

City Chambers
DUNDEE
DD1 3BY

17th September, 2010

Dear Sir or Madam

You are requested to attend a MEETING of the **POLICY AND RESOURCES COMMITTEE** to be held in the City Chambers, Dundee on Monday, 27th September, 2010 following the meetings of the Education, City Development and Social Work Committees.

Yours faithfully

DAVID K DORWARD

Chief Executive

Members are reminded that, in terms of The Councillors Code, it is their responsibility to make decisions about whether to declare an interest in any item on this agenda and whether to take part in any discussions or voting.

This will include all interests, whether or not entered on your Register of Interests, which might be perceived as influencing your opinion/vote on any matter.

AGENDA OF BUSINESS

1 DEVELOPMENT OF PURCHASE TO PAYMENT SYSTEMS

(Report No 590-2010 enclosed).

2 RE-STRUCTURING OF OUT OF HOURS SOCIAL WORK SERVICE

(Report No 592-2010 enclosed).

**3 STATUTORY PERFORMANCE INDICATORS 2009/2010 - CORPORATE
SELF-ASSESSMENT OF PERFORMANCE**

(Report No 397-2010 enclosed).

4 PERFORMANCE REPORT 2010

(Report No 445-2010 enclosed).

REPORT TO: POLICY & RESOURCES COMMITTEE (27 September 2010)

REPORT ON: DEVELOPMENT OF PURCHASE TO PAYMENT SYSTEMS

REPORT BY: DIRECTOR OF FINANCE

REPORT NO: 590-2010

1.0 PURPOSE OF REPORT

This report seeks approval for the business case supporting the investment necessary for the development of Purchase to Payment (P2P) systems and procedures within Dundee City Council.

2.0 RECOMMENDATION

It is recommended that approval be given for the purchase of the software and the development costs.

3.0 FINANCIAL IMPLICATIONS

3.1 The financial implication for this project are one off costs of £80,000 in 2010/11 and £5,000 in 2011/12 and 2012/13. The ongoing annual revenue costs of £12,451 will be funded from the Finance Department Revenue Budget in 2011/12 and future years. There will be compensating cash savings and efficiencies of £6,950 in 2010/11, £184,645 in 2011/12 and £213, 887 in 2012/13. The initial investment required will be funded from the Chief Executives Capital Plan provision.

4.0 MAIN TEXT

4.1 Review of Current Purchase to Payment Arrangements

4.1.1 The eProcurement System ("Authority Purchasing") was initially implemented, as part of the upgrading of corporate financial managements systems, in February 2008. While all departments use Authority Purchasing, there are still areas within the council where further progress can be made.

4.1.2 This project is a significant part of the **Changing for the Future** initiative, "Review of Procurement".

4.1.3 The Corporate Improvement Plan (Procurement) was recently approved by the Strategic Management Team. The main priorities of this project are to :-

- Complete the Roll Out of Authority Purchasing in relevant areas across the council
- Improve the efficiency and effectiveness of procurement procedures
- Continue the development of Authority Purchasing
- Improve the compliance with required procedures
- Develop the payment procedures to improve efficiency
- Review the organisation design of the procurement function

This business case relates to the development of Payment processes.

The **project to develop payment processes** matches a number of priorities listed in the Council Plan 2010 to 2012 very closely. These are summarised in the table below.

Outcome	Council Plan Priority
Increased efficiency of Purchase to Payment processes.	Best Value
Reduce carbon footprint and contribute to sustainability objectives of the council.	Outcome 11 – Dundee will have a sustainable environment
Achievement of cash savings through compliance to corporate contracts.	Opportunities to contribute to budget savings required.
Increasing the delivery of services electronically.	Increased satisfaction with council services. Increased number of electronic transactions.
Engaging with the local business community to ensure effective and efficient methods of trading.	Outcome 1 – Protecting Jobs in Dundee
Review of organisation and design to ensure effective provision and provide opportunity to achieve savings.	Review of Service Delivery

It is also expected that the successful implementation of these projects will have a positive impact on the Statutory Performance Indicators relating to the payment of suppliers.

4.1.4 All Departments within the council currently use the eProcurement system. However, the eProcurement system is not currently utilised to generate all relevant commitments or is used in departments to maximise the benefits available. The main areas where further work is required are identified below:-

- Bespoke Departmental Ordering Systems will be interfaced following agreement with supporting departments. The interface from the GVA Property Maintenance system is now operational.
- Review of Procurement procedures within the Social Work Department is currently underway and is expected to be completed in October 2010.
- Further decentralisation of the system to allow for effective financial control and efficient procedures is being pursued in several areas of the council.

4.1.5 The underlying objective of the development of the eProcurement system is the control of expenditure before an invoice is processed. Therefore, all relevant payments should relate to an originating requisition which is the subject of a full approval procedure.

It is clear that while all departments use the eProcurement system, there is still some way to go until the eProcurement system is fully rolled out across

the council in a way which maximises the benefits available. There is a need to define when that roll out is complete. It is intended that the proportion of payments, in number and value terms, that are matched to originating purchase orders for relevant invoices is used as an indicator of the achievement of this objective. From this you can see that while there is a significant volume of orders that have been issued, there is a much lower level of payments that have been matched to the originating order. This has implications for where and how the purchase to payment procedures are being used.

- 4.1.6 The eProcurement Development plan has the following main work streams:-
- Extend the current system to ensure capture of all relevant commitments.
 - Review and develop procurement procedures to enhance the efficiency and effectiveness exercised over purchasing, prior to a commitment being made.
 - Development of purchase to payment procedures to reduce the number of transactions and reduce the number requiring manual processing.
 - Development of Management Information to satisfy all procurement and other reporting requirements
 - Development of Training Facilities to ensure that all staff are trained in required procedures.

4.2 ANALYSIS OF SPEND

- 4.2.1 During the financial year 2009/10, council staff processed 121,142 invoices with a value of £150.7m from 4,145 suppliers. 52.6% (63,739) of those invoices have a value of less than £100 which represents 1.6% (£2.41m) of council expenditure. Around 26% (31,500) of invoices cost more to process than the value of the invoice. 80.8% (97,952) invoices have a value of less than £500 which represents 6.9% (£10.33m) of council expenditure.
- 4.2.2 More than 40.1% of all transactions are with a supplier that has a postcode starting with DD. 92% (3,805) of all suppliers provide less than 50 invoices annually with 71% (2,953) providing less than 10 invoices annually. The top 60 suppliers, listed in descending order of number of invoices, account for 50% of all invoices provided to the council.
- 4.2.3 75.8% of invoices (91,804) are processed directly within the Creditors Module of Authority Financials by 144 members of staff across the council. In addition, each transaction will be approved on the system by at least one other person. 24.2% (29,339) of payments are processed in departmental systems which provide a feeder file to Authority Financials. This mainly affects Dundee Contract Services and parts of Waste Management. All payments are made via the Creditors Module of Authority Financials.
- 4.2.4 During 2009/10, approximately 26,000 purchase orders were processed via the Authority Purchasing System with a value of £13m. There are currently more than 1,100 users of the Authority Purchasing system based in 260 locations around the council. Nearly 80% of all orders are issued by e-mail to suppliers. From over 4,000 purchasing suppliers, 62 have catalogues on the purchasing system.
- 4.2.5 There is a generic purchase to payment procedure across the council, although there may be specific departmental variations depending upon the

circumstances. Generally, the process is originated with a requisition, which is converted into a purchase order following approval. Receipt of goods and services is evidenced support for payment. Currently when an invoice is received it is matched with the originating order and goods receipt note (GRN). Upon receipt of an invoice, there is a separate approval of the invoice which is then processed manually within the Authority Financials before payment is made to the supplier.

4.2.6 Currently, approximately 20% of all invoices processed manually on Authority Financials are matched to an originating Purchase Order. If an invoice is not matched this could be due to no purchase order available on the system for matching to or the invoice has been processed without matching to the originating order.

4.2.7 A Lean approach to this process would eliminate paper based, manual processes and reduce duplication, including computer keystrokes, to a minimum and reduce non value adding processes.

