

Report to: The Executive -13 September and Policy & Review  
(Performance) Panel – 15 September 2004  
Report by: Martin Evans

## **COMPREHENSIVE PERFORMANCE ASSESSMENT: PROGRESS ON THE ACTION PLAN – JULY 2004**

**1 Purpose:** to comment on progress with the improvement action plan agreed following the Comprehensive Performance Assessment (CPA) in 2002.

**2 The Executive and the Policy & Review (Performance) Panel are recommended to:**

- note that progress is being made on all seven improvement priority areas
- note that implementing the **Moving Towards Excellence Review** should add to the drive for improvement, particularly by creating units which will focus on the priority issues such as benefits administration, cleansing, performance management, project and risk management and communications
- in future to consider progress on the CPA improvement plan quarterly
- agree that the points in paragraph 4.9 should be included in the summary sought by the Audit Commission for their annual assessment of the Council's progress.

### **3 Background**

Progress on the seven priority actions in the CPA improvement plan was being monitored half yearly. The PMIB consider that the importance of checking progress on this means it should be reviewed quarterly.

### **4 Commentary on progress with the action plan**

Appendix 1 updates progress with the actions originally agreed. This shows substantial progress, though some actions are taking longer than planned.

**4.1 Benefits:** The backlog arising from implementing the SX3 computer system was cleared by May 2004. Sustaining this improvement and maintaining claimants' satisfaction ratings is very important. A task team has been set up to look at bringing revenues and benefits administration together into a corporate unit. This should make it easier to cope with peaks in workload than when the staff are spread over local offices. We are now making other process improvements and tackling issues raised by the Benefit Fraud Inspectorate, such as preventing fraud and recovering overpayments..

**4.2 Clean and tidy city:** Appendix 1 shows there has been progress on the main actions planned. There continue to be issues in achieving a common standard of cleansing across the contracts. This will be a priority for the new Strategic Director for Environment and Transport.

**4.3 Performance management** continues to develop. The officers' Performance Management Improvement Board has reviewed each service's performance management arrangements and it has commented on the draft business plans for each service to ensure they focus on priorities. Members have agreed a new set of indicators for the corporate scorecard, based on issues highlighted in business plans. Progress with Local Public Service Agreement has been looked at closely to try to maximise our chances of gaining the reward grant.

**4.4 Priority driven resource allocation:** The Medium Term Resource Strategy was implemented for the 2004/5 budget. The next annual update will begin earlier in the year to give time for a more thorough assessment of existing expenditure and future pressures on each service.

**4.5 Medium term communications strategy:** The Moving Towards Excellence Review will set up a dedicated communication and customer services team that will be responsible for implementing this strategy.

**4.6 Project and risk management.** The piloting of the Project Management Review Boards has been completed and this approach is now being applied to 12 major projects. 12 staff have been trained in the Project Management system called 'Prince 2'. A cut down project management process has been agreed for projects that do not warrant a fully-fledged review board. The Council has agreed important changes to project management and decision-making arrangements that the Chief Executive will report back on in October 2004.

4.7 Information is being collected on key risks. Progress has been slowed because recruitment of a new Risk Manager was unsuccessful. We are looking into whether some interim support can be brought in. The Strategic Directors need to agree on the key corporate risks and PMIB can then review each one and the action plans for managing them. The Democratic Services Manager and the Chief Executive are also reviewing our Corporate Governance framework.

**4.8 Improved CPA assessment:** Work on the annual assessment for 2004 will be done in the September to December period. The Audit Commission will look at evidence from:

- our corporate plan
- performance indicators for 2003/4
- the star rating of social services
- results of inspections of housing (particularly the repairs service), the Ofsted inspection of the Local Education Authority and desk top assessments of benefits, environmental services and culture and leisure services.

4.9 We have been invited to add a short summary of more recent evidence by the end of September 2004. This could include:

- agreement of the community strategy for Portsmouth
- new partnership boards on each of the priorities in the community strategy

- the results that the medium term resource strategy has had in focusing our resources on the priorities
- the 'Moving Towards Excellence Review', particularly its focus on following through the priorities, modernising our management structure and improving communications
- the latest GCSE results
- the impact of delays with the Spinnaker Tower and the demolition of the Tricorn
- promoting South Hampshire as a growth area
- progress with the pilot Children's Trust
- residents involvement in allocating the latest round of Neighbourhood Renewal funding.

..... Head of Strategy

The recommendations set out above were approved/approved as amended/deferred/rejected by the Executive on .....  
 signed .....

**Consultation and background reports**

This report has been considered by the PMIB. Background papers are held in the Strategy Unit.

Me/bv/cpaimptprog panel sept 04

## APPENDIX 1: ACTION PLAN ON THE TOP PRIORITIES FOR IMPROVEMENT BY PORTSMOUTH CITY COUNCIL

Improvement priority, scope and outcome	Proposed action	Planned to complete by	Progress by July 2004	Led by
<p><b>1Housing Benefits</b>, particularly reducing the backlog and increasing the performance score on the assessment by the Benefits Fraud Inspectorate (BFI)  <i>Outcome: backlog eliminated by end of 2003 &amp; to bring average processing of new applications down to 32 days at 97% accuracy by March 2005 (LPSA target)</i></p>	<p>1.1 Backlog processing &amp; cycle time:</p> <ul style="list-style-type: none"> <li>• Recover the backlog to a nominal level of 4000 pieces of work in progress</li> <li>• Manage implementation of the SX3 computer system to hold the forecast backlog below the level agreed by PMIB</li> <li>• Maintain staffing &amp; other resources to agreed plan level</li> <li>• Repeat the backlog recovery programme after the implementation of the SX3 system</li> </ul> <p>1.2 Strengthen quality checks so as to meet the quality plan agreed by PMIB</p> <p>1.3 Establish performance management frameworks for:</p> <ul style="list-style-type: none"> <li>• fraud investigation</li> <li>• over-payments</li> </ul> <p>1.4 Implement the customer communication planned to accompany the implementation of the SX3 system</p> <p>1.5 Support and respond to the inspection of housing benefits</p> <p>1.6 Support any further inspection required</p>	<p>February 2003</p> <p>July 2003</p> <p>On-going</p> <p>July 2003 - March 2004</p> <p>December 2003</p> <p>July 2003 Sept. 2003</p> <p>May 2003</p> <p>July – Oct 2003 2004/5</p>	<ul style="list-style-type: none"> <li>• <i>Completed.</i></li> <li>• <i>Completed May '04.</i></li> <li>• <i>Achieved</i></li> <li>• <i>Completed May '04.</i></li> <li>• <i>Claim processing quality dropped below the target of 97% during backlog recovery but is now improving; more resource has been allocated to increase quality sampling from 1% to 8.5% – target is 10%.</i></li> <li>• <i>The basic framework is in place for fraud investigation &amp; a BFI team is advising on implementation. Targets have been set for over-payments reporting and recovery.</i></li> <li>• <i>Completed</i></li> <li>• <i>Completed &amp; reported to the Panel in February. BFI said significant progress had been made. The average score against the 7 areas of benefits standards improved from 40% in 2002 to 53% in the 2003 inspection (giving a CPA score of 2). Our self assessment indicates that compliance is now marginally above 60%, which would give a CPA score for Benefits of 3 out of 4.</i></li> </ul>	<p>Owen Buckwell</p> <p>BFI Audit Comm.</p>

