










Performance Indicators - Committee Services

Status	
	This PI is significantly below target.
	This PI is slightly below target.
	This PI is on target.
	This PI cannot be calculated.
	This PI is a data-only PI.






PIs																		
Title	Current Target	2006/07		Q4 2006/07		Q1 2007/08		Q2 2007/08		Q3 2007/08		Q4 2007/08		2007/08		Status	Comments	
		Value		Value		Value		Value		Value		Value		Value				
Performance against target times for issuing Committee Agenda	80% within 7 days	80%		93%		89%		75%		100%		100%		100%		91%		
Performance against target times for issuing Action Sheets as a percentage	80% within 2 working days	96%		100%		100%		100%		100%		86%		97%				
Performance against target times for issuing draft and final draft minutes	80% within 5 working days	83%		100%		89%		63%		70%		100%		79%				
Number of key errors in minutes presented to Council (i.e. sederent / votes)	0	3		1		0		4		1		0		5				
Performance against target times for issuing Fixed Penalty Fines	90% within 4 working days	97%		96%		98%		100%		100%		100%		99.4%				





Performance Indicators - Estates Services

Status	
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PIs																	
Title	Current Target	2006/07		Q4 2006/07		Q1 2007/08		Q2 2007/08		Q3 2007/08		Q4 2007/08		2007/08		Status	Comments
		Value		Value		Value		Value		Value		Value		Value			
Number of tenant visits by Estates staff (cumulative)	75 per annum	111		111		18		33		48		62		62			
Rental Income from Industrial Portfolio	£882k per annum	£1,074k of £877k target		£1,074k of £877k target		£268k		£501k		£780k		£950k+		£950k+			Still to receive March figure
Capital receipts for year (excluding major transactions)	£250k per annum	£705k		£705k		£56k		£106k		£123k		£124k		£124k			
% of target		282%		282%		22.8%		42.4%		49.2%		50%		50%			
Industrial Portfolio (buildings / sites) Occupancy Rate	80%	92%		92%		93%		95%		96%		96%		96%			

Performance Indicators – Legal Services

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PIs		2006/07		Q4 2006/07		Q1 2007/08		Q2 2007/08		Q3 2007/08		Q4 2007/08		2007/08		Status		Comments	
Title	Current Target	Value	%	Value	%	Value	%	Value	%	Value	%	Value	%	Value	%				
Licensing – New Taxi Driver's Applications % Processed against target	90% within 30 days	81%	(57 of 70)	65%	(13 of 20)	75%	(18 of 24)	89%	(16 of 18)	81%	(17 of 22)	91%	(10 of 11)	81%	(61 of 75)			Quarter 4 – 1 applicant did not get a photo taken on time (was at sea)	
Licensing – Renewal Applications % Processed against target	90% within 30 days	97%	(110 of 113)	None Received		None Received		97%	(75 of 77)	None Received		None Received		97%	(75 of 77)			Renewal applications are generally processed quarter 2	
Council House Sales % of house sales completed within statutory 26 weeks	80% within 26 wks	86%	(107 of 125)	87%	26 of 30	88%	(28 of 32)	70%	(14 of 20)	63%	(26 of 41)	69%	(24 of 35)	72%	(92 of 128)			Previous staff issues around plan preparation have now been resolved and situation is improving.	
Income achieved - % to target to date	£5,248k	88%		88%		22%		35%		65%		88%		88%					

Performance Indicators – Personnel Services

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	This PI cannot be calculated.
	This PI is a data-only PI.


PIs																		
Title	Current Target	2006/07		2006/07		Q1 2007/08		Q2 2007/08		Q3 2007/08		Q4 2007/08		2007/08		Status	Comments	
		Value	67%	Value	16.36%	Value	97%	Value	91.5%	Value	99%	Value	99%	Value	96.6%			
% of contracts issued within 5 days of receipt of intimation	85%	67%	16.36%	3.31%	11.94%	14.53%	18.2%	18.2%	18.2%	18.2%	18.2%	18.2%	18.2%	18.2%	18.2%		This years cumulative figure is higher than previous years as a result of a large number of employees (300) who, through the equal pay scheme and new contracts, moved to different pay groups / frequencies e.g. 4 weekly. Without these the figure would have been closer to 11/12%	
Labour Turnover - All leavers (cumulative)	CIPFA Benchmarking 2007 average for all staff 13.8%	535	67	99	65	109	165	438	438	438	438	438	438	438	438	438		Current target - average calculated from previous 2 years information
Number of accidents reported	Average - 132 per quarter	535	67	99	65	109	165	438	438	438	438	438	438	438	438	438		Current target - average calculated from previous 2 years information

