Council's centralised advertising function and embed the practice throughout the Authority	Margaret Carney	Craig Galloway	31-Mar-2010	On Target

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
1. Review advertising trends and costs.		30-Nov-2009	Andy Hebdidge	Completed
2. Review of partnership working arrangements.		30-Nov-2009	Andy Hebdidge	On Target
3. Review of media buying arrangements.		31-Dec-2009	Andy Hebdidge	On Target
4. Preparation for contract tender re-negotiations in 2010.		31-Jan-2010	Andy Hebdidge	On Target
5. Review of Council status.		28-Feb-2010	Andy Hebdidge	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	50
Quarter 1	On Target	25

<u>Progress</u>	<u>Issues affecting current/future progress &amp; corrective actions</u>
Work nearing completion on trend and cost analysis and also on current and future partner working arrangements.	<p>Recruitment freeze and advertising ban have had a severe effect on the service.</p> <p>There are likely to be implications as we re-negotiate the contract.</p> <p>The Governments review on Council's advertising spend with newspapers is likely to have a major effect on future business trends.</p> <p>Undertaking exercise to evaluate moving recruitment advertising on-line.</p>

**Policy and Performance**

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
ASP03-CEX-AP-001 - To continue to monitor and improve the performance framework for the management and delivery of the Local Area Agreement 2007-2010 and 2008-2011.	Samantha Tunney	Ian Willman	31-Mar-2010	On Target

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
1. To develop a more intelligent based reporting mechanism for reporting against the LAA with a particular focus on the outcomes framework.	A comprehensive list of performance options where presented to the SBP Executive, SBP Board and the Cabinet Member Performance over a number of consultative months. This has resulted in the first annual LAA report being presented to the SBP and the Cabinet Member Performance, which has been well received.	30-Sep-2009	Ian Willman	Completed
2. To ensure any risk factors are considered and comprehensively assessed which may prevent the outcomes of the LAA being achieved.	We now have a risk register for the Partnership and its delivery of LAA targets.	30-Sep-2009	Ian Willman	Completed
3. Improve data collection, validation reporting and timetables in respect of the LAA.	This continues to be a priority work area and I am confident of a decision being made by the end of quarter 3. A number of options have been presented to the Officers Support Group and I am attending the Overview & Scrutiny Management Board on 3rd November to develop the role of O&S in the management of the LAA.	31-Dec-2009	Ian Willman	On Target
4. Ensure all agreed reports for Q1 are prepared and distributed	Quarter 1 reports were completed and distributed on time to the SBP Executive and Performance Cabinet.	31-Aug-2009	Ian Willman	Completed
5. Ensure all agreed reports for Q2 are prepared and distributed		30-Nov-2009	Ian Willman	On Target
6. Ensure all agreed reports for Q3 are prepared and distributed		28-Feb-2010	Ian Willman	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 1	On Target	10

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
ASP03-CEX-AP-002 - Delivery of the Governance Review as relates to the Sefton Borough Partnership, improved governance arrangements documented and embedded	Samantha Tunney	Laura Shepherd	31-Mar-2010	On Target

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
1. Agreed, Flexible Agenda Plan for SBP Executive and Board	There is an annual agenda plan approved covering performance updates, currently this is being developed to incorporate reporting to Overview and Scrutiny (3rd November O&S Management Board to consider)	30-Jun-2009	Laura Shepherd	Completed
2. Reviewed membership and responsibilities for SBP Executive and Board	This is delayed to run complimentary to the governance review, being led by the Governance Review Working Group, chaired by Cllr Brodie-Brown, suggested changes have been made regarding the SBP Executive but there are other elements, such as area management that need to be considered.	30-Apr-2009	Laura Shepherd	Delayed
3. Use the Officer Support Group to continue to embed good practice in governance throughout the SBP	Officer Support Group currently leading on development of the risk register, data disaggregation and making the links between different thematic groups through governance developments in each group. Will need to build in a review of OSG terms of reference and idea of development issues for 2010/11	31-Mar-2010	Laura Shepherd	On Target
4. New governance documents (code of conduct, code of practice, terms of reference, membership, and role descriptions)	Again this has strong links to the governance review and consequently the implementation is linked to decisions about area management. There is a draft governing document which can be developed, and the terms of reference and membership of the SBP Board was considered at the April meeting of the SBP Board	30-Sep-2009	Laura Shepherd	Delayed
5. Introduction of a risk register and risk management to the SBP	There is a draft risk register completed by the four thematic groups, this has been considered at OSG, the first report of this will be the 16th November SBP Executive, Performance Cabinet have also suggested reporting this to Cabinet.	30-Apr-2009	Laura Shepherd	Completed
6. Development of an induction programme specific to the SBP		30-Sep-2009	Margie Kirk	On Target



