

**REPORT TO: POLICY COMMITTEE ON 30 APRIL 2008**

**SUBJECT: PERFORMANCE AND SERVICE IMPROVEMENT PLAN  
MONITORING – CENTRAL SERVICES**

**BY: CHIEF LEGAL OFFICER**

**1. REASON FOR REPORT**

- 1.1 The reason for the report is to advise the Committee on the progress made against priority areas and targets detailed in the Central Services' Service Improvement Plan from January to March 2008 and to provide Members with a progress report on Performance Indicators and Complaints for the Service for the same period.
- 1.2 This report is submitted to Committee in terms of Section A(40) of the Council's Administrative Scheme relating to the provision, development and monitoring of all Central Support Services.

**2. RECOMMENDATION**

- 2.1 **The Committee is asked to scrutinise the progress made against the Service Improvement Plan.**
- 2.2 **The Committee is asked to scrutinise the contents of Performance Indicators reported.**
- 2.3 **The Committee is asked to scrutinise the contents of Complaints reported.**

**3. BACKGROUND**

- 3.1 The Central Services' Service Improvement Plan was approved on 29 August 2007 and details the priority areas and targets for the forthcoming year and forms part of the Councils' Performance Management Framework.
- 3.2 A progress report on the Service Improvement Plan, Performance Indicators and Complaints as at 31<sup>st</sup> December 2007 was submitted to this Committee on 5<sup>th</sup> March 2008.
- 3.3 Performance indicators provide further assessment of service delivery against set targets and also forms part of the Council's Performance Management Framework.

#### 4. **SUMMARY OF PERFORMANCE**

4.1 The information attached to this report relates to the four sections within Central Services namely Committee Services, Estates Services, Legal Services and Personnel Services

4.2 The table below summarises performance in relation to agreed Performance Indicator targets detailed in **Appendix 1** and are presented within three headings -

- Green – performing well
- Amber – requiring close monitoring
- Red – requiring improvement action

<b>Section</b>	<b>No of Indicators</b>	<b>Green Performing Well</b>	<b>Amber Close Monitoring</b>	<b>Red Action Required</b>
Committee	5	5		
Estates	4	2	1	1
Legal	4	2	1	1
Personnel	9	7		2
<b>Total</b>	<b>22</b>	<b>16 (73%)</b>	<b>2 (9%)</b>	<b>4 (18%)</b>

4.3 The table below summarises performance in relation to agreed Service Improvement Plan targets detailed in **Appendix 2**, and are presented within three headings -

- Green – performing well
- Amber – requiring close monitoring/or awaiting external input to complete
- Red – requiring improvement action

<b>Section</b>	<b>No of Actions</b>	<b>Green Performing Well</b>	<b>Amber Close Monitoring</b>	<b>Red Action Required</b>
Committee Registrars	2	1	1	
Estates	7	4	2	1
Legal	2	1		1
Personnel	8	3	1	4
<b>Total</b>	<b>19</b>	<b>9 (47%)</b>	<b>4 (21%)</b>	<b>6 (32%)</b>

The majority of Central Services' Service Improvement Plan actions require long-term timescales, therefore areas of good performance will identify completion of milestones within those actions and likewise areas of improvement will identify milestones that have not been completed within expected target timescales.

## **5. PERFORMANCE ANALYSIS**

### **5.1 Areas of good performance**

#### **5.1.1 Committee Services**

Committee Services gathers information on performance against target times for issuing Agendas, Action Sheets, and Minutes for Committees. For the period from January 2008 to March 2008 –

- 7 of 7 (100%) Agendas were issued early or on time, above the accepted level of 80%
- 6 of 7 (86%) Action Sheets were issued early or on time, above the accepted level of 80%
- 7 of 7 (100%) Final draft minutes were issued early or on time, above the accepted level of 80%
- No key errors were identified in Draft Minutes during quarter four

100% of Fixed Penalty Fines were processed within 4 working days, above target.

#### **5.1.2 Estates Services**

Although the final figure for the 2007-08 financial year was not yet available at time of writing, £950k of rental income from the Industrial Portfolio has been generated as at end February 2008 exceeding the annual target of £882k.

96% of the Industrial Portfolio (building and sites) was occupied as at March 2008, above the target level of 80%. Industrial land and buildings occupancy rates have continued to remain high.

The final phase of the implementation of the document management system (Hummingbird) has been successfully completed and the system is now being used for processing all documentation.

4 Feasibility Studies/Surveys are being carried out to assess further potential energy efficiency projects: pipe insulation, building energy management systems, thermostatic radiator valves and loft insulation (many of these have to be assessed on an individual basis e.g. in the schools).

### 5.1.3 Legal Services

There was a 91% turnaround in new taxi driver license applications against a target of 90% in 30 days.

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.

Reuse of Public Sector Information Regulations 2005 / Freedom of Information (Scotland) Act 2002 - legal have recently co-authored in house guidance on these regulations in conjunction with Freedom Of Information (FOI) and Data Protection and their application within the Council.

Adult Support and Protection (Scotland) Act 2007 - Legal advice has been provided at three further meetings of the Shadow Adult Support & Protection Committee for Moray. Work remains on target for an autumn implementation of this Act.

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.

