

# ROCHDALE METROPOLITAN BOROUGH COUNCIL

## SERVICE PLANNING 2010/11

### Service... Performance and Development.....

#### SERVICE PLAN UPDATE

##### Brief Description of the Service

The Performance & Development Service (PDS) was created in 2006 to deliver and support services in achieving the Council's ambitious improvement plans.

Performance & Development provides a range of services:

- Policy
- Performance
- Organisational development
- Information
- Research and intelligence
- Townships

Although the service has only been in operation for a short time there is evidence that the combined performance and development services are having a significant impact on the Council's improvement agenda.

##### Broad Service Objectives

Our key purpose is to lead and facilitate improvement across the Council. We will do this through:

1. Leading an integrated approach to improved customer outcomes.
2. Working with and on behalf of Members, ELT and the Local Public Service Board.
3. Challenging performance, accountability and customer outcomes.

This will involve:

- Facilitating learning and innovation;
- Developing the organisation and individual;
- Supporting members;
- Engaging communities;
- Leading the devolution agenda
- Providing advice and support;
- Collaboration with partners;
- Proactive and informed policy and project development;
- .....and developing best practice.

#### **PART A Review of the Year**

##### **Achievements and Headlines 2009/10**

As Performance & Development provides corporate support to the Council and its services many of its services support the council's priorities, as follows:

##### **JOBS & PROSPERITY**

- Development of recession action plan and monthly Recession Barometer. The Council's approach to the recession was identified as good practice by both the Audit Commission and the Centre for Local

#### Economic Studies

- Coordinated the Council's Benefits Improvement Board and lead on specific areas of improvement work including a self-assessment, analysis of benefits needs and take-up, development of a benefits take-up strategy and data quality support. This has helped the Benefits Service achieve a very positive inspection result of "good with promising prospects"
- Led the Council's Workforce Inclusion Steering Group which aims to join up the Council's development and learning agenda with the priorities set out in Pride of Place around skills and jobs and prosperity.
- Appointed a workforce inclusion officer to manage the council's commitment to Future Jobs Fund and develop training opportunities for local people in the council
- Developed a more strategic approach to our apprentice offer
- Supported targets around skills through actively promoting the Skills Pledge and the development of our workforce
- Support to save Middleton Open Market from closure.
- Promoting events in the town centre to increase footfall and support local retailers and businesses
- Supporting the Future Jobs Fund Initiative – several posts in the service

### **MAKING SURE EVERY CHILD MATTERS**

- Implemented ContactPoint which is the national children's database and shows practitioner involvement with children. The Council became the first local authority in the country to successfully accredit a health partner. ContactPoint will be provided to over a thousand practitioners throughout the borough.
- Migration of Education Management System to dot.net environment – improved access and functions and used to review and improve system. Also increased the number of teams using the system
- Development of automated daily data transfer by schools into the Council's education information system. This data is used by all services dealing with school attendance and missing children.
- Supported improving local democracy in schools in 2009/10.
- Implemented of Integrated Childcare System to support children's social care
- Supported the development of the Joint strategic needs assessment for children and young people, working towards the review of the Children and Young People's Plan
- Led on researching and developing business case for new Families Development Programme to support the Think Family agenda, focussing on helping managers and frontline workers to become more family-focussed and provide better, more integrated services
- Townships led and supported initiatives to improve facilities and activities for young people across the Borough including piloting a Youth Fund; funding 2 youth buses.

### **IMPROVING COMMUNITY SAFETY**

- Pennines Township recorded a 20% fall in youth offending during the summer. This can be attributed to a closer working relationship between the Township Committee and partner agencies such as Police and Youth Service. The Township Committee committed money towards a summer football tournament in the township, which successfully kept many youngsters occupied during the school holidays.
- Led on implementation of community cohesion strategy and work to support new and emerging communities in the borough (now transferred to Regeneration Service)
- Townships supported various successful initiatives to improve community safety such as providing activities for young people, piloting Smartwater project with the Police; extending the Safer Retailer scheme.

### **CREATING A CLEANER, GREENER ENVIRONMENT**

- Carried out performance clinics with Environmental Management Service with the aim of improving service performance.
- Townships worked with Environmental Management to tackle local issues by carrying out environmental improvements

### **IMPROVING HEALTH AND WELL BEING**

#### **Health improvement and tackling health inequalities**

- Led on Joint strategic needs assessments on 3% most deprived areas, older people, children and vulnerable adults (statutory requirement). Influenced the following key documents which are more evidence-based which will lead to better targeted services for customers:
  - Tackling Deprivation Together reports and action plan (with a new, more targeted approach to tackling deprivation)

