2018/19 Quarter to June Corporate Services Performance Report - Service Plan

Legal Services

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17LD01.02	Develop benchmark information nationally	29-Mar-2019	Awaiting feedback following the submission of the benchmarking return. There has yet to be a report issued following the last round of returns and there have been no new requests for further returns or invitations to group national meetings	50%	▶
CPS17LD01.06	Look at IDOX module for licensing	30-Sep-2018	The Idox licensing module has been rolled out to staff, training has been undertaken and the only remaining matter for completion is the building of management indicators and PI reports into this module	90%	▶
CPS18LD01.01	Develop and implement change management plan to achieve budget savings	29-Mar-2019	No progress made this quarter on this action	0%	▶
CPS18LD01.02	Prioritise resources on corporate projects and strategic infrastructure projects identified in the 4 year plan	29-Mar-2019	Legal advice provided on Community Asset Transfers	25%	▶
CPS18LD01.03	Monitor and react to areas of significant increased activity and potential decreased activity	29-Mar-2019	To be updated next quarter	25%	▶
CPS18LD01.04	Ongoing training for Councillors	29-Mar-2019	All completed except the Appeals Committee. The committee members have been nominated but have yet to sit.	98%	▶

Committee/Registrars/Elections

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17LD02.05	Registrars: Finalise digitisation of burial ground records.	31-Dec-2018	Still awaiting data from contractor. Despite recent assurances from Contractor deadlines still not being met and lack of response to requests for updates. However, the system is working well with the data we already have.	90%	▶
CPS18LD02.01	Undertake a feasibility study for re-locating the Registrars	29-Mar-2019	Not yet started	0%	▶
CPS18LD02.02	Implement Committee Management System	21-Dec-2018	Implementation of system well underway and it is hoped to go live with committee cycle beginning in September.	75%	▶
CPS18LD02.03	Draft Business Case for new or updated Elections Management System	21-Dec-2018	Work ongoing to prepare specification for new system	50%	▶

Customer Services/Taxation/Benefits

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18LD03.01	Contribute to the development of service specific digital processes for Council tax	29-Mar-2019	Development and testing of systems to enable change of address to be advised on line and e-billing well advanced for going live in October 2018	80%	▶
CPS18LD03.02	General Data Protection Regulations (GDPR) – in service preparations and development	28-Jun-2019	Preparation work with regard to system software benefits and costs ongoing	30%	▶
CPS18LD03.03	Preparation for the Barclay Commission review of Non Domestic Rates	29-Mar-2019	Still awaiting further detail at this point from Scottish Government	0%	▶
CPS18LD03.04	Reduce number of days to process Benefit applications/changes	29-Mar-2019	Performance has improved in the first quarter of 2018/19 from 29 days to 24 days for new claims whilst change of circumstances sit at 9 days	25%	▶
CPS18LD03.05	Develop and implement change management plan to achieve budget savings	29-Mar-2019	Draft saving proposals prepared for consideration by members	20%	▶

Workforce Transformation and Change

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR01.01	Continue to use Transform approach for change management and relevant recruitment	29-Mar-2019	Initial review of Transform undertaken, final adjustments to be completed.	30%	▶
CPS18HR01.02	Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	29-Mar-2019	Regular workforce consultation ongoing, preliminary work on future capacity being undertaken.	25%	▶
CPS18HR01.03a	Work in partnership to support the IJB on the integration of health and social care - Human Resources Actions	29-Mar-2019	HR Support Ongoing support around Adult Services Social Work; Drug and Alcohol Services; Senior Management Locality structure/functions/roles. TUPE transfers where a number of service provision changes have taken place often at very short notice. Partnership Attendance at meetings and professional advice provided as required. Recruitment As required Workforce As required Information available through national groups – keep up to date and apply as appropriate.	25%	▶

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR01.03b	Work in partnership to support the IJB on the integration of health and social care - Health & Safety Actions	29-Mar-2019	Moray IJB H & S group meeting monthly, working to agreed action plan arising from gap analysis undertaken by interim HR Adviser. More specific milestones and outcomes being developed.	25%	▶
CPS18HR01.03c	Work in partnership to support the IJB on the integration of health and social care - Organisational Development Actions	29-Mar-2019	Leadership development options reviewed, plan to be updated and information cascaded to senior managers next	15%	▶