# Annex 1

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
7. Clarity of responsibility / accountability between the thematic groups and SBP to cover all LAA and SCS indicators	Covered by the reporting cycle, which allocates the LAA indicators to thematic groups and reporting is on a 6 monthly cycle, with the option of exception reporting from the Exec to the Board. This will need to be revised dependant on the development of the SCS and potential changes from the evidence base	30-Jun-2009	Laura Shepherd	Completed
8. Improve the relationship between Councillors (including overview and scrutiny) and the SBP, dedicated section of improvement plan	Continued interaction between overview and scrutiny and the LSP team, suggestions of clarification of the performance monitoring from O&S going to the 3rd November.	31-Dec-2009	Laura Shepherd	On Target
9. Development and embedding of an agreed process to select representatives for SBP	Again dependant on the development of the governance review, suggestions of Board members linking to governance bodies would give this process	31-Oct-2009	Laura Shepherd	Delayed
10. Development of a process of 'reporting back' from SBP and theme groups to organisations including the Council		31-Jan-2010	Laura Shepherd	On Target
11. Review and evaluation of governance changes		31-Mar-2010	Laura Shepherd	On Target

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
ASP03-CEX-AP-003 - Management of the LAA (old and new) by Sefton Borough partnership and underpinned by performance understanding, providing a strong position of negotiation for the next round of LAAs in 2011	Samantha Tunney	Laura Shepherd	31-Mar-2010	On Target

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
1. Develop a performance reporting cycle linked to the thematic groups and availability of data		30-Jun-2009	Laura Shepherd	Completed
2. Develop annual reporting approach, through the performance management sub-group, that looks wider than the LAA to ensure new priorities and potential risks are being identified	Annual reporting identified that does link to risks, particularly those held on the risk register, the exception reporting also follows this. Currently there are no identified targets outside of the LAA but the development of the evidence base and the potential to have supporting measures for the partnership will start to develop now.	31-Jul-2009	Laura Shepherd	Completed
3. Use of Planit LAA to ensure partners are engaged in the LAA	Unfortunately external funding from MIEP (Merseyside Improvement and Efficiency Partnership) has ended	31-Oct-2009	Chris Carlsen	Cancelled
4. Use good practice identified by GONW in SSCP to embed performance accountability in all Thematic Groups		30-Nov-2009	Laura Shepherd	On Target
5. Potentially extend accountability so SBP Board and Executive members have accountability for LAA targets and corresponding action plans		31-Dec-2009	Laura Shepherd	On Target
6. Continue to receive updates and attend national events regarding the LAA, promote Sefton's good practice	Within Qtr 1 I have attended a Performance Management and CAA conference.	31-Mar-2010	Ian Willman	On Target

# Annex 1

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
7. Ensure timely link to Overview and Scrutiny allowing for effective overview and scrutiny	<p>Discussions continue with the Head of Overview &amp; Scrutiny in relation to how the LAA links to Overview &amp; Scrutiny.</p> <p>Quarter 2</p> <p>This has been delayed due to the Governance review however a meeting is planned for the 3rd November to present Performance Options to the O&amp;S Management Board.</p>	30-Sep-2009	Ian Willman	Delayed
8. Ensure maximisation of performance reward grant for the 'old' LAA through risk based performance reporting	<p>Liaison with Thematic Partnerships continues to ensure all are kept up to date and current performance and risks in relation to our stretch targets. This has involved closer working within some partnerships to research and develop an understanding of under performance.</p> <p>Quarter 2</p> <p>The first LAA exception report for Quarter 1 was received by Cabinet Member Performance in September 2009. This report was also presented to the SBP Executive.</p>	31-Dec-2009	Ian Willman	On Target
9. Provide strong foundation for the renegotiation of 'new' LAA targets especially those with the potential to be changed due to economic circumstances through risk based performance reporting		28-Feb-2010	Ian Willman	On Target