- Older People's Strategy
- Children and Young People's Plan (in progress)
- Led on implementation of Council health and well-being strategy including:
  - Established new post of Council Health Improvement Manager to lead health and well-being agenda in the Council
  - Created Council Health Improvement Group with representatives from all council services, the Impact Partnership, Link 4 Life and Rochdale Boroughwide Housing along with partners from HMRNHS (PCT).
  - Creation of the Healthy Workforce Steering Group which has set an ambitious work programme aimed at improving the health and well-being of Council and Service Delivery Partner Staff.
  - Development of the framework, process and timetable for the Health and Wellbeing Peer Review Programme. All services have been visited and made aware of the programme. The majority of Service Peer Reviews have been carried out and been seen as successful in raising the profile and commitment within services and partners to maximise their impact upon health and well-being and reducing inequalities. The outcomes of this programme will be tied into the Cross Cutting Reviews.
  - Piloted a Health and Well Being Partnership in Pennines Township
  - Developed and implemented projects with partners as part of the 'Kick-start your Health' initiative.
- The Joint Health Unit continued its work in partnership with NHS Heywood, Middleton and Rochdale to tackle health inequalities in the borough and:
  - Produced best practice guides to inform service delivery and commissioning
  - Conducted a number of targeted research projects looking at specific issues impacting on residents, including a research project with people from the Borough with HIV/Aids
  - Developed policies around health in both the Council and PCT and led on improvements relating to the health block of the Comprehensive Area Assessment (CAA)
  - Co-ordinated the development of an evaluation framework to be used across the Borough to help assess the effectiveness and impact of services
  - Led the development of a high level Health & Well-Being Strategy for the Borough
  - Led Joint Strategic Needs Assessment for the LSP, Council and PCT
- The Council and PCT held the Live Life Event, which provides health and well being information about all services. 1,300 local people attended the event, helping local people be aware of local services available to them.
- The Feel good Festival was organised by Rochdale Township (in partnership) and included activities and events such as live music and dance, art, theatre, cultural events and a street market.

### **Vulnerable people and inequalities**

- Supported the Supporting People Improvement Board and inspection, including self-assessment, data quality checking. Score changed from poor to fair with excellent prospects for improvement and better service provided to Supporting People clients
- Supported the cross-council response to Communities and Local Government diagnostic visit on PSA 16 (groups at risk of social exclusion). Assessed as best local area by far, with recommendation for exemplar status (embargoed) and increased reputation for borough
- Worked with Adult Care Services on their Improvement and Transformation Plans, working with a framework to embed performance management with analysis, tools and systems.
- Managing statutory returns and supporting the relationship with the Care Quality Commission
- The Integrated Adult System, i.e. Allis (Adult Liquid Logic Integrated System) went live in December 2009 with 300 front line staff using the system across Adult Care and Multi-agency teams. This social care information management system allows integration of financial and document management systems. The implementation of the system is the foundation for personalisation, mobile working and full electronic recording
- Successfully piloted and implemented Home Care E-monitoring. This allows home care worker's arrival and departure at client's houses to be recorded by telephone, and so aids accurate time recording and service charging.
- The CAF (Common Assessment Framework) project was progressed to allow sharing of information between partners, e.g. Council, Pennine Care Trust and other partners, thereby helping to ensure social care client information is captured and recorded once and available to all agencies. In 2009/10 we

secured funding and participated in the demonstration project, results from which will be used to influence the national policy. The council has achieved a strong reputation with the Department of Health as a result of our work in this area.

- The annual Equalities Listening Event was held at Middleton Arena and was a great success. The event allows local people to tell us what they think about our services and how they could be improved
- Supported the development of the Rochdale Area Safeguarding Board, significant involvement in the board and subgroups, Audit and Scrutiny, Policy and Procedures.

### **Older people**

- The Recycled Teenagers initiative continued to provide fun, interactive events for older people throughout the Borough. Ideas for many of the events are suggested by local people. This and other work on activities for older people is recognised by the Audit Commission as good practice, and evidence shows that it helps prevent the need for acute services.
- The Older People's Strategy has been drafted and presented to Cabinet in March 2010.
- Supported the development of Township Senior Citizens Panels

### **ALL PRIORITIES**

The Performance & Development Service provides a range of generic services that help services contribute to the corporate priorities, and the LSP to tackle the borough priorities.

### **External Assessment and Inspection Support:**

- Led the Pride Partnership's (the LSP) first self-evaluation looking at how well the whole partnership is delivering improved outcomes in the borough. This highlighted needs, performance, best practice, innovation and areas for development.
- Led Pride Partnership's response to the new Comprehensive Area Assessment through a multi-agency group
- Led on the Organisational Assessment of the Council, particularly relating to the Use of Resources KLOE, and compiling the self-assessment report. The result of the CAA Organisational Assessment was that the Council is performing adequately.
- The CAA Use of Resources report by the Audit Commission noted improvements in data quality across the council based on spot checks of National Indicator data. This was led by P&D Service.
- Supported the re-inspection of the Supporting People service, and inspection of the Benefits Service. The results of both these inspections were positive, with the Supporting People service improving from 'poor' to 'fair' and having 'excellent prospects', and the Benefits Service being judged to be 'good' with 'promising prospects'.
- Supported the annual assessments of children's services and adult social care services, both of which were judged "good" by external inspectors

### **Performance Management**

- Further developed Performance Manager which is being used by the Council, PCT and the LSP to collect, record and report performance data, particularly national and local PIs, including those in Pride of Place, Aiming High and the Local Area Agreement.
  - Developed service home pages and on-line help
  - Developed a user manual
  - Provided training for several hundred users including Executive Leadership Team and the Local Public Service Board
- Developed a Pride Partnership performance framework and presented quarterly performance reports to Performance Board and Performance Scrutiny Committee.
- The Annual Report 2008/09 was published in November and summarises performance and financial information about the Council and its services. Positive feedback has been received from inspectors.