Employee Culture Engagement/Morale and Motivation

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR02.01	Deliver employee engagement programme	29-Mar-2019	Engagement calendar being delivered as per agreed programme for 2018/19 (25% of programme delivered for current year)	25%	▶
CPS18HR02.02	Implement actions to improve and promote a positive workforce culture and improve employee involvement and influence in the workplace	29-Mar-2019	Culture Working Group now fully re-established and dates set for group to meet to monitor progress against action plan. Flexible Workforce Development Fund (FWDF) training delivered to support culture improvement in people management skills.	25%	⚠
CPS18HR02.03	Continue work to enhance management activity and consistency	29-Mar-2019	Moray Management Methods framework revised. Currently with Employee Development (ED) to add training links to framework before going to design to finalise document for Interchange. ED to roll out briefings to support relaunch of framework	25%	▶

Developing Leadership Capacity

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR03.01	Implement re-designed leadership development to ensure it develops the skills and behaviours necessary for the corporate and strategic direction and leadership the council requires	31-Jul-2019	Number of externally provided (SOLACE) management development opportunities being circulated for interest and options from North East Learning Collaborative (NELC) available.	10%	▶
CPS18HR03.02	Provide management and supervisory training to address management standards and a more positive workforce culture	29-Mar-2019	Moray Management Methods (MMM) training programme progressing well and first sessions scheduled	15%	▶
CPS18HR03.03	Provide elected member support, training and development required for effective leadership of the council	31-Jul-2019	Draft strategy started and activity for training calendar being researched	20%	▶

Workforce/Employee Development

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR04.01	Co-ordinate training activity across the council to form a comprehensive view and to ensure it is aligned to the corporate and OD priorities	30-Apr-2019	Corporate training requirements collated, assessed and prioritised with budget approved for services to proceed to arrange training.	30%	▶
CPS18HR04.02	Develop the quality of the employee review experience, while continuing to ensure that all employees have the opportunity to participate in a review process on at least an annual basis	29-Mar-2019	Final 2017/18 Employee Review & Development Process figures being calculated; due to go to Corporate Management Team in August.	20%	▶
CPS18HR04.03	Review Management Appraisal Framework	29-Mar-2019	No update	0%	▶
CPS18HR04.04	Organisational Development support to services as required	29-Mar-2019	Organisational Development plans for Moray Children's Services, Learning Disability progressing well. Moray IJB plan progressing at slower pace due to complex nature of ownership of actions.	25%	▶

Health and Well-being

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR05.01	Support the implementation of the Moray Council's Health and Work policy in order to deliver ongoing improvements in absence levels	30-Apr-2019	Normal absence management progressing. Corporate PIs show increase in absence for both teachers and Scottish Joint Council (SJC), emphasising need for more targeted approach.	25%	▶
CPS18HR05.02	Act together with employees and their representatives to improve workforce consultation and improvement	28-Feb-2019	All main higher risk profile departments have operational Health & Safety Committees with worker representation.

Programme of joint safety inspections underway. | 25% | ▶ |
CPS18HR05.03	Manage risks well by implementing our health and safety system effectively	29-Mar-2019	Roads, waste and housing DLO risk assessment review carried out. Roads department currently working to produce new risk assessments.	25%	▶
CPS18HR05.04	Share our success and learn from our experience of health and safety practice	29-Mar-2019	Three safety-related articles and support material published in Connect and delivered at manager's briefings	25%	▶
CPS18HR05.05	Developing the Health and Safety Culture of the Council	29-Mar-2019	Strategy talk delivered in June, draft of V & A pulse survey content developed.	20%	▶

Workforce and Succession Planning

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR06.01	Develop and implement the corporate approach to apprenticeships and other schemes aimed at young workers	29-Mar-2019	Initial intake of apprentices derailed by requirement for managers to make budget saving. Discussed with Chair of Policy & Resources and options to be taken to Corporate Management Team and Administration Group.	10%	⚠️
CPS18HR06.03	Work with services on specific challenges (such as Early Years)	29-Mar-2019	HR support provided as required	25%	▶️