## Progress Summary

<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 1	On Target	10

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
<p>ASP03-CEX-AP-004 - Continue the preparation, submission and response to the Comprehensive Area Assessment:</p> <ul style="list-style-type: none"> <li>· Ensure Area Assessment and Organisational Assessment submissions are undertaken</li> <li>· Liaise with Audit Commission to establish 'dialogue'</li> <li>· Prepare any response to subsequent judgements</li> </ul>	Samantha Tunney	Andy Dams	31-Mar-2010	On Target

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
1. Establishment of document library.	Document library established and accessible.	31-May-2009	Andy Dams	Completed
2. Engagement with AC over Area assessment /Organisational assessment	<p>Regular contact with the Audit Commission over the summer period of Inspection and assessment.</p> <p>Intensive contact with AC during the finalisation process of the AA/OA.</p> <p>Intensive activity to challenge potential Red Flags and support Green Flag submissions.</p> <p>Intensive activity to moderate and submit alternative versions of the narrative</p>	31-Mar-2010	Andy Dams	On Target
3. Co-ordinate response to AC focus period.	<p>Specific activities include:</p> <ol style="list-style-type: none"> <li>1. Managing the Task/Steering Group</li> <li>2. Co-ordination of Sefton Area response to concerns raised</li> <li>3. Co-ordination of Green Flags</li> </ol> <p>Activities as at September 09:</p> <ol style="list-style-type: none"> <li>1. As above</li> <li>2. Activity to challenge Red Flags and support Green Flags</li> <li>3. Activity to reflect back on AC narrative positions and suggest alternatives in keeping with understood Sefton position.</li> </ol>	31-Jul-2009	Andy Dams	On Target

# Annex 1

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
4. Assess judgement.	September 09 - assessment process subject to tight deadlines but continuing.	31-Oct-2009	Andy Dams	On Target
5. Co-ordinate any appeals against judgement.	Appeals process being managed according to Audit Commission guidelines	31-Jan-2010	Andy Dams	On Target
6. Maintain dialogue with AC throughout.	Dialogue effective and continuing	31-Mar-2010	Andy Dams	On Target
	September 09 - dialogue effective and continuing			
7. Lead preparation of self-assessment for AA and OA for 2010 cycle.	This process is being addressed by a different method involving group activity and position statements.	31-Mar-2010	Andy Dams	Cancelled

## Progress Summary

<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	50

## Progress

See activities for further details

## Issues affecting current/future progress & corrective actions

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
ASP03-CEX-AP-005 - The development of a Data Observatory for Sefton MBC and Partners, and the establishment of a supporting Intelligence and Data Exchange Group	Samantha Tunney	Alex Spencer	31-Mar-2010	On Target

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
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# Annex 1

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
1. A review of Sefton MBC's current intelligence arrangements and practices at departmental level.	<p>Quarter One 2009/10</p> <p>Performance &amp; Partnerships has held a series of meetings with departments to ascertain the Council's current intelligence arrangements.</p> <p>Following these meetings, a report has been produced for the "Knowing and Understanding our Communities Working Group" and to a higher level Strategic Intelligence Group.</p> <p>The "Knowing and Understanding our Communities Working Group" will specifically focus on the Council's current intelligence arrangements, and will help in the development of area profiles for the borough.</p> <p>Terms of Reference, and appropriate linkages re other workstreams will be established during the course of Quarter Two 2009/10.</p> <p>Quarter Two 2009/10: The Knowing &amp; Understanding our Communities Working Group have held a series of meetings during Q2, resulting in a piece of work (and subsequent report) which focusing on:</p> <ul style="list-style-type: none"><li>a) What data/information departments currently have available?</li><li>b) What the source of this data/information is</li><li>c) At what geographical level is this data/information available at?</li><li>d) At what refresh period is the data/information available at</li><li>e) What systems, support and resources are available to departments?</li></ul> <p>The Corporate Performance Officer has written a report to the Assistant Chief Executive (Management) highlighting findings and putting forward recommendations.</p> <p>This report will be circulated to members of the working group when it next convenes in mid November</p>	31-Jul-2009	Alex Spencer	On Target