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 and despite difficulties with the software system and delays in the implementation of the National Database of Personal Licenses, commissioned by the Scottish Government Improvement Service, the work remains on target for this quarter.

### 5.1.4 Personnel Services

99% of contracts were issued within 5 working days, above the 85% target.

116 working days were lost due to industrial injury and health and safety incidents, this is below the previously calculated average working days per quarter of 198.

Take-up rates of 100% were achieved for training courses provided by Employee Development in line with the published training programme, courses where Employee Development are asked to undertake tailored training for Departments and courses designed and delivered in conjunction with the Council's partners, exceeding targets.

In relation to absence management the issues identified as major causes of absence (musculo skeletal disorders and stress) were included as part of the launch of the Healthy Working Lives Programme and the February Health Fair which also kicked off a series of workshops on weight management/healthy living.

The following policies have now been completed: Dismissals, Disciplinary, and Grievance.

Focus groups for the next phase of the employee survey took place in January and a final report is being produced.

In relation to the Workforce Profile the Education Report has been discussed with the department and a plan drafted to address the issues raised e.g. attracting employees, Head Teacher recruitment, age, gender, exit monitoring, absence targets, supply staff and temporary staff.

Feedback from exit monitoring is being included on regular workforce monitoring reports and is reported to CMT.

## 5.2 Areas for Improvement

### 5.2.1 4 of 22 performance indicators (18%) were categorised as performing below target requiring improvement actions: -

Estates Services - Capital receipts for year (excluding major transactions)  
This has accumulated £124k of the target £250k for the year. The Capital Receipts for the sale of the Buckie Drifter were factored into the original target and following the rejection of this sale by Committee it was unlikely that the Capital Receipts would meet the annual target.

Legal Services - Council House Sales completed within 26 weeks  
The percentage of Council House Sales completed within 26 weeks was 69% against a target of 80%. Previous staff issues around plan preparation have now been resolved and situation is improving.

Personnel - Labour Turnover - All leavers (cumulative)  
Labour Turnover - All leavers (cumulative) at the end of the financial year was 18.25% compared to the CIPFA Benchmark 2007 average for all staff of 13.8%. 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%

Personnel - Number of accidents reported  
165 accidents were reported in this quarter against a target of 132 based on the average calculated from previous 2 years information. This 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.

5.2.2 6 of 19 (32%) of Service Improvement Plan actions were categorised as having exceptions though in each case only parts of the total priority require action:

### Estates Services

Negotiate for acquisition of Spynie Hospital from NHS Grampian - NHS Grampian have indicated need to retain at least part of Spynie Hospital site for NHS projects. Negotiations are in progress to establish whether the needs of both organisations can be accommodated on the site. A report went to Policy Committee on 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. (SIP reference 2.5.01)

The review of Council property holdings in Cullen – Is on hold due to workload pressures. This is to be taken forward from 1<sup>st</sup> April. (SIP reference 2.5.05)

Report Review of Office Accommodation and Non-operational Property to Committee - A Review of Office Accommodation was been completed and reported to the Asset Management Working Group. The review of non-operational property will be taken forward into next years SIP. (SIP reference 2.5.07)

### Legal Services

Ensuring that the council complies with all the legal requirements involving the role of the Monitoring Officer - The Monitoring Officer was unable to attend Annual Meeting of Monitoring / Standards Officers on 30/01/08 as it coincided with Meeting of Full Council. 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”. (SIP reference 3.2)

### Personnel Services

Development of ICT system for absence - In relation to the Cyborg absence management, this requires agreement with payments so is to be carried into 2008-09 SIP. (SIP reference 4.1.02)

Develop employment policies specifically - 11 out of 13 Policies have now been completed but work is still on-going on the two remaining policies: -

- Flexible Retirement Policy - Work is under way but will move into 2008-09 plan
- 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. (SIP reference 4.3.01)

Implement, communicate and monitor effectiveness of employment policies - In the communication of policies the focus groups have now taken place and

production of the handbook will move into the 2008-09 SIP. (SIP reference 4.3.02)

Staff training through a corporate training plan – ‘Designing Better Services’ project may provide essential information to inform the assessment of training and skills – to carry over to 2008-09 SIP. (SIP reference 4.4.01)

Post entry training policy - The post entry training policy project plan will be developed in 2008-09 service plan with new dates. (SIP reference 4.4.02)

Develop Health and Safety Policies listed below - Violence and Aggression Policy 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. (SIP reference 4.8.01)

Develop a Safety Management System and rolling programme to ensure all services assess and address the Health and Safety position and risks associated with their services – 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.) (SIP reference 4.8.02)

### 5.3 **Complaints**

There were 3 complaints received during the period between January and March 2008 (Detailed in **Appendix 3**). None were upheld. All were acknowledged in the required 3 days and responded to within the 20 working day target timescale.

## 6. **SUMMARY OF IMPLICATIONS**

### (a) **Corporate Development Plan/Community Plan/Service Improvement Plan**

The Service Improvement Plan is linked to the Corporate Development Plan.

### (b) **Policy and Legal**

None

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

None

**(d) Consultations**

This report has been circulated to Senior Officers in Central Services who are in agreement with the contents.

**7. CONCLUSION**

**7.1 That the Committee scrutinises the contents of this report.**

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Background Papers:

Ref: