

**REPORT TO: POLICY AND RESOURCES COMMITTEE 25 MAY 2010**

**SUBJECT: CENTRAL SERVICES PERFORMANCE REPORT –  
QUARTER 4 JANUARY – MARCH 2010**

**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 4, March 2010. Committee is also asked to scrutinise progress against Performance Indicators and Complaints to the end of quarter 4, March 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 4 2009/10, March 2010.**
- (ii) Scrutinise progress against priorities identified in the Central Services' Service Improvement Plan 2009-2010, at the end of Quarter 4 2009/10, March 2010.**
- (iii) Scrutinise performance in achieving the Central Services' Complaint Targets, at the end of Quarter 4 2009/10, March 2010.**

**3. BACKGROUND**

- 3.1 On 30<sup>th</sup> September 2009 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 In May 2009, the Policy and Resources Committee approved the adoption of the Central Services' Service Improvement Plan 2009-2010 (para 7 of the minute of 5<sup>th</sup> May 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 Scottish Outcomes Agreement, the Best Value Review Process, the Public Services

Improvement Framework process and the specific Corporate objectives that impact on 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
1. “SUMMARY OF PERFORMANCE “ (summarised percentages and/or table)
  2. “PERFORMANCE ANALYSIS - AREAS OF GOOD PERFORMANCE” (includes general summary and/or some of the green indicators)
  3. “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 January – March 2010 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 4 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 March 2010. 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

<b>Section</b>	<b>No of Indicators</b>	<b>Green Performing Well</b>	<b>Amber Close Monitoring</b>	<b>Red Action Required</b>	<b>Annual PI</b>
<b>Committee</b>	5	2	2		1
<b>Estates</b>	12	9		1	2
<b>Legal</b>	2		1	1	
<b>Personnel</b>	9	2	4	2	1

<b>Registrars</b>	4	3			1
<b>Total</b>	<b>32</b>	<b>16 (50%)</b>	<b>7 (22%)</b>	<b>4 (12%)</b>	<b>5 (16%)</b>
<b>% Total – Quarter 4</b>	<b>27</b>	<b>16 (59%)</b>	<b>7 (26%)</b>	<b>4 (15%)</b>	

## 4.2 PERFORMANCE ANALYSIS - AREAS OF GOOD PERFORMANCE

### 4.2.1 Committee Services

Indicator CS001 'Committee Agenda - % issued on time or early'

*Service Outcome*

This indicator achieved 92.31% against a target of 80% in quarter 4 of 2009/10. This compares to 87.5% at the same quarter in 2008/09 and 81.25% in quarter 3 of 2009/10.

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

*Service Outcome*

This indicator achieved 92.31% against a target of 80% in quarter 4 of 2009/10. This compares to 56.25% in quarter 3 of 2009/10 and 87.5% in quarter 4 of 2008/09.

### 4.2.2 Estates Services

Indicator CS015 – 'Disposals Cumulative Total by Value'

*Local Indicator*

Disposals reached a figure of £738,800 at the end of quarter 4 against a target of £200k for 2009/10.

Indicator SPI8b – 'The proportion of operational accommodation that is suitable for its current use'

*Service Outcome*

The proportion of operational accommodation that is suitable for its current use is 88.6% against a target of 83%, compared with 85.8% last year.

### 4.2.3 Personnel Services

Indicator CS113 – '% of health & Safety audits carried out against planned'

*Service Outcome*

In 2009/10 a total of 112 health and safety audits were carried out, 100% of those planned in each quarter.

### 4.2.4 Registrars

All PIs due in this quarter are green for this service

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

*Service Outcome*

Against a target of 5% or less, the percentage error rate for 2009/10 is 1.44% compared to 2.9% and 1.81% for 2007/08 and 2008/09.

## 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

Indicator SPI8a – ‘The proportion of operational accommodation that is in a satisfactory condition’

*Service Outcome*

The proportion of operational accommodation that is in a satisfactory condition is 54.6% against a target of 70% compared with 76.8% last year. The decrease is mainly due to a major review of schools /swimming pools and community centres carried out in 2009 indicating a significant downward trend in condition. A programme of prioritised maintenance work is being actioned and a School Estates Management Plan is due to be reported shortly.

#### 4.3.3 Legal Services

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

*Local Indicator*

This indicator achieved £1,860k (45%) against an annual target of £4,154 by the end of 2009/10 this compares to 62% at the end of 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*

198 incidents were reported in quarter 4 of 2009/10 compared to 176 in quarter 3 of 2009/10. Within this there continues to be 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.