# Annex 1

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
2. The creation of an Intelligence and Data Exchange Group for the Council and Partners.	<p>Quarter One 2009/10</p> <p>A "Knowing and Understanding our Communities Working Group" has been established and will focus on the Council's intelligence arrangements. Additionally, they will support work to produce area profiles for the borough.</p> <p>A Report focussing on intelligence arrangements will be presented to the Sefton Borough Partnership Executive on 20th July 2009. This report will seek the SBPs endorsement and approval of:</p> <ol style="list-style-type: none"><li>1. The Knowing and Understanding our Communities Working Group (this Group will be internal to Sefton MBC)</li><li>2. The creation of an external working group, comprising of all partners.</li><li>3. A one year action plan for both groups.</li></ol> <p>Quarter Two 2009/10</p> <ol style="list-style-type: none"><li>1. Sefton MBC: The Knowing and Understanding our Communities Internal Working Group has been established and has already held a number of meeting in support of the knowing and understanding communities agenda AND in assessing what SMBCs current intelligence arrangements are.</li><li>2. Sefton Borough Partnership: A partnership intelligence group (Sefton Understood) has been established following endorsement from the Sefton Borough Partnership Executive on 20th July 2009.</li></ol> <p>Sefton Understood held its inaugural meeting on 25th September 2009, and a schedule of meetings for the group has been agreed.</p>	30-Sep-2009	Alex Spencer	Completed



# Annex 1

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
3. The creation of a metabase to identify key sources of evidence on themes such as Population, Deprivation and Local Economy.	<p>Quarter One 2009/10:</p> <p>The Corporate Performance Officer continues to work on a metabase identifying key intelligence sources based on specific themes. The theme of population is shortly to be completed.</p> <p>Should the Sefton Borough Partnership Executive approve the recommendations of an intelligence report produced by the Corporate Performance Officer, it is envisaged that this workstream will pass over to an external intelligence working group comprising of all Sefton MBC partner agencies.</p> <p>Quarter Two 2009/10:</p> <p>This activity is being progressed by the Knowing and Understanding our Communities Internal Working Group.</p> <p>A piece of work has already been completed, and report produced, which focuses on what data/information departments currently possess. This work was broken down into thematic areas including Resident Population, Deprivation, Crime &amp; Disorder etc.</p> <p>The working group will continue the development of a metabase, in addition to area profiles.</p>	31-Mar-2010	Alex Spencer	On Target

# Annex 1

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
4. Research other Data Observatories and Local Information Systems used by other Local Authorities and Partners.	<p>Quarter One 2009/10:</p> <p>A number of Data Observatories have been researched for best practice, and a series of meetings have been held or are in the process of being arranged.</p> <p>Of particular note is a proposed meeting with Cumbria County Council in August 2009. This Authority has been recognised as a "Beacon Authority" in relation to Knowing and Understanding their communities, and for their work relating to the Cumbria Intelligence Observatory.</p> <p>Quarter Two 2009/10:</p> <p>The Corporate Performance Officer continues to research a number of data observatories and local information systems.</p> <p>Unfortunately, the proposed visit to Cumbria County Council was postponed due to unforeseen circumstances. However other councils and organisations continue to be researched as part of the action plan overall.</p>	31-Mar-2010	Alex Spencer	On Target

# Annex 1

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
5. Build an evidence and intelligence base that supports the delivery of the LAA.	<p>Quarter One 2009/10:</p> <p>See comments for activities 1 to 4 which supports this activity</p> <p>Quarter Two 2009/10:</p> <p>In support of the LAA (and general work of the Knowing &amp; Understanding our Communities Internal Working Group) Mott Macdonald have been commissioned to produce a "Core Evidence Base" for the borough. This document will also contribute towards the Council's strategic budget review.</p> <p>The Core Evidence Base will be the first, comprehensive document bringing together data and information in a single point. Much of this information is available at a strategic, high level. However, the working group will be tasked with developing this document further and supplementing it with local data/information.</p>	31-Mar-2010	Alex Spencer	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	30
Quarter 1	On Target	20

## Progress

Work contributing towards a data observatory is progressing well.