## **Overview and scrutiny**

- Supported members in their overview and scrutiny role by providing advice and support to members sitting on overview and scrutiny committees, presenting quarterly reports and supporting scrutiny reviews on use of consultants and IMPACT recharging.

## **Service Planning**

- Work has progressed in 2009/10 regarding a revised service planning framework based on IdEA best practice. This will be implemented in line with the publication of the next version of Aiming High due in 2011.

## **Townships**

- Community engagement continued to be successful, particularly Area Forums. These enable members, senior Council officers and people from other authorities such as the police to be questioned and explain their decisions to local people.
- After a Township decision a memorial was constructed in Heywood to commemorate people who have died in non-conflict service. This is the first memorial of its kind in the country. The work received much positive feedback from Heywood residents and the Heywood Township Team won the best team award in the Council's annual customer services awards.
- The Township model provides a very effective way of working with partners and local communities to shape local service delivery

## **Information Protection and Insurance**

- During 2009/2010 training on data protection and freedom of information commenced with a number of teams
- Developed an information security toolkit for the council

## **Health partnership working**

- The JHU has a democratic liaison function, which has continued to provide help and support to members and Health Overview and Scrutiny.
- Health and Wellbeing Township Partnerships have now been or in the process of being established in each of the four Townships, to enable greater focus on community health and wellbeing.

## **Policy and Research**

- Co-ordinated response to Statutory City Region pilots as part of our role as leading cross-council support for strategic sub-regional agenda
- Provided data analysis, interpretation and dissemination on a range of issues, with a particular focus on deprived communities to LSP partners, members and the public
- Led on development of new approach to understanding our customers using customer insight techniques, and ran a successful pilot for the Benefits Improvement Board

## **Stepping Up and Organisational Development**

- P&D Service provided significant support to the Cross Cutting Reviews element of our transformation programme Stepping Up. This included:
  - Overall programme lead
  - Lead on "people" part of reviews
  - Lead on staff engagement, external engagement, customer insight, strategic needs analysis and strategic drivers work streams plus inequalities and families cross-cutting work streams
  - Ran engagement workshops for council staff to look at possible efficiencies. 84% of participants thought the workshops were good or very good which results in staff feeling engaged and more positive about the changes needed in the council

- Led on development of council organisational development strategy, recognised as leading practice in Greater Manchester
- Led on the key strands of Maximising Potential of our People strands of Stepping Up including:
  - Enterprising Leadership was delivered to xxx managers and an evaluation showed that the programme has had a direct impact on the way managers operate, lead change and deliver improvements to the public.
  - The coaching programme has helped more junior staff build the confidence they need to operate at a more senior level, take greater responsibility and support and develop themselves and others. The coaching programme is delivered with Stockport and is considered an example of good practice in the region.
  - Work around cultural change including leading on the development of and working to embed our new organisational values the Rochdale way
  - Led on developing a new corporate approach to apprentices
  - Led on Workforce development and succession planning
  - Developed new Member Development Strategy recognising the need to personalise the support provided to members, better coordinate the range of development opportunities and improve overall delivery
- We continued to provide a programme of learning and development for staff and managers, including e-learning options and tailored development programmes

## **PART B Key Changes to Service Plan proposed for 2010/11**

### **Aiming High 2007 – 2010**

There are few Aiming High targets that the Performance & Development Service is directly responsible for achieving. However, many of our activities indirectly contribute to the achievement of the priorities. Examples include activities and initiatives relating to performance data collection and reporting, data quality improvement, inspection support and service improvement, strategy development, policy development, research, and township and scrutiny support.

### **SERVICE PLAN 2010/11 – WHAT WE WILL DO**

#### **INCREASING JOBS AND PROSPERITY**

We will:

- Coordinate and support the Council's Skills Improvement Board and carry out specific pieces of work to support improvement of skills outcomes in the borough
- Support the review of the Economic Partnership
- Coordinate skills training provision within the Council and promote workforce skills development. We will ensure training meets the needs of existing and new employers via our Centre for Learning & Development which leads the Council with regards to organisation development. To help deliver these and Stepping Up's Maximising the Potential of Our People priority we provide the Enterprising Leadership Programme, and are involved in the graduate training scheme and young apprenticeship scheme. We are also providing training for members in partnership with the North West Employers Organisation.
- Work in partnership with Hopwood Hall College and other key stakeholders to deliver the Skills Pledge and improve our training offer to staff including:
  - Actively encourage and support our employees to gain the skills and qualifications that will support their future employability and meet the needs of our business/organisation;
  - Actively encourage and support our employees to acquire basic literacy and numeracy skills, and with Government support work towards their first Level 2 qualification in an area that is relevant to our business/organisation;

- Demonstrably raise our employees' skills and competencies to improve company/organisation performance through investing in economically valuable training and development.
- Lead the development of the Local Economic Assessment, a new statutory requirement.
- Collate and make available statistical information regarding employers and skills levels of adults in the Borough. This helps the targeting of employment and training schemes to the most disadvantaged groups and neighbourhoods and ensures we reach people who are most at risk of exclusion from opportunities to access training and education.
- Workforce inclusion
- Build in good practice and pilot partnership arrangements in all 4 Township focussed on jobs and prosperity

### **MAKING SURE EVERY CHILD MATTERS**

We will:

