

SIP 2009/2010 Central Services






Report Author: Catriona Campbell


Report Type: Action Report

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Rows are sorted by Action Code & Title.

| Action Status | |
|---|---|
|  Completed |  Assigned; In Progress |
|  Unassigned; Check Progress; Not Started |  Overdue |
|  Cancelled | |


| Theme: Estates Services | | | | | | | | |
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| Priority Code | Priority | Action to Address Priority | Expected Outcome | Timescale | Status Icon | Progress Update | Note | Lead Officer |
| CS09SIP_2.2 | 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 | 1. Review the Council’s Energy Strategy/Policy for the management of energy and water in Non Domestic Properties 2. Analyse/audit energy consumption of buildings in property groups | 1. To have reviewed the Council’s Energy Strategy/Policy 1a. Report outcome of review of the Councils Energy Strategy/Policy to CMT. 1b. Report outcome of review of the Councils Energy Strategy/Policy to Policy and Resources Committee. 1c. Prepare and submit an annual report to Policy and Resources on progress achieved in moving outcomes of the strategy (supported by PIs and proposals for the achievement of the strategies/objectives) 2. To systematically analyse and audit Energy Consumption of categories of | Overall priority timescale - 31/03/2010 31/08/2009 22/09/2009 31/03/2010 |  | 74.2% overall 1a. 90% 1b. 90% 1c. 70% | Quarter 3 update – 1a. Energy Strategy/Policy reviewed, will be presented to CMT on 9 Feb 10. 1b. Energy Strategy/Policy reviewed, will be presented to P&R on 2 Mar 10 1c. Annual report being prepared, to be submitted to P&R on 2 Mar 10. | Bill Anderson |


Theme: **Estates Services**

| Priority Code | Priority | Action to Address Priority | Expected Outcome | Timescale | Status Icon | Progress Update | Note | Lead Officer |
|---------------|----------|--|---|------------|-------------|-----------------|--|--------------|
| | | | assets in the Council's property portfolio to: - | | | | | |
| | | | 2a. Identify and report on the performance of poorly performing buildings within specific groups of assets. | 31/03/2010 | | 2a. 85% | 2a. Data has been collected, parameters of reports being agreed with Finance. | |
| | | | 2b. Prepare and present a 'Proposals for Action' to Asset Management Working Group | 31/03/2010 | | 2b. 85% | 2b. Data has been collected, parameters of reports being agreed with Finance. | |
| | | | 2c. Implementation of rolling programme of actions | 31/03/2010 | | 2c. 0% | 2c. Actions identified by Asset Management Working Group to be implemented once confirmed. | |
| | | 3. Assess current arrangements for raising energy awareness and bring forth proposals of training specific staff | 3. Energy awareness. | | | | | |
| | | | 3a. Assess current arrangements for raising awareness | 31/08/2009 | | 3a. 100% | 3a. Current arrangements assessed and included into Carbon Awareness training. | |
| | | | 3b. Bring forth proposals of training specific staff. (Who, numbers and volume i.e. Building managers) | 31/12/2009 | | 3b. 60% | 3b. Investigations into training continuing, proposals being developed and to be reported by 31/03/2010. | |
| | | 4. Water and energy bills – put in place arrangements and procedures to have all water and energy invoices checked and approved by the Energy Team | 4. Water and Energy Bills | | | | | |
| | | | 4a. Produced written procedures for having all water and energy invoices checked | 31/10/2009 | | 4a. 100% | 4a. Procedures written and final version produced. | |
| | | | 4b. Implement procedures to enable approval of invoices by the energy team | 31/12/2009 | | 4b. 100% | 4b. Procedures produced and operational; all staff who handle invoices have been informed of procedures. | |
| | | 5. Arrange for water and energy consumption information to be reported back to the building manager | 5. Water and energy consumption. | | | | | |
| | | | 5a. Produce procedures to facilitate the reporting of water and energy consumption back to the building manager | 31/10/2009 | | 5a. 50% | 5a. Procedure being developed with I.T. Dependant on sufficient I.T. resources. | |
| | | | 5b. Implement procedure | 31/03/2010 | | 5b. 0% | 5b. Implementation will follow soon after procedure finalised. | |
| | | 6. Support the production of the Council's Carbon Management Programme | 6. Support the production of the Council's Carbon Management Programme by leading on the energy/water | 31/03/2010 | | 6. 100% | 6. Carbon Management Programme ongoing. | |


