

Annual Performance Review – Facility Services

Outcomes	Criteria	Evidence sources (as a minimum)	Key Dates	Lead Officer	Improvement Actions
Key Performance Results Integrated Transport Team	What has your service achieved in relation to your Performance Indicators?	Service plan outcomes: 4750 pupils were successfully transported to and from school, and a further 1417 extra-curricular school trips were administered throughout the year	March 2011	Douglas Blades / Gordon Munro	Implement recommendations of School and Public Transport Review, reducing cost of school and public transport, and generating income through new charge for Privilege Rides Set up on-line service for payment of Privilege Ride Charges Commission road safety assessments for the change in walking to school routes
		148 Warning letters issued to school children regarding poor behaviour on school transport	October 2010	Douglas Blades / Gordon Munro	Review current procedure for dealing with poor behaviour on school transport in conjunction with Customer Services Education
		165 school transport contracts were monitored throughout the year. Patronage of council subsidised bus routes increased by 3.99%	March 2011	Douglas Blades	Review and challenge current procurement and tendering process for school and public transport contracts to increase efficiency and reduce costs
		Council fleet vehicles were utilised at an average of 59% throughout the year	March 2011	Gordon Munro	Scrutinise utilisation of Council's fleet vehicles and relocate if necessary to create efficiencies Centralise the management of council's pool car fleet to increase awareness and utilisation and streamline administration process
Key Performance Results Property Services	What has your service achieved in relation to your Performance Indicators?	Service plan outcomes: Expenditure on improvement works to Education and Social Work properties within 1% of approved budgets	March 2010	A Redpath	Lesson learned from post completion project evaluation
		Emergency and Planned Maintenance Works delivered within 3% of allocated budget	March 2010	C Houston	Review of tender documentation Review policy guidelines
		Helensburgh Office Rationalisation Project progressing in accordance with timeline	Dec 2010	C Houston	Regular reporting to HR Project Board – moving project forward to step D completion
		Annual Core Facts information for School Estates	July	A Redpath	Move to web-based application

		returned to Scottish Government within timescale	2011		
		Performance Management PID and Action Plan approved by Asset Management Board	March 2011	N Allan	Approach to asset management planning to be developed within services
		Delivery of asset management work plan in accordance with schedule set by Project Board	Monthly	Malcolm MacFadyen	Monthly review of progress by Asset Management Board
		Successful graduation from Carbon Trust Local Authority Carbon Management Programme		Paul Gillies	
		Advances made in utility meter surveys and data cleansing		Paul Gillies	Continue to challenge utility suppliers
Key Performance Results Cleaning, Catering and Janitorial Services	What has your service achieved in relation to your Performance Indicators?	<p>Service plan outcomes:</p> <p>FSO1 Sustain uptake of meals above national average</p> <p>Annual Survey Results Feb 09: Primary schools uptake free and paid above Scottish average. Secondary schools free and paid above the Scottish average</p> <p>Position with the upper quartile retained though in the primary sector ranking affected by the pilot exercise in three authorities to extend free meals to all primary children in years 1 to 3 Target primary and secondary free and paid meals per day achieved with increase. NB free meal entitlement increased</p>	Ongoing	J Murphy	Continuous monitoring of performance. Revise targets in line with changes.
Key Performance Results Estate Services	What has your service achieved in relation to your Performance Indicators?	<p>Service plan outcomes:</p> <p>Surplus assets sold, new surplus assets coming forward for disposal</p> <p>Acquisitions concluded on favourable terms</p> <p>Reduction in level of rent arrears</p>		H Blake	Decreasing period of time from asset declared surplus to final sale
				H Blake	Continued liaison with instructing department to ensure holistic approach
				H Blake	Continued monitoring of arrears
Customer Results	How well has your service met the needs and expectations of customers	<p>Customer Feedback:</p> <p>The Integrated Transport Team received 7 school transport complaints, equating to 1 for every 250,000 pupil journey. 28 complaints regarding public transport issues, equating to 1 for every 40,700 passengers</p>	<p>March 2011</p> <p>March</p>	<p>Janne Leckie</p> <p>A Redpath</p>	<p>Ongoing monitoring of complaints with a view to reducing issues of concern</p> <p>Feedback comments to be incorporated into</p>

		<p>100% of Property Services customers at least satisfied with Service Provision in relation to Capital Plan</p> <p>High levels of customer satisfaction rating for Cleaning, Catering and Janitorial Services exceed target and shows continuous improvement of 1+%each year 07/08, 08/09 and 09/10. FS02 Safe Clean Working Environments Unit cost of cleaning per sq m £12.85 above the target £12.00 High levels of customer satisfaction rating exceeded target with continuous improvement evident +3% from 07/08, 08/09 to 09/10</p> <p>100% of Estate Services customers at least satisfied with service provision</p>	<p>2010</p> <p>March 2010</p>	<p>J Murphy</p> <p>A Redpath</p>	<p>future projects</p> <p>Investigate web based system to assess customer feedback for Maintenance / EBST activity</p> <p>Extend current reporting system to external and non school clients</p> <p>Service Review will explore options to increase productivity</p> <p>Continue to monitor on monthly basis</p> <p>Feedback comments to be incorporated into future projects</p> <p>Need to consider system to assess customer feedback for Maintenance/EBST activity. Initial discussions with IT suggest a web based assessment may be possible</p>
Community Results	How sustainable is your service?	<p>Sustainability Impact Assessments:</p> <p>Integrated Transport Team School and Public Transport Review carried out</p> <p>Cleaning, Catering and Janitorial Services Sustainability issues addressed through procurement</p> <p>Bute Pilot and the extension of the Bute contract format to other fresh food contracts let through the Council's procurement section</p>	<p>September 2010</p>	<p>J Leckie</p> <p>J Murphy</p> <p>J Murphy</p>	<p>Recommendations and associated risks will be reviewed and presented as savings options</p> <p>Review of Pilot with report to Economy PPG</p>
Resources					
People resources	What people resources are used by your service and how they are managed and motivated?	Employee numbers, Employee turnover, PDR completions, team meetings, levels of attendance			

		<p>There are 11 members of staff employed in Integrated Transport, in addition there are 180 part-time driver/escorts. During the past year the staff were employed in Community Services, Development Services and Operational Services. No significant sickness absence</p> <p>There are 43.75 fte staff within Property Services. No significant sickness absence</p> <p>Cleaning, Catering and Janitorial Services staff provided to the council and to external clients is</p> <table border="0"> <tr> <td>Catering</td> <td>260</td> </tr> <tr> <td>Cleaning</td> <td>250</td> </tr> <tr> <td>Janitorial</td> <td>113</td> </tr> </table> <p>The majority of staff are part time and are managed as a single service by four area managers. Employees may undertake more than one role within the organisation and have individual contracts per role. An additional post of Nutrition Officer is funded by Education but managed by Catering Services</p> <p>There are 5.25 fte staff within Estates. Exemplary staff attendance</p>	Catering	260	Cleaning	250	Janitorial	113		<p>J Murphy</p> <p>H Blake</p>	<p>The team will become fully integrated, attending regular team meetings where issues will be discussed. Areas of service will be scrutinised to ensure efficient service delivery and savings identified</p> <p>Service review will consider options for management of all or part of the service and appropriate levels of supervision</p> <p>Formal team meetings on a monthly basis</p>
Catering	260										
Cleaning	250										
Janitorial	113										
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	<p>Number of leavers, PDR completions, staff surveys</p> <p>Last year within the Integrated Transport Team there were no leavers and PDRs were completed 100%</p> <p>Within Property Services there has been 1 redundancy and 1 leaver. PDRs completed 100%</p> <p>During the year within Cleaning, Catering and Janitorial Services self managed induction packs (passports) were developed and rolled out for all grades of Catering and Cleaning staff. Other training for staff included Child Protection, Manual Handling, Electrical Awareness, Basic Nutrition and Janitorial training. EatSafe awards achieved by staff in 30 kitchens. PDRs completed 100%</p>		<p>Area Managers</p>	<p>PDRs will continue to be completed within timescale</p> <p>Evaluate the effectiveness of Passports and develop further if necessary. Maintain the programme of training for all staff</p>						

		Within Estates there have been no leavers. PDRs completed 100%			
Financial resources	Did your service achieve its target budget outturn?	Budget outturn Please see annex.			
Improvement					
Leadership	How have you set the overall aims of the service, managed and implemented this through planning and involving stakeholders and people?	Service plan preparation process:			
		Senior staff within the Integrated Transport Team meet to discuss resources, review targets, set priorities	December 2010	Janne Leckie	Monthly meetings to monitor progress
		Property Services hold an annual meeting with all staff to review progress and learn lessons from previous year and to set priorities for new year.	Annually May	A Redpath / C Houston	Annual review including post completion evaluations of major projects
		Asset management aims have been set out in the Corporate Asset Management Plan and Strategy	Annually March	M MacFadyen	Monthly monitoring or progress by Asset Management Board
		Cleaning, Catering and Janitorial Services collate feedback from customers, clients and managers which shape the aims of the service, finances/resources direct the final plan		J Murphy	Establish regular formal forum with clients. Re-establish marketing plan
		The overall aims for Estates are set by Corporate Asset Management Plan and by senior management. Approved minutes	Ongoing	H Blake	Subject to annual review via the Asset Management Board
Service planning	How do you monitor performance against the strategic and policy context that your service operates in?	Benchmarking, external partner working Integrated Transport Team - Membership of Association of Chief Transport Officers, Education Transport Subgroup, Clyde Ferry User Group, SPT User Group Property Services - attend at various benchmarking groups, development of benchmarking indicators and submission of benchmarking data - Monitoring of progress undertaking at the meetings of the Board - Published national reports - The Strategic Asset Manager represents the	Quarterly throughout year	Douglas Blades A Redpath Malcolm MacFadyen Nick Allen	Monthly review of performance at Facility Services Management meeting

		<p>Council on a number of national bodies - Networking with other Councils inc: SEON; development of benchmarking indicators</p> <p>Cleaning, Catering and Janitorial Services – benchmarking of services, internal and external audit. Regular team review meetings</p>		<p>C Houston / P Gillies</p> <p>Area Managers</p>	
Service processes	What activities and initiatives have you taken to meet the service aims with measurable targets?	<p>Rationale for service plan targets</p> <p>Targets for the Integrated Transport Team are set taking into account review recommendations, legislative requirements and resources available</p> <p>Targets for Property Services established by reference to legislation or determined by available resources/funding</p> <p>Legislative framework and financial imperatives are the basis from which the measurable targets for the Cleaning, Catering and Janitorial Services are derived</p>	<p>March 2012</p> <p>Ongoing</p>	<p>Janne Leckie</p> <p>C Houston / P Gillies</p> <p>J Murphy</p>	<p>Monthly review of performance at Facility Services Management meeting</p>
Partners and other resources	What relations are there between your service and partners, what other resources are used and how are they managed?	<p>Consultation with partners, shared services/ joint working</p> <p>Integrated Transport Team Attendance at Community Transport Forum Bute and Cowal. Working with Development and Infrastructure Services staff – road safety assessments, road safety information, fleet management</p> <p>Property Services Mull and Iona Progressive Care Unit, working with Health and Housing Association Partners and development of sports pitch in Dunoon with ACHA</p> <p>Council is a participating member of the Northern hub Territory, a collaboration of 18 public sector organisations around the areas of strategic asset planning and procurement</p> <p>The Council through its Third Sector Demonstration Project is developing processes to support the</p>	<p>Ongoing</p>	<p>Janne Leckie</p> <p>A Redpath</p> <p>N Allan</p> <p>N Allan</p>	<p>External partnerships are reviewed on an ongoing basis to determine future actions. Service input is reviewed at Facility Services Management meetings</p>

		<p>Third Sector through the potential transfer of assets</p> <p>Engagement with all Community Planning Partners for Helensburgh Office Rationalisation Project</p> <p>Key external partners include Carbon Trust, Energy Savings Trust, Procurement Scotland (Scottish Government), CARES, Climate Challenge Funded organisations, Islay Energy Trust, Strathclyde University, Highland Joint Working Group, Scottish Energy Officers Networks</p> <p>Cleaning, Catering and Janitorial Services Key resource is a supplier network. Contract monitoring through the submission of management information and regular meetings</p>		<p>C Houston</p> <p>C Houston</p> <p>J Murphy</p>	<p>Develop contract monitoring regime for Argyll based contracts</p>
Risk Management	<p>What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?</p>	<p>Risk registers Integrated Transport Team Projected budget overspend was highlighted and flagged as a cost pressure</p> <p>Property Services Risks identified included inadequate financial resources; poor contractor performance; failure to deliver improvements resulting in building being unfit for purpose. This was addressed through prudent financial and contract management and through appropriate allocation of limited resources</p> <p>Failure to meet statutory maintenance obligations and expose staff etc to health and safety deficiencies is a major risk</p> <p>New management structure and staff reorganisation engaged in February 2010 to address shortfalls in this area – issues include poor contractor performance, lack of specification, policy</p>	<p>Ongoing</p> <p>March 2010</p>	<p>Janne Leckie</p> <p>A Redpath</p> <p>M MacFadyen / C Houston</p>	<p>Risks are identified on an ongoing basis and the Service response is determined via monthly Facility Services Management meetings</p>

		<p>management guidelines etc.</p> <p>Emergent risk is failure to deliver carbon/energy reductions – one staff member made redundant and remaining staff focus stated to be statutory maintenance performance – ever increasing government reduction targets with subsequent tightening of legislation and poor public perception all conceivable outcomes. Continued utility data quality problems affect ability to monitor performance accurately and determine priorities.</p> <p>Cleaning, Catering and Janitorial Services Food safety and costs are the major risks. Food safety is managed through a quality assured HACCP, internal and external audit</p> <p>Costs are controlled through the procurement system and monitored via budget monitoring and management information</p>		<p>M MacFadyen / C Houston / P Gillies</p> <p>J Murphy</p> <p>Nutrition Officer</p>	<p>Maintain and continue to develop quality assurance system</p> <p>Contribute to development of contract monitoring system. Continue development of menu costing</p>
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ANNEX - Financial Resources

		Actual 2009-10	Budget 2009-10	Variance	Explanation of variance
Asset Management	Employee Costs	53,695.65	53,658.00	-37.65	Outwith reporting criteria
	Supplies & Services	1,096.91	653.87	-443.04	
	Transport Costs	2,550.02	633.67	-1,916.35	
		57,342.58	54,945.54	-2,397.04	
Catering, Cleaning & Janitorial	Employee Costs	5,917,864.50	5,878,102.47	-39,762.03	Contributed to surplus on CCJ Trading Account
	Property Costs	2,200.60	814.56	-1,386.04	
	Supplies & Services	1,478,986.99	1,478,094.67	-892.32	
	Transport Costs	71,612.81	48,293.35	-23,319.46	
	Third Party Payments	1,038.15	0.00	-1,038.15	
	Income	-8,470,296.36	-8,323,808.96	146,487.40	
		-998,593.31	-918,503.91	80,089.40	
Integrated Transport	Employee Costs	799,289.81	766,469.00	-32,820.81	Underbudgeting of inflation for bus contracts
	Property Costs	5,843.82	0.00	-5,843.82	
	Supplies & Services	35,594.58	34,582.00	-1,012.58	
	Transport Costs	5,992,877.15	5,984,101.97	-8,775.18	
	Third Party Payments	7,926,650.36	7,054,802.61	-871,847.75	
	Income	-5,902,630.06	-5,199,260.63	703,369.43	
		8,857,625.66	8,640,694.95	-216,930.71	
Estates	Employee Costs	224,145.28	257,674.00	33,528.72	Outwith reporting criteria
	Supplies & Services	3,358.86	1,025.00	-2,333.86	
	Transport Costs	9,554.97	10,625.14	1,070.17	
	Income	-37,834.51	-66,000.00	-28,165.49	
	199,224.60	203,324.14	4,099.54		
Property Services (including Shared Offices & Depots)	Employee Costs	1,625,088.43	1,575,283.98	-49,804.45	Underspend mainly within Shared Offices due to the moratorium on spend.
	Property Costs	2,487,483.37	2,612,635.85	125,152.48	
	Supplies & Services	161,454.85	156,796.65	-4,658.20	
	Transport Costs	111,471.12	115,363.93	3,892.81	
	Third Party Payments	212,181.79	148,006.79	-64,175.00	
	Income	-2,750,137.41	-2,460,194.74	289,942.67	

		1,847,542.15	2,147,892.46	300,350.31
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