4.3 **CORPORATE IMPROVEMENT PLAN (PROCUREMENT)**

4.3.1 **Strategy**

The objectives of developing the Purchase to Payment procedures include:-

- Increasing Process Efficiency
- Improving Control

In order to increase process efficiency, this project examines ways to

- Reduce the number of invoices being processed
- Minimise the manual or paper based element of processing
- Liaise with suppliers on mutual benefits

Controls will be improved developing the system to:-

- Force certain kinds of actions
- Restrict access to system functions and
- Provide alerters and reminders of required actions
- Improve the access to management information available

These objectives can be achieved in a number of ways, including:-

- Consolidated Billing
- Government Procurement Card
- Self Billing
- Intelligent Scanning and Automatic Matching
- e-Invoicing

Some progress has already been achieved in reducing the number of invoices processed and improving the efficiency involved in invoice processing. Invoices for photocopiers and phone payments have moved to a consolidated bill. The implementation of the Authority Purchasing system has enabled the matching process for relevant invoices to be significantly simplified.

4.4 COSTS AND BENEFITS OF OPTIONS AVAILABLE

4.4.1 Options Available

The main options identified are:-

- Development of Purchase to Pay process or
- Buying a managed service.

4.4.2 Managed Service

The main options identified include utilising a managed service to provide an e-invoicing solution. This essentially involves an intermediary providing the services to improve efficiency for the council, by implementing a scanning and e-invoicing solution. Initial discussions have been held with the one service provider regarding the service they provide. This would cost approximately £70,000 on an annual basis for this service. In addition, there would be a residual workload associated with transactions where an initial match to an existing commitment was not successfully completed. This proportion is anticipated to be higher during the early period of the implementation.

Due to excessive level of recurring annual costs, this option is not considered further in this analysis.

4.4.3 Development of Existing Systems

There are a number of options for continuing the development for existing council systems. CIVICA, in response to user demand, have prepared a package of improvements to client Purchase to Payments procedures. Discussions with CIVICA, demonstration of processes and visits to other councils have provided evidence of the successful implementation of these initiatives at other Authority Financials sites. The package or some of its individual elements, provide a number of seamless alternatives to receiving a paper invoice. A summary of each of the options is identified in Appendix 1. The costs and benefits are identified in Appendix 2.

In initial discussions with key suppliers, all have indicated an openness to discuss options for developing opportunities for developing how transactions are processed. Where there is a corporate or collaborative contract in place, most suppliers are able to proceed with some form of transaction automation in the near future.

Consideration has been given to each of the options within the planned development. It is possible to pursue each element of the development individually and while many of the benefits will remain, the choice of seamless process providing opportunities to maximise the benefits from supplier interaction will be lost. The e-invoicing option will be the most efficient but will affect the smallest number of suppliers. Self Billing and the Supplier Portal will provide a significant benefit of interest to local suppliers and contractors. The Intelligent scanning option is accessible for all suppliers. Authority Web and Contract Monitoring support the process of deriving value from process. Therefore, these options are best viewed as part of a complete solution.

4.4.4 Costs of Development

CIVICA have prepared an offer for the development of the options identified above. The offer is a fixed price for the successful implementation of the solutions. The current offer is time limited until 30th September. After this date, some of the costs may increase. The costs for each of the options are summarised in the table below.

One-Off Costs	Financial Year		
	2010/11	2011/12	2012/13
	£	£	£
eInvoicing	9,925	0	0
Intelligent Scanning	31,285	0	0
Self Billing/Supplier Portal	16,895	0	0
Procurement Card	2,955	0	0
Authority Web	11,970	0	0
Contract Monitoring	6,970	0	0
Additional Development days		5,000	5,000
Total	80,000	5,000	5,000

In addition to the costs of development and software, there is an additional annual licence fee of £12,451.

4.4.5 Benefits of Development

Although the initial costs of investment are significant, they provide the opportunity to achieve significant savings from completion of the developments in the future. The result will be a seamless Purchase to Payment process which is both efficient and effective, eliminating duplication and is wholly electronic. The main benefits are identified in the table below and more fully explained in Appendix 3:-

	Financial Year		
	2010/11	2011/12	2012/13
	£	£	£
eInvoicing	0	14,326	28,652
Intelligent Scanning	0	96,755	96,755
Self Billing/Supplier Portal	0	59,664	74,580
Procurement Card	6,950	13,900	13,900
Authority Web	0	0	0
Contract Monitoring	0	0	0
	6,950	184,645	213,887

The benefit calculations are based on process times for invoice receipt; approval and processing on Creditors (see Appendix 1). Times of process are based on some staff involved and extrapolated across the invoice population. Invoices processed in departmental feeder systems (e.g. Dundee Contract Services, Waste Management) have been excluded as those systems will not be included in the initial developments. The results assume a 70 percent success rate for matched invoices with resulting approval being achieved via electronic approval. Government Procurement Card transaction

at the level of 5,000 per annum are assumed and also include a cash saving of the annual fee for current Departmental Credit Cards.

The main benefits of these improvements include:-

- Creation of a paper-lite electronic process that supports the introduction of the CeRDMS system and the move to Dundee House.
- Reduces the number of invoices to be received.
- Reduces process time by eliminating duplication, transferring data electronically and automating processes to focus on value adding activity
- The council will be able to actively engage with suppliers, in the local and wider community, to develop mutual benefits through use of Self Billing arrangements and the Supplier Portal.
- Provides direct access to transaction details for managers, budget holders and staff through out the council.
- Reduces storage and printing costs
- Provides an opportunity to achieve efficiency gains and reduce expenditure from invoice processing procedures.
- Authority Web allows the development of workflows affecting all parts of the Authority Financials. In addition it will provide a solution to access problems to the Authority Financials from other sites and provide additional capacity for existing VPN licences
- Allows a more efficient and effective response to suppliers and internal queries regarding transactions.

5.0 CONCLUSION

- 5.1 The benefits identified within this report are significant and affect all departments within the council. The payback period for the initial investment is anticipated to be less than 6 months.

6.0 POLICY IMPLICATIONS

- 6.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty and Equality Impact Assessment.

There are no major implications.

7.0 CONSULTATION

- 7.1 The Chief Executive, Depute Chief Executive (Support Services) and the Head of Information Technology have been consulted on the terms of this report.

8.0 BACKGROUND PAPERS

- 8.1 Report 441-2010 Changing for the Future

Marjory M Stewart
Director of Finance

Date: 15th September 2010

Summarised Options for P2P Development

Appendix 1

Option	Description	Comments	Red Inv	Inc Eff	Impr Con	Sup p Ben
Government Procurement Card (GPC)	GPC was initially launched in 1997. Similar to a credit card, it allows improved control and limitation on use. Improved management information will available regarding spend details. Payment made to supplier by Bank. Monthly electronic statement provided by Bank which is reconciled to committed transactions automatically.	<ul style="list-style-type: none"> • Suited to low value transactions and some services. • Can result in additional charges for supplier compensated for by improved cash flow. • Significantly more efficient. • Can increase compliance to contracts. • may lose some line item detail of purchase commitment. 	Yes	Limited	Yes	Yes
e-Invoicing	Supplier invoice submitted electronically rather than on paper, to DMZ with controlled transfer to council networks. Should be matched to approved commitments automatically.	<ul style="list-style-type: none"> • Requires e-capable suppliers. • Suited to Punch out sites with capability. 	No	Yes	Yes	Yes
Self Billing/ Supplier Portal	Payment made to supplier based on the commitment that has been raised. Supplier may access portal to confirm payment. Complies with HMRC guidelines.	<ul style="list-style-type: none"> • May be suited to High volume low value items where no purchase card is used. 	Yes	Yes	Yes	Yes
Intelligent Scanning	Paper supplier invoice is scanned, interpreted and registered on system automatically by software. Maybe auto matched to commitment on procurement system. Strong link to CeRDMS system	<ul style="list-style-type: none"> • Can significantly increase efficiency. • Workflow required if no receipted commitment available for matching. • Minimises manual intervention. 	No	Yes	Yes	No
Consolidated Invoicing	Negotiate with supplier to issue a monthly statement rather than individual invoices.	<ul style="list-style-type: none"> • May be complicated to reconcile. • Limited System development required 	Yes	Pos	Yes	No