Recruitment and Retention

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR07.01	Consider recruitment and retention activities to promote employment opportunities and profile of Moray Council	29-Mar-2019	Oh hold	0%	▶️
CPS18HR07.02	Establish pathways for support, training and experience for professional development for professional and specialist posts (grow your own)	28-Jun-2019	On hold	0%	▶️
CPS18HR07.03	Work with Educational Services to develop recruitment strategies (both long and short term) for the improvement of Teacher recruitment	30-Apr-2019	Newly Qualified Teachers process now mainstream – No other progress	20%	▶️

Reward and Recognition

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR08.01	Continue to monitor the long term impact on the pay structure arising from the living wage and other pay related issues	29-Mar-2019	No progress	0%	▶️
CPS18HR08.02	Ensure that jobs are well designed and defined to meet future service needs	29-Mar-2019	Care at Home posts completed through the Change Management Plan process. Work ongoing re identifying other priority areas.	25%	▶️
CPS18HR08.03	Undertake equal pay audit	29-Mar-2019	No update	0%	▶️

HR: Other Actions

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR09.01	Employment Policies – rolling review of policies (and development of new)	29-Mar-2019	Desktop review completed and signed off by HOS. Personnel Discussion Group (PDG) in June cancelled. Present papers to next meeting.	20%	⚠️
CPS18HR09.02	Respond to changes in legislation and national policy development	29-Mar-2019	No update	0%	▶️

Financial Services Plan 2018-20

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18FS01	Support the Financial Planning Process	30-Sep-2019	Overviews now updated monthly and reported to CMT. Revenue and capital budgets for 2018/19 were reported to and approved at full council on 14.2.18	25%	▶️
CPS18FS01.01	Assist elected members to set a balanced budget	31-Mar-2019	Work has been on gong during the first quarter in line with CMT and Members timeline	25%	▶️
CPS18FS01.02	Improve budget monitoring information	30-Sep-2019	See notes for sub-actions below	25%	▶️
CPS18FS01.02a	Revised budget monitoring format to P&R Committee / Council	21-Dec-2018	Discussions have been on going to change the monitoring report for Qtr 1 - report not due until Sept	25%	▶️
CPS18FS01.02b	Develop suite of reports to CMT	28-Sep-2018	Discussions on going with CMT for what is required. No reports due until after Qtr 1	25%	▶️
CPS18FS01.02c	Revised budget monitoring reports to budget managers	28-Jun-2019	Due to final accounts taking priority, no action was expected during the first quarter	25%	▶️
CPS18FS01.02d	High-Medium-Low risk area and associated SLAs reviewed	30-Sep-2019	Due to final accounts taking priority, no action was expected during the first quarter	25%	▶️
CPS18FS01.03	Implement the Procurement Strategy and Action Plan and update and implement Departmental Procurement Action Plans	29-Mar-2019	Strategy and Annual report noted at committee. Work is ongoing on the Action plan items and DPAP issues	25%	▶️
CPS18FS02	Provide Financial Advice/Support for the Council's large strategic projects	29-Mar-2019	2 major projects currently: • NESS energy from waste project " suppliers selected to go forward to final evaluation. contract expected to be awarded by end of Dec, a delay from original time frame of October. • CAT projects - financial evaluations continue to be completed, in line with timetable agreed at Committee	25%	▶️
CPS18FS03	Progress Phase 2 of the new HR / Payroll system	29-Mar-2019	Plan is in place and work is in progress. However, progress has been delayed by resource issues	15%	▶️

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18FS04	VAT leisure review	29-Mar-2019	Implications of the proposed change has been highlighted and work underway to establish the resultant value of VAT claim should the proposal be accepted	30%	▶

ICT PRIORITY 1: Transformation

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18ICT01.06	Schools Infrastructure Strategy	29-Mar-2019	<u>Interactive Panels</u> 115 panels are to be installed in 2018/19 as part of this ongoing work stream in the current ICT Strategy for Schools and Curriculum Development. 31 schools are due an allocation of panels this year and, as at the end of June, 23 schools had specified their requirements. Orders have subsequently been placed for 100 panels (87%) and it is anticipated that these will all be installed by the end of August. <u>Wi-Fi</u> The focus for this work stream in 2018/19 will be the replacement of legacy wireless aerials and the provision of data cabling to increase coverage. A number of replacement aerials have been procured and work is ongoing to assess data cabling requirements.	10%	▶
CPS18ICT01.1	Flexible and mobile working	30-Sep-2018	Work scheduled to start in Q2.	0%	▶
CPS18ICT01.2	Customer Self Service	28-Feb-2019		0%	▶
CPS18ICT01.3	Shared Services	29-Mar-2019	Initial meeting held with Corporate Manager (Health & Social Care Moray) and ICT / Information Security staff from the Council and NHS Grampian. This set the scene for future discussions and for work to commence in Q2.	0%	▶
CPS18ICT01.4	Intranet Improvement	31-Oct-2018	Secure access to the Interchange allowing staff to access all content from outwith the council network has been tested. Resource to secure the council's infrastructure to enable login from home has been scheduled for May. A solution to allow staff to access the noticeboard from home has also been developed although this will require further testing once the secure access is in place.	78%	▶
CPS18ICT01.5	Establish a digital culture within the council	28-Feb-2019	No update	0%	▶

ICT PRIORITY 2: Decision Support

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18ICT02.01	Master Data Management	30-Sep-2019	Application familiarisation in progress	15%	▶

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18ICT02.02	Data Sharing	30-Sep-2019	Lagan – iWorld testing complete. To be reviewed and go live planned when environment available	45%	▶
CPS18ICT02.03	Open Data / Access to Information	30-Sep-2019	Centralised reporting for the catering management system now available for testing prior to going live	33%	▶
CPS18ICT02.04	Usage Reports	30-Sep-2019	Not scheduled for this quarter	0%	▶

ICT PRIORITY 3: Compliance

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18ICT03.01	Information security	29-Mar-2019	PSN Accreditation Specification for IT Health Check has been reviewed and revised and we are awaiting a proposal from supplier. The IT Health Check will be undertaken in August and work on the PSN submission will be carried out from September to November. Cyber Resilience The Cyber Essentials Pre-assessment was completed in April. Scottish Government has provided funding to undertake this work and the grant claim has been completed and submitted. The Questionnaire for external assessment to gain Cyber Essentials accreditation has been completed and we are awaiting a quote from supplier. The Council have signed up to the Cyber Security Information Sharing Partnership (CISP) portal and have been sharing / monitoring content in relation to emerging threats; we have also signed up to the WebCheck and Protected DNS services. Need to look at Governance arrangements and staff awareness.	10%	▶
CPS18ICT03.02	Windows Desktop	30-Sep-2019	Work scheduled to start in Q2	0%	▶
CPS18ICT03.03	Business Continuity	29-Mar-2019	No work scheduled for Q1	0%	▶
CPS18ICT03.04	Secure eMail	31-Jan-2019	This project is to follow guidance from Cabinet Office to implement the Secure Email Blueprint. This includes Domain-based Message Authentication, Reporting and Conformance (DMARC), Transport Layer Security (TLS), Sender Policy Framework (SPF) and Domain-Keys Identified Mail (DKIM). As at the end of June, work to implement the first stage of DMARC has been completed; further work is required but is dependent on the completion of some of the other tasks in the project. Work has also started on the TLS encryption but this will also be a phased approach. Although not part of the project scope, a significant amount of work has also been carried out on the email environment to enable out of office messages to be sent consistently to external contacts.	25%	▶

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18ICT03.05	Support methodology	29-Mar-2019	No update	0%	▶

ICT PRIORITY 4: Forward Planning

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18ICT04.01	Assess Cloud Strategy	29-Mar-2019	No work scheduled for Q1	0%	▶
CPS18ICT04.02	Application development	31-Oct-2018	Not scheduled for this quarter	0%	▶
CPS18ICT04.03	Review the Unix Server infrastructure	30-Sep-2019	No update	0%	▶
CPS18ICT04.04	Unified communications	31-Jan-2019	Report completed and approved and starting preparations for proceeding with upgrades	55%	▶
CPS18ICT04.05	Rationalise Applications	31-Jan-2019	Not scheduled for this quarter	0%	▶
CPS18ICT04.06	Consider new solutions	30-Nov-2018	Not scheduled for this quarter	0%	▶
CPS18ICT04.07	Internet of Things	30-Sep-2019	Not scheduled for this quarter	0%	▶

Note: all other Service Plan's yet to be approved by Committees.