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Appendix 1

PIs	Current Target	2006/07		Q4 2006/07		Q1 2007/08		Q2 2007/08		Q3 2007/08		Q4 2007/08		2007/08		Status	Comments	
		Value		Value		Value		Value		Value		Value		Value				
Time lost due to industrial injury / accidents	Average - 198 per quarter	596 working days Qtrs 2-4	267 working days	135 working days	57 working days	171 working days	116 working days	479 working days										The rise in numbers in the last quarter can be attributed to a number of incidents linked to a small number of children with exceptionally challenging behaviour
Training take-up rate as a % - Corporate Courses	80%	93%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Current target - average calculated from previous year's information
Partnership Courses	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
No of grievances handled	15 (3 per 1000 employees)	205	17	2	0	1	2	5										Equal Pay grievances account for 2006 results
No of disciplinarys initiated		16	3	4	2	7	8	21										
Number of employment appeals lodged and upheld by the appeals committee	Less than 20%	15% (2 of 13)	100% (1 of 1)	0% (0 of 2)	0% (0 of 1)	0% (0 of 0)	0% (0 of 0)	0% (0 of 3)										
Number of employment tribunals initiated	Less than 12	120	44	39	2	1	1	3										All tribunals initiated in quarter 1 related to Equal Pay issues and 1 in quarter 2

Appendix 1



<p>Ethnic Minorities Number of staff by defined ethnic origin as % of Employees CO's, APT&C Craft & MW's Teachers All staff</p>	<p>CIPFA Benchmarking average 3.24%</p>	<p>0.28% 0.17% 0.33% 0.24%</p>	<p>0.28% 0.17% 0.33% 0.24%</p>	<p>---</p>	<p>---</p>	<p>---</p>	<p>---</p>	<p>---</p>		<p>(Calculated in May to allow for processing of new starts joining the Council at the end of the financial year to be included). This indicator has not been included in the count for 2007/08 Q4 but will be reported in the 2008-09 Quarter 1 Performance report.</p>
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SERVICE IMPROVEMENT PLAN 2007 / 2008 Committee Services / Registrars

Quarter 4 update – January to March 2008





Report Type: Actions Report
Generated on: 10th April 2008

Action Code & Title	Status Icon	Start Date	Due Date	Notes
CS07_SIP_1.1 Supporting Corporate Government by ensuring decisions are consistent, transparent and evidenced with a record of the criteria, rationale and consideration on which they are based and supporting by a Scheme of Delegation monitored and regularly updated		01/04/2007	31/03/2008	Quarters 4 update – All goals under this heading have been met. Following Council decision to revise committee structure on 26 March 2008, a complete revision of the scheme of delegation/scheme of administration is now required to be carried out prior to commencement of new timetable, which is to be considered at meeting of Policy Committee on 30 April 2008.
CS07_SIP_1.2 Supporting Corporate Government in continuous improvement by review within the registration service		01/04/2007	31/03/2008	Quarters 4 update – It is anticipated that the completed review report will be presented to either Policy Committee or Full Council in the next quarter.




SERVICE IMPROVEMENT PLAN 2007 / 2008 Estates Services

Quarter 4 update – January to March 2008

Report Type: Actions Report
Generated on: 10th April 2008

Action Code & Title	Status Icon	Start Date	Due Date	Notes
CS07_SIP_2.1 Supporting Efficient Government by Administration Review		01/04/2007	31/03/2008	Quarters 4 update – Outgoing and incoming documentation recorded on Hummingbird system. Training arranged for Professional and Technical staff using system.
CS07_SIP_2.2 Co-ordinating Energy Management by Reducing the Council's energy and water consumption and increasing energy efficiency awareness		01/04/2007	31/03/2008 and beyond	Quarter 4 update – Under this item 3 out of 5 actions have been completed. No further Central Energy Efficiency Fund projects at present. 4 Feasibility Studies/Surveys being carried out to assess further potential projects. Funding to 2 major projects cancelled due to completion time scales being too long. Energy projects being assessed as and when they arise. Building Energy Management System (BEMS) installations continue, expanding current systems where possible. New training course was rolled out at start of Social Awareness Programme. Request for Energy Champions to be produced for next edition of Connect. Automatic Lighting Controls - Work to be carried out after completion of the heating project in HQ to avoid disruption to the new equipment. Electronic Data Interchange (EDI) to be used to input data to Monitoring & Targeting system on hold due to renewed National Energy Procurement.
CS07_SIP_2.3 Assist Asset Management by Developing Facilities Management		01/04/2007	31/12/2007	Quarters 4 update – Draft was completed. Working with sub-group of Asset Management Working Group to further develop Building Manager's Manual by end of June.
CS07_SIP_2.4 Assist Asset Management by Representing The Moray Council at the Grampian Public sector Property Group		01/04/2007	31/03/2008	Quarters 4 update – Producing a Risk Management Strategy in support of integrated property strategy going to Joint Public Sector in May 2008. Working on preparation of joint property database of member's property assets to support joint working. Confirmation is awaited from NHS Grampian on terms for Council's occupancy of the building at Lossiemouth.