- Coordinate and support the Safeguarding Children Improvement Board and support improvements within Children's Social Care
- Support self-assessment of children's centres
- Support improvement in the Youth Offending Team
- Lead on the development and implementation of the Families Development Programme to support the Think Family agenda in developing frontline workers and managers to provide better, more integrated services to support families
- Continue to tailored information systems and analysis to support schools and children's social care and help them improve outcomes for children in the borough
- Continue the roll-out of Contact Point across the borough
- Support the development of a new Children and Young People's Plan
- Continue to deliver local projects in the Townships to benefit Children and Young People

### **IMPROVING COMMUNITY SAFETY**

We will:

- Support the Safer Communities Partnership by providing improvement advice and support on community cohesion to improve outcomes
- The Joint Health Unit will work with NHS HMR and services across the Council to focus efforts on reducing hospital admissions relating to alcohol-related harm, and reducing the prevalence of drug use in the Borough.
- Support services in policy development and data definition, collection, reporting and quality for all other Aiming High targets related to this priority.
- Continue to support local initiatives and implement the Safer Communities Strategy through Township Tasking Groups

### **CREATING A CLEANER, GREENER ENVIRONMENT**

In our support of services regarding policy development and data definition, collection, reporting and quality we indirectly contribute to various Aiming High targets related to this priority.

### **IMPROVING HEALTH AND WELL-BEING**

We will:

- Lead on implementation of the Council Strategy to Improve Health and Well-being
- Work with other Greater Manchester areas to reduce health inequalities across the city region.
- Undertake effective health scrutiny to improve local services and address health inequalities
- Lead on Joint Strategic Needs Assessment for the borough
- Support the delivery of the Older Peoples Strategy action plan
- Raise awareness of health and well-being and the links with the functions of the Council across all services and Elected Members. In turn health and well-being should increasingly be reflected as a priority in subsequent Service Plans.
- Continue to promote the Smoke Free Borough Initiative and smoking cessation to help reduce smoking related illnesses and deaths;

- Develop policies to create healthy neighbourhoods, workplaces and schools;
- Implement equality and diversity plans to ensure that our services are accessible and inclusive;
- Identify ways of reducing the gap between our most deprived neighbourhoods and the rest of the Borough on health inequalities.
- Continue to manage Adult Care Statutory Returns and support the relationship with CQC

## **ALL PRIORITIES**

We will

- Lead the development of a new sustainable community strategy, Pride of Place, with a multi-agency group reporting to the Local Public Service Board, and aligned to the Local Development Framework
- Lead the development of a new corporate plan, Aiming High, and align with the Medium Term Financial Strategy
- Lead the development of a new service planning approach
- Complete the redevelopment of Stats and Maps website and launch the new site offering training and advice to customers
- Lead and support council services to enable them to meet the requirements of the new Equalities Framework
- Develop the Records Management Strategy for the council, work with all services towards becoming “paper light” and ready for electronic records and documents management system (ERDMS)
- Implement a council wide ERDMS and realise all the benefits and opportunities this affords
- Lead on devolution of decision making and local engagement

## **Stepping Up**

We will provide significant support to the Cross Cutting Reviews element of our transformation programme

Stepping Up including:

- Overall programme lead
- Lead on “people” part of reviews
- Lead on staff engagement, external engagement, customer insight, strategic needs analysis and strategic drivers work streams plus inequalities and families cross-cutting work streams

We will continue to make a significant contribution to the original priorities of Stepping Up. We have developed the Organisational Development Strategy which is ready to be launched and will support Stepping Up and tailor learning and development activity to support change and transformation. The strategy also provides the delivery vehicle for many of the MPOP themes.

### *Maximising the potential of our people.*

The P&D Service’s role in organisational development makes the service the main driver of activities and ambitions relating to maximising the potential of our people. We will:

- Implement the corporate Organisational Development (OD) Strategy that directly supports our transformation agenda and deliver appropriate improvement interventions at an organisational, team and individual level;
- Work with the People Management Service to ensure the OD strategy addresses need for improved workforce planning;
  - Revise the Learning & Development Programme to reflect OD need;
  - Improve Member Development – a new Member Development officer has recently been appointed;
  - Introduce a competencies framework and supporting cultural change activity;
  - Skills Pledge development;
  - Continue to improve leadership development including the Executive Leadership Programme, coaching, and management essentials.
- Lead the AGMA Collaborative efficiency programme workforce development strand with view to exploring opportunities for improvement and efficiency
- Prepare for and deliver of Schools Workforce Census – working with People Management Trent Team and Department of Children Schools and Families around data harmonisation in preparation for workforce planning intelligence.
- Develop and introduce new ways of working, e.g. remotely, mobile working afforded by new technologies

The Stepping Up actions listed below are those that the P&D Service has **corporate responsibility** for:

- Leadership development including the Enterprising Leadership Programme;
- Develop succession planning including an increasing programme of graduate recruitment;
- Developing a coordinated approach to apprenticeship opportunities including modern apprentice and the Council Apprentice Team;
- Improve member development through delivery of Member Development strategy.
- Make sure that all staff have a performance and development review every year;

Workforce Planning and Development

The P & D Service is also continually developing its staff to ensure they have the capacity to provide the best possible corporate and service support to ensure Aiming High’s priorities and ambitions are achieved.

