

APPENDIX**SHARED RISK ASSESSMENT
POSITION STATEMENT****MONITORING OF SERVICE DELIVERY AND PERFORMANCE**

The objective of our corporate performance management framework is to ensure the council has a performance management culture that is embedded throughout the organisation and integrated in the service planning delivery. Monitoring information is presented regularly to departmental management teams, services committees, scrutiny committee and community planning partners. The framework covers the single outcome agreement, service standards, service outcomes, service improvement plan, external inspections, statutory performance indicators and other indicators. Most of the performance information is held on a central database, Covalent, but in addition some service areas hold specific performance data on their own databases.

SOA – The SOA identified the community planning partnership’s local outcomes against national outcomes. Each local outcome has defined their key actions and milestones required to achieve these actions. This information is contained in local delivery action plans. Progress against local outcome, key actions and milestones is reported to the Community Planning Board and the 5 strategic theme groups on a quarterly basis. In addition monitoring against the SOA, particularly the council’s actions, is provided to the Policy & Resources Committee and Audit & Performance Committee on a quarterly basis.

Service Improvement Plans - Quarterly reports are submitted to the relevant service committees on service improvement plans. Reports highlight good performance and any areas requiring action state what is being done to improve the current performance.

Services Standards & Service Outcomes – Service standards have recently been revised and service outcomes developed for each service activity. Performance against standards and outcomes are reported to the relevant service committee on a quarterly basis.

Service Delivery – Quarterly reports are submitted to the relevant service committees on statutory PIs, service specific PIs, complaints and service budget monitoring. Reports highlight good performance and any areas requiring action state what is being done to improve the current performance.

Statutory PIs – In addition to quarterly monitoring of Statutory PIs, an annual report is submitted to Audit & Performance Committee on the PIs in the bottom quartile. To accompany the report an improvement plan is provided.

Budget Monitoring - Revenue and capital monitoring reports are provided to service committees quarterly. The overall position for the council is reported quarterly to the Policy & Resources Committee. From period 6 onwards the Policy &

Resources Committee is also provided with an estimate of the outturn for the year for capital and revenue expenditure and emerging budget pressures are identified for consideration as part of the annual review of the council's financial plan.

External audits/action plans – Service specific external inspections are reported to the relevant service committee. Along with the report, action plans to address the areas for improvement are included. For the most part, services monitor their improvement plans within their service area. Some services use covalent to monitor these action plans.

Internal audit/action plans – All internal audit reports are reported to the Audit & Performance Committee. These reports contain an action plan to address the points raised in the audit. Once reported the relevant service area is responsible for implementing and monitoring progress. With effect from February 2010 the Internal Auditor will also provide the Audit and Performance Review Committee with an annual report on any actions previously agreed that have not been completed.

Risk Management - The council has agreed a policy and strategy for risk management. The strategy identifies the roles of Members and managers in risk management and also identifies the importance of risk management in relation to preparing service and corporate plans. Departments are responsible for maintaining operational and strategic risk registers and the corporate management team maintain the corporate risk register which is reported to Policy & Resources committee for monitoring.

Public Performance Reporting – Performance against our stated commitments are contained in our PPR documents. Annually the council produces a PPR report against the SOA and another one on the Corporate Plan. As required by the Scottish Government, specific monitoring against the local outcomes have also been produced.

Some services, such as Educational services, produce an annual PPR document Public Performance Report for Primary and Secondary Schools – Session 2007/08.

Housing Services reports on performance twice yearly in its Tenants voice newsletter.

Besides production of documents, the council also contributes performance information to NHS Community Care Information Screens; Maintains the Moray Performs website providing performance against the SOA produces digital stories illustrating personal accounts of care received and promotes team performance within the council's staff newsletter, connect.

Audit & Performance Committee – The role of this committee was recently reviewed. It was agreed that the revised reporting arrangements would allow the Audit and Performance Review Committee political scrutiny against key strategies and policy, priority, decisions and progress by identifying six areas of scrutiny in order to provide a robust framework and adequate coverage to include:

1. Quarterly progress updates against SOA Local Actions
2. Reports against the five strands of 'Moray Performs'
3. Focused reports on each of the fifteen SOA National Outcomes
4. Focused reports on areas included in Service Committee agendas that impact on all / the majority of services areas
5. Focused reports on Strategies that link to the Single Outcome Agreement
6. External Audit and Inspections progress against previous and new reports

Moray Performs Board – The Board comprises of the Corporate Management Team and two elected members who monitor major internal developments in the council. The Board monitors progress against the action plan at each meeting across the 6 strands which are:

- **Community Planning and Single Outcome Agreement** - Community Planning structures have been amended to come into line with the Scottish Government's strategic priorities and also to link directly to Council committees. The SOA has been signed by Scottish Government and community planning partners.
- **Governance** – There are a number of specific issues which will require to be dealt with in order to lead and support the Moray Performs programme.
- **Performance Management Framework** – The Performance Management framework was recently been revised to develop a model which focuses on the delivery of the SOA and priorities. The programme focused on the development of outcomes, key service measures and service standards as well as revising the reporting structure..
- **Public Sector Improvement Framework** – the PSIF is the self assessment tool which the council has adopted for all of its services.
- **Workforce Planning** – The Council must ensure that it has a workforce strategy in place which will identify risks in relation to workforce matters, covering issues such as recruitment and retention, job design, health & safety equalities, business continuity and succession planning.
- **Designing Better Services** - The Council is taking forward its work from the government sponsored shared services diagnostic to design more efficient ways of delivering and supporting services. This work includes the establishment of a new and larger contact centre, flexible and mobile working to reduce office accommodation, automating more back office processes and improved procurement arrangements. The DBS Programme is overseen by a Board of Members, Officers and Union reps and reports regularly to the Policy & Resources Committee.