Authority Web	<p>Authority Web is zero-footprint technology enabling all levels and roles access to financial data. Authority Web provides a access to Authority Financials and a greater variety of functions together with task manager, alerter functionality and dashboards.</p>	<ul style="list-style-type: none"> • Essential for the provision of alerters and reminders relating to active transactions. • Enables workflows to be established for appropriate processes • Provides web based access to Authority Financials • Does not include e-budgeting model. • Highly desirable when implementing the Intelligent Scanning Options 	No	Yes	Yes	No
Contract Monitoring Module	<p>Contract Monitoring is a separate module within Authority Purchasing which has been developed as part of the future plan for the system in response to demand from clients. Although not essential to the P2P process, there are significant and fundamental benefits in contract compliance, operation of a contracts register and provision of management information about contract performance, monitoring and control.</p>	<ul style="list-style-type: none"> • Can provide a step change in how compliance to corporate contracts can be achieved. • Can provide a Contracts Register • Provides a range of detailed tailored reports on contract performance • Aid to contract management 	No	Yes	Yes	No

COSTS AND BENEFITS OF DEVELOPMENT OPTIONS

APPENDIX 2

Option and Description	Costs	Benefits						
<p>e-Invoicing Supplier invoice submitted electronically rather than on paper. Should be matched to approved commitment. Files received in DMZ outside corporate firewall and then transferred into network for matching and approval.</p>	<table border="0"> <tr> <td>cXML Channel</td> <td style="text-align: right;">£5,000</td> </tr> <tr> <td>Annual Licence Fee</td> <td style="text-align: right;">£950</td> </tr> <tr> <td>Development (5 days)</td> <td style="text-align: right;">£4,925</td> </tr> </table> <p>Additional Development days likely to be required.</p>	cXML Channel	£5,000	Annual Licence Fee	£950	Development (5 days)	£4,925	<ul style="list-style-type: none"> • No paper invoices to process. • Invoice data populated automatically. • Automatic matching to order. • No loss of line item detail. • Line item detail matched. • Suppliers don't print and send invoices. • Several suppliers capable now. Will become more widely available. • Creates opportunity for future processing. • Benefit of centralisation
cXML Channel	£5,000							
Annual Licence Fee	£950							
Development (5 days)	£4,925							
<p>Intelligent Scanning Paper invoices are converted into an electronic invoice for subsequent matching and approval. Invoices are matched to 17 fields of data for verification.</p>	<table border="0"> <tr> <td>Software</td> <td style="text-align: right;">£21,240</td> </tr> <tr> <td>Annual Licence Fee</td> <td style="text-align: right;">£4,151</td> </tr> <tr> <td>Development (10)</td> <td style="text-align: right;">£10,047</td> </tr> </table>	Software	£21,240	Annual Licence Fee	£4,151	Development (10)	£10,047	<ul style="list-style-type: none"> • No impact on Supplier • Relevant to all suppliers • Reduced process time via automation • Easier to achieve cash benefits through centralisation.
Software	£21,240							
Annual Licence Fee	£4,151							
Development (10)	£10,047							
<p>Self Billing/ Supplier Portal HMRC approved self billing arrangement is agreed with supplier. This is provided within the current system. Supplier Portal is derived from the process where a supplier facing website (portal) is made available which gives the supplier access to review there transactions. It may be possible to "flip" an order into an electronic invoice.</p>	<table border="0"> <tr> <td>Software</td> <td style="text-align: right;">£10,000</td> </tr> <tr> <td>Annual Licence Fee</td> <td style="text-align: right;">£1,950</td> </tr> <tr> <td>Development (7 days)</td> <td style="text-align: right;">£6,895</td> </tr> </table>	Software	£10,000	Annual Licence Fee	£1,950	Development (7 days)	£6,895	<ul style="list-style-type: none"> • Supplier benefits of improved cash flow and process efficiency (i.e. no invoice to provide) • No paper invoice to approve or process. Invoice may be created if required • Increased visibility of valid transactions. • Engagement with local business community • No invoices to process
Software	£10,000							
Annual Licence Fee	£1,950							
Development (7 days)	£6,895							

DUNDEE CITY COUNCIL

REPORT TO: POLICY & RESOURCES COMMITTEE - 27TH SEPTEMBER 2010

REPORT ON: RESTRUCTURING OF OUT OF HOURS SOCIAL WORK SERVICE

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 592 - 2010

1.0 PURPOSE OF REPORT

1.1 The Out of Hours Social Work Service covers the geographical area of Dundee City and Angus Councils, providing access to essential social work services outwith normal working hours, including evenings, night-time, public holidays and weekends.

1.2 This report provides an update on the progress made in relation to implementing the review of the Out of Hours Social Work Service since the last report to Committee in March 2010 (No.166/2010).

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee:

- endorses proposals for the revised model of Out of Hours Service provision to commence on 1 November 2010.
- notes that the Director of Social work has secured additional funding from Angus Council to support the revised model of service
- requires the Director of Social Work to progress staffing establishment changes
- requires the Director of Social Work to monitor the impact of the new model of service provision and provide a further progress report in the financial year 2011/12.

3.0 FINANCIAL IMPLICATIONS

3.1 The revision of the Out Of Hours Service in order to comply with the working time directive and meet the needs of the service, will result in an additional cost to Dundee City Council of £61,540 in a the full financial year (includes shortfall of income from Perth and Kinross Council following their withdrawal from the shared service arrangement). Appendix A provides a breakdown of the costs, the additional costs of implementing the recommendations within this report will be funded from the council's general contingencies provision in 2010/11.

3.2 Angus Council will meet their proportion of the costs of the Out of Hours Service by increasing their budgeted contribution to £154,320 in 2010/11 and 2011/12, this equates to 25% of the overall budget of the Out of Hours Service.

4.0 MAIN TEXT

4.1 Background

The Out of Hours service was established in 1985 (Committee Report No 107/85), prior to local government reorganisation. At reorganisation, the service continued to cover the geographical area of Tayside, with Dundee City Council retaining responsibility for the management of the service. The respective financial contributions to the budgeted cost of the service agreed at reorganisation were: Dundee City Council - 65%, Angus Council - 17.5% and Perth and Kinross Council 17.5%.

4.1.1 The team is based in Dundee and staffed by qualified social workers who are employed by Dundee City Council. The team deal with calls from members of the public and other agencies with referrals covering a diverse range of business. This range includes requests for Mental Health Officer visits and referrals relating to immediate childcare and protection concerns to general enquiries about public services and benefit entitlements.

4.1.2 In 2007, a review of the Out of Hours Service was initiated and covered all aspects of the team's operation, including the model of service delivery. Delivery of the service currently involves three staff, one (qualified) co-ordinator and two social workers, on shift from 4.30pm until 9.30am the following day. A proportion of this time is designated as "sleep in" time where staff respond to incoming calls throughout the night.

4.1.3 The review highlighted that the Out of Hours Service covers more than three times the number of hours of operation than equivalent day time services. The team is not intended to replicate daytime responses. It is recognised that within the team's resources, only a limited response can be offered out of hours and that changes need to be made. These include the need to:

- achieve greater integration with daytime services to promote consistency of care and efficiency;
- develop and agree clear mechanisms to ensure access to mainstream resources outwith normal working hours; and
- revise the current pattern of working.

4.1.4 To this end, an Implementation Group was established to take forward the necessary developments. This included representatives from across the social work departments in Angus and Dundee City Council as well as colleagues from Tayside Police.

4.2 Proposals

As part of the review, an extensive analysis of the pattern of business over a 7 year period was completed. This demonstrated that, whilst actual referral patterns are almost impossible to predict, consistently after midnight, there is a notable reduction in the number of calls received by the team. The volume of business will have further reduced since 1 April 2010 as Perth and Kinross Council now manage their out of hours needs locally. Nevertheless, it remains desirable that Dundee City Social Work Department retains an ability to assess and respond to needs throughout the night time.

4.2.1 In addition, the analysis identified a number of tasks undertaken by the Out of Hours team that do not require the skills and experience of a qualified social worker highlighting that greater use could be made of paraprofessional staff to support service delivery.

4.2.2 The review therefore concluded that, given the projected reduction in the volume of business and geographical operating area, the Out of Hours Service should reduce the staff cover after 1am, to one social work qualified co-ordinator on waking night shift. In addition capacity would be built in to access other staffing resources as necessary in emergency situations ensuring more efficient use of staffing resources.

4.2.3 Since March 2010, extensive work has been undertaken to develop a revised Out of Hours Service design which meets both the needs of the service and complies with the Working Time Directive. As identified above, there are increased costs associated with bringing the service in line with these requirements. This work was also necessary to reconfigure the Service as a result of the withdrawal of Perth & Kinross Council from the shared service

arrangement as of 1 April 2010. This change had a significant impact on the available budget, geographical spread and demographics of the area being served.

