

REPORT TO: POLICY AND RESOURCES COMMITTEE 15 DECEMBER 2009

**SUBJECT: CENTRAL SERVICES PERFORMANCE REPORT –
QUARTER 2 JULY – SEPTEMBER 2009**

BY: CHIEF LEGAL OFFICER

1. REASON FOR REPORT

- 1.1 The Committee is asked to scrutinise progress made against priority areas and targets detailed in Central Services' Service Improvement Plan to the end of quarter 2, September 2009. Committee is also asked to scrutinise progress against Performance Indicators and Complaints to the end of quarter 2, September 2009.
- 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 That Committee is asked to: -

- (i) Scrutinise performance against Central Service's Performance Indicators, at the end of Quarter 2 2009/10, September 2009.**
- (ii) Scrutinise progress against priorities identified in the Central Services' Service Improvement Plan 2009-2010, at the end of Quarter 2 2009/10, September 2009.**
- (iii) Scrutinise performance in achieving the Central Services' Complaint Targets, at the end of Quarter 2 2009/10, September 2009.**

3. BACKGROUND

- 3.1 On 30th September Full Council approved the revised Performance Management Framework including the Service Outcomes and Service Standards (para 6 of the minute refers). A review of performance indicators previously submitted was also carried out and as a result additional Local Performance Indicators are included in this report.
- 3.2 On 5th May 2009, the Policy and Resources Committee approved the adoption of the Central Services' Service Improvement Plan 2009-2010 (para 7 of the minute refers). Service Improvement Plans are a key element of the Moray Council Performance Management Framework and contain

Departmental Objectives derived from a number of sources including the Efficient Government Requirements, the Best Value Review Plan, the EFQM process and the specific Corporate Development Plan objectives that impact Central Services.

- 3.3 In the “PERFORMANCE INDICATORS” and “SERVICE IMPROVEMENT PLAN” areas of the report (sections 4 and 5) the performance is laid out under three main headings
- “SUMMARY OF PERFORMANCE “ (summarised percentages and/or table)
 - “PERFORMANCE ANALYSIS - AREAS OF GOOD PERFORMANCE” (includes general summary and/or some of the green indicators)
 - “AREAS OF PERFORMANCE IDENTIFIED FOR IMPROVEMENT AND HOW THIS WILL BE ACHIEVED” (red exceptions for PIs and those not achieved by their due dates in the Service Improvement Plans)
- 3.4 Performance against all Central Services’ performance indicators for the period July – September 2009 is included in **APPENDIX 1**.
- 3.5 Progress against all priorities relating to the Central Services’ Service Improvement Plan for 2009/10 is included in **APPENDIX 2**.
- 3.6 Performance against targets for Complaints acknowledged and responded to in quarters 1 and 2 is included in **APPENDIX 3**.
- 3.7 The information attached to this report relates to the five sections within Central Services namely Committee Services, Estates Services, Legal Services, Personnel Services and Registrars

4. PERFORMANCE INDICATORS

4.1 SUMMARY OF PERFORMANCE

The table below summarises the performance against a number of indicators to 30 September 2009. The summary of performance for the period is presented within four headings:

- Green – performing well
- Amber – requiring close monitoring
- Red – requiring improvement action
- Annual PIs not due this quarter or to be introduced in Quarter 3

Section	No of Indicators	Green Performing Well	Amber Close Monitoring	Red Action Required	Annual PI
Committee	5	3	1		1
Estates	12	3	1		8
Legal	2	1		1	

Personnel	9	3		1	5
Registrars	4	4			
Total	32	14 (43.8%)	2 (6.2%)	2 (6.2%)	14 (43.8%)
% Total – Quarter 2	18	14 (78%)	2 (11%)	2 (11%)	

4.2 PERFORMANCE ANALYSIS - AREAS OF GOOD PERFORMANCE

4.2.1 Committee Services

Indicator CS099 – ‘% of offers of council house sales issued within 8 calendar weeks of application’

Service Standard

The percentage of Council House Sale offers issued within 8 calendar weeks was 100% (6 of 6) in quarter 1 and 85.7% (6 of 7) in quarter 2 of 2009/10 against a target of 80%. There is an improvement in performance in this area compared to 77.8% in quarter 4 of 2008/09.