- 20 people from the service have completed the Enterprising Leadership Programme, including all members of Senior Management Team
- 8 people have completed the council’s 5-day coaching programme
- 1 person has completed a postgraduate Certificate in Coaching
- All members of the Research and Intelligence Team and Joint Health Unit have successfully completed a MA module on research methodologies, to enable them to use most recent methods, and provide a better research and analysis service
- 1 person has been supported to successfully gain a MA in Community Cohesion Management
- 1 person is being supported to undertake an Open University degree on Leadership, Change and Making it Happen
- 2 people in the service are accredited as IdEA peer reviewers

Staff are continually asked to step up and work on new initiatives, cover across service areas to gain valuable experience in areas outside their own.

Future jobs fund – has provided opportunities for staff to develop their skills in mentoring, passing on knowledge and skills and developing programmes of induction and training for their areas of responsibility.

Staff are encouraged to take opportunities e.g. speak at national conferences, work with colleagues in other services, authorities etc. National Lead and Best Practice sharing.

We also support all our staff to go on CLD courses and complete e-learning modules which will help them do their jobs better.

**E-learning**

<b>E-learning Course</b>	<b>Number of P&amp;D Staff who have completed the course</b>
Diversity in the Workplace	11
Recruitment & Selection	5
Health & safety e-learning courses	23
Introduction to Local Government	1
Quality Management	1
Meeting Skills	1
Self Development	2
Effective Writing	2
Consulting Customers	3
Disability Discrimination	2
Information Management	2
Quality Management	1
Meeting Skills	1
Self Development	2

Effective Writing	2
Consulting Customers	3
Disability Discrimination	2
Information Management	2
Technology and Change	1
Training and Development	1
Coaching	2
Supervising	1
Team Leading	1
Knowledge Management For Organisational Learning	1
The Learning Manager	1
Freedom of Information	1
Managing Others	2

### Centre for Learning and Development Courses

Course Title	Number of P&D staff attended
Communication Skills for Managers	4
Confidence in Communication	7
Developing a Highly Effective Team	1
Disability Equality Awareness in Action	2
Empower & Liberate Yourself	5
Essential Interpersonal Skills	2
Facilitation Skills	2
Fire Warden	1
Getting the Best from a Survey	1
Improving your Pdrs & 1:1's	2
Making the Most of Meetings	8
Manager as a coach	8
Managing Attendance	0
Managing the Disciplinary Process	0
Managing the Probationary Period	1
Minute Taking	2
Practise your Recruitment Skills	3
Presenting with Confidence	4
Project Management	1
Successful Focus Groups	2
Why Consult?	3

#### Customer Focus

There is one Stepping Up action specified in Aiming High that the service is **corporately responsible** for:

- Improve training and induction so that the importance of our customers is clear;

We are responsible for ensuring our Customer Strategy is integrated into our approach to organisational development and to work with customer services as appropriate to deliver improved customer focus through staff learning and development.

We will also lead on the following key initiatives to support better customer focus across the council:

- Lead a coordinated approach to consultation across the council, and ensure systematic feedback to customers on how we have changed service delivery in response
- Implement a new, boroughwide approach to customer insight using a series of targeted approaches to inform an overall approach
- Develop a coordinated approach to improving customer satisfaction and improve our ratings in the Place Survey

- Roll-out across the council and local strategic partnership a new evaluation framework and an integrated impact assessment framework to support the focus on customers and improving outcomes
- Implement a new Families Development Programme which is aimed at improving customer focus on families' needs

We also lead the Council on a number of cross-cutting policy areas and as part of that work we will engage with the borough's residents in a number of ways. For example:

- Pride of Place – engagement on the vision for the borough in 2025 and long-term objectives, alongside priorities for the next three years. Engagement will be targeted to different groups and geographical areas in line with an engagement plan against which we have carried out an equalities impact assessment
- Township committees and forums
- Ward forums
- Equalities Listening Event – an annual event organised by the service to engage with people from all equalities groups on how we can improve council services.
- Forum 50 group which meets with the Leader of the Council and cabinet member for Older People on a quarterly basis.
- Joint strategic needs assessment – research with residents and service users

#### Value for Money

We will:

- Continue to put data management systems in place that ensure data is collected using appropriate means, has integrity and quality, and is reported in an appropriate manner. This is key to performance management and such systems allow easy assimilation of facts and the identification of causes and effects of poor performance. Activities of the team will help to:
  - Integrate adult care and financial data systems to enable easier and more efficient service charging and cost recovery.
  - Integrate performance data relevant to the Council and its partners.
  - Share the monitoring of data and accountability for services by means of the Governance & Performance Framework for Local Public Services.
  - Improve data quality – the Data Quality Action Plan being implemented by the Council and its partners has defined 18 areas of focussed improvement activities to improve data capture and its quality.
- Continue to roll-out the Performance Manager system to managers and develop the system to contribute to the following Stepping Up actions relating to VFM:
  - Provide business support to assess VFM;
  - Identify where performance is below target and challenge service delivery to improve economy, efficiency and effectiveness;
  - Ensure that all partnership arrangements contain an efficiency challenge;
  - Ensure that we provide consistent, high-quality, timely and comprehensive data to support good decision-making and improved service outcomes;
  - Make best use of Information Communications Technology to produce efficiencies in the delivery of services.
- Roll-out a new evaluation framework for which has a strong element of VFM assessment within it, and has been developed with input from the VFM team. A programme of training and support will be developed.
- Our support to the Cross Cutting Reviews will help ensure the council achieves its efficiency objectives. We will provide the change management needed to implement the programme and we will continue to run more staff workshops to explore the efficiency agenda and staff ideas to improve VFM