4.2.4 In the redesign, steps have been taken to ensure that additional costs are minimised. Due to the significant change to staff working patterns, terms and conditions of relevant staff have been revised in order to ensure that remuneration remains appropriately reflective of working patterns. Required staffing levels have also been rigorously assessed and a revised staffing structure for the team is proposed in line with "Changing Lives: Report of the 21st Century Social Work Review".

4.2.5 In order to ensure that staffing structure meets the needs of the revised model of service, changes are required to the staffing structure of the team. Currently, there are 10 staff members which equates to a 10 FTE resource as part of the established team. The new model will see an increase in the number of staff to 11, but a reduction in the contracted staffing resource to 8.94 FTE. This will comprise of 1 Team Manager, 3.78 FTE Coordinators (qualified), 2.08 FTE social workers and 2.08 FTE support workers. There are administrative and support staff who will be unaffected by the changes.

4.2.6 This shift in the balance of staffing will enable the implementation of the new rota which is consistent with the Working Time Directive, build in flexibility to the staffing establishment and make most efficient use of the staffing resources available. This will ensure that the Social Work Department can continue to meet its statutory obligations outwith normal working hours.

4.3 Summary

The Out of Hours Service has been extensively reviewed. The conclusions were that the model of service delivery should be revised to:

- bring the staffing rota in line with the Working Time Directive;
- introduce a waking night shift response;
- ensure that staffing resources are efficiently deployed; and
- build in increased flexibility.

4.3.1 The revised model of service, as proposed above, will ensure that these requirements are met. Details have been agreed with Angus Council, along with an increase in their funding commitment.

5.0 **POLICY IMPLICATIONS**

5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

5.2 An Equality Impact Assessment has been carried out and will be made available on the Council website <http://www.dundee.gov.uk/equanddiv/equipact/>.

6.0 **CONSULTATIONS**

6.1 The Chief Executive, Depute Chief Executive (Support Services), and Director of Finance have been consulted in the preparation of this report. Relevant officers in Angus Council have been part of the review process and will continue to be part of the implementation process. Trade Union engagement and consultation has taken place and will continue as appropriate. As our main referrer after midnight, Tayside Police have also been involved in agreeing the new model of service delivery.

7.0 **BACKGROUND PAPERS**

7.1 Committee Report No.166/2010
<http://www.dundee.gov.uk/equanddiv/equipact/>

Alan Baird
Director of Social Work

DATE: 8th September
2010

**OUT OF HOURS SOCIAL WORK SERVICE
FINANCIAL IMPLICATIONS**

Proposal:

Post	Fte	Costs(£)	
Team Manager	1.00	48,960	
Coordinator	3.78	205,210	
Social Worker	2.08	90,300	
Support Worker	2.08	61,890	
Clerical Assistant	1.00	19,880	
Domestic Assistant	0.22	3,540	
Holidays, sickness and annual leave cover		89,660	
Call out charges		24,190	
Total Staff Costs		543,630	
Other overheads including property, supplies & services, transport and management costs		73,653	
Total Overall costs of the service		617,283	
Less Angus Council contribution(25% of overall costs)		(154,320)	
Total Costs to Dundee City Council		462,963	A

Resources Available:

Net budget available for Salaries and non salaries costs	490,033	
Shortfall of income from Perth & Kinross Council due to withdrawal of shared service arrangement	(88,610)	
Total Budget available	401,423	B

Net Deficit 61,540

A-B

REPORT TO: POLICY AND RESOURCES COMMITTEE - 27 SEPTEMBER 2010

REPORT ON: STATUTORY PERFORMANCE INDICATORS 2009/2010 - CORPORATE SELF-ASSESSMENT OF PERFORMANCE

REPORT BY: DIRECTOR OF FINANCE

REPORT NO: 397-2010

1.0 PURPOSE OF REPORT

- 1.1 To advise Elected Members of the performance of Dundee City Council as defined by the specified indicators stipulated by Audit Scotland and as supplemented by those indicators which the Council intends using to measure its performance under the new self-assessment regime which was introduced for the first time for financial year 2009/2010.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the performance indicators in Appendix 1 be published on the Council website in a prominent position in order that stakeholders are made aware of the Council's corporate self-assessment of its performance in 2009/2010.
- 2.2 It is recommended that all indicators in Appendix 1 which can be measured quarterly are reported on this basis to the Scrutiny Committee to ensure that performance improvements continue to be obtained in the coming year and to ensure that performance self-assessment is fully embedded within the Council's Performance Framework.
- 2.3 It is recommended that the results of the Council's first Corporate Performance Self-Assessment are cascaded downwards to relevant groups of stakeholders. For example, the housing performance indicators are published in the housing newspaper to engage with tenants. Similar mechanisms require to be in place for the other performance indicator categories at the discretion of the relevant officers.

3.0 FINANCIAL IMPLICATIONS

- 3.1 All initiatives to improve performance must be kept within existing budgets.

4.0 BACKGROUND

- 4.1 Since their inception in 1992 Statutory Performance Indicators have been prescribed each year by Audit Scotland. Detailed guidelines were issued each year to ensure Councils compiled the indicators appropriately and the indicators were subject to annual audit.
- 4.2 This position has now been reviewed. Audit Scotland has retained a number of specified performance indicators which it believes are useful particularly for comparative purposes between authorities. In addition Audit Scotland has identified a number of performance categories it regards as important but within these local authorities are free to select the performance indicators which they believe to be most relevant to the

measurement of their progress on continuous improvement. Self-assessment of performance applies for the first time for financial year 2009/2010.

5.0 PERFORMANCE OVERVIEW

- 5.1 It should be noted that as this is the first year of self-assessment there may be refinements to the performance measures adopted particularly in the coming year as the new self-assessment approach beds in.
- 5.2 The Council's full self-assessment of performance is provided in Appendix 1 and is colour coded. Targets and latest rankings have been provided where appropriate.
- 5.3 Overall performance level for 2009/2010 is 84% which compares favourably to the 2008/2009 figure of 79% although this is not directly comparable. The 2009/2010 overall performance figure provides the Council with a benchmark to measure future annual performance levels.

6.0 DETAILED PERFORMANCE REVIEW

6.1 Corporate Management

6.1.1 Responsiveness to our Communities

The Council is currently compiling eight indicators in this performance category. Overall performance is considered strong with the Council continuing to make significant savings through efficiency gains and freezing the Council Tax level for the fourth year in a row. The Council is also one of the quickest payers of suppliers in Scotland and has made great progress in paying local suppliers more quickly to assist their cash flows.

The results of the Council's most recent customer survey have also generally been very good and it is anticipated that the Council's image will show improvement with the advent of the One City, Many Discoveries new branding.

6.1.2 Revenues and Services Costs

The Council is currently compiling seven indicators in this performance category. Performance levels for all indicators have been maintained despite the effects of the economic downturn. The Capital and Revenue Budgets continue to be scrutinised closely to ensure actual expenditure is as budgeted.

6.1.3 Employees

The Council is currently compiling four indicators in this performance category. New procedures and guidelines on absence monitoring have recently been introduced and it is anticipated that this will lead to improvement in the coming year. Absence will be reported to the Scrutiny Committee on a quarterly basis in order to chart progress. Early indications are that sickness levels are improving.

Steady improvement continues to be made in the number of accidents to employees and the number of instances of aggression towards staff has declined slightly which is welcome.

6.1.4 Assets

The Council is currently collecting five indicators in this performance category from a corporate perspective. All indicators in this category maintained performance and therefore the overall performance level is rated as very good. Both ranked indicators were in the top 16 of all Scotland local authority performances.

6.1.5 Procurement

The Council is currently collecting four indicators for this performance category from a corporate perspective. Three of the indicators either maintained or improved performance therefore overall performance for this category may be regarded as very good. This is noteworthy as this is a completely new category of performance which has been introduced.

6.1.6 Sustainable Development

The Council is currently collecting six performance indicators in this performance category. All of these indicators either maintained or improved performance and therefore overall performance level is assessed as very good which is again noteworthy as this also is a new performance category.

6.1.7 Equalities and Diversity

The Council is currently measuring three indicators in this performance category which either were maintained or improved in 2009/2010. This is therefore regarded as a very good overall performance.

6.2 **Service Performance**

6.2.1 Benefits Administration

The Council is currently collecting seven indicators for this category of performance at a corporate level. Five of the seven indicators either maintained or improved performance during 2009/2010 which is regarded as a good overall performance.