A report and proposal was sent to the Sefton Borough Partnership Executive on 20th July 2009 seeking endorsement for the creation of a Partnership Intelligence Group and initial action plan. This endorsement was duly given.

The partnership intelligence group is called "Sefton Understood" comprising of performance and information officers from within the Sefton Borough Partnership.

The inaugural meeting of "Sefton Understood" took place on 25th September 2009, all statutory partners were represented.

John Curtis (Director of Knowledge and Information Management) is chairing the Group, and leading on the development of an action plan to fully develop and implement the group.

Terms of reference have been drafted, and a schedule of meetings agreed. The next meeting will take place in mid-November.

## Issues affecting current/future progress & corrective actions

The main issues relating to this area of work are:

1. Time. Originally, the action plan of "Sefton Understood" set an ambitious deadline of establishing a data observatory by April 2010. Drawing upon the expertise of John Curtis, this deadline is unlikely to be met given the work surrounding implementation. Sefton Understood will however have a clear action plan by this date of how the group will move forward.
2. The Sustainable Community Strategy (SCS). The SCS is still under development and it is therefore difficult to show how Sefton Understood will directly feed into the vision and outcomes of this strategy.
3. Resource. Currently the group is not resourced and draws upon the knowledge and expertise of performance and information officers from across the partnership. This issue will need to be determined if the group is to be more than a "virtual" group and deliver against its objectives as stated within Sefton Understood's Terms of Reference.

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
<p>ASP03-CEX-AP-006 - Continue development of Performance Management regime across the Authority to underpin continuous improvement in performance management and service-delivery and including:</p> <ul style="list-style-type: none"> <li>· Improved reporting</li> <li>· Improved role of Performance Cabinet</li> <li>· Improvements to Corporate Planning process</li> </ul>	Samantha Tunney	Sue Varga	31-Mar-2010	On Target

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
1. Production of quarterly and Year-end performance monitoring reports	<p>Quarter 1 Reports delayed to allow departments to complete their monitoring, Reports ran two days late</p> <p>Quarter 2 Regeneration &amp; Environmental Services Directorate reports produced two weeks early for Chief Executives quarterly Other reports will be available as per timetable</p>	31-Mar-2010	Sue Varga	On Target
2. Ensure that all departments and partners are able to collect the New National Indicator Set	<p>Quarter One 2009/10</p> <p>The Performance &amp; Partnerships Team continues to work closely with departments to ensure that performance information is collected and submitted in accordance with set deadlines.</p> <p>All Performance Information has been submitted to the Data Interchange Hub on schedule.</p> <p>Quarter Two 2009/10</p> <p>The Performance &amp; Partnerships Team continues to work closely with departments to ensure that performance information is collected and submitted in accordance with set deadlines.</p> <p>All Performance Information has been submitted to the Data Interchange Hub on schedule.</p>	30-Jun-2009	Alex Spencer	On Target

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<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
3. Collection and submission of the New National Indicator Set- CLG Data Interchange Hub	<p>Quarter One 2009/10</p> <p>All performance information against the National Indicator Set has been submitted ahead of pre-set deadlines.</p> <p>Quarter Two 2009/10</p> <p>All performance information against the National Indicator Set has been submitted ahead of pre-set deadlines.</p>	31-Mar-2010	Alex Spencer	On Target
4. Assist in the 2008/09 Data Quality Review and Use of Resources	<p>Quarter 1</p> <p>SV requested a date for the review from PWC, all information requested returned to PWC and an initial meeting held to discuss stage 3 of the review was arranged for the 22nd July 2009.</p> <p>Quarter 2</p> <p>PWC completed their Review by the deadline and the results will be fed into the CAA - Use of Resources Score</p>	31-Mar-2010	Sue Varga	On Target
5. Develop the use of CAA Profiles/VFM Profiles - benchmarking	<p>Quarter 1</p> <p>The CAA and VFM Profiles were circulated to all officers, used as part of an exercise for a Strategic and Service Directors Away Day and reported to Performance and Governance Committee</p> <p>Currently looking at examples of best practice and models will be developed to meet our needs</p> <p>Quarter 2</p> <p>P&amp;P have developed a new quarterly performance summary for Directorates using the latest regional and national averages from the Places Analysis Tool</p>	30-Sep-2009	Sue Varga	On Target