### **Performance Management 2010-2011**

#### **Balanced Scorecard – Current List of Indicators**

##### Customer Focus:

Percentage of complaints dealt with within timescales

Percentage of P&D customers who are satisfied or very satisfied

##### Our People:

Number of days lost to sickness absence per full time equivalent

Percentage of P&D staff receiving a PDR in the last financial year

Percentage of P&D staff responding to the staff survey

Percentage of P&D staff who have heard of Stepping Up  
Percentage of P&D managers who are Enterprising Leaders

Financial:

Service expenditure being managed within budget  
Delivery of service efficiency projects to plan  
Management of non-essential expenditure to target

Service's Corporate and Strategic Targets:

Score a 3 for CAA Use of Resources data quality and use of information by April 2012  
Score a 4 under the CAA Organisational Assessment by April 2012  
Be assessed as Level 3 (excellent) under the New Equality Framework by March 2011  
OD strategy targets (to be developed)

The P & D scorecard has been in operation since last year and has proved to be a useful tool in determining the service's overall performance. The following targets were in place in 2009/10 but will now be removed;

- Undertake 18 data quality reviews before April 2010 – this has been achieved
- Performance Clinic – hold 3 in different services over a 12 month period – this has been removed following agreement by Performance Board
- Publish a Borough Health and Wellbeing Strategy before September 2009 – this has been achieved
- Publish a Borough Older People's Strategy before April 2010 – this has been achieved

In respect of Aiming High targets there are no targets outstanding.

We will be developing targets for the OD strategy which will be included in our scorecard.

**Township Devolution**

***Devolution statement:***

The Performance and Development Service is not a Township devolved or influenced service. Township Management is an integral part of Performance and Development in driving forward the shaping of local service delivery through its decision making structures and,

- Taking a lead on the 'Developing the Role of Townships' project to make changes in Council service delivery at a local level focussed on customer needs.
- Enabling and enhancing the community leadership role of councillors through joint consultation meetings in each of the townships.
- Leading engagement with residents and communities to shape local service delivery

## Financial Planning and Budget Update

### PERFORMANCE AND DEVELOPMENT

2009/10 REVISED ESTIMATE £' 000		2010/11 ORIGINAL ESTIMATE £' 000	2011/12 ORIGINAL ESTIMATE £' 000	2012/13 ORIGINAL ESTIMATE £' 000
	<b>Budget by Service Area</b>			
	<b>Management</b>			
90	<i>Expenditure</i>	6	6	6
0	<i>Income</i>	0	0	0
-156	<i>Net effect of Internal service recharges</i>	-6	-6	-6
2	<i>Contribution to/-from a reserve</i>	2	2	3
-64	<b>Total</b>	2	2	3
	<b>Information</b>			
1,082	<i>Expenditure</i>	1,028	1,043	1,058
-337	<i>Income</i>	-338	-342	-342
-843	<i>Net effect of Internal service recharges</i>	-690	-701	-716
-98	<b>Total</b>	0	0	0
	<b>Improvement</b>			
1,780	<i>Expenditure</i>	1,787	1,966	2,006
-36	<i>Income</i>	-38	-39	-41
-1,120	<i>Net effect of Internal service recharges</i>	-959	-1,123	-1,148
624	<b>Total</b>	790	804	817
	<b>Policy and Research</b>			
686	<i>Expenditure</i>	882	855	856
-126	<i>Income</i>	-126	-91	-81
-352	<i>Net effect of Internal service recharges</i>	-457	-466	-475
208	<b>Total</b>	299	298	300
	<b>Joint Health Unit</b>			
26	<i>Expenditure</i>	26	27	27
-26	<i>Income</i>	-26	-27	-27
0	<i>Net effect of Internal service recharges</i>	0	0	0
0	<b>Total</b>	0	0	0
	<b>Townships</b>			
2,097	<i>Expenditure</i>	1,645	1,784	1,800
0	<i>Income</i>	0	0	0
-267	<i>Net effect of Internal service recharges</i>	248	258	259
1,830	<b>Total</b>	1,893	2,042	2,059
<b>2,500</b>	<b>Net cost of providing services to the Public</b>	<b>2,984</b>	<b>3,146</b>	<b>3,179</b>