Claims processing and determinations indicators declined during the year and were to some degree affected by the economic downturn. These indicators will be closely monitored in 2010/2011 through quarterly performance reporting to improve performance levels.

6.2.2 Community Care

The Council is currently collecting eight indicators for this category of performance at corporate level. All of the performance indicators either maintained or improved performance during 2009/2010 and this is regarded as a very good overall performance for this service.

6.2.3 Criminal Justice

The Council monitors three performance indicators at corporate level for this category of performance. The first two indicators maintained and improved performance respectively whereas the percentage of probationers seen within a week declined in

performance by just over the 5% threshold. This indicator will be monitored quarterly to improve performance level. Overall performance is regarded as good.

6.2.4 Cultural and Community Services

The Council is currently monitoring seven performance indicators in this category of performance at corporate level. All indicators in this performance category either maintained or improved performance in 2009/2010. Performance for museum visits was particularly good and this is expected to continue for the foreseeable future. Overall performance level for this service is regarded as very good.

6.2.5 Planning and Transport

The Council is currently collecting seven performance indicators in this category. Five indicators in this group either maintained or improved performance in 2009/2010 which is regarded as a good overall performance. It is anticipated that performance for planning application processing will improve in 2010/2011 and this will be monitored quarterly.

Although the performance indicator for road network maintenance has declined, it should be noted that the Council is currently ranked fourth in Scotland which is very good.

6.2.6 Children's Education

The Council is currently collecting six performance indicators corporately in this category. Performance has been maintained or improved for all of these indicators which is considered a very good overall performance.

6.2.7 Child Protection

The Council is currently collecting four indicators corporately in this performance category. For the three indicators where comparative information is available, it should be noted that performance has improved significantly. Consequently overall performance for this service is rated as very good.

6.2.8 Housing and Homelessness

The Council is currently collecting twelve indicators in this performance category. Performance is mixed with some indicators showing significant improvement and others declining partly as a result of the economic downturn. It is noted that this service has many Specified Indicators and therefore can expect to come under greater performance scrutiny than other services in the foreseeable future.

6.2.9 Protective Services

The Council is currently measuring ten indicators in total for this category of performance. All indicators maintained performance levels during 2009/2010 and this is regarded as very good particularly in this transitional year.

It should be noted that the Air Quality Indicators are under review and that pest control response times have now been merged into one category.

6.2.10 Waste Management

The Council is currently measuring seven indicators in this category of performance. All indicators were either maintained or improved in terms of performance level and this is regarded as a very good performance particularly with the recycling rate achieving the 40% target one year in advance.

7.0 **POLICY IMPLICATIONS**

7.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

8.0 **CONSULTATIONS**

8.1 The Chief Executive, Depute Chief Executive and Assistant Chief Executive have been consulted on the content of this report.

9.0 **BACKGROUND PAPERS**

Report No. 34-2009 Provisional Performance Self-Assessment.
A New Direction: SPI guidance for audited bodies 2009/2010 (Audit Scotland 2008 Direction).

MARJORY M STEWART
DIRECTOR OF FINANCE

15 SEPTEMBER 2010

DUNDEE CITY COUNCIL

Statutory Return 2009/10

Appendix 1

SPI 1 Corporate Management	Rank 2008/09	Target	2010 Actual	2009 Actual	Variance	Notes	
Responsiveness to our communities							
1. Invoices paid within 30 days	2	92	94.0	93.2	0.8	Very good indicator	PS1
2. % positive response on Council image		65	62	70	-11.4		
3. % customer satisfaction with telephone contacts		90	86	90	-4.40		PS2
4. % customer satisfaction with office visits		95	91	82	10.98		
5. % formal complaints responded to within target time		95	56	66	-15.15		
6. Local creditors paid within 14 days		80	82	80	2.5		
7. Value of efficiency gains		3.9m	5.4m	3.5m	54.3		
8. Council Tax level		1,211	1,211	1,211	0		
Revenues and Service Costs							
1. Cost per dwelling of Council Tax	31	25	21.67	21.32	1.64		
2. Income due from CT received in year		90	91.4	91.3	0.1		
3. Revenue projected outturn compared to annual budget		0.00	-1.10	0.00	0.00		
4. Capital projected outturn to annual budget		0.00	-2.10	-4.90	0.00		
5. % of creditors paid electronically		93	93.8	93.0	0.86		
6. Cost of collecting NDR		35	35.81	39.51	-9.36		
7. Income due from NDR collected in the year		96	95.2	96.2	-1.04		
Employees							
1. Average number of days lost through sickness - teachers	27	8.0	9.7	9.4	3.19		PS3
2. Average number of days lost to sickness - all others	12	10.0	13.7	12.1	13.22		
3. No. of instances of violence/aggression towards employees		650	653	666	-1.95		
4. No. of accidents/injuries to Council employees		400	399	407	-1.96		
Assets							
1. Operational accommodation in satisfactory condition	16	68	78.3	77.9	0.51	New indicator New indicator	PS4
2. Operational accommodation suitable for current use	11	100	84.3	80.9	4.2		
3. % occupancy factor		41.5	47.3	47.3	0		
4. Required maintenance cost of operational assets per m2		34.4	37.85	35.4	6.92		
Procurement							
1. Total annual savings as a result of procurement policies		400k	639k	387k	65.12		PS5
2. % procurement spend with contracted suppliers		30%	27%	25%	8.0		
3. % procurement officers training for a qualification		15%	9%	10%	-10.00		
4. % total transactions that are e-transactions		70%	53%	13%	307.69		
Sustainable development							
1. Carbon Dioxide (CO ₂) emissions from Council's buildings	18	34,086	36,283	36,589	-0.84	One merger to register Currently 31 Currently 18 Currently 3	
2. No. of greenspace quality standards (Green flag (park) Yellow/Blue (beach))		5	5	5	0		
3. Street Cleanliness Index Score		70	74	73	1.37		
4. No. of schools gaining Eco-School Awards (by Award): Registered		56	55	55	0		
Bronze		38	29	26	11.5		
Silver		22	16	15	6.7		
Green Flag	4	2	1	100			
Equalities and diversity							
1. % of highest paid 2% employees who are female	27	29	26.7	27.1	-1.48		
2. % of highest paid 5% employees who are female	31	39	35.8	28.5	25.61		
3. % of buildings accessible to disabled people	4	100	87.0	85.7	1.5		
SPI 2 : Service Performance							
Benefits administration							
1. Gross cost per case of benefits administration		80	71.52	71.18	0.48		PS6
2. Average no. of days to process new claims		36	37.0	27.0	37.0		
3. % of cases for which the calc of benefit due was correct		98	97.8	97.6	0.2		PS7
4. % of benefit claims determined < 14 days		97	89	95	-6.32		
5. No of successful prosecutions for fraud		3	15	4	275.0		
6. No of administrative penalties		20	36	28	28.57		
7. No of administrative cautions		20	18	15	20.0		
Community care							
1. Number of people age 65+ receiving homecare	8	1953	1929	1960	-1.58		PS8
2. Number of homecare hours per 1000 age 65+		556	509.2	595.8	-14.5		
3. As a % of homecare (personal care only) clients age 65 + no.receiving :-							
- personal care	31	54	52.6	48.9	7.6		
- service during evenings/overnight	28	39	37	22.1	67.4		
- service at weekends	26	58	55.4	58.2	-4.81		
4. Intensive home care as a % of all long-stay care		30	28.7	27.9	2.87		
5. No of respite weeks provided to people aged 18-65		4036	3988	3350	19.04		
6. No of respite weeks provided to people aged 65+		2367	2313	2196	5.33		

Criminal Justice Social Work							
1. % of Social Enquiry Reports submitted by due date	10	95	97.0	99.6	-2.6		
2. Average no. of hours per week to complete Community Service Orders	25	4	4.7	2.8	67.8		
3. % of new probationers seen within one week	18	70	76	81	-6.17		PS9
Cultural & Community Services							
1. No of attendances per 1,000 population - pools	14	3890	3814	3747	1.79		
- indoor facilities	8	6327	6203	6287	-1.34		
2. No of visits to museums per 1000 population made in person	14	1800	1520	796	90.95		
	9	1190	1016	771	31.78		
3. No of visits to council libraries per 1000 population	1	9987	9649	9791	-1.45%		
4. No of visits to community centres per 1,000 population		2350	2321	N/A	N/A	New indicator	
5. No of attendances at Council learning provision per 1,000		130	131	N/A	N/A	New indicator	
Planning and Transport							
1. % householder applications dealt with < 2 months	15	60	77	83.2	-7.45		PS10
% all application dealt with with < 2 months	20	60	59.2	62.3	-4.98		
2. % of road network that should be considered for maintenance	4	45	25.6	23.2	10.34		PS11
3. Average time taken to repair a street light		2.0	1.9	2.1	-9.52		
4. % of street lights repaired < 7 days	16	96.9	95.6	94.6	1.06		
5. % of traffic lights repaired < 48 hours	5	99	99.2	99.8	-0.6		
6 % of population covered by local plans < last 5 years		100	100.0	100.0	0		
Childrens Education							
1. % of primary schools where ratio of pupils to places is 61% to 100%		58	43.2	43.2	0.00		
2. % of secondary schools where ratio of pupils to places is 61% to 100%		89	88.9	88.9	0.00		
3. % of school leavers moving on to a positive destination		88	81.5	82.6	-1.33		
4. % of young people achieving at least SQA Level 3 in English and Maths by end of S4		90	89	85	4.7		
5. Average tariff score for S4 pupils		157	156	145	7.59		
6. % of school and pre-school centres receiving positive inspection reports		100	100	94	6.38		
Child protection and childrens social work							
1. Maintain % of children accommodated in residential care below the national average		N/A	7.6	8.8	-13.6	Indicator under review	
2. Increase % of looked after and accommodated children living with Dundee foster and kinship carers		84	83.4	N/A	N/A	New indicator	
3. Maintain % of Child Protection Referrals responded to < 24 hours		100	95.6	87.8	8.9		
4. Reduce time between initial Child Protection Investigation and Registration days from start of investigation to registration		40	38.6	50.7	-23.9		
Housing and Homelessness							
1. % dwellings meeting SHQS		36	25.6	23.0	11.3		
2. Arrears as a % of the net amount of rent due	23	9	9.2	9.9	-7.07		
Arrears > £250	23	5	5.5	6.3	-12.7		
% of tenants giving up tenancies in arrears	20	48	49.4	46.0	7.4		PS12
average debt due as a % of average weekly rent		1106	1150.53	1094.58	5.11		PS13
% of tenant arrears written off or collected	1	66.5	67.8	69.9	-3.0		
3. % of households housed		45	69.1	80	-13.62		PS14
% of cases reassessed < 12 months of completion of duty		3.5	3.7	3.9	-5.13		
4. Average re-let time not low demand houses	24	65	81	72	12.5		PS15
5. Average re-let time low demand	16	70	119	90	32.2		PS16
6. Rent loss due to voids as a % of total rent due	21	2.5	3.0	2.4	25.0		PS17
7. No of response repairs and % carried out by category	16	90	91.9	91.1	0.9		
Protective services							
1. Noise complaints - average time - requiring attendance on site	10	24 hours	9.8 hours	10 hours	-2.00		
- average time - dealt with under the Act	1	20 mins	18 mins	18 mins	0		
2. Consumer complaints dealt with < 14 days	10	85.0	80.8	79.8	1.25		
Business advice requests < 14 days	19	99.0	99.1	96.5	2.69		
3. % of food alerts receiving a response < 48 hours		100	100	100	0		
% communicable disease notifications receiving a response < 2 working days		100	100	100	0		
4. Reduce the no. of sites that exceed the National Air Quality Standard and objectives for NO2		7	7	7	0	Per SOA	
PM10		6	6	6	0	Per SOA	
5. % of pest control responses < 2 working days		100	100	100	0		
% of pest control responses < 5 working days		100	100	100	0		
Waste Management							
1. Net cost of refuse collection	4	54	54.65	53.66	1.84		
Net cost of refuse disposal	20	80	80.16	82.48	-2.81		
2. % of waste recycled or composted	17	45	40.1	36.1	11.08		
3. % cyclone/filter ash recycled		5	0	0	0		
4. % abandoned cars collected < 14 days		97	96.4	72.4	33.15		
5. Achieve and retain PASS 100 accreditation		100	100	100	0		
6. No of households with kerbside boxes		15766	15766	15766	0		

DUNDEE CITY COUNCIL				
Statutory Performance Indicators				
Position Statement				
Service or Department	Responsiveness to Communities - Council-Wide			
Performance Indicator	% positive responses on Council's image			
Trend	Previous +1 62.0	Previous 70.0	Current 62.0	
Deterioration rate	-11.40%			
Latest Scottish Ranking	N/A			
Statistical Overview	This indicator comes from an annual survey for which the sample is 800 residents which means there is likely to be some variation from year to year. It does not form part of Audit Scotland's statistical analysis.			
Specified or Self-Assessed	Self-Assessed			
Commentary	<p>The most recent result of 62% is down compared to the previous year but that had been the highest figure recorded since the survey began. The latest figure is in line with the year before and higher than the average of the last ten years.</p> <p>The public image score is derived from the average % of residents who respond positively to eleven statements about the Council. The survey also asks respondents to rank those statements in order of importance and it is welcome that the top four priority statements are in the top five in terms of performance. On the other hand "listening to complaints" ranks third in terms of importance but sixth in performance and "providing value for money services" ranks sixth in terms of importance but eleventh in terms of performance.</p>			
Recovery Assessment	Focus on maintaining current performance level with steady improvement.			
Other Comment				

DUNDEE CITY COUNCIL				
Statutory Performance Indicators				
Position Statement				
Service or Department	Responsiveness to Communities - Council-Wide			
Performance Indicator	% of formal complaints responded to in target time			
Trend	Previous +1 N/A	Previous 66.0	Current 56.0	
Deterioration rate	-15.15%			
Latest Scottish Ranking				
Statistical Overview	<p>The information to the public on our targets for dealing with complaints emphasises that 5 days is a target, and that many complaints will be complicated and take longer to investigate fully. Officers handling complaints are asked to ensure that the person making the complaint is kept informed of progress and given a realistic timescale This indicator does not form part of Audit Scotland's analysis.</p>			
Specified or Self-Assessed	Self-Assessed			
Commentary	<p>There has been increasing emphasis on ensuring that only cases which meet the definition of complaints in the Council's policy are processed through the complaints recording system. It may be that a higher % of cases recorded are genuine complaints (as compared to enquiries or requests for information) and there fore take longer to investigate and respond to. However, departments will be reminded of the target timescales and urged to deal with complaints as quickly as possible.</p>			
Recovery Assessment	This indicator will be monitored on a quarterly basis to chart progress on response times.			
Other Comment				

<u>DUNDEE CITY COUNCIL</u>				
<u>Statutory Performance Indicators</u>				
<u>Position Statement</u>				
Service or Department	Employees - Council-Wide			
Performance Indicator	Sickness Absence - Employees other than teachers			
Trend	Previous +1 14.0 days	Previous 12.1 days	Current 13.7	
Deterioration rate	13.22%			
Latest Scottish Ranking	12			
Statistical Overview	This indicator is a very important one for the Council. It is a specified indicator and the Council has finished in the Top 16 of all Councils in previous years			
Specified or Self-Assessed	Specified			
Commentary	<p>Absence is a standing item at the Council's Management Team and it has been noted with concern that the levels are not improving. The Management Team is committed to reversing this trend. To that end the Personnel Department reviewed the Managing Sickness Absence Procedures which involved consulting all Council departments and Trade Unions.</p> <p>A new set of procedures has now been introduced which has tightened up on policy and allows managers to intervene earlier in order to get employees back to work earlier. The first quarter of 2010/1011 has indicated a marked improvement in the levels of sickness absence.</p>			
Recovery Assessment	Should be recoverable in the longer term due to new procedures			
Other Comment				

DUNDEE CITY COUNCIL				
Statutory Performance Indicators				
Position Statement				
Service or Department	Assets - City Development			
Performance Indicator	Required maintenance costs of operational assets per m2			
Trend	Previous +1 N/A	Previous 35.4	Current 37.85	
Deterioration rate	6.92%			
Latest Scottish Ranking	N/A			
Statistical Overview	This is a new indicator and has never formed part of Audit Scotland's compendium of indicators. Costs per m2 have risen only slightly above the 5% threshold.			
Specified or Self-Assessed	Specified			
Commentary	There has been a significant rise in the costs of gas, electricity and security in 2009/10.			
Recovery Assessment	Indicator will be monitored closely with a view to keeping costs below the 5% threshold in the near future.			
Other Comment				

DUNDEE CITY COUNCIL				
Statutory Performance Indicators				
Position Statement				
Service or Department	Procurement - Finance			
Performance Indicator	% procurement officers training for a qualification			
Trend	Previous +1 N/A	Previous 10%	Current 9%	
Deterioration rate	-10.0%			
Latest Scottish Ranking	N/A			
Statistical Overview	This is a new indicator and has never formed part of Audit Scotland's statistical analysis.			
Specified or Self-Assessed	Self-Assessed			
Commentary	Difference is due to the number of people identified in the procurement processes. The number of officers training for a qualification remains the same as last year.			
Recovery Assessment				
Other Comment				

DUNDEE CITY COUNCIL				
Statutory Performance Indicators				
Position Statement				
Service or Department	Benefits Administration			
Performance Indicator	Average Time Taken To Process New Claims			
Trend	Previous +1 28.0	Previous 27.0	Current 37.0	
Deterioration rate	37.0%			
Latest Scottish Ranking	N/A			
Statistical Overview	This indicator has been improving over the last few years, with the best ever performance last year. It no longer forms part of Audit Scotland's analysis.			
Specified or Self-Assessed	Self- Assessed			
Commentary	<p>The drop in performance of this indicator has been due to several factors. Due to the economic downturn, the number of new claims received has increased significantly. This has led to a higher caseload being dealt with and maintained by the same level of resources.</p> <p>In respect of the staff resource, the number of staff available to deal with this work reduced over this period due to vacancies and the need to provide cover for the Revenues Enquiry team. Also, the software supplier upgraded it's core systems which required staff to undergo training on the new software. This required each member of staff to attend 2 days training on the new system.</p>			
Recovery Assessment	The training has been completed and the vacant posts filled. Management information indicates that performance is improving and should continue to do so.			
Other Comment	Part of the improvement in performance will depend on how and when the country moves out of recession and the effect on the labour market.			

DUNDEE CITY COUNCIL				
Statutory Performance Indicators				
Position Statement				
Service or Department	Benefits Administration			
Performance Indicator	% of Claims Processed Within 14 Days			
Trend	Previous +1 94.0	Previous 95.0	Current 89.0	
Deterioration rate	-6.3%			
Latest Scottish Ranking	N/A			
Statistical Overview	This indicator has been relatively consistent over the last few years.			
Specified or Self-Assessed	Self-Assessed			
Commentary	<p>The drop in performance of this indicator has been due to several factors. Due to the economic downturn, the number of new claims received has increased significantly. This has led to a higher caseload being dealt with and maintained by the same level of resources.</p> <p>In respect of the staff resource, the number of staff available to deal with this work reduced over this period due to vacancies and the need to provide cover for the Revenues Enquiry team. Also, the software supplier upgraded it's core systems which required staff to undergo training on the new software. This required each member of staff to attend 2 days training on the new system.</p>			
Recovery Assessment	The training has been completed and the vacant posts filled. Management information indicates that performance is improving and should continue to do so.			
Other Comment	Part of the improvement in performance will depend on how and when the country moves out of recession and the effect on the labour market.			

DUNDEE CITY COUNCIL				
Statutory Performance Indicators				
Position Statement				
Service or Department	Community Care - Social Work			
Performance Indicator	Number of homecare hours per 1000 age 65+			
Trend	Previous+1	Previous	Current	
	471.1	595.8	510.3	
Deterioration	-14.4%			
Latest Scottish Ranking	8			
Statistical Overview	Homecare hours provided as a rate per 1000 people aged 65+ has increased steadily since 2006. Unfortunately there was a recording error during 2009. The figure reported was 595.8, which included all ages receiving homecare not just those aged 65+. The corrected figure is 513.18, which is still a considerable improvement on 2008. The 2009 figure cannot be corrected retrospectively, so it appears as though there has been a 14.35% deterioration, when there was actually only a 0.56% deterioration. The 2010 figure, despite it appearing as though Dundee has deteriorated is still an 8.32% increase on the 2008 figure.			
Specified or Self-Assessed	Specified			
Commentary	Measure are in place to ensure that data provided is ratified prior to publication.			
Recovery Assessment	Since homecare provision has not decreased a recovery assessment would not be appropriate.			
Other Comment				

DUNDEE CITY COUNCIL**Statutory Performance Indicators****Position Statement**

Service or Department	Criminal Justice			
Performance Indicator	% of new probationers seen within one week			
Trend	Previous +1 62.0	Previous 81.0	Current 76.0	
Deterioration rate	-6.17%			
Latest Scottish Ranking	18			
Statistical Overview	<p>The performance of this indicator deteriorated during the year, starting at 80 in Q1 then falling to 73% in Q4.</p> <p>91% of the clients had been scheduled to be seen within one week of the Probation order being made.</p>			
Specified or Self-Assessed				
Commentary	<p>Reduced performance in 2009 quarters 2 to 4 has had impact. Improved first appointment measures put in place. Reporting from next quarter will evidence if improved.</p> <p>Current figure for Quarter 1 is 75%.</p>			
Recovery Assessment				
Other Comment	This PI being closely monitored for 2010/11.			

<u>DUNDEE CITY COUNCIL</u>				
<u>Statutory Performance Indicators</u>				
<u>Position Statement</u>				
Service or Department	City Development			
Performance Indicator	% of Householder applications < 8 weeks			
Trend	Previous +1 N/A	Previous 83.2	Current 77	
Deterioration rate	-7.45%			
Latest Scottish Ranking	15			
Statistical Overview	This indicator is very much borderline and frequently finishes either just inside or just outside the Top 16 of all-Scottish local authorities.			
Specified or Self-Assessed	Specified			
Commentary	<p>The excellent performance in 2008 is a result of the significant fall in planning applications due to the credit crunch without any consequent loss in staff numbers dealing with applications. In 2009 the fall in the number of applications continued but bottomed off so it might be expected that the excellent 2008 performance figures could be achieved. This did not happen due to 2 factors. Firstly the most extensive changes to planning legislation since 1947 took effect in August 2009. This required a complete overhaul of our practices and procedures which had a consequent knock on effect on performance. Secondly the number of planning officers dealing with applications fell from 6 to 4.</p>			
Recovery Assessment	In terms of recovery, as the figures are actually better than would be expected taking into account historical trends, there will be no difficulty in maintaining this performance.			
Other Comment	It is noted that these are specified indicators and therefore it is very important that performance levels are maintained where possible.			

DUNDEE CITY COUNCIL				
Statutory Performance Indicators				
Position Statement				
Service or Department	City Development			
Performance Indicator	% of Road Network that should be considered for maintenance			
Trend	Previous +1 25.2	Previous 23.2	Current 25.6	
Deterioration rate	10.34%			
Latest Scottish Ranking	2			
Statistical Overview	The indicator is calculated from the current year's and the immediate past year's SRMCS National Road Condition Survey. The 3 sets of results show the 2 year rolling RCI since it was introduced in 2006 with an initial reduction followed by an increase. This pattern of results is repeated for the majority of LA's. Furthermore 30 of the 32 LA's show a fall in RCI between the Previous+1 and Previous values which may indicate a systematic problem with the initial year's results. However the upward trend between the Current and Previous values is apparent in many of the LA's results.			
Specified or Self-Assessed	Specified			
Commentary	The reason for this variance is not clear although the upward trend is evident in all classes of road. However this upward trend is evident in the results of 22 of the 32 Scottish LA's and may be indicative of some systematic characteristic of the indicator. More likely, it is the result of the bad winter conditions experienced during 2008/2009 adversely affecting the general road condition.			
Recovery Assessment				
Other Comment				

DUNDEE CITY COUNCIL**Statutory Performance Indicators****Position Statement**

Service or Department	Housing			
Performance Indicator	% of tenants giving up tenancies in arrears			
Trend	Previous +1 45.8	Previous 46.0	Current 49.4	
Deterioration rate	7.40%			
Latest Scottish Ranking	20			
Statistical Overview	This indicator forms part of Audit Scotland's on-going statistics. This is likely to be affected to some extent by the economic downturn.			
Specified or Self-Assessed	Specified			
Commentary	Tenancy sustainment measures in operation will result in a reduction in the number of debtor tenants and arrear values.			
Recovery Assessment	Recoverable in the medium term			
Other Comment				

DUNDEE CITY COUNCIL**Statutory Performance Indicators****Position Statement**

Service or Department	Housing			
Performance Indicator	Average debt due as a % of average weekly rent			
Trend	Previous +1 851.51	Previous 1094.58	Current 1150.53	
Deterioration rate	5.11%			
Latest Scottish Ranking	N/A			
Statistical Overview	This indicator will form part of Audit Scotland's on-going assessment. Again this is likely to be affected by the economic downturn.			
Specified or Self-Assessed	Specified			
Commentary	We are concentrating effort on identifying tenants who are at risk of getting into rent arrears. Then by providing support and guidance to these tenants we expect to have fewer tenants in arrears and that those arrears will be smaller			
Recovery Assessment				
Other Comment				

<u>DUNDEE CITY COUNCIL</u>				
<u>Statutory Performance Indicators</u>				
<u>Position Statement</u>				
Service or Department	Housing			
Performance Indicator	% Households housed			
Trend	Previous +1 N/A	Previous 80.0	Current 69.1	
Deterioration rate	-13.62%			
Latest Scottish Ranking	N/A			
Statistical Overview				
Specified or Self-Assessed	Specified			
Commentary	<p>Actual lets to homeless have increased from 783 in 08/09 to 989 in 09/10.</p> <p>The Number of households assessed as homeless in 2008/09 was 979 and 1,581 assessed during year 09/10 this is an increase of 602 assessments or 62% in a year.</p> <p>Increase in assessment/priority decisions is a result of three factors:</p> <p>1 - HSU restructure increased assessment team resources thereby allowing more assessments to take place in a shorter timescale. The additional resource has enabled better case management and a "catch up" of a considerable number of outstanding cases.</p> <p>2 - Phased removal of priority need commenced April 2009. This introduced "local criteria" which has brought a number of previously non priority applicants within the group assessed as being in priority need with consequent obligation to provide permanent housing.</p> <p>3 - Full removal of priority need test approved by Committee and enacted April 2010.</p>			
Recovery Assessment	Recoverable in the medium term			
Other Comment				

<u>DUNDEE CITY COUNCIL</u>				
<u>Statutory Performance Indicators</u>				
<u>Position Statement</u>				
Service or Department	Housing			
Performance Indicator	Average re-let time to relet not low demand houses			
Trend	Previous +1 71.0	Previous 72.0	Current 81.0	
Deterioration rate	12.50%			
Latest Scottish Ranking	24			
Statistical Overview	16% of properties were let in more than 16 weeks, this is a 5% increase from 2008/09 and could be a result of a new process called "available now" to market and let long term void properties especially difficult to let sheltered/1st floor properties.			
Specified or Self-Assessed	Specified			
Commentary	<p>A lean service review has recently been completed, and a number of improvement actions have been agreed and implemented to reduce time in regards the movement of keys; to improve the cleanliness of properties, improve the standard of relets by decorating them and carry out post inspections. The number of properties held for materials has reduced and is monitored regularly. We have introduced an available now process to market and let long term voids. The introduction of this new process has resulted in a number of long term voids being allocated. However this has a negative impact on improving performance in days to let due to number of long term void properties let. We have also recently implemented a new letting system as from 1st March 2010, the early results is showing less refusals based on improved housing prospects information. We are looking to implement a new Relet Squad in August 2010 to create further efficiencies and improvements to reduce days to let.</p>			
Recovery Assessment	The implementation of the lean service review actions, the reduced number of long term voids outstanding, the launch of a new improved lettings IT system and pending introduction of a new relet squad will assist in the recovery of performance.			
Other Comment	The department is reviewing its approach to collating data for this SPI to ensure that it more accurately reflects changing patterns of demand over time regarding "low demand" and "not low demand" housing. This will be facilitated by a new computerised letting system which became operational in February 2010, but requires additional work to provide management information. As a result future reports on this SPI will probably display data which is not directly comparable with the performance reported in this instance.			

DUNDEE CITY COUNCIL				
Statutory Performance Indicators				
Position Statement				
Service or Department	Housing			
Performance Indicator	Average time to re-let low demand houses			
Trend	Previous +1 76.0	Previous 90.0	Current 119.0	
Deterioration rate	32.22%			
Latest Scottish Ranking	16			
Statistical Overview	This is based on a small number of properties which were re-let at the year end, 9 of which were greater than 17 weeks void.			
Specified or Self-Assessed	Specified			
Commentary	<p>A lean service review has recently been completed, and a number of improvement actions have been agreed and implemented to reduce time in regards the movement of keys; to improve the cleanliness of properties, improve the standard of relets by decorating them and carry out post inspections. The number of properties held for materials has reduced and is monitored regularly. We have introduced an available now process to market and let long term voids. The introduction of this new process has resulted in a number of long term voids being allocated, however this results in a negative impact on performance. We have also recently implemented a new letting system as from 1st March 2010, the early results is showing less refusals based on improved housing prospects information. We are looking to implement a new Relet Squad in August 2010 to create further efficiencies and improvements to reduce days to let.</p>			
Recovery Assessment	The implementation of the lean service review actions, the reduced number of long term voids outstanding, the launch of a new improved lettings IT system and pending introduction of a new relet squad will assist in the recovery of performance.			
Other Comment	The department is reviewing its approach to collating data for this SPI to ensure that it more accurately reflects changing patterns of demand over time regarding "low demand" and "not low demand" housing. This will be facilitated by a new computerised letting system which became operational in February 2010, but requires additional work to provide management information. As a result future reports on this SPI will probably display data which is not directly comparable with the performance reported in this instance.			

DUNDEE CITY COUNCIL**Statutory Performance Indicators****Position Statement**

Service or Department	Housing			
Performance Indicator	Rent loss due to voids as a % of total rent due			
Trend	Previous +1 2.3	Previous 2.4	Current 3.0	
Deterioration rate	25.00%			
Latest Scottish Ranking	21			
Statistical Overview	This indicator will form part of Audit Scotland's on-going statistical analysis.			
Specified or Self-Assessed	Specified			
Commentary	Increase in void loss is due to an increased number of relettable terminated properties, along with properties held awaiting major repairs. Demand issues have also been identified with some stock particularly sheltered which has resulted in high level of refusals per offer.			
Recovery Assessment	Considered recoverable in the medium term			
Other Comment				

REPORT TO: POLICY AND RESOURCES COMMITTEE - 27 SEPTEMBER 2010

REPORT ON: PERFORMANCE REPORT 2010

REPORT BY: DIRECTOR OF FINANCE

REPORT NO: 445-2010

1 PURPOSE OF REPORT

- 1.1 To inform Elected Members of the Council's performance for the financial year 2009-2010.

2 RECOMMENDATIONS

Elected Members are asked to note:

- 2.1 The Council's performance for 2009-10 as set out in the attached report.
- 2.2 The Council is required to report performance by 30th September 2010 and this will be done through the Annual Performance Report which will also be published on the internet. Excerpts from the report will also appear in the Evening Telegraph.

3 FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications.

4 BACKGROUND

- 4.1 The Council uses data published by the Accounts Commission to assess its performance compared to the past and compared to other authorities.
- 4.2 The Council is required to report performance by 30 September each year. Based on Accounts Commission data 77% of the statutory performance indicators either maintained or improved performance level. Elected Members should also note that 49% of the indicators finished in the top half of the Accounts Commission's data tables. This performance is better than two of our main city rivals.
- 4.3 The report also contains an Efficiency Statement for the Council. This identified savings of £5.449 million in the 2009/10 financial year bringing the cumulative figure to £13.7 million since 2006/07.

5 POLICY IMPLICATIONS

- 5.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.
- 5.2 There are no major issues.

6 CONCLUSION

- 6.1 The Council's performance compared to the previous year has been maintained at a high level. Performance levels compared to the other main cities also continues to be very good.

7 CONSULTATION

- 7.1 The Chief Executive, Depute Chief Executive and the Assistant Chief Executive have been consulted on the contents of this report.

8 BACKGROUND PAPERS

None.

**MARJORY STEWART
DIRECTOR OF FINANCE**

15 SEPTEMBER 2010

The Performance Report is not in a suitable format for publication on this site. If you would like to inspect a hard copy of the report please contact Committee Services, Floor 4, 21 City Square, Dundee on telephone 01382 434075 or by e-mail committee.services@dundeecity.gov.uk.