REPORT TO: POLICY AND RESOURCES COMMITTEE ON 9 JUNE 2015

SUBJECT: CORPORATE SERVICES PERFORMANCE REPORT – 1 OCTOBER 2014 TO 31 MARCH 2015

BY: CORPORATE DIRECTOR (CORPORATE SERVICES)

1. **REASON FOR REPORT**

1.1 The purpose of this report is to outline the performance of the service for the period from 1 October 2014 to 31 March 2015.

1.2 This report is submitted to Committee in terms of Section III A (61) and A (62) of the Council's Administrative Scheme relating to the development and monitoring of the Council's Performance Management Framework and to contribute to public performance reporting.

2. **RECOMMENDATION**

2.1 **It is recommended that the Policy and Resources Committee:**

   (i) **scrutinises performance outlined in this report; and**

   (ii) **notes the actions being taken to seek improvements where required.**

3. **BACKGROUND**

3.1 The revised Performance Management Framework was approved at a meeting of The Moray Council on 22 May 2013 (para 8 of the Minute refers). As a result, performance will be reported on a 6 monthly basis.

3.2 The Policy and Resources Committee at its meeting on 9 April 2013 (item 7 of the Minute refers) approved the development of a quarterly monitoring document which will provide supporting information for the Performance Management Framework and 6 monthly performance reports will refer to the document.

4. SUMMARY OF PERFORMANCE

4.1 The table below summarises the performance against a number of indicators to March 2015.

Service	No. of Indicators	Green Performing Well	Amber Close Monitoring	Red Action Required	Annual or Contextual
Accountancy	4	4			
Audit	3		1	1	1
Corporate Resources	2				2
Customer Services	3		1	1	1
Democratic Services	4	2	1		1
Human Resources	9	2	1	1	5
ICT	5	1		2	2
Legal	5	2			3
Payments	3	3			
Registrars	2	1			1
Revenues	4		1		3
Total	44	15 (34%)	5 (11%)	5 (11%)	19 (43%)
Total this period	25	60%	20%	20%	

4.2 Performance against indicators is presented across 11 areas and involves 25 indicators. At this stage of the year 60% are regarded as performing well, 20% require close monitoring and 20% require action. There are 19 annual indicators that are not yet available for reporting and will be included in the next performance report. All but ten of the 19 are contextual data only indicators; of those, eight are either Local Government Benchmarking indicators or local indicators due for publication in future quarters so will be captured in the next performance report submitted to this committee, the remaining two indicators relate to ICT customer results (para 6.13 of this report refers).

4.3 As at March 2015, overall the Service Plan, which covers 64 actions across 10 service priorities, is 76% complete. The position is summarised below:

- 33 actions have been completed
- 10 actions are between 75% and 99% complete
- 6 actions are between 50% and 74% complete
- 5 actions are between 25% and 49% complete
- 10 actions are below 25% complete

4.4 There were seven frontline resolution and seven investigative complaints received by Corporate Services during the six month period between 1 October 2014 and 31 March 2015. Of these, twelve (86%) were responded to within the target timescales. Two investigative complaints were delayed by 1 and 11 working days respectively. One complaint was upheld and four were part upheld.

5. **PERFORMANCE ANALYSIS**

Areas of good performance

5.1 Governance arrangements were reviewed in the six months to March 2015. The completion of the review of standing orders was submitted to Full Council in December (paragraph 11 of the Minute refers). Refresher training for members on the Code of Conduct, the review of the agenda setting process and review of committee actions database have all contributed to ensuring strong governance arrangements are in place and corporate decisions are robust and transparent (CPS14-02).

Registrars

5.2 During 2014 the Moray Registration Service registered 3,340 events. Over the years the service has established high standards, which are monitored byThe National Records of Scotland in terms of error rate in the registration of births, deaths and marriages and these continued to improve from 0.91% in 2013 to 0.73% in 2014. Errors include those of service users as well as staff so some errors are to be expected (Indicator CS031).

ICT

5.3 ICT has made good progress in the work it does to support ongoing improvements and efficiencies in Council Services with just some minor slippage against some actions. Work undertaken to improve the technologies available for mobile and flexible working included the migration of Legal Services to a virtual desktop infrastructure environment, the procurement and configuration of all Designing Better Services tranche 7 equipment. In addition, the upgrade of the Lagan system is well advanced. The Digital Services Report submitted to Policy and Resources laid out the Councils plan to improve digital services over the next three years. The plan included a vision on how the Council will improve online services to customers (paragraph 9 of the Minute refers).

5.4 ICT continue to work with the Schools ICT Strategy Group to develop a long term vision and delivery plan for technology for education. Although there has been delays against the original September deadline the action is 98% complete as of March 2015. The outstanding action to configure the remaining devises is currently ongoing.