## PERFORMANCE AND DEVELOPMENT

2009/10 REVISED ESTIMATE £' 000		2010/11 ORIGINAL ESTIMATE £' 000	2011/12 ORIGINAL ESTIMATE £' 000	2012/13 ORIGINAL ESTIMATE £' 000
	<b><u>Budget by Expenditure Type</u></b>			
3,058	Employees and related expenses	3,106	3,160	3,196
111	Premises related expenses	114	117	120
13	Transport related expenses	14	14	14
2,076	Supplies and services	1,559	1,795	1,813
374	Agency and contracted services	452	466	481
129	Depreciation	129	129	129
0	Management costs	0	0	0
5,761	Total Service Expenditure	5,374	5,681	5,753
514	Central departmental and support services	757	789	793
-3,252	Less internal service departmental recharges	-2,621	-2,827	-2,879
-2,738	Net effect of internal service recharges	-1,864	-2,038	-2,086
3,023	Total Service Expenditure net of Internal Service Recharges	3,510	3,643	3,667
	<b><u>Income</u></b>			
-128	Rents, Fees & Charges	-130	-96	-88
	<b><u>Grants</u></b>			
0	Dedicated Schools Grant	0	0	0
-397	Other Grants	-398	-403	-403
-525	Total Income	-528	-499	-491
2	Contribution to/-from a reserve	2	2	3
2,500	<b>Net cost of providing services to the Public</b>	<b>2,984</b>	<b>3,146</b>	<b>3,179</b>

## ADDITIONAL INFORMATION

### Improving Health and Well Being and Tackling Health Inequalities

The Performance and Development Service acknowledges and embraces the fact that much, if not all of the functions carried out by the Council have a potential for considerable impact upon health and well-being within the Borough. The Service further recognises the considerable role that it can play in relation to the Council priority for improving health and well-being within the Borough.

By building health improvement into the Service work programmes, and hence to lead and facilitate the ascendancy of health and well-being across the authority, this will increasingly be recognised as a priority throughout the organisation.

This will be done by:

- Continuing to support the Council Health Improvement Manager and the Joint Health Unit in delivering the actions outlined in the Health and Well-being Strategy, including Peer Challenges of all services, partners and Priority Partnerships within the Local Strategic Partnership.

- Providing the Chair, Vice Chair and administrative support to the Council's Health Improvement Group (CHIG).
- Exploring the potential to develop and deliver a programme of learning and development aimed at staff, managers and Elected Members to raise awareness relating to health and well-being and ownership and hence create "ambassadors for health" within the council's workforce and elected members.
- Exploring the potential for development of competencies around partnership working.
- Continue to develop the Health Overview and Scrutiny Committee to fully play its part in this agenda.
- Working with Finance Services to provide more flexibility for services in re-allocating resources in order to target areas or individuals in greatest health need.
- Develop the evaluation of existing and proposed work programmes to maximise the learning gained and effectiveness.
- Promoting the increased use of Health Impact Assessment for strategies, policies, major planning and licence applications as well as service plans and priorities.
- Exploring the increased use of "well-being powers" under the Local Government Act 2000.
- Working with the People Management Service to encourage all Services to prioritise the health and well-being of their staff. All of this is of benefit to the employee, the Council and the communities that we serve. The Council employs several thousand staff, the majority of whom live within the Borough and within our most deprived communities. Therefore, if the above actions are successful, it is highly likely that staff will take "healthy" messages home to their families and communities. This could provide a potential for massive awareness raising and motivation within those communities, with the Council acting as a 'Champion for Health'.
- The Joint Health Unit has now been set up with the P&D Service to lead on tackling health inequalities within the borough. The unit is jointly funded by the Council and the PCT to lead on increasing understanding of health improvement across both organisations and be a key contributor to change in health and well-being in the borough. The unit provides policy analysis, health intelligence, performance management and expertise on impact assessment and will help develop better and more integrated services across the two organisations.
- The P&D Service has lead responsibility for in the council for the Joint Strategic Needs Assessment (JSNA), which is carried out jointly with the PCT. We have completed JSNAs on the 3% most deprived areas in the borough, older people, children and young people and vulnerable adults.
- Implementation of the findings of the Health and Well-being Peer Review of the Service carried out in December 2009.
- Review of the performance of the Council Health Improvement Group and implementation of any appropriate changes to its activities, including the Healthy Workforce Steering Group.
- Completion of the Health and Well-being Peer Review Programme. Supporting all services in the implementation of any findings from the reviews
- Collation of any over-arching findings from the Peer Review Programme and dissemination of best practice across the Council and Service Delivery Partners.
- Leading the arrangement and co-ordination of activities in preparation for an IDeA Healthy Communities Peer Review of the Council.
- Leading upon the implementation of any findings from the IDeA Review.

### **Tackling Deprivation**

The Policy and Research team provides research, intelligence and analysis to other services and partner agencies on deprivation within the borough, and has taken a lead in highlighting the need to develop a new approach to tackling deprivation within the borough. This is being taken forward through a Tackling Deprivation Group, advised by P&D staff, which is developing an action plan for the Local Public Service Board. The approach focuses on skills, work, income and health inequalities.

The team has also led on a Joint Strategic Needs Assessment of the 3% most deprived areas in the borough, which has included research with residents into key issues, and barriers to accessing services. The JSNA report includes a series of recommendations which will be taken forward through the LPSB. We aim to continue working to develop ever more specific information to allow for more effective targeting of resources by all Council services. We will also work with Finance Services to provide more flexibility for services to enable them to re-allocate resources in order to target areas or individuals in greatest health need.

### **Collaborative Working**

- Lead in borough for response to Comprehensive Area Assessment
- Lead for development of new sustainable community strategy, Pride of Place, working with a multi-agency group and reporting to the Local Public Service Board
- Lead for performance reporting of the local strategic partnership to the Local Public Service Board

- Lead for Joint Strategic Needs Assessment.
- Members of the Tackling Deprivation Together group (strategic adviser to Local Strategic Partnership Board regarding deprivation).
- Lead for equality issues, culture, older people, AGMA support
- Provide research and analysis to Economic Partnership, Health and Well-being Partnership, Children's Trust, Child Poverty Group, etc
- Council and LSP lead on recession response – development of short and long-term action plans.
- We provide research and policy advice to the Borough's Economic Partnership, in particular on skills and worklessness.
- We participate with other health providers in several groups including the Being Healthy Commissioning Team and the Healthy Life Expectancy Theme Group within the Borough's Health and Well-being Partnership.
- We jointly manage the Joint Health Unit comprising of staff from the PCT and Council.
- We are actively involved in the Partnership for Older People Project (POPSS) Advisory Group.
- We participate and contribute to AGMA Groups and activities relating to health.
- In addition to council services we liaise on health improvement with other key players, i.e. Link 4 Life.
- We support the Council's representation on the North West Improvement Efficiency Partnership.
- We support the Common Assessment Framework which allows us to collaborate with health partners and share data between systems

### **The Single Equality Bill**

The service is the Council's lead on equalities work. Under new legislation, the Council will work towards the New Equalities Framework. The service is responsible for advising ELT and other services on implementation of the framework, and will deliver briefings and training for service equality contacts. We have already developed a comprehensive action plan, and are working towards Level 3 (excellent) by March 2011.

### **Legislative Changes**

- Local Democracy, Economic Development and Construction Act – duty to undertake a local economic assessment.
- Equalities Act – see above

### **KEY IMPROVEMENT ACTIVITY 2010/11**

- Strategic support of Stepping Up
- Strategic support for the cross cutting reviews and wider efficiency agenda
- Leading on development of a new sustainable community strategy Pride of Place and corporate plan Aiming High.
- Leading on development of new township plans.
- Implementing the Council's Organisation Development Strategy.
- Implementing the Council's Member Development Strategy.
- Leading AGMA collaborative efficiencies workforce dev stream
- Leading on the approach to CAA and Use of Resources.
- Developing a customer insight programme to improve customer satisfaction and value for money in delivering services
- Leading on development of a council outcomes model including support for managers to become more outcome-focussed, an evaluation framework, a generic impact assessment screening tool, and training on needs assessment
- Leading on the Council's IT Strategy
- Developing intelligent client functions for Impact Partnership and Link4Life
- Implementation of CAF Demonstrator Project
- Lead on the new Economic Assessment duty
- Supporting the review of the Economic Partnership
- Implementation of the new single equality framework
- Leading development of a change programme to support more family-focussed service provision
- Continued development of our approach to the recession and Tackling Deprivation Together
- Continuing to embed data quality, information and data around service customers
- Developing Information Governance Strategy and Standards across the Council
- Implementing and developing performance management systems for the LSP and the council.
- Further developing members and the scrutiny function.
- Carrying out health and well-being peer reviews across the council and implementing the Council's Health and Well-being strategy.

- Implementing and developing information systems for Adult Care and Children, Schools and Families.
- Embedding the Township Devolution process.
- Improving our overall Council performance.
- Leading on cultural change throughout the Council.
- Further developing Enterprising Leadership across the Council and with partners.
- Redevelop and launch new Stats and Maps website
- Develop policy forum to help facilitate more joined-up policy-making
- Coordinate the council's involvement in AGMA and the sub-region
- Coordinate council and partner activity in the delivery of workforce planning, succession planning and career management including, Graduates, Apprenticeships, Placements, Train to Gain and Future Jobs Fund provision. To support those council staff who are at risk of redundancy in relation to appropriate training and development opportunities. To be responsible for the achievement of the Skills Award.
- Revised proposals for graduate and apprentice development linked to workforce inclusion
- Develop and roll-out new PDR system linked to new competency framework

**Asset Management**

The majority of Performance & Development's staff moved location from the Municipal Offices to Telegraph House in 2008. The service has a number of other locations, which included premises in each township and the Learning & Development Centre at Chichester Street. Most of the service will be accommodated in the new Municipal Buildings and the long-term plan for townships is to relocate them from individual offices to joint service centres. Heywood Township moved into the Phoenix Centre, the first joint service centre, in November 2009.

The service corporately supports the Council's Asset Strategy by challenging its effectiveness through its membership of the corporate Asset Management Group. The service is also part of the Transformation Board governing the process for transferring services to the New Municipal Offices.

**Sustainable Development**

Living within environmental limits is one of the key drivers of sustainable development.

The UK sustainable development principles identify that respecting the limits of the planet's environment, resources and biodiversity are necessary to improve our environment and ensure that natural resources needed for life are unimpaired and remain so for future generations.

The Council is committed to the above principles and therefore all services will ensure that when making decisions about spending and service delivery, they consider the effects purchases and service delivery have on the environment and the depletion of natural resources. There is also an intention to reduce services' reliance on carbon based products e.g. electricity, gas, fuel and oil and make progress in reducing the carbon footprint in line with the Carbon Reduction Commitment

Approved by Portfolio Holder	Cllr Thirsk.....
Opposition Member	Cllr Godson.....
Opposition Member	Cllr Holly.....
Head of Service	Jane Silvester.....