REPORT TO: **POLICY AND RESOURCES COMMITTEE ON 24 NOVEMBER 2015**

SUBJECT: **CORPORATE SERVICES PERFORMANCE REPORT – APRIL TO SEPTEMBER 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 April to September 2015.

1.2 This report is submitted to Committee in terms of Section III A (64) and A (65) of the Council's Scheme of Administration 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 Policy and Resources Committee at its meeting on 9 April 2013 (para 7 of the minute refers) approved the development of a quarterly monitoring document which will provide supporting information for the Performance Management Framework, 6 monthly performance reports will refer to the document.

3.2 The Policy and Resources Committee at its meeting on 14 April 2015 (para 5 of the minute refers) approved the Corporate Services Department Service Plans and at its meeting on 27 October 2015 (para 8 of the minute refers) approved Corporate Service Department Performance Indicators for 2015/16.

4. SUMMARY OF PERFORMANCE

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

Service	No. of Indicators	Green Performing Well	Amber Close Monitoring	Red Action Required	Annual or Contextual
Accountancy	4	3			1
Audit	3	1	1		1
Corporate Resources	2				2
Customer Services	3	1	1		1
Democratic Services	4	3			1
Human Resources	8	1	1	1	5
ICT	5	2		1	2
Legal	3				3
Payments	3	3			
Registrars	2				2
Revenues	4	1			3
Total	41	15 (37%)	3 (7%)	2 (5%)	21 (51%)
Total this period	20	75%	15%	10%	

4.2 Performance against indicators is presented across 11 areas and involves 21 indicators being monitored quarterly. At this stