



**REPORT TO: SMARTER STRATEGIC GROUP – 4 JUNE 2009**

**SUBJECT: SOA PERFORMANCE REPORT (2008/09)**

**BY: CORPORATE POLICY UNIT MANAGER**

## **1. REASON FOR REPORT**

1.1 The Smarter Group is invited to consider an analysis of performance in addressing the national and local outcomes over the first year of the SOA (2008/09).

## **2. RECOMMENDATION**

2.1 It is recommended that the Smarter Group:

- (i) Approves the analysis of performance against the actions addressing the national and local outcomes over the first year of the SOA;
- (ii) Notes the current performance against the indicators and that this position will be updated as information becomes available; and
- (iii) Notes the recommendations for improvement in the monitoring of the new SOA (2009/10) based on lessons learned from the conduct of the process during the first year.

## **3. BACKGROUND**

3.1 This information has now been updated to the end of Quarter 4 of 2008/09. The Quarter 4 information completes the cycle of performance reporting on the SOA (2008/09). The monitoring reports are an important aspect to demonstrate to Government that the community planning partnership has contributed to the delivery against the local and national outcomes.

3.2 A detailed analysis of performance against each of the actions for which the Smarter Group is responsible, has been carried out and is set out in **Appendix 1** under each of the relevant local and national outcomes.

- 3.3 The following table provides a summary of performance in statistical terms under each of the national outcomes for which the Smarter Group is responsible.

<b>National Outcome</b>	<b>Actions Contributed</b>	<b>Actions Partially Contributed</b>	<b>Actions Not Contributed</b>	<b>Total</b>
<b>3</b>	4	6	3	<b>13</b>
<b>4</b>	14	1	1	<b>16</b>
<b>5</b>	9	2	1	<b>12</b>
<b>8</b>	1	1	-	<b>2</b>
<b>Total</b>	<b>28 (65%)</b>	<b>10 (23%)</b>	<b>5 (12%)</b>	<b>43</b>

The second and third columns represent the actions, which have been deemed to have contributed or partially contributed to the identified SOA local outcomes. It will be noted that 65% of the actions are deemed to have made a significant contribution towards meeting the outcomes with 23% partially contributing towards them. Many of the actions partially contributing relate to longer-term projects where the necessary groundwork in respect of processes and infrastructure has been, or is being, put in place in preparation for future achievements. These actions will require to be closely monitored within the new SOA if they are still a contributory action.

The fourth column identifies the number of actions, which have been deemed not to have contributed to the outcomes. Of the 12% of actions in this category many have been delayed and are anticipated to be continued into 2009/10.

- 3.4 The following table provides a summary of performance in statistical terms under each of the national outcomes for which the Smarter Group is responsible. The detailed report on the indicators is attached as **Appendix 2**.

<b>National Outcome</b>	<b>Improved</b>	<b>Worsened</b>	<b>No Change</b>	<b>Cannot be Calculated</b>	<b>Total</b>
<b>3</b>	-	-	-	8	<b>8</b>
<b>4</b>	15	6	6	12	<b>39</b>
<b>5</b>	1	-	-	14	<b>15</b>
<b>8</b>	-	-	-	8	<b>8</b>
<b>Total</b>	<b>16 (22%)</b>	<b>6 (9%)</b>	<b>6 (9%)</b>	<b>42 (60%)</b>	<b>70</b>

Of the indicators which can be calculated at this time, it shows that 16 have improved, 6 worsened and 6 no change. However it should be appreciated that most of these indicators show a long term trend and therefore would not expect a dramatic improvement to be seen after only one year of action. Indicators which cannot be calculated have included a date when the information is likely to be available. In most cases it should be available by the September deadline for publishing the performance report.

### 3.5 Summary Analysis of Progress

#### 3.5.1 **National Outcome 3 – We are better educated, more skilled and more successful, renowned for our research**

Some progress has been made to improve skills and research capacity in Moray. Our focus was on creating a better trained workforce and the development of research and development focusing on growth sector. All 3 actions contributing to improving the workforce were met while the other areas have tended to be more long term projects with frameworks in place to make them happen.

The contribution made by actions against this outcome include:-

- 10 participants taking part in the Institute of Directors HIE high level leadership training programme
- Supporting volunteers and promoting volunteering

A lot of preparatory work has been put in place to support the Health and Social Care potential such as the Life Science Centre project and creating “chair” posts. This work will assist Moray to with research development in the future.

Of the three actions not yet contributing, these are extremely complex projects which will take considerable time to develop.

#### 3.5.2 **National Outcome 4 – Our young people are successful learners, confident individuals, efficient contributors and responsive citizens**

Overall progress has been very good with all but 2 actions contributing to this outcome. We focused on the delivery of the curriculum for excellence which includes attainment and the wider achievement agendas.

The contribution made by actions against this outcome includes:

- 53 out of 54 schools have established Parent Councils and all of which receive support from the Council.
- All schools now have health promoting status and half have advanced from committed to commended level.
- Various initiatives to involve parents in their child’s learning.
- Improved attainment in S4, S5 and S6.

The improved attainment performance demonstrates the contribution made by these actions to this outcome.