4.2.2 Estates Services

Indicator CS015 – ‘Disposals Cumulative Total by Value’

Local Indicator

The target for disposals for 2009/10 is £200k and this has been exceeded having reached £323,145 by the end of quarter 2

Indicator CS012 – ‘Industrial Portfolio - Rental Income achieved (cumulative)’

Local Indicator

Income achieved was over £552k against a target of £535k for quarter 2.

4.2.3 Legal Services

Indicator CS035 – ‘Council House Sales % of house sales completed within statutory 26 weeks’

Service Standard

This indicator showed a great improvement in performance in the second quarter of this year with 86% of house sales completed within the statutory 26 weeks compared to only 50% in quarter 1.

4.2.4 Personnel Services

Indicator CS045 – ‘Time lost due to industrial injury / accidents (target based on average of past 3 years)’

Service Outcome

With a target of 135 working days or less based on the last 3 years of data the time lost in quarter 1 of 2009/10 was 131 working days and in quarter 2 of 2009/10 it was 61 working days compared to 176 in quarter 2 of 2008/09.

4.2.5 Registrars

All PIs are green for this service

Indicator CS031 – ‘General Register Office Report - % error rate in Registration of Births, Marriages and Deaths’

Service Outcome

This is an Annual PI and is reported late in quarter 1 of the next financial year hence it is included in this report despite it being the 2008/09 rate. In 2007/08 the rate achieved against the target of 5% or less was 2.9% this has been bested in 2008/09 with a figure of 1.81%.

Indicator CS030 – ‘% of customers rating the registration service as ‘excellent’ or ‘very good’ ’

Service Outcome/Service Standard

Throughout quarter 1 surveys were issued to those making a registration and the results were analysed in quarter 2 and have shown that the level of service has maintained high standards with 92% of customers rating the service as ‘excellent’ or ‘very good’.

4.3. **AREAS OF PERFORMANCE IDENTIFIED FOR IMPROVEMENT AND HOW THIS WILL BE ACHIEVED**

4.3.1 Committee Services

No exceptions

4.3.2 Estates Services

No exceptions

4.3.3 Legal Services

Indicator CS036 ‘Council House Sales income achieved as a % of target (cumulative)’

Local Indicator

This indicator achieved £604k (15%) against an annual target of £4,154 by the end of quarter 2 of 2009/10 this compares to 41% at the same time in 2008/09. This is due to falling house stocks and a low level of applications due to the current economic constraints.

4.3.4 Personnel Services

Indicator CS024 – ‘Number of Health and Safety Incidents reported (based on previous 4 years average per quarter)’

Service Outcome

224 incidents were reported in quarter 2 of 2009/10 compared to 207 in quarter 1 of 2009/10 and 129 in quarter 2 in 2008/09. Within this there are a number of incidents linked to a small number of children with exceptionally challenging behaviour. Also there has been an increase in the number of incidents involving swearing and threatening behaviour being registered.

4.3.5 Registrars Services

No exceptions

5 SERVICE IMPROVEMENT PLAN

5.1 SUMMARY OF PERFORMANCE

Of the 15 Central Services Improvement Plan priorities, the percentage achieved on these as a whole by September 2009 was 51.3%. 19 actions/sub actions within these priorities were due for completion by this point in time and 17 have been completed (though not necessarily those identified for completion) and others are well advanced. Some sub actions have been completed ahead of timescales.

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

Section	No of Priorities	Green Performing Well	Amber Close Monitoring	Red Action Required
Committee / Registrars	2	1	1	
Estates	4	3	1	
Legal	2		2	
Personnel	7	6	1	
Total	15	10 (67%)	5 (33%)	0

Section	No of Actions /Sub actions	No Due by quarter 2	No Complete by quarter 2	No Incomplete
Committee / Registrars	4	1	0	4
Estates	25	6	5	20
Legal	18	8	0	18
Personnel	37	4	12	25
Total	84	19 (22.6%)	17 (20%)	67 (80%)

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.

5.2 PERFORMANCE ANALYSIS - AREAS OF GOOD PERFORMANCE

Although the plan is behind on a number of sub actions (details below), 51.3% (based on averaging the progress ‘% Overall’ for each priority) of the Central Services’ Improvement Plan has been completed half way through the year. This is due to some sub actions being progressed more quickly than scheduled e.g. In Priority 4.3 “Workforce/HR aspects of DBS implementation are supported to ensure smooth transition to new arrangements”, 5 out of the 8 sub actions have been completed well within the timescale identified for completion and the priority as a whole is 78% complete.

5.3 AREAS OF PERFORMANCE IDENTIFIED FOR IMPROVEMENT AND HOW THIS WILL BE ACHIEVED

5.3.1 Committee Services & Registrars

National Outcome 15 – Service Priority 1.1 – Committee/Registrars Services - “Our public services are high quality, continually improving, efficient and responsive to local people’s needs”

LO10 - Efficiencies

Of the 2 sub-actions for this priority, 1 was due for completion by the end of quarter 2 and the other to be commenced dependant on the outcome of the first.

- 1.1a ‘To implement the modernisation of the Registrars Service as agreed by Policy and Resources on the 7th April ’09’
 - To report on the consultation process to Policy and Resources Committee.

The consultation process was extended at the request of the Trade Union. The unexpected retirement of a staff member has also necessitated amendments to the proposals which will impact on consultation.

5.3.2 Estates Services

National Outcome 15 – Service Priority 2.2 – Estates Services - “Our public services are high quality, continually improving, efficient and responsive to local people’s needs”

LO10 - Efficiencies

Of the 13 sub-actions for this priority, 3 were due for completion by the end of quarter 2 and of these 1 has been completed and the other 2 sub actions:

- 2.2.1 To have reviewed the Council’s Energy Strategy/Policy
 - a. Report outcome of review of the Councils Energy Strategy/Policy to CMT.
 - b. Report outcome of review of the Councils Energy Strategy/Policy to Policy and Resources Committee.

These will be presented to CMT and Policy and Resources Committee in November.

5.3.3 Estates Services

National Outcome 15 – Service Priority 2.3 – Estates Services -
“Our public services are high quality, continually improving, efficient and responsive to local people’s needs”

LO10 – Efficiencies
(Delivering Better Services – DBS)

Of the 4 sub-actions for this priority, 2 were due for completion by the end of quarter 2 and of these 1 has been completed and the other sub-action:

- 2.3.1a. To have acted as Senior Project Officer for the Property theme of DBS under the following headings and to the timescales contained in the DBS programme
 - a. Develop the Property theme to Options appraisal stage.

The Elgin offices element of the Property Theme has been progressed to the options appraisal stage. The out of Elgin offices and depots elements are to be progressed when other DBS themes are more fully developed and property requirements confirmed. The sub action is 80% complete.

5.3.4 Legal Services

National Outcome 15 – Service Priority 3.1 – Legal Services -
“Our public services are high quality, continually improving, efficient and responsive to local people’s needs”

LO10 – Efficiencies

Of the 15 sub-actions for this priority, 7 were due for completion by the end of quarter 2 and of these none have been completed:

- 3.1.1 Improved productivity and level of service
 - 1c. Investigate and implement use of digital dictation
 - 1c (i) Investigate and report back
 - 1c (ii) Pilot

On hold – They require input from IT whose resources have been focused on DBS.
- 3.1.3 Case Management
 - 3a. Investigate and report on use of bespoke case management software

Have investigated systems on the market and which Councils are using them. Are hoping to visit councils who have successfully implemented

but been unable to progress as planned due to exceptional workload demands and staff absences.

- 3.1.4 Workflow Management
 - 4a. Identify all work which is capable of being reduced to a style/ workflow procedure / checklist
 - 4b. Investigate bespoke workflow management software against internally created procedures

Commercial and Conveyancing are working through all internal style documentation to update this. Sub action 4a. is 75% complete.