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| | | | aspects | | | | | |
| CS09SIP _2.3 | 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) | 1. Act as Senior Project Officer for the Property theme of DBS 2. Act as Advisor in developing the Facilities Management theme of DBS | 1. 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 1a. Develop the Property theme to Options appraisal stage. 1b. Develop the Property theme to Business Case stage. 2. To act as Advisor in developing the Facilities Management theme. 2a. Attend workshop events and provide data and advice to the Senior Project Officer as required. 3. To develop the Council's Corporate Office Project 3a. Assess options open to the Council for delivering the Corporate Office Project and recommend preferred option to Policy and Resources Committee | Overall priority timescale - 31/03/2010 25/08/2009 15/12/2009 Commencing 20/05/2009 05/05/2009 |  | 88.3% overall 1a 90% 1b.90% 2. 75% 3. 100% | Quarter 3 update - 1a. Elgin offices element of Property Theme progressed to options appraisal stage. Out of Elgin offices and Depots elements to be progressed when other DBS themes are more fully developed and property requirements confirmed. 1b. Elgin offices element has progressed to implementation stage. Former Aldi Supermarket has been acquired by Council and the project to convert the building to office accommodation advertised in the European Journal. 16 Companies confirmed interest in tendering for the project. Short list of Companies to be prepared and invited to tender. Out of Elgin offices and Depots to follow (see comments at 1a above) 2. Ongoing liaison and support provided to Senior Project Officer of Facilities Management Theme 3. Report presented to Policy and Resources Committee on 5 May 2009 presenting options and recommending preferred option of converting former supermarket premises at 2 High St Elgin to office accommodation. | John Black |


Theme: **Legal Services**


| Priority Code | Priority | Action to Address Priority | Expected Outcome | Timescale | Status Icon | Progress Update | Note | Lead Officer |
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| CS09SIP _3.1 | 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 | <p>1. Increase productivity and improve level of service by making effective and efficient use of staff / resources</p> <p>1a. Investigate better access to office systems for home workers</p> <p>1b. Implement better access to office systems for home workers</p> <p>2. Improve electronic document storage, reduce duplication and increase efficiency while creating a space saving and retrieval cost saving</p> <p>3. Case Management - Establish whether software will improve quality of service and reporting of performance through the use of case management software</p> <p>4. Workflow Management Reduce duplication of effort Reduce errors and need for corrective work</p> | <p>1. Improved productivity and level of service</p> <p>1a. Implement pilot of better access to office systems for home workers</p> <p>1b. Report on pilot of better access to office systems for home workers</p> <p>1c. Investigate and implement use of digital dictation</p> <p>1c (i) Investigate and report back</p> <p>1c (ii) Pilot</p> <p>1c (iii) Implement</p> <p>2. Investigate and report back on shared document management systems with Estates section</p> <p>3. Case Management</p> <p>3a. Investigate and report on use of bespoke case management software</p> <p>3b. Review current PI's to see if they can be improved</p> <p>4. Workflow Management</p> | <p>Overall priority timescale - 31/03/2010</p> <p>31/03/2010</p> <p>30/06/2009</p> <p>30/09/2009</p> <p>31/03/2010</p> <p>(starts Aug 09)</p> <p>31/03/2010</p> <p>30/09/2009</p> <p>31/03/2010</p> |  | <p>25.4% overall</p> <p>1a. 75%</p> <p>1b. 0%</p> <p>1c. (i) 0%</p> <p>1c. (ii) 0%</p> <p>1c. (iii) 0%</p> <p>2. 0%</p> <p>3a. 60%</p> <p>3b. 0%</p> | <p>Quarter 3 update -</p> <p>1a & 1b Laptops have now been purchased for 2 members of staff and home broadband connections are being set up by IT.</p> <p>1c. On hold – Requires input from IT whose resources have been focused on DBS</p> <p>2. On hold pending outcome of corporate scanning software being investigated by DBS team.</p> <p>3. Have been unable to progress as planned due to exceptional workload demands and staff absences</p> <p>3a. Have investigated systems on the market and which Councils are using them. Are hoping to visit councils who have successfully implemented</p> <p>3b. To be addressed after 3a.</p> <p>4. Have been unable to progress as planned due to exceptional workload demands and staff absences</p> | Aileen Scott; Karen Wiles; Alasdair McEachan |