### 3.5.3 **National Outcome 5 – Our children have the best start in life and are ready to succeed.**

Overall progress has been made to give our children the best start in life. Our focus was on ensuring children were cared for and supported; early years and health development

The contribution made by actions against this outcome includes:-

- All adults engaged in targeted opportunities in ESOL, essential skills and day/evening classes have an Individual Learning Plans.
- 2 new dental facilities are available: Keith and Buckie.
- Over 1100 children have benefited from the play @ home programme.

Some progress has been made against the infant feeding programme. It is envisaged that this project will be able to be progressed in the coming year.

Finally there was only initial progress undertaken to implement the Childsmile programme.

### 3.5.4 **National Outcome 8 – We have improved the life chances for children, young people, families at risk**

Progress has been made to improve life chances. Our focus was in protecting children from harm and abuse.

For the 2 actions within this heading the work undertaken in relation to developing individual care packages to reduce out of area placements is extremely important in a child's life and will impact on Council budgets. Active management of these packages has been undertaken throughout the year.

All of the preparatory work has been undertaken to develop a co-located Police and Social Work Child Protection Unit. It is anticipated that this unit will be finalised in the next few months and operational within 2009-10.

### 3.6 Public Performance Report

The performance information provided in **Appendix 1** will be used to inform the first Public Performance Report on the SOA (2008/09), which is due to be submitted to the Scottish Government in September 2009. The SOA Guidance published in September 2008 outlined that the reporting process will have a dual purpose – firstly an outward focus reporting to communities and the public on the delivery of outcomes in the local area and secondly feedback to the Scottish Government on the Council or Partnership's contribution towards the delivery of outcomes, which support the National Performance

Framework. It is planned to complete the draft Public Performance Report for submission to the Community Planning Board at its Special Meeting on 10 June 2009 based on this information.

### 3.7 Improving the Future Monitoring Process

As the SOA (2008/09) was the first to be produced, the process of gathering the performance information during the year has presented many challenges, particularly given the considerable number of actions and performance indicators to be monitored. The reporting framework has been revised so that:

- Quarterly monitoring against the actions will continue to be presented to the strategic theme group against their outcomes and a comprehensive report to the Community Planning Board
- Annual reports against the performance indicators will be submitted to the strategic theme group against their outcomes and a comprehensive report to the Community Planning Board

On the basis of this experience, the following refinements are proposed to improve the efficiency and effectiveness of the monitoring process for the new SOA (2009/10):

- (i) Each strategic group has been allocated local outcomes under the 10 priorities within the SOA 2009-10. This will improve accountability for the outcomes to a specific group eliminating some of the confusion over which group was leading a particular outcome.
- (ii) Each strategic group will agree no more than 3 key actions for each of their local outcomes. This will enable the groups to focus on a limited number of actions which should enable closer monitoring and focused delivery against the actions.
- (iii) For each of the key actions, a lead officer will be identified to enable the monitoring against the action to be easier. In addition it enables the groups to enhance their membership according to the actions with the appropriate officers to present their actions.
- (iv) Lead officers will be required to set quarterly milestones which will form the basis of the quarterly monitoring reports. This ensures that progress against each can be clearly assessed and reported.
- (v) Any resource implications which are additional to the current provision need to be reported to the Community Planning Board for either referral onto the lead partner to consider or to consider joint funding arrangements.

#### 4. SUMMARY OF IMPLICATIONS

**(a) Community Plan / Theme Plans / Partner Plans**

The reports sets out a detailed analysis of performance delivered during the year against the actions identified under the National Outcomes in the first SOA (2008/09).

**(b) Policy and Legal**

There is a requirement on all Community Planning Partnerships to monitor performance and report annually to the Scottish Government on delivering against the national outcomes in the SOA.

**(c) Resources (Financial, Staffing and Risks)**

Over the past year considerable time has been taken up with gathering the monitoring information. This has been due to a number of factors such as not defining the action in enough detail to enable proper reporting; descriptions of the progress which does not relate to the action or outcome or lack of reporting on the initial request. The improvements for monitoring the next SOA should alleviate some of this work.

Resources for reporting against the SOA 2008-9 will be met by the Council. Resources for delivering against the actions identified within the key actions will be considered by the Community Planning Board.

**(d) Consultations**

The officers listed in the appendix have provided the information for the monitoring report.

The Council's Performance and Quality Assurance Officer and her team has provided the monitoring information. She has been consulted on the improvements to the monitoring framework for SOA 209-10. She has stated that it is important to identify the impact of the action in addition to the actual progress update. From October quarterly reports will be submitted for 2009-10 to enable officers to put in place monitoring mechanisms.

The PPR and Communications Officer have been consulted to identify his needs to producing the performance report and ensuring that the monitoring information within this report will lead him onto the potential contents for that report. Senior staff should note that requirements for the PPR will necessitate further contact with departments to develop more detailed case studies of particular services. These case studies will be those that best illustrate the more accessible and relevant elements of the council's performance to the public.

## **5. CONCLUSION**

- 5.1 The performance cycle of the first SOA (2008/09) is now complete. This report provides a detailed analysis of performance against the delivery of actions under each of the National Outcomes, for which the Smarter Group is responsible. 88% of the actions have been deemed to contribute or partially contributed to the outcomes with 12% of actions have not yet impacted on the outcome.**
- 5.2 The report also sets out a series of recommendations designed to improve the efficiency and effectiveness of the reporting process for the new SOA (2009/10).**

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**Background Papers:  
Ref:**