Indicator CS016B.1 – ‘Sickness Absence Rates - Average number of working days per employee lost through sickness absence – Teachers’

*Audit Scotland*

With a target of 7.4 days or less (based on the previous years data) the sickness absence rate for teachers is 9.4 days for 2009/10. Teacher's absence has increased from 3.89% in 2008/9 to 4.5% in 2009/10, a 0.6% increase. An action plan to continue to tackle absence has been agreed by the Personnel Forum and we have asked Occupational Health for advice on action we can take in relation to the main causes of absence. Personnel will continue to support departments in managing cases.

#### 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 March 2010 was 81.2%. 77 actions/sub actions within these priorities were due for completion, 44 have been completed and others are well advanced.

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	1	1	2
Legal	2			2
Personnel	7	2	3	2
<b>Total</b>	<b>15</b>	<b>4 (27%)</b>	<b>5 (33%)</b>	<b>6 (40%)</b>

Section	No of Actions /Sub actions	No Due by quarter 4	No Complete by quarter 4	No Incomplete
Committee / Registrars	4	4	3	1
Estates	25	25	14	11
Legal	18	18	3	15
Personnel	37	30	24	13
<b>Total</b>	<b>84</b>	<b>77 (92%)</b>	<b>44 (52%)</b>	<b>40 (48%)</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.

## 5.2 PERFORMANCE ANALYSIS - AREAS OF GOOD PERFORMANCE

Although the plan is behind on a number of sub actions (details below), 81.2% (based on averaging the progress '% Overall' for each priority) of the Central Services' Improvement Plan has been completed through the year.

## 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 1.2 – Committee 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 sub-action has been completed the other sub action:

- 1.2.2 Produce procedural protocols, guides and manuals tailored to roles and responsibilities of Councillors and Senior Officers.

The review of the Scheme of Delegation to officers this has been put on hold due to the likelihood of a major management restructure. This had been 60% complete before being put on hold.

### **5.3.2 Estates Services**

National Outcome 1 – Service Priority 2.1 – Estates Services -  
“We live in a Scotland that is the most attractive place for doing business in Europe”

LO9 – Economic Development

Of the 4 sub-actions for this priority, 2 sub-actions have been completed and the other 2 sub actions:

- 2.1.2 To have available for let 2 sites at Chanonry Industrial Estate for the development of additional factory/workshop units

Delays have been caused by flooding and severe weather. Works are expected to be completed in May 2010. This sub action is 95% complete.

- 2.1.3b To have completed 8 additional Industrial Units providing 980m<sup>2</sup> floor area at Chanonry Industrial Estate, in accordance with planning consent.

Works started on site on 26/10/09. There have been delays due to severe weather and Scottish Water changing approved design, however development is expected to be completed April/May 2010. This sub action is 95% complete.

### **5.3.3 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, 6 sub-actions have been completed, the other 7 sub-actions:

- 2.2.1 To have reviewed the Council's Energy Strategy/Policy
  - b. Report outcome of review of the Council's Energy Strategy/Policy to Policy and Resources Committee.
  - c. 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)

In relation to both sub-actions b. and c. the Energy Strategy/Policy has been reviewed. The Energy Officer is due to attend CMT on 27/5/10 with a view to report to P&R following agreement by CMT. Both sub actions are 90% complete.

- 2.2.2 To systematically analyse and audit Energy Consumption of categories of assets in the Council's property portfolio to: -
  - a. Identify and report on the performance of poorly performing buildings within specific groups of assets.
  - c. Implementation of rolling programme of actions

In relation to 'a.' data has been collected and advice is awaited from the Asset Management Working Group (AMWG) on the nature of further reports following the presentation to the AMWG of a report on performance of secondary schools. This is 85% complete. In relation to 'c.' actions identified by the AMWG are to be implemented once confirmed. The progress on this sub-action is 0%.

- 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 have taken place, proposals formulated and some already implemented. Training proposals to be included in a report to P&R as detailed at 2.2.1b & c above. The sub action is 90% 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
  - b. Implement procedure

A procedure is being developed with I.T. and has been delayed due to lack of IT resources (DBS), but it is anticipated that it will be fully operational by end of first quarter 2010/11. The first sub action is 85% complete and implementation will follow soon after procedure finalised.

#### **5.3.4 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 have been completed and the other 2 sub-actions:

- 2.3.1. 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
  - 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 progressed to the options appraisal stage. The Depots elements are to be progressed when other DBS themes are more fully developed and property requirements confirmed. Out of Elgin Offices proposals are under development, as are the position and accommodation needs of services, post implementation of DBS, as they are confirmed. Future options for office provision in each town are being prepared. The sub action is 90% complete.

b. The Elgin offices element has progressed to implementation stage. The 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. A short list of 5 companies has been prepared and the closing date for receipt of tenders fixed at 14 April 2010. Out of Elgin offices and Depots will follow (see comments at 1a above). The sub action is 90% complete.