- 3.1.5 Monitoring of External Legal Spend
 - 5a. Introduce system for monitoring external legal spend
 - 5b. Compare internal costs v's external legal spend and establish a PI

In reference to 5a, Legal has been analysing historical data in conjunction with finance so this sub action is 75% complete. 5b can only be actioned following the completion of 5a.

5.3.5 Legal Services

National Outcome 15 – Service Priority 3.2 – Legal Services -
“Our public services are high quality, continually improving, efficient and responsive to local people’s needs”

LO10 – Efficiencies

Of the 3 sub-actions for this priority, 1 was due for completion by the end of quarter 2 but has not been completed:

- 3.2.1 Data Protection /Freedom of Information - Investigate what measures are required to ensure security of all paper and computer data to meet data protection/ Record Management requirements.
 - 1a. Investigate

The investigation is underway and is 50% complete. As work is being identified through the investigation it is being planned and implemented so the overall priority is 30% complete.

5.3.6 Personnel Services

National Outcome 15 – Service Priority 4.6 – Personnel Services -
“Our public services are high quality, continually improving, efficient and responsive to local people’s needs”

LO10 – Efficiencies
(Policies)

Of the 3 sub-actions for this priority, 2 were due for completion by the end of quarter 2. 1 has been completed and 1 is 50% complete:

- Completion of development and reporting to Committee (if required) of the policies listed
 - c. Disclosure

A preliminary review of the policy to ensure it meets current legislative and best practice requirements has been completed and updates made so this sub-action will be concluded by the end of December.

6 COMPLAINTS

6.1 The Central Services' summaries of complaints are included in **APPENDIX 3** to this report. To avoid reporting response times across quarters, the quarter is calculated one month in arrears.

6.2 During quarter one, 1 Stage 1 complaint was received by Central Services. This was acknowledged within the 'two working days' target. It was not responded to within the target 20 working days as it required the input of more than one service to respond fully which delayed the reply.

Within Central Services, no complaints were escalated to Stage 2 or Ombudsman.

There were no complaints upheld or part upheld within the reporting quarter.

6.3 During quarter two, 1 Stage 1 complaint was received by Central Services. This was acknowledged within the 'two working days' target and responded to within the target 20 working days.

Within Central Services, 2 complaints were escalated to Stage 2. Of these, all were acknowledged within the 'two working days' target. One of the complaints received by Central Services was responded to within the target 20 working days the other required the input of more than one service to respond fully which delayed the reply.

There were no complaints upheld or part upheld within the reporting quarter.

6.4 Details of action taken in respect of upheld or part upheld complaints are given in **APPENDIX 3**.

7 SUMMARY OF IMPLICATIONS

(a) Single Outcome Agreement/Service Improvement Plan

This report is in line with outcome 15 of the Single Outcome Agreement, our public services are high quality, continually improving, efficient and responsive to local people's needs. In addition, improvement plans are linked to Single Outcome Agreement actions.

(b) Policy and Legal

This report covers the selected national indicators reported to the Scottish Executive and Audit Scotland.

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

None

(d) Consultations

Consultation has taken place with the lead officers for Committee Services, Estates Services, Legal Services, Personnel Services, and Registrars Service who are in agreement with information set out in **APPENDICES 1- 3.**

8. CONCLUSION

- 8.1 In regards to the Performance Indicators (Service Outcomes, Service Standards, Local Indicators and Audit Scotland PIs), the Central Services' performance over quarter 2, for the indicators that were due to be reported in this quarter was: 78% were performing well; 11% required close monitoring and 11% required action if the target was to be met.**
- 8.2 In regards to the Service Improvement Plan, 19 actions/sub actions were due to be completed by quarter 2. 17 actions have been completed and other actions had significant progress to give an overall percentage of completion of 51.3% at the half way point in the year.**
- 8.3 In regards to the complaints, action has been taken in respect of all the complaints.**

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Background Papers: Held by Author
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