Appendix 2


Action Code & Title	Status Icon	Start Date	Due Date	Notes
CS07_SIP_2.5 Assist Asset Management in continued improvements by Asset Management Planning		01/04/2007	31/03/2008	<p>Quarters 4 update – Arrangements being developed for temporary relocation of staff during works. Report to be presented to committee in June.</p> <p>Report went to Policy 5 March - Committee noted interest from NHS Grampian for re-occupying Spynie wards - remitted to Officers to consider merits of joint development on site with NHS and report back.</p> <p>Works on schools in Speyside area in progress. Proposals for schools in Buckie/Keith being developed to tender stage.</p> <p>Repairs and maintenance 5-year programme for Corporate buildings and Industrial Premises prepared.</p> <p>Office Accommodation Review to be used as basis for developing Office Accommodation Strategy.</p> <p>Review of Council property holdings in Cullen to commence on 1st April '08.</p> <p>Review of non-operational property not yet started due to competing workload. Propose to start and complete 2008/9.</p>
CS07_SIP_2.6 Assist Asset Management in continued improvement by a review of Industrial Estates Portfolio		01/04/2007	31/12/2007	<p>Quarters 4 update – The report on the industrial estates review is to be submitted to Committee following confirmation of Capital Plan in May '08.</p>
CS07_SIP_2.7 Assist Corporate working by providing professional and valuation advice for Flood Alleviation schemes		01/04/2007	31/03/2008	<p>Quarter 4 update – Policy Committee considered Report on 5th March and have asked for Officers Taskforce to be convened to take forward measures to mitigate impact of the Elgin scheme on local businesses.</p> <p>Estates assisting Moray Flood Alleviation Group to resolve objections to Elgin Flood scheme. Estates in conjunction with District Valuer processing claims from landowners affected by Forres (Burn of Mosset) Flood Alleviation Scheme.</p>

SERVICE IMPROVEMENT PLAN 2007 / 2008


Legal Services

Quarter 4 update – January to March 2008

Report Type: Action Report
Generated on: 10th April 2008

Action Code & Title	Status Icon	Start Date	Due Date	Notes
CS07_SIP_3.1 Ensuring that the council complies with all the legal requirements		01/04/2007	31/03/2008	<p>Quarters 4 update –</p> <p>Guide other Services on the legal requirements and Management implications of the Acts listed: -</p> <p>Housing (Scotland) Act 2001 - considerable time has been spent supporting the housing section in securing affordable housing for Moray in a number of larger groundbreaking deals with local landlords and public agencies and private developers.</p> <p>Reuse of Public Sector Information Regulations 2005 / Freedom of Information (Scotland) Act 2002 / Reuse of Public Sector Information Regulations 2005 - legal have recently co-authored in house guidance on these regulations in conjunction with FOI and Data Protection and their application within the Council</p> <p>Land Reform (Scotland) Act 2003 - Fundamental changes to the practice of Conveyancing in Scotland continues to complicate the everyday workload for the C&C section. These include additional responsibilities for recording deeds in land and sasine register, new stamp duty legislation and increased use of electronic forms.</p> <p>Agricultural Holdings (Scotland) Act 2003 - A comprehensive review of all agricultural leases which the Council holds has been completed with assistance from an outside firm who assisted with style documentation in this highly specialised and complex area of law. We now have a new raft of leases that will be reviewed on an on-going basis. This area represented a large risk to the Council of losing much of its Land banked properties to sitting tenants. The Council has managed to consolidate</p>

Appendix 2



Action Code & Title	Status Icon	Start Date	Due Date	Notes
				<p>Implementation of new legislation and new developments in the law: -</p> <p>Adoption and Children (Scotland) Act 2007 - Work continues in supporting the social work service to meet the demands of this legislation.</p> <p>Adult Support and Protection (Scotland) Act 2007 - Legal Advice provided at further meetings of the Shadow Adult Protection Committee for Moray. Work remains on target for an autumn implementation of this Act.</p> <p>Criminal Proceedings etc (Reform) (Scotland) Act 2007 - Intensive work continues to prepare for the unification of the district court with the Scottish court service on 2 June 2008. The effects of the forced implementation of the DCAS Version continue, however returns to the treasury have now been completed despite the additional work this has presented.</p> <p>Companies Act 2006 - Companies Act 2006 is a 600-page piece of legislation, which affects a number of Council owned/linked companies. Work will be involved in ensuring that elected members/directors continue to meet their legal obligations.</p> <p>Licensing (Scotland) Act 2005 - This remains an area of very high activity. The transition period has now begun and we are mid-way through the first quarter tranche of applications. The software system continues to present challenges and the National Database of Personal Licences being commissioned by the Scottish Government Improvement Service has been delayed in its implementation from 13 March to 12 May 2008. Despite IT difficulties, the work remains on target for this quarter.</p>
CS07_SIP_3.2 Ensuring that the council complies with all the legal requirements involving the role of the Monitoring Officer		01/04/2007	31/03/2008	<p>Quarters 4 update - Monitoring Officer unable to attend Annual Meeting of Monitoring/Standards Officers on 30/01/08 as it coincided with Meeting of Full Council.</p> <p>Refresher training for managers rescheduled to Quarter 1 2008/09. Allocated time was reallocated for briefings and presentations on Single Outcome Agreement and "Designing Better Services".</p>

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SERVICE IMPROVEMENT PLAN 2007 / 2008 Personnel Services





Quarter 4 update – January to March 2008

Report Type: Action Report
Generated on: 10th April 2008



Action Code & Title	Status Icon	Start Date	Due Date	Notes
CS07_SIP_4.1 Contributing to efficient government through Absence Management - Improve absence monitoring and management to meet targets and reduce costs		01/04/2007	31/03/2008	<p>Quarter 4 update – Head Teachers Management Training has been completed.</p> <p>In relation to the Cyborg absence management, this now requires escalation and agreement from payments. To be carried into 2008-09 SIP.</p> <p>The case management is in place and the issues raised were included in the February Health Fair.</p> <p>The tender has gone out for a shared Occupational Health Service, which is due to transfer on 01/10/2008.</p> <p>In relation to the Healthy Working Lives – a survey has been undertaken and results analysed. An action plan has been prepared. A portfolio has been prepared and dates have arranged for assessment at the end of April. Plans are in place to take the health event to locations around Moray.</p>
CS07_SIP_4.2 Assisting in sound government and efficient use of resources by ensuring the availability of Induction and further development programmes for Elected Members ensuring training needs are identified and individual development plans are implemented for all		01/04/2007	31/03/2008	<p>Quarter 4 update – Induction new starter pack booklet approved by Chief Execs Department.</p> <p>Phase 1 of 'Manager in Local Government' for Head Teachers was delivered by the end of 2007.</p> <p>The rolling programme of Elected member training is continuing.</p>

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Appendix 2

Action Code & Title	Status Icon	Start Date	Due Date	Notes
CS07_SIP_4.3 Leading legality and good practice by ensuring that employment and recruitment policies are fully in line with the Council's commitment and legislative requirements are applied in a consistent manner across the Council.		01/04/2007	31/03/2008	<p>Quarters 4 update –</p> <p>11 out of 13 Policies have now been completed including in this quarter: - Statutory Dismissals, Disciplinary, Voluntary Work and Grievance. Work is still on-going on the following policies: -</p> <p>Flexible Retirement Policy - Work is under way but will move into 2008-09 plan</p> <p>Equal Opportunities Policy – Equality Impact Assessments for all employment policies are complete. – Will continue into 2008-09 SIP with a completion date of Dec '08.</p> <p>In the communication of policies the focus groups have now taken place and production of the handbook will move into the 2008-09 SIP.</p>
CS07_SIP_4.4 Efficient use of resources by putting in place a framework to ensure the performance of all staff is regularly assessed and they are actively supported in improving, with links to training, reskilling and development strategies.		01/04/2007	31/03/2008	<p>Quarter 4 update – 'Designing Better Services' project may provide essential information to drive the assessment training and skills forward – to carry over to 2008-09 SIP.</p> <p>The post entry training policy will also be developed in 2008-09</p>
CS07_SIP_4.5 Efficient use of resources by ensuring steps have been taken to survey staff to establish attitudes and to determine whether the workforce feels valued and that their skills and knowledge are used effectively and to the full		01/04/2007	31/03/2008	<p>Quarters 4 update – Focus groups took place in 24/25 Jan for next phase of employee survey and report is awaited.</p>
CS07_SIP_4.6 Efficient use of resources in relation to the development of the Council's workforce strategy which aims to ensure that the workforce plans and strategies are linked to corporate and community plans and financial plans.		01/04/2007	31/03/2008	<p>Quarter 4 update - Workforce profile report circulated to CMT for input. Report back to committee deferred due to single outcome agreement work. Education report discussed with dept 16/1 and plan drafted.</p> <p>Feedback from exit monitoring being included on regular workforce monitoring reports.</p> <p>Issues previously raised as causes of absence were included in Feb health fair. Cognitive Behaviour Therapy (CBT) tool available on 'Wellbeing Works site will be promoted in the coming year.</p> <p>Focus groups took place on 24/25 Jan for next phase of employee survey and final report is awaited.</p> <p>Workforce Planning will continue into 2008-09 SIP based on the work done on the Workforce profile report.</p>

Appendix 2

Action Code & Title	Status Icon	Start Date	Due Date	Notes
CS07_SIP_4.7 Efficient use of resources ensuring that pay and reward systems meet legislative requirements under the Equal Pay Act and that any area of discriminatory practice have been addressed, including consideration of equal pay audit.		01/04/2007	31/03/2008	Quarter 4 update – Appeals procedure complete and Employee Benefits Scheme also up and running.
CS07_SIP_4.8 Enabling risk management and the efficient use of resources through Health & Safety		01/04/2007	31/03/2008 and beyond	Quarter 4 update – Most Health and Safety Policies have deadlines into 2008-09 SIP so will be carried forward. The policy on Falls is ready to be presented to the Personnel Forum. Violence and Aggression to be carried forward into 2008-09 SIP as corporate approach not suitable for either defining or dealing with individual section needs e.g. Dealing with this in Education will be different in approach to dealing with this in some parts of Community Services or Housing. In relation to the Corporate Audit across the Council the audits are continuing to take place but the move to the IT system has not been completed and will also continue into 2008-09 SIP. (Slippage partly due to the number of Fire Risk Assessments currently being carried out.)

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CENTRAL SERVICES – COMPLAINTS MONITORING REPORT

Acknowledgement Times – the number of complaints received and the percentage acknowledged within 3 working days with explanation where the target figure was not achieved. (100% target)

	% Acknowledged in 3 working days			
	Total	Actual	Target	Reason for Variance
Quarter 1 (Apr-Jun)	3	3 (100%)	90%	Not applicable
Quarter 2 (Jul-Sept)	2	2 (100%)	90%	Not applicable
Quarter 3 (Oct-Dec)	6	5 (83%)	100% (target revised)	Response from Roads section was required rather than Estates hence delay in process due to this having to be handled by two sections
Quarter 4 (Jan-Mar)	3	3 (100%)	100%	Not applicable
2007-08 Summary	14	13 93%	100%	

Response Times – the number of complaints replied to and the percentage responded to within 20 working days with explanation where the target was not achieved. (85% target)

	% Answered in 20 working days			
	Total	Actual	Target	Reason for Variance
Quarter 1 (Apr-Jun)	3	2 (67%)	75%	Estates received a complaint that required input from several Departments. This information was received in time but the joint response took longer to draft than expected and was subsequently late by 5 working days.
Quarter 2 (Jul-Sept)	2	2 (100%)	75%	Not applicable
Quarter 3 (Oct-Dec)	6	5 (83%)	85% (target revised)	Response from Roads section was required rather than Estates hence delay in process due to this having to be handled by two sections

Quarter 4 (Jan-Mar)	3	3 (100%)	85%	Not applicable
2007-08 Summary	14	12 (86%)	85%	

Complaint Outcome – the number of complaints that were upheld, part upheld or not upheld, detailing what the complaints were about and what remedial action has been put in place to ensure that the situation does not reoccur.

	Number and Type	Outcome	Action Required
Quarter 1 (Apr-Jun)	2 x Estates	Not upheld	No action required
	1 x Legal (Licensing)	Not upheld	No action required
Quarter 2 (Jul-Sept)	1 x Estates	Part upheld	Stones swept from path
	1 x Legal	Not upheld	No action required
Quarter 3 (Oct-Dec)	3 x Estates	Not upheld	No action required
	1 x Estates	Upheld	Road works to commence in this financial year – customer informed
	2 x Legal	Not upheld	No action required
Quarter 4 (Jan-Mar)	1 x Estates	Not upheld	No action required
	1 x Legal	Not upheld	No action required
	1 x Personnel	Not upheld	No action required