Payments

5.5 As at March 2015, 88% of invoices sampled were paid within 30 days, an improvement from 85.9% in 2013/14 when Moray was placed 27th in Scotland and 8th in the family group. Placement against national and family group comparators will be made following publication of national results in October 2015 (Indicator FS101).

5.6 Payroll continues to make improvements in terms of accuracy, in 2014/15 62,628 payroll payments were made by the Council with an accuracy rate of

99.79%, the highest result achieved since the introduction of the indicator in 2004/05 (Indicator FS111).

<u>Financial Services</u>

5.7 Accountancy completed all service plan actions that contribute to supporting the Financial Planning Process of the Council (CPS14-08).

<u>Areas of performance identified for improvement</u>

<u>Audit</u>

5.8 The implementation of an audit management system was a factor with delays in issuing audit reports; 70% of reports were issued against the target of 90%. Going forward, the management system will support prompt clearance of files and therefore improved performance is anticipated in 2015/16 (Indicator CPS041).

<u>Customer Services</u>

5.9 The percentage of calls answered within 20 seconds has seen a slight decrease from 62.9%in quarter 3 to 62% in quarter 4. This reduction was attributed to a 16% increase in call volumes. It is anticipated, due to changes to the telephony processes, that by the end of 2015/16 the contact centre will achieve target in answering over 74% of calls within timescale (Indicator CPS059). It is also noted that the percentage of calls are answered by the contact centre remains relatively high at 88.9% and continues to get closer to the target of 93% (CPS058).

<u>ICT</u>

5.10 The ICT Action plan at the end of March was 70% complete against a target of 90%. Slippage can partly be attributed to vacancies and sickness. However the main factor is increased workload to ensure compliance with the Public Service Network accreditation (Indicator FICT173). Remaining actions have been included in the 2015/16 service plan.

5.11 Despite good progress against some milestone to enable service improvement whilst reducing costs, slippage occurred in the following areas:-

- limited progress made in the investigation and benefits from schools 'Bring Your Own Device, this will be carried forward to 2015/16 Service Plan (CPS-06-02).
- the availability of resources and commitment of maintenance to improved access for HR and ICT service information and use of self service thereafter was challenging for the service to meet therefore it is unlikely that this action will be taken forward(CPS-06-05).
- pressures within the ICT Infrastructure Team has meant that despite revised timescales being applied, determining the final position of data centre / storage has not progressed as anticipated. Backup storage does comply with the National Strategy, therefore a recovery service (commercial and shared service) is being investigated (CPS-06-08).

5.12 In 2014/15, 80.6% of Help Desk calls were resolved within target timescales below the target of 90% and previous year's performance of 92.8%. Staff vacancies and additional call volumes (12% increase) due to Windows migration and schools email system upgrade have been key contributory factors in the latter part of the year (Indicator CPS041). Improved performance is expected in 2015/16.

5.13 Revised timescales in relation to Health and Social Care integration have delayed the fulfilment of planned activities in partnership and collaborative working in relation to HR and ICT functions (CPS14-04-06, CPS14-07-02 and 03) as well as the implementation of joint financial arrangements (CPS14-09). These actions are being carried forward to the 2015/16 Action Plan.

6. CUSTOMER/ USER FEEDBACK

6.1 Customer results evidences engagement with service users and helps shape the provision of services going forward as well as providing an opportunity to compare and share good practise internally across Corporate Services.

6.2 The Service committed to seek the views of customers. Five service areas have conducted customer satisfaction surveys in recent years (Registers, Legal, Committee Services, HR and Customer Services). Using the methodology from the Customer Service Management Tool, results are reported as satisfaction indices; Registrars 97.5, Democratic 88.3, Customer Service 91.9, Human Resources 71.7 and Legal Services 81.2.

6.3 ICT will progress their customer satisfaction measure with users during 2015/16.

7. SUMMARY OF IMPLICATIONS

(a) **Moray 2023: A Plan for the Future/Service Plan/Health and Social Care Integration**
Performance measurement is used to ensure the efficient and sustainable delivery of services to meet the Council's priorities in the Moray 2023 A Plan for the Future.

This report identifies the areas of the Service Plan that have fallen behind schedule and where more work is required.

(b) **Policy and Legal**
None

(c) **Financial Implications**
None

(d) **Risk Implications**
None

(e) **Staffing Implications**
None

(f) Property
None

(g) Equalities
An Equality Impact Assessment is not needed because the report is to inform the Committee on performance.

(h) Consultations
Service managers responsible for areas reported are involved throughout the reporting process. There have been no other consultations.

8. CONCLUSION

8.1 Performance for the second half of the year is generally positive with actions being identified in relation to the exceptions. The Service Plan was 76% complete at the end of March 2015 and 60% of PIs achieved or exceeded the targets.

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