Team plans and team meetings - Team plans and team meetings enable the articulation of service wide priorities to be translated into actions and targets for specific teams. The plans are monitored through team meetings and 1 to 1 discussions with managers.

SELF EVALUATION

Public Sector Improvement Framework (PSIF) – The council has agreed to use PSIF as its self evaluation tool. This programme began a year ago with a pilot project but the momentum to carry out assessments is increasing with a programme of

assessments to be carried out across all services activities in two years. These assessments are facilitated by our 8 trained assessors. Following each assessment an action plan is produced. Agreement has been established to carry out an annual interim assessment to review progress by the assessment team against the action plan. In addition monitoring against all assessments is reported to the Moray Performs Board to identify general performance arising from the assessments and any corporate issues resulting from trends.

Departmental self evaluation activity -

Chief Executive's Office – Within the Chief Executive's Office there are examples of self evaluation corporately and service-wide. For a number of years Corporate Policy used the EFQM process to assist with service planning the only reason we stopped was to move to the PSIF model. In addition there are corporate customer feedback mechanisms in place including:

Customer feedback

- Mystery Shopper
- Citizens Panel
- Complaints

Community Support uses the following mechanisms:

- How good is our Community Learning & Development (HGIOCLD)
- Learning Evaluation Action Planning (LEAP)
- Visioning Outcomes In Community Engagement (VOICE)

Educational Services - Self-evaluation within and across Educational Services incorporates a suite of self-evaluation mechanisms and processes including:

- Quality Management in Education (QMIE)
- How good is our school (HGIOS)
- How good is our Community Learning & Development (HGIOCLD)
- Quality Management in Local Authority educational Psychology Services (QMLAEPS)
- Public Library Quality Improvement Matrix (PLQIM)
- Institute of Sport, Parks and Leisure health & Physical Activity Recognition Programme (ISPAL)

Various self-evaluation activities link to the above across Educational Services.

Examples include:

- Illuminating Practice (CLD)
- Client questionnaire and evaluation (ED. Psychs)
- Quality Audits of a sample of schools per annum (Educational Development services)
- Staff Surveys (Central officers and admin staff)
- Interrogation of examination results (Secondary Schools and officers) “

Environmental Services, Direct Services – Self-evaluation within and across Direct Services incorporates a suite of self-evaluation mechanisms and processes including:

APSE (Association for Public Service Excellence) - All Departmental front line services are benchmarked against other authorities through the APSE Performance Network which allows the Council to compare service performance on cost, productivity and quality. Outcomes are published annually when comparisons can be made against other family group members at both national and Scottish authority level. Trends can also be monitored. The information provided not only allows the services to monitor improvements and set targets for future years but also highlights areas for improvement. The Network also gives the opportunity to share best practice across different authorities through various seminars and an on-line forum.

The Department's services benchmarked are as follows :-

- Building Cleaning
- Education Catering
- Other Catering
- Parks, open spaces and horticultural services
- Refuse Collection
- Street Cleansing
- Highways and winter maintenance
- Street lighting
- Transport operations and vehicle maintenance

LEAMS (Local Environmental Audit and Management System) - LEAMS is a programme managed by Keep Scotland Beautiful (KSB) and is used by all Local Authorities in Scotland to measure cleanliness standards. The scheme allows the Council to carry out self monitoring to assess continuous improvement, provides independent audits by partner authorities and an annual validation by an independent body KSB. Results are published annually which allows Councils to compare scores against each other, compare methods of work and establish best practice.

Quality Management System - Direct Services is registered to the International Quality Standard BS EN ISO 9001:2008 for managing Quality Management Systems. This provides the service with a robust framework and a set of principles to ensure:-

- Customer satisfaction - through delivery of a service that consistently meets customer's requirements.
- Reduced operating costs - through internal improvement of processes and resulting operational efficiencies.
- Improved stakeholder relationships - including staff, customers and suppliers
- Legal compliance - understanding how statutory and legal compliance impact the service and customers.
- Improved Risk Management - through greater consistency and traceability of the work we do.

The service carries out a comprehensive review of its activities and outcomes against the Standard to ensure processes are achieving the service strategies. Staff are encouraged to identify opportunities for improvement within their service and internal audits determine compliance and promote good practice. This is monitored

and communicated to Service Managers. The Service is independently verified by BSI (British Standards Institution) every 6 months.

Finance & ICT - For a number of years Finance and ICT used the EFQM process to assist with service planning the only reason it was stopped was to move to the PSIF model.

Housing Services – Some examples of tools used in quality assurance and performance management at a service level are as follows:-

- Customer feedback - use of customer feedback either in response to a specific service e.g. repairs, improvement, neighbour dispute, allocation of housing etc. Also, three yearly survey of Council tenants to identify areas for improvement etc.
- Customer involvement - involvement of tenant representatives in developing policy, reviewing performance etc. Tenant representatives involved in the Housing Sub Committee which scrutinises housing performance in respect of the Council's landlord role.
- Preparation for external inspections - involves self assessments within the framework of the specific inspection regime e.g. for the Housing Inspection
- Participation in benchmarking clubs - an important part of our performance management culture - with involvement in the Housing Best Value Network and APSE benchmarking clubs.
- Improvement Groups - well established in Housing for asset management and involves staff from services involved in this activity alongside Housing and staff from a range of areas within the Housing Service.