2022-23 Quarter to December - Governance, Strategy and Performance

Performance Report – Service Plan

Strategic Outcomes						
A Sustainable Council: that provides valued services to our communities						
Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Strat-1.1	Final element of the Governance Review, role of the Audit and Scrutiny committee to be agreed.	Business of the council is more strategic, corporate and efficiently progressed Clearer focus on performance and priorities of the council as a whole Reduce bureaucracy, streamline decision making processes, reduce material going to committee. Meetings more focused on strategic issues	30-Sep-2022	Report seeking the Council approval, as part of the final stage of the Council 's review of committee governance arrangements, to clarify the scrutiny remit of the Audit and Scrutiny Committee and approve a Scrutiny Guide. Approval agreed at Full Council 7th December 2022.	100%	✅
GSP22-23.Strat-1.2	Refresh the role of council leaders	Governance structure aligned to management structure.	30-Sep-2022	Approval was given at the Moray Council committee on 10th August 2022 in refreshing the role of the Council leaders	100%	✅
GSP22-23.Strat-2.1	Improve the quality and clarity of service performance reporting	Service plans show outcome focus with measures that aid performance monitoring and drive improvement. Each service has set of core performance measures /indicators linked to priorities. Agreed timing for service performance reports to committee are met	31-Mar-2023	Quarter 3 summary reports in preparation for HoS / DCE with more emphasis being placed on complaint outcomes. Backing tables reviewed to have consistent layout across all services. Issue around understanding of RAGs highlighted during Committee reporting raised with the Head of Governance, Strategy and Performance.	70%	▶
GSP22-23.Strat-2.2	Roll out of Performance Management Framework	Continuous improvement based on evidence. Review of core performance measures linked to corporate plan priorities in place.	31-Mar-2023	Core reporting of framework embedded. LOIP reporting continues to sit outwith Corporate framework. 3MB to CMT requested to review elements of good governance (self-assessment, reviews, audit and inspections) still to be drafted.	60%	▶

Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Strat-2.3	Refine key corporate indicators that reflect strategic priorities and corporate plan	Open and clearly understood performance reporting that enables improvement to be strategically driven. Committee reports on wider corporate performance include external benchmarking data and identify opportunities for improvement at least annually.	31-Mar-2023	Service Plans submitted to March 2022 cycle incorporate strategic (lock down) items not currently present in Corporate Plan 2019-24, key indicators remain unchanged. 2021/22 Annual Progress Update report submitted to Council Committee in November 2022.	40%	▶
GSP22-23.Strat-3.1	Continue working with Community Planning Partners to determine clear outcome and milestones and performance reporting	Community planning partners and Councillors will be able to monitor progress in relation to this plan. One annual cycle of reporting of new indicators to CPP.	31-Dec-2022	LOIP currently under review, agreement by CPOG to retain existing reporting arrangements until review complete. Issues around resourcing review being further considered by CPOG.	30%	⬣
GSP22-23.Strat-3.2	Continue work to implement robust performance management	Robust performance management and reporting framework in place for LOIP. Increased number of evidence based indicators in LOIP Annual Report to the CPP Board.	30-Apr-2023	2022/23 Quarters 1-2 LOIP results against 2021/22 Delivery Framework reported to CPB meeting in November 2022, Quarter 3 to be reported in March 2023.	50%	▶
GSP22-23.Strat-3.3	Review indicators for LOIP and a mechanism for reporting these to the Board under Performance Management Framework	Progress is made in delivering the planned priorities and outcomes in the LOIP. Improved set of core performance measures linked to LOIP priorities in place.	30-Apr-2023	LOIP currently under review, agreement by CPOG to retain existing reporting arrangements until review complete. Issues around resourcing review being further considered by CPOG.	30%	▶
GSP22-23.Strat-4.1	Modernisation and Improvement – Customer Services Redesign of customer contact / face to face.	Culture change in customer service delivery towards enabling approach for most customers with supported service delivery for those who need it. Single service first point of contact. Efficiency savings. Improve online services available to customers.	31-Dec-2022	HQ Annexe reception area now fully operational and working successfully. Recruitment of the Customer Services change management plan now complete. Staff appointed and those that have started completing their training.	100%	✔
GSP22-23.Strat-4.2	Encourage "digital first" interaction with customers where possible.	Culture change in customer service delivery towards enabling approach for most customers with supported service delivery for those who need it. Single service first point of contact. Efficiency savings. Improve online services available to customers.	31-Dec-2022	The review of the Customer Services survey identified that Moray residents would be willing to do more online where possible. A project mandate approved for the introduction of an Artificial Intelligence tools on the website to improve online support and encourage customers to self-serve where possible. Work now underway to develop the business case.	55%	⬣

Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Strat-4.3	Expand library information hub model from Forres to other locations.	Culture change in customer service delivery towards enabling approach for most customers with supported service delivery for those who need it. Single service first point of contact. Efficiency savings. Improve online services available to customers.	31-Dec-2022	Work continues to implement the Customer Services and Libraries change management plan. Information Hubs have now been established and are open in Buckie, Elgin, Forres and Keith libraries. With planning at an advanced stage for the opening in 3 other libraries during Q4 of 2022/23	80%	🔴
GSP22-23.Strat-5.1	Review the Council's Customer Charter when new model has been rolled out.	Customers are clear how to get in touch with the Council and any expectations on them.	31-Dec-2022	Initial review of the current charter has identified requirements for minor updates. Engagement with services that have external charters has been completed and work to update these has commenced.	40%	🔴