#### **5.3.5 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, 3 have been completed and the other 12:

Generally there has been limited progress on this priority as it was considered sensible to await the outcome of corporate DBS initiatives which will underpin any new working practices.

- 3.1.1 Improved productivity and level of service
- 3.1.2 Investigate and report back on shared document management systems with Estates section
- 3.1.3 Case Management
- 3.1.4 Workflow Management
- 3.1.5 Monitoring of External Legal Spend
  - 5c. Prepare tender for legal services panel

Tenders from other public sector legal services sections have been investigated but there has been no progress due to exceptional workload demands and staff absences. This sub action is 25% complete.

### **5.3.6 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 3 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
  - 1c. Implement

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 40% complete.

### **5.3.7 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, 4 were due for completion by the end of quarter 4. Two of these are incomplete:

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

In quarter 3 one Councillor, one Director, two third tier managers and two fourth tier professional staff had completed 2-3 units of an eight unit diploma programme, this programme is now almost complete. This sub action is 90% complete.

- 4.1.2 The Council has a performance management culture throughout the organisation - [Link](#) Senior Management Development Plan to Scottish Outcomes Agreement and related competencies in line with work of DBS.

This sub-action was delayed in awaiting the outcome of competency framework and possible links to ERDP, recruitment, and succession planning. This sub-action is 80% complete.

### **5.3.8 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, 5 have been completed and the remaining sub-action:

- 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)

A mini one-day version of the 5xpart event has been developed for delivery on 30 June 2010. This will feature the priority issues: Equality/Identity, Domestic Abuse, Child & Adult Protection sessions. This sub-action is 50% complete.

### **5.3.9 Personnel Services**

National Outcome 15 – Service Priority 4.3 – Personnel 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 8 sub-actions for this priority, 7 have been completed and the remaining sub-action:

- 4.3.1 Workforce/HR aspects of DBS implementation are supported to ensure smooth transition to new arrangements
  - d. Performance management Framework

This is to be reconsidered as part of the 2010 workforce plan. This sub-action was 66% complete before the requirement to reconsider.

### **5.3.10 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 4. 2 have been completed and 2 are still to be completed, the fifth sub-action is due for completion at the end of April:

- 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

Proposals drafted and agreed by Personnel Forum. There is a need to undertake a value assessment before proceeding further. This sub-action is 60% complete.

- 4.4.2 Review procedure for appointment of senior staff - 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 consultation with the Trade Unions has begun. This sub-action is 50% complete.

- 4.4.4 Performance system introduced to assist in focussing on management of outcomes, primarily for senior managers initially.

This is in the preliminary stages only. This sub-action is 2% complete.

### **5.3.11 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 began earlier in the year but this action is to be re-prioritised for 2010 SIP or Team Plan.

**5.3.12 Personnel Services**

National Outcome 15 – Service Priority 4.7 – Personnel Services -  
“Our public services are high quality, continually improving, efficient and responsive to local people’s needs”

LO10 – Efficiencies  
(Policies and Health)

Of the 6 sub-actions for this priority, 1 was due for completion by the end of quarter 4. 5 are due for completion by the end of April. 3 have been completed and 3 are still to be completed:

- 4.7.4 Equalities - A workforce more representative of the community and a hierarchy more reflective of the general workforce

Research underway and should be complete in May. This sub-action is 73% complete.

- 4.7.5 Reward and Recognition - To maintain the fairness and compliance with legislation of the Council's pay arrangements

Work is well advanced on pay equality with information gathered and analysed and an action plan being developed. Similarly work on total reward package is well under way. This sub-action is 63% complete.

- 4.7.6 Morale and Motivation - Improved feedback from employees on communications.

The Employee Survey is now out to tender and a date for the Employee Conference has been agreed (September). In relation to the Employee benefits the tender contract has been awarded. This sub-action is 75% complete.

**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 four, 3 Stage 1 complaints were received by Central Services. Two were responded to within the target 20 working days the other complaint was initially forwarded to the wrong service but was still addressed within 22 days.

Within Central Services, one complaint was escalated to Stage 2, though this was not responded to within the target 20 working days a letter was sent to request a meeting with the complainant. No complaints were escalated to Ombudsman within the reporting quarter.

No stage 1 complaints were upheld or part upheld within the reporting quarter. The Stage 2 complaint was part upheld and was actioned through redress.

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 4, for the indicators that were due to be reported in this quarter was: 59% were performing well; 26% required close monitoring and 15% required action if the target was to be met.**
- 8.2 In regards to the Service Improvement Plan, 77 actions/sub actions were due to be completed by quarter 4. 44 actions have been completed and other actions had significant progress to give an overall percentage completion of 81.2% at the end of quarter 4.**
- 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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