| Theme: Legal Services | | | | | | | | |
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| Priority Code | Priority | Action to Address Priority | Expected Outcome | Timescale | Status Icon | Progress Update | Note | Lead Officer |
| | | | 4a. Identify all work which is capable of being reduced to a style / workflow procedure / checklist | 30/06/2009 | | 4a. 75% | 4a. Commercial and Conveyancing are working through all internal style documentation to update this. Litigation and Licensing have procedure manuals for several areas of work and work is ongoing to extend this process to appropriate areas not covered to date | |
| | | | 4b. Investigate bespoke workflow management software against internally created procedures | 30/09/2009 | | 4b. 0% | 4b. (See note at 4. above) | |
| | | | 4c. Draw up a programme to complete all work identified | 31/12/2009 | | 4c. 40% | 4c. Work is being identified as the service progresses through the identification process. | |
| | | | 4d. Implement programme | 31/03/2010 | | 4d. 40% | 4d. A percentage of the work that has being identified is being implemented as it goes along. | |
| | | 5. Monitoring of External Legal Spend Investigate potential cost savings Time saving for individual projects | 5. Monitoring of External Legal Spend | 30/06/2009 | | 5a. 75% | 5a. Analysing historical data in conjunction with finance. | |
| | | | 5a. Introduce system for monitoring external legal spend | 30/06/2009 | | 5b. 0% | 5b. Will progress on completion of 5a. | |
| | | | 5b. Compare internal costs v's external legal spend and establish a PI | 31/10/2009 | | 5c. 25% | 5c. Have investigated tenders from other public sector legal services sections but no progress due to exceptional workload demands and staff absences. | |
| | | | 5c. Prepare tender for legal services panel | | | | | |
| CS09SIP_3.2 | 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 | Reduce risk of adverse inspection Compliance with legislation | 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 1b. Plan and Pilot 1c. Implement | Overall priority timescale - 31/03/2010 30/09/2009 31/12/2009 31/03/2010 |  | 30% overall 1a. 50% 1b. 20% 1c. 20% | Quarter 3 update – 1a. Investigation underway 1b. As work is being identified through the investigation it is being planned and implemented. 1c. Security lock now on filing room records. Plans to expand filing clerk | Aileen Scott; Karen Wiles; Alasdair McEachan |


| Theme: Legal Services | | | | | | | | |
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| | | | | | | | post duties to include data security | |

| Theme: Personnel Services | | | | | | | | |
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| Priority Code | Priority | Action to Address Priority | Expected Outcome | Timescale | Status Icon | Progress Update | Note | Lead Officer |
| CS09SIP_4.1 | National Outcome 15 – Service Priority 4.1 – Personnel Services - “Our public services are high quality, continually improving, efficient and responsive to local people’s needs” LO10 – Efficiencies (Training Development /Organisational Development – Members/Senior Managers) | Elected Member Development Programme Senior Management Development Organisation Development - Management Roles and Competencies | 1. The Council has the capability and the capacity to deliver its priorities in terms of: 1a. Elected members developed to meet the requirements of their role - Elected Member Development Programmes 1b. Management skills developed to lead and deliver change in culture; to develop the organisation as required and to ensure priorities are met - Management Development Programmes & Chartered Management Institute 1c. Definition of management roles which meets needs of Council and competencies to suit organisational needs so that requirements are clear for the Council and individual managers 1d. Consider development of management skills and competencies for corporate management) | Overall priority timescale - 31/05/2011 01/06/2009 – 31/05/2011 Pilot programme 31/05/2009 with Chartered Management Institute Completion - 31/03/2010 c & d Competency Framework 01/08/2009 – 31/10/2009 Link Senior Management Development Plan to Scottish Outcomes Agreement |  | 11.5% overall 1a. 25% 1b. 35% 1c. 20% 1d. 12% | Quarter 3 update - 1a. Personal Development Plans now maintained by the Employee Development Team and individual returns required from Elected Members. Programme to be developed to run alongside Senior Managers Programme early 2010 1b. One Councillor, one Director, two third tier managers and two fourth tier professional staff completed 2-3 units of an eight unit diploma programme. Aim for completion Spring 2010 1c. Sub group set up to develop competency framework. 1d. Senior Management Development Programme (Phase III) to support managers following DBS recommendations to be developed and delivered 2010. Meeting set up | Carol Sheridan |

