

REPORT TO: POLICY AND RESOURCES COMMITTEE 2 MARCH 2010

**SUBJECT: CENTRAL SERVICES PERFORMANCE REPORT –
QUARTER 3 OCTOBER – DECEMBER 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 3, December 2009. Committee is also asked to scrutinise progress against Performance Indicators and Complaints to the end of quarter 3, December 2010.
- 1.2 This report is submitted to Committee in terms of Section A(43) of the Council's Administrative Scheme relating to the provision, development and monitoring of all Central Support Services. Also in terms of Section A (45) in making the most effective contribution to achieving the Council's objectives.

2. RECOMMENDATION

2.1 That Committee is asked to: -

- (i) Scrutinise performance against Central Service's Performance Indicators, at the end of Quarter 3 2009/10, December 2009.**
- (ii) Scrutinise progress against priorities identified in the Central Services' Service Improvement Plan 2009-2010, at the end of Quarter 3 2009/10, December 2009.**
- (iii) Scrutinise performance in achieving the Central Services' Complaint Targets, at the end of Quarter 3 2009/10, December 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 October – December 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 the target for Complaints responded to in quarter 3 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 31 December 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

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	3			1
Total	32	13 (40.6%)	1 (3.1%)	3 (9.4%)	15 (46.9%)
% Total – Quarter 3	17	13 (76.5%)	1 (5.9%)	3 (17.6%)	

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 90% (9 of 10) in quarter 3. There has been an improvement in performance in this area over the last three quarters 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 £484,800 by the end of quarter 3.

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

Local Indicator

Income achieved was over £828k against a target of £802.5k for quarter 3.

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. This has been improved on again in quarter 3, achieving 90% of house sales (9 of 10) completed within the statutory 26 weeks.

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 3 of 2009/10 was 96 working days so has been below the hundred mark for two quarters.

4.2.5 Registrars

All PIs due in this quarter are green for this service

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

4.3.1 Committee Services

Indicator CS003 'Committee Draft minutes - % issued on time or early'

Service Outcome

This indicator achieved 56.25% against a target of 80% in quarter 3 of 2009/10. This compares to 94.12% at the same quarter in 2008/09 and has declined steadily over the year. This decline reflects the increased pressure of work earlier in the year caused by staff absence due to illness. This in turn has had the effect of making it difficult to take/allocate leave and resulted in staff having to take leave at the end of the year hence the resultant low percentage in quarter 3.

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 £1,150k (28%) against an annual target of £4,154 by the end of quarter 3 of 2009/10 this compares to 55% at the same time in 2008/09. This is due to falling house stocks and a low level of applications in the earlier half of the year due to 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

176 incidents were reported in quarter 3 of 2009/10 compared to 224 in quarter 2 of 2009/10. Within this there are a number of incidents linked to a small number of children with exceptionally challenging behaviour. The statistics produced are being used to identify where a problem exists and channel help where possible.

4.3.5 Registrars Services

No exceptions

4.3.6 Personnel Services – Audit Scotland PI 2008-09

Indicator CS031.1 – 'Equal Opportunities Number and % of highest paid 5% of earners that are women'

Audit Scotland

In 2008-09 it was reported to Audit Scotland that 37.9% of the highest 5% of earners in Moray Council were women. In the recently published Audit Scotland rankings Moray Council was ranked 25 of 32 and appeared in the

bottom quartile. Those indicators that appear in the bottom quartile will be reported the Audit and Performance Committee. This indicator provides a picture of the current gender balance in more senior posts providing a baseline for measuring improvement over time. A small management team and low turnover within the Council continue to add to the difficulties in improving the situation. Generally, there are difficulties in recruiting due to location, however with the current age profile and the expected turnover in the coming years, there will be opportunity to address the equalities issues in the recruitment process. The Council has considered the above as part of its Workforce Plan. This area is included in the Service Improvement Plan 2009/10 and a Senior Females Review is scheduled to be undertaken in 2010.

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 December 2009 was 63.5%. 32 actions/sub actions within these priorities were due for completion by this point in time and 23 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	2		
Estates	4	2	2	
Legal	2		2	
Personnel	7	3	3	1
Total	15	7 (46.7%)	7 (46.7%)	1 (6.6%)

Section	No of Actions /Sub actions	No Due by quarter 3	No Complete by quarter 3	No Incomplete
Committee / Registrars	4	1	1	3

Estates	25	12	8	17
Legal	18	9	0	18
Personnel	37	11	15	22
Total	84	33 (39.3%)	24 (28.6%)	60 (71.4%)

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), 63.5% (based on averaging the progress '% Overall' for each priority) of the Central Services' Improvement Plan has been completed three quarters of the way through the year. This is due to some sub actions being progressed more quickly than scheduled.