Strategic Outcomes Our People: Provide opportunities for people to be the best they can be						
Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Strat-6.1	Review Money Advice Service to establish sustainable funding model for service beyond March 2023	Future financial stability for Money advice service.	31-Mar-2023	No further progress as still awaiting the outcome of the Shared Prosperity Funding. Expected in January 2023 The SPF is 100% funding (EU funding was 80%) so there will potentially be no cost to the council. The high level submission to the Scottish Government has been made. Following SG approval redesign of the existing EU service to meet the aims of the SPF will be taken forward - Council still awaiting outcome from Scottish Government as at end of September 2022. Redesign of council funded provision to ensure that it can provide a "universal" service to the rest of the people in Moray that won't fall within the parameters of the SPF is being worked on.	10%	▶

Service Level Outcomes Improvement and Modernisation programme - governance review						
Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Serv-5.1	Enable hybrid committee meeting to improve quality meetings and access to them	Make it easier for Councillors and officers to participate remotely.	30-Sep-2022	Hybrid system now installed and in use for all council meetings.	100%	✅
GSP22-23.Serv-5.2	Update Virtual meetings protocol and train Chairs in new way of working	Ensure participants have suitable technology.	31-Aug-2022	Updated virtual meetings protocol approved at meeting of Council held on 29 June 2022. Chairs being trained 'on the job' with support of Committee Services Officers	100%	✅

Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Serv-5.3	Involve users in developing system and carry out satisfaction survey to gauge success	Positive user satisfaction survey.	31-Mar-2023	Workload pressures over the past quarter has resulted in delaying the survey until later this year.	0%	▶

Service Level Outcomes Management Structure						
Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Serv-7.1	Integrate Business Continuity under management of Internal Audit management processes	Business Continuity embedded within our risk management processes so the Council is better prepared for future risks.	31-May-2022	Business Continuity and Risk Management Officer in post.	100%	✓
GSP22-23.Serv-8.1	Progress the transition of Information Governance team from Education Resources and Communities to Governance, Strategy and Performance	Ensure sufficient staffing and reporting for Heritage and Archives to stay with ER+C.	31-May-2022	Information Governance Team now transferred to Governance Strategy and Performance.	100%	✓

Service Level Outcomes National requirement						
Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Serv-1.1	Training for staff in new Customer Complaints policy and process	Current procedures are reviewed and updated.\nWidespread knowledge of the new system and adherence to it.\nFewer complaints upheld up by SPSO for failure to follow procedure – monitored in annual Complaints Report.	30-Apr-2023	Head Teachers training was postponed and a new date is to be set. Clive Complaint Handling Module has been added as a mandatory module for completion by staff, publicised through Connect and circulated to staff via complaint administrators.	75%	▶
GSP22-23.Serv-1.2	Re-establish EDCAF to refine and develop Equality Outcomes	Measurable outcomes agree for relevant services and reported through committee.\nEquality outcomes agreed reported through performance reporting.	30-Apr-2023	The forum will meet on 13 December to discuss progress against Equality Outcomes; equality champions, third party reporting.	60%	▶

Service Level Outcomes Ongoing digital transformation						
Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Serv-1.3	Reflect revised structure in Pentana and further develop system design and functionality for users	Performance monitoring software used to its full potential. Increased use of software by users to monitor performance.	31-Mar-2023	Considerable progress made with data tidy complete, new structure reflected in system permissions and roles. Virtual session with Pentana officer to progress corporate portal layout progressing.	40%	▶
GSP22-23.Serv-1.4	Review content and design of Your Moray	Community Planning webpages refreshed and promoted.	31-Mar-2023	Not progressed other than refresh reporting links.	10%	▶
GSP22-23.Serv-2.1	Complete benefit e-form	Efficiency saving through increased use of online self-service and e-forms.	30-Apr-2023	ICT continue to develop the E-Forms.	50%	▶
GSP22-23.Serv-6.1	Registrars: transfer of administration of burial grounds records to the Lands and Parks service	Reduce double handling and allow funerals to be arranged more quickly with a view to useable records for all cemeteries online.	31-Dec-2022	Progress stalled due to staffing issues. Resignation of one of the temporary staff coupled with increased workload has meant the single staff member has not had the capacity to progress the action plan. The transfer of the burial grounds admin back to Burial Grounds Service continues to be the aim and work is in progress to seek to extend the funding of the temporary posts for a further year.	30%	⬣

Service Level Outcomes Strategic Planning						
Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Serv-3.1	Mid-point review of Local Outcome Improvement Plan	LOIP reset to take account of Covid impacts and recovery and potentially a response to SG National Covid Recovery Strategy for a community recovery plan.	31-Mar-2023	Limited progress with review due to resourcing issues discussed at CPOG in November. Depute Chief Executive progressing with partners.	40%	▶
GSP22-23.Serv-4.1	Revisit Corporate Plan priorities drawn out from LOIP review	Corporate Plan reflecting council issues and priorities from LOIP review	31-Mar-2023	Work continues on the review of the Corporate Plan. Update report submitted to Council in February.	40%	▶

	Service Level Outcomes Workforce Development to meet demands and deliver priorities					
Action Code	Action Title	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Serv-10.1	Service improves the ERDP experience and holds accurate records, including continuous professional development (CPD) – from mandatory training through to service and job specific learning	Staff are safe and competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including digital and customer skills	31-Mar-2023	Annual cycle of CPD underway	60%	▶