| Theme: Personnel Services | | | | | | | | |
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| | | | 2. The Council has a performance management culture throughout the organisation | and related competencies in line with work of DBS March 2010 | | 2. 0% | with DBS 20 Jan2010. 2. Awaiting outcome of competency framework and possible links to ERDP, recruitment, and succession planning. | |
| CS09SIP_4.2 | National Outcome 15 – Service Priority 4.2 – Personnel Services “Our public services are high quality, continually improving, efficient and responsive to local people’s needs” LO10 – Efficiencies (Training Development /Organisational Development – Staff / Frontline Staff) | 1. Organisation Development - Competencies for Front-line/Customer 2. Employees across all services need to be aware of key corporate priorities. 3. Develop and deliver Commissioned training to meet specific needs 4. Annual programme of Core skills; Consider benefits of E-Learning in supporting this 5. Individual Development/Support – Coaching Sessions available | 1. Staff have a customer first Culture (Currently working to Institute of Customer Service (ICS) standards moving to Customer Service Provider (CSP) standard 2010) 2. Specific customised training solutions available for each situation related to service and employee needs. 3. Regular access to range of core personal skills and policy training requires to be maintained to ensure currency of skills and knowledge. 4. Support is available for individuals and groups of employees in particular circumstances 5. Front-line roles that meet the needs of Council and competencies to suit organisational needs so that requirements are clear for the Council and individuals. Enables | Overall priority timescale - 31/03/2010 31/03/2010 As required As per plan spread throughout the year (31/03/2010) As required 31/03/2010 |  | 75.3% overall 1. 90% 2. 100% 3. 100% 4. 100% 5. 20% | Quarter 3 update - 1. Coming to end of membership with ICS. Few staff still awaiting final assessment with approved partners (Aberdeen City & Aberdeenshire Councils). First group to undertake CSP selected (Revenues). Second group selected (group 2 Apprentices) under discussion with Improvement Service. 2. Able to offer immediate training solutions to client managers. 3. Regular programme with full range of training courses available to staff via intranet 4. Coaching, Mentoring, Mediation, Facilitation services available on request. 5. Still under discussion with Personnel Forum. Awaiting outcome of discussion re leadership competencies framework and link to Customer Service Professional competencies framework | Carol Sheridan |

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| | | | change process for DBS. 6. Awareness Programme delivered to enhance understanding of key corporate priorities (2009 programme to recognise Greener, Healthier, Safer Stronger, Smarter, Wealthier Fairer themes) | 30/11/2009 | | 6. 42% | 6. Dates for SAP now agreed; Greener (10March2010), Healthier ((13 April 2010) Safer & Stronger (15April 2010) Smarter (18 May 2010) Wealthier & Fairer (19 May 2010) | |
| CS09SIP_4.4 | National Outcome 15 – Service Priority 4.4 – Personnel Services - “Our public services are high quality, continually improving, efficient and responsive to local people’s needs” LO10 – Efficiencies (Recruitment & Retention / Organisational Development) | 1. Succession Planning | 1. The organisation is aware of employee’s career plans and has planned for the future for key posts 1a. Consider succession planning and career development – managers 1b. Identify key/critical posts | Overall priority timescale - 31/03/2010 31/10/2009 31/10/2009 |  | 58% overall 1a. 60% 1b. 100% | Quarter 3 update - 1a. Approach and principles considered by Personnel Forum. Draft approved at Dec meeting. Further refinements required to link to R&S ERDP etc. 1b. Completed | Carol Sheridan |
| | | 2. Review procedure for appointment of senior staff | 2. Recruitment process designed to assess candidates against council requirements in robust and efficient way. | 30/11/2009 | | 2. 50% | 2. Process been reviewed by Personnel Forum, approach agreed and procedures being re-drafted | |
| | | 3. Develop Exit Strategy | 3. Arrangements in place to allow movement out of the organisation where required for individual and/or organisational reasons | 31/12/2009 | | 3. 100% | 3. Paper considered by Personnel Forum which highlights council has a range of measures available. No further action required. Will be reported to CMT. | |
| | | 4. Performance Management | 4. Performance system introduced to assist in focussing on management of outcomes, primarily for senior managers initially. | 30/04/2010 | | 4. 2% | 4. In the preliminary stages | |

Theme: **Personnel Services**

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| CS09SIP_4.6 | 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) | 1. Develop employment policies specifically a. Re-grading b. Secondments c. Disclosure | 1. Completion of development and reporting to Committee (if required) of the policies listed a. Re-grading b. Secondments c. Disclosure | Overall priority timescale - 31/12/2009 30/09/2009 31/12/2009 30/09/2009 |  | 70% overall 1a. 100% 1b. 10% 1c. 100% | Quarter 3 update - 1a. Minor revisions to procedures / internal guidance within Personnel only following internal review. Completed 1b. Initial review work begun 1c. Completed in December but subject to any changes in the disclosure arrangements. | Grant Cruickshank; Craig Walker |