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<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
6. Monitor indicators used in CAA Refresh to identify areas for development	<p>Quarter 2 All indicators have been updated and comparison with regional and national averages completed</p> <p>These will be shared with departments to allow greater in-depth analysis</p>	30-Nov-2009	Sue Varga	On Target
7. Improve departments' use of Performance Management techniques as an aid to decision making	<p>Quarter 1 Further demonstrations of SPRINT how to use it i.e. how to update plans and reports available will be developed and rolled out to departments during quarters 2 and 3</p> <p>Quarter 2 Redesigned the quarterly performance summary reports used by the Chief executive</p> <p>Attended two meetings with Regeneration &amp; Environmental Services Directorate to enhance further their understanding of the quarterly performance reports</p> <p>Keep in touch meetings have been scheduled between Performance and Partnerships and Childrens Services</p>	30-Sep-2009	Sue Varga	On Target
8. Improve Performance Management Communications via Workshops/Networks/Intranet	<p>Quarter 1 The Intranet is updated on a regular basis to include new information, and all guidance is circulated to the relevant officers as soon as it is received</p> <p>Quarter 2 The Intranet is updated on a regular basis to include new information, including performance monitoring reports, comparative data and all new national indicator guidance. All guidance is circulated to the relevant officers as soon as it is received</p>	31-Mar-2010	Sue Varga	On Target

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<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
9. Compile Performance Management exception reports and circulate via Chief Executives Quarterly Directorate Meetings and Performance and Governance	<p>Quarter 1 The first exception report will be produced once quarter 1 monitoring has been completed</p> <p>Quarter 2 The first escalation report has been presented to Performance and Governance and will be followed up after completion of quarter 2</p>	31-Mar-2010	Sue Varga	On Target
10. Review and report findings on potential to further improve role of Performance Cabinet in managing performance improvement within the Authority.		31-Mar-2010	Andy Dams	On Target
11. Undertake an audit of 2009/10 Departmental/Annual Service Plan content to ensure adherence to guidance	<p>Quarter One 2009/10.  As a result of work commencing around a data observatory for the Sefton Borough Partnership, this activity will commence during Quarter Two 2009/10.</p> <p>Quarter Two 2009/10.  As a result of work commencing around a data observatory for the Sefton Borough Partnership, this activity will commence during Quarter Three 2009/10.</p>	30-Jun-2009	Alex Spencer	Delayed
12. Refresh Service Planning Guidance in line with new requirements and complete any training	<p>Quarter 1 Initial discussions around earlier completion of guidance and plans in line with the budget setting process have begun</p> <p>Guidance and training will be rolled out after quarter 2</p>	31-Oct-2009	Sue Varga	Not Started

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 2	On Target	50



**Progress**

The Performance Management regime across the Authority underpins continuous improvement in performance management and service-delivery and including:

- Improved reporting - Performance and Partnerships have made changes to what is reported to Members and Officers to assist in the understanding and use of performance analysis

**Issues affecting current/future progress & corrective actions**

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
ASP03-CEX-AP-007 - Continue implementation of the Performance Management Framework by further augmentation of SPRINT, along with further training and dissemination, so that the enhanced system continues to be used to improve service-delivery and performance management and is proofed against future likely need such as the LAA.	Samantha Tunney	Sue Varga	31-Mar-2010	On Target