Improvement priority, scope and outcome	Proposed action	Planned to complete by	Progress by July 2004	Led by
<p><b>2 Clean and tidy city,</b> implementing proposals for integrated management of the street scene to increase public satisfaction with cleansing <i>Outcome: increase resident satisfaction with street cleansing to 65% by March 2005</i></p>	2.1 Agree common cleansing standards and a co-ordinated management approach to cleansing	October 2003	<ul style="list-style-type: none"> <li>• <i>Issues remain to be resolved with Housing amenity land and with Leisure on seafront cleansing. High level buy-in has been achieved with Colas, the preferred bidder for the Highways PFI. Next roll-out to be to Somerstown at end of July. GIS mapping is being done to guide the help desk staff in following up complaints with the appropriate contractor</i></li> </ul>	Alan Higgins
	2.2 Resolve problems with waste collection including piloting of improved containment of recyclables and taking action to deter early refuse	October 2003	<ul style="list-style-type: none"> <li>• <i>The programme of issuing new recycling containers has started and a review has been undertaken to give residents more choice</i></li> </ul>	Richard Johnston
	2.3 Undertake Clean & Tidy plan proposals to tackle fly tipping	July 2003	<ul style="list-style-type: none"> <li>• <i>Are now meeting the Ground Work Trust &amp; aim to have feasibility studies done by January 2005. A new database has been set up to track fly tips. Have agreed with the Environment Agency that we can take enforcement action on fly tipping. Feasibility study completed on recycling white goods.</i></li> </ul>	Alan Higgins
	2.4 Implement proposals for co-ordinating enforcement activity	October 2003	<ul style="list-style-type: none"> <li>• <i>Enforcement policy agreed. Transfer of staff from Planning &amp; Environmental Health to Engineering completed &amp; an extra post recruited. Clean City services are liaising with community wardens.</i></li> </ul>	Alan Higgins
	2.5 Implement the co-ordinated clean & tidy communications strategy	October 2003	<ul style="list-style-type: none"> <li>• <i>'Proud to be Portsmouth' communications strategy launched in June. Common badging and uniforms agreed.</i></li> </ul>	Karen Traviss
	2.6 Implement co-ordinated reporting to the Helpdesk	April 2004	<ul style="list-style-type: none"> <li>• <i>Progressing</i></li> </ul>	Heidi Brand
	2.7 Monitor public satisfaction with cleansing	Nov. 2004	<ul style="list-style-type: none"> <li>• <i>Results of BVPI satisfaction survey show the key satisfaction measure is up from 50% to c. 63%, though satisfaction with environmental services is down from 58% to 46%. Further panel survey planned in 2004. Scorecard has been developed to monitor the clean &amp; tidy programme.</i></li> </ul>	Adam Reeves

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	2.8 Decide if a full inspection of clean & tidy city review is required and carry it out	2005/6		Audit Comm.
<b>3 Performance management</b> including involving members more fully in reviewing performance on corporate scorecards. <i>Outcome: performance improvements arising from a fully implemented programme of performance reporting to members by April 2004</i>	3.1 Refresh and monitor the corporate balanced scorecard on service health; where significant deviations from targets are likely, demand and then monitor improvement action plans  3.2 Monitor and propose action to deliver those community plan outcome targets that remain relevant and any more recent equivalent targets that now apply 3.3 Agree a performance management framework for the community strategy and then monitor its achievement using this  3.4 Monitor achievement of the LPSA targets and require improvement action plans to keep on target  3.5 Fulfil an annual calendar of reporting on performance to PMIB, the Policy & Review (Performance) Panel, the Executive & LSP and support members in proposing appropriate action 3.6 Annual assessment of progress	April 2003 & April each year  April 2004  September 2004 & then 6 monthly  April 2005  Annual  2003/4 & 2004/5	<ul style="list-style-type: none"> <li>• <i>Scorecard indicators were refreshed in April 2003 and 2004 and regular monitoring reports made to PMIB. Action plans sought since January 2004 have been on housing benefits, arrears and empty council housing. Comparisons over time and with other councils are being added.</i></li> <li>• <i>Achievement of the community plan was monitored in April 2004 with actions taken up in the new community strategy. Business plans for 2004/5 follow up the new community strategy</i></li> <li>• <i>Framework agreed &amp; monitoring considered by LSP Executive in January. A successful evaluation of the LSP's progress was made by the Government Office for the South East in July</i></li> <li>• <i>Progress monitored in Jan. &amp; July. Action plans have been presented to PMIB on recruitment of lone parents, health of looked after children and GCSE attainment at A*-G, since January. Pump priming grant has been monitored &amp; some of it reallocated .</i></li> <li>• <i>Achieved</i></li> <li>• <i>Completed for 2003/4</i></li> </ul>	Kelly Nash  Paddy May/ Kelly Nash  Laura Caton  Paddy May  Kelly Nash  Audit Comm.
<b>4 Priority driven corporate resource management,</b> including priority	4.1 Evaluate pilots of priority theme based business plans and decide whether to extend them or how to strengthen the focus on priorities 4.2 Medium term resource strategy for	September 2003	<ul style="list-style-type: none"> <li>• <i>Completed. Themed plans have been replaced by delivery plans on each priority in the community strategy.</i></li> <li>• <i>Being implemented in 2 phases. 1<sup>st</sup> phase</i></li> </ul>	Paddy May  Roger