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

5.3.1 Committee Services & Registrars

No exceptions

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, 1 sub-action has been completed ahead of time. Of the 7 sub-actions that were due for completion by the end of quarter 3, 3 have been completed and the other 4 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.

The first of these will be presented to CMT on the 9th of February and the second will presented to The Policy and Resources Committee on the 2nd of March. Both sub actions are 90% complete.

- 2.2.3 Assess current arrangements for raising energy awareness and bring forth proposals of training specific staff

- b. Bring forth proposals of training specific staff. (Who, numbers and volume i.e. Building managers)

Investigations into training are continuing and proposals are being developed and are to be reported on, by 31/03/2010.

The sub action is 60% complete.

- 2.2.5 Arrange for water and energy consumption information to be reported back to the building manager
 - a. Produce procedures to facilitate the reporting of water and energy consumption back to the building manager

A procedure is being developed with I.T. but is dependant on sufficient I.T. resources being available. The sub action is 50% complete.

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

- 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.
 - b. Develop the Property theme to Business Case stage.

a. 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 90% complete.

b. The 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) The sub action is 90% 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, 9 were due for completion by the end of quarter 3 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

Legal have investigated systems on the market and which Councils are using them and are hoping to visit councils who have successfully implemented them 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
 - 4c. Draw up a programme to complete all work identified

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

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. Work is being identified and implemented as the service progresses through the identification process so sub action 4c is 40% complete. So far there has been no progress on investigating the workflow management software (4b) due to workload demands and staff absences.

- 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
 - 5c. Prepare tender for legal services panel

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. Legal have investigated tenders from other public sector legal services sections

but progress on 5c halted at 25% due to exceptional workload demands and staff absences.

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, 2 were due for completion by the end of quarter 3 but have 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
 - 1b. Plan and Pilot

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 4.1 – 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)

Of the 5 sub-actions for this priority, 1 was due for completion by the end of quarter 3:

- 4.1.1 Elected Member Development Programme; Senior Management Development; Organisation Development - Management Roles and Competencies
 - c. 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

A sub group has been set up to develop competency framework and this sub-action is 20% complete.

5.3.7 Personnel Services

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 – Members/Senior Managers)

Of the 6 sub-actions for this priority, 3 have been completed ahead of time and 1 was due for completion by the end of quarter 3:

- 4.2.6 Awareness Programme delivered to enhance understanding of key corporate priorities (2009 programme to recognise Greener, Healthier, Safer Stronger, Smarter, Wealthier Fairer themes)

6. 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

Dates for Staff Awareness Programme have now been agreed; Greener (10March2010); Healthier ((13 April 2010); Safer & Stronger (15April 2010); Smarter (18 May 2010); Wealthier & Fairer (19 May 2010). This sub-action is 42% complete.

5.3.8 Personnel Services

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)

Of the 5 sub-actions for this priority, 4 were due for completion by the end of quarter 3. 2 have been completed and 2 are still to be completed:

- 4.4.1 Succession Planning - The organisation is aware of employee's career plans and has planned for the future for key posts
 - a. Consider succession planning and career development – managers

Approach and principles have been considered by the Personnel Forum and a draft approved at the December meeting. Further refinements are required to link to Recruitment and Selection, ERDP etc. This sub-action is 60% complete.

- 4.4.2 Review procedure for appointment of senior staff
 2. Recruitment process designed to assess candidates against council requirements in robust and efficient way.

The process has been reviewed by the Personnel Forum, the approach has been agreed and procedures are being re-drafted. This sub-action is 50% complete.

5.3.9 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, 3 were due for completion by the end of quarter 3. 2 have been completed and 1 is still to be completed:

- 4.6.1 Develop employment policies specifically
b. Secondments

Initial review work has begun.

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 three, 4 Stage 1 complaints were received by Central Services. Two were responded to within the target 20 working days of the two that took over 20 days one required the input of more than one service to respond fully which delayed the reply hence being two days over. The other was three days over, a holding letter was sent to the customer.

Within Central Services, no complaints were escalated to Stage 2 or Ombudsman within the reporting quarter.

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

6.3 Details of action taken in respect of upheld or part upheld complaints are usually 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 3, for the indicators that were due to be reported in this quarter was: 76.5% were performing well; 5.9% required close monitoring and 17.6% required action if the target was to be met.**
- 8.2 In regards to the Service Improvement Plan, 33 actions/sub actions were due to be completed by quarter 3. 24 actions have been completed and other actions had significant progress to give an overall percentage of completion of 63.5% three quarters of the way 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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