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
1. Development of SPRINT system upgrade including documentation and enhancements of SPRINT	Quarter 1 Fiona Rimmer is currently working on system enhancements which will be rolled out and tested later in the year	31-Mar-2010	Fiona Rimmer	On Target
2. Test Sefton's instalment of SPRINT upgrades ensure future proofing and succession planning	Quarter 1 Testing in current has not yet started awaiting for release of test site later in the year	31-Mar-2010	Sue Varga	Not Started
3. Implement SPRINT system upgrade, providing guidance materials and training and to all users Complete SPRINT roll-forward & audit	Quarter 1 Upgrade and development of training materials in current has not yet started awaiting for release of test site later in the year	31-Mar-2010	Sue Varga	Not Started
4. Maintenance of SPRINT system	Quarter 1 All day to day maintenance completed	31-Mar-2010	Fiona Rimmer	On Target
5. Further development of Crystal Reports for performance monitoring (NI requirements etc)	Quarter 1 Currently working with Mark Beaver from Avarto to develop new crystal reports to enhance users reporting requirements	31-Mar-2010	Fiona Rimmer	On Target

<u>Progress Summary</u>		
<u>Period</u>	<u>Action Plan Status</u>	<u>% Complete</u>
Quarter 1	On Target	25

# Annex 1

<u>Action</u>	<u>Authorising Officer</u>	<u>Lead Officer</u>	<u>Deadline</u>	<u>Status</u>
ASP03-CEX-AP-008 - Implementation of a Data Quality Strategy for SMBC, so that henceforward all data can be relied on.	Sue Varga	Sue Varga	31-Mar-2010	On Target

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
1. Update and implement Sefton's Data Quality Strategy document in line with the current PMF.	<p>Quarter 1</p> <p>The strategy is currently being re-written in line with best practice and latest guidance. As part of the governance review the performance management framework will be reviewed</p> <p>Actions will be reported quarterly to all relevant groups on progress made to improve data quality</p>	30-Sep-2009	Sue Varga	On Target
2. Facilitate the Data Quality Network	<p>Quarter One 2009/10:</p> <p>Departments have been approached to identify a new Data Quality Champion who will attend the Network</p> <p>Quarter Two 2009/10:</p> <p>This activity has been put "On Hold" until Quarter Three 2009/10.</p> <p>As part of the Knowing and Understanding our Communities Agenda, there will be a review of the Data Quality Network given that data quality will be an integral part of the Knowing &amp; Understanding our Communities Internal Working Group, and the partnership intelligence group (Sefton Understood).</p>	31-Mar-2010	Alex Spencer	On Hold

# Annex 1

<u>Activities</u>	<u>Comments</u>	<u>Deadline</u>	<u>Lead Officer</u>	<u>Status</u>
3. Improve data collection, validation, reporting and timetables included in PIG/LOIG/Cabinet meetings	<p>Quarter 1</p> <p>Data Quality briefing papers have been presented to Performance and Governance, Senior Leadership Team and Strategic and Service Directors meetings. All groups have agreed that Data Quality is very important and improvements must be achieved. Due to its importance, Data Quality will be a standing item on the agendas of these meetings and progress against Data Quality Actions plans will be monitored and reported. The Data Quality Policy is currently being reviewed to include latest legislation and best practice. Data Quality Action Plans have been drafted and are currently seeking approval.</p> <p>Data Quality Action Plans have been inserted into each departmental plan and departments will insert all activities they will complete to towards the improvement of Data Quality</p>	31-Mar-2010	Sue Varga	On Target
4. Identify current skills base and fulfil the training needs of officers involved in the data collection, validation, reporting processes, target setting and data quality.		30-Jun-2009	Sue Varga	On Target
5. Review the format of all current monitoring reports for consistency with Corporate Plan/LAA Activities.	<p>Quarter One 2009/10:</p> <p>This work area has been put "On Hold" until the commencement of Quarter Two 2009/10.</p> <p>Quarter Two 2009/10:</p> <p>This work area has been "Delayed" until the commencement of Quarter Three 2009/10.</p>	31-Aug-2009	Alex Spencer	Delayed
6. Identify Data Quality in risk register e.g. complexity of data collection, data processing and analysis, level of subjectivity, maturity and stability of data systems, expertise of those who operate systems		31-Jul-2009	Sue Varga	On Target