Improvement priority, scope and outcome	Proposed action	Planned to complete by	Progress by July 2004	Led by
<p>theme-based business plans, championed by executive members; medium term resource strategy and corporate management of key resources including property.</p> <p><i>Outcome: Resource allocation clearly based on priority themes by 2004/5.</i></p>	<p>2003/4-2005/6:</p> <ul style="list-style-type: none"> <li>• agree the strategy</li> <li>• implement the strategy</li> </ul> <p>4.3 Undertake a review of base budgets including their contributions to priorities</p> <p>4.4 Ensure that the capital programme reflects the priorities in the asset management plans</p> <p>4.5 Agree an overall business plan for corporate support services to ensure they focus on supporting the priorities</p> <p>4.6 Fully implement other priority driven strategies for:</p> <ul style="list-style-type: none"> <li>• human resources</li> <li>• procurement</li> </ul>	<p>Sept. 2003 April 2006 February 2004</p> <p>March each year</p> <p>April 2004</p> <p>Review in July each year</p>	<p><i>completed in 2003/4. 2<sup>nd</sup> phase in 2004/5 to include more detailed assessment of existing expenditure &amp; pressures.</i></p> <ul style="list-style-type: none"> <li>• <i>Evaluation against priorities was done in 1<sup>st</sup> phase of MTRS. More detailed review to follow in phase 2. The Executive has also brought in monthly monitoring of budgets</i></li> <li>• <i>Review is being undertaken. To be considered by the Executive.</i></li> <li>• <i>Plan completed</i></li> <li>• <i>The Moving towards Excellence review has making the best use of staff resources at its heart. The management structure and principles for new processes have been agreed. Implementation is phased over 12 months to June 2005. Business plans have followed-up on the HR strategy. The diversity implementation plan has been followed up. A workforce development officer has been appointed. Arrangements for secondments will be proposed. A competency framework is being considered that will aid appraisals. A new HR strategy will be developed with the Strategic Directors.</i></li> <li>• <i>A 3-year procurement business plan has been agreed. Aims include gaining full commitment from members &amp; staff, realising the benefits of good procurement including e-procurement, setting up a corporate contracts programme and a unified procurement process for contracts. The plan also</i></li> </ul>	<p>Ching</p> <p>Roger Ching</p> <p>Roger Ching</p> <p>Paddy May</p> <p>Kay White</p> <p>David Pointon</p>

Improvement priority, scope and outcome	Proposed action	Planned to complete by	Progress by July 2004	Led by
	<ul style="list-style-type: none"> <li data-bbox="369 570 888 597">• information technology &amp; e-government</li> <li data-bbox="369 971 800 998">• property and asset management</li> </ul> <p data-bbox="369 1214 867 1300">4.7 Undertake critical friend reviews of the progress, adequacy and effectiveness of the policies</p> <p data-bbox="369 1305 831 1333">4.8 Property asset management review</p>	<p data-bbox="915 964 1108 992">2003/4 – 2005/6</p> <p data-bbox="915 1214 1024 1242">On-going</p> <p data-bbox="915 1305 999 1333">2005/6</p>	<p data-bbox="1203 358 1801 565"><i>includes raising awareness of partnering and developing working relationships with contractors, suppliers (including small &amp; medium sized firms) &amp; with the voluntary &amp; community sectors. It also continues the development of the Common Values Partnership. Procurement indicators have been added to the 2004/5 corporate scorecard.</i></p> <ul style="list-style-type: none"> <li data-bbox="1157 570 1822 964">• <i>The City Help Desk has been extended to clean &amp; tidy city services &amp; Planning. Environmental Health &amp; Trading Standards is in the process of being added. This will be followed by a consolidation review &amp; the business case prepared for including further services. A next generation web site is being developed including improved design, a new contact management system, search engine &amp; a higher specification hosting arrangement– these improvements should be completed by the end of 2004. A project is underway to upgrade the NGFS finance system by the end of 2004/5. A PCC-wide best value review of IT has been launched</i></li> <li data-bbox="1157 971 1822 1209">• <i>Asset Management Plans &amp; the capital strategy no longer have to be published. Capital bids have been evaluated in relation to priorities. Most of the data on performance vs targets for property PIs has been assembled. A scrutiny review of asset management is currently being done &amp; is due to be completed in Nov. 2004. A further report on under-performing properties is being prepared.</i></li> <li data-bbox="1157 1216 1780 1276">• <i>No longer shown in Audit Commission’s planned programme of inspections</i></li> </ul>	<p data-bbox="1854 570 1990 597">Bob France</p> <p data-bbox="1854 964 1965 1024">Stephen Checkley</p> <p data-bbox="1854 1214 1938 1274">Audit Comm.</p> <p data-bbox="1854 1305 1938 1365">Audit Comm.</p>



Improvement priority, scope and outcome	Proposed action	Planned to complete by	Progress by July 2004	Led by
<b>5 Medium term communication strategy</b> , linked to community plan priorities. <i>Outcome: Better public understanding of Council priorities/achievements by autumn 2004</i>	5.1 Agree the vision for corporate communication and the key corporate messages (update these each year) 5.2 Agree the implementation plan for the communications strategy 5.3 Monitor and review delivery of the key messages and their impact on public perceptions 5.4 External assessment of progress against the milestones	September 2003  November 2003  January each year  2003/4-2004/5	<ul style="list-style-type: none"> <li>• <i>Key messages &amp; an action plan agreed by CMT &amp; the Executive in Feb. 2004 and updated</i></li> <li>• <i>Agreed</i></li> <li>• <i>A review has been undertaken by the Audit Commission</i></li> </ul>	Adam Reeves  Karen Traviss Adam Reeves  Audit Comm.
<b>6 Project and risk management</b> to ensure capacity to deliver our ambitions, key projects on time & to manage major foreseeable risks. <i>Outcome: All major projects to be done in-line with best practice requirements; Corporate Risk Management Strategy agreed &amp; implemented by 2004/5</i>	6.1 Introduce the corporate project management system including review boards for major projects 6.2 Review the effectiveness of the project management system and improve it if necessary 6.3 Complete the identification of risks, incorporate them in business plans and update these annually 6.4 Agree the corporate risk management strategy 6.5 Compile the first Strategic Risk Register  6.6 Initiate annual monitoring of key corporate risks and controls 6.7 Critical friend reviews of progress 6.8 Detailed review of revised risk management arrangements.	June 2003  April 2004  June 2003 & each year  July 2003  Dec 2003  April 2004  2003/4 & 4/5 2004/5	<ul style="list-style-type: none"> <li>• <i>Completed and is now being applied to 12 major projects. Pool of project management staff identified &amp; training given to 12 of them</i></li> <li>• <i>Completed. Good practice notes circulated to project review leaders</i></li> <li>• <i>Risk assessments in business plans updated. Controls on them are being assessed</i></li> <li>• <i>Agreed in December 2003</i></li> <li>• <i>Being drafted</i></li> <li>• <i>To be undertaken by PMIB</i></li> <li>• <i>Review is to be undertaken by the Audit Commission early in 2005</i></li> </ul>	Roger Ching    Gary Lark  Gary Lark  Gary Lark  Risk Manager Audit Comm.

Improvement priority, scope and outcome	Proposed action	Planned to complete by	<i>Progress by July 2004</i>	Led by
<p><b>7 Improved CPA assessment</b> to improve the Council's standing &amp; gain freedoms &amp; flexibilities.  <i>Outcome: Year-on-year improvement in service scores, Implementation of the improvement plan and to achieve an excellent CPA rating in 2006</i></p>	<p>7.1 Six-monthly monitoring of service score indicators and inspections which feed into the annual refreshing of the CPA scores</p> <p>7.2 Draw up an action programme to address key themes in the major reassessment of the CPA in 2006</p> <p>7.3 Respond to the Annual Audit letter; undertake agreed actions and report on progress</p> <p>7.4 Input to the annual assessment of direction of travel</p> <p>7.5 Self-assessment for next CPA</p> <p>7.5 Corporate assessment inspection if required as part of annual refreshment of CPA</p>	<p>Nov. &amp; July each year</p> <p>July 2004</p> <p>Jan. each year Sept. each yr.</p> <p>Dec. 2003 &amp; 2004</p> <p>2006</p>	<ul style="list-style-type: none"> <li>• <i>Scores were revised in December 2003 with an increase of 5 'weighted' points on service scores, so that we are now near the top of the Good range. Awaiting data to estimate what the overall score for services could be in 2004.</i></li> <li>• <i>The Audit Commission' new approach was reported to the Executive. Key points were circulated before business plans were drawn up</i></li> <li>• <i>Completed for 2003/4</i></li> <li>• <i>Contribution Isought to the 2003/4 Quality Assessment report in August/September</i></li> <li>• <i>Decided not to take this up in 2004</i></li> </ul>	<p>Kelly Nash</p> <p>Martin Evans</p> <p>Roger Ching</p> <p>M Evans</p> <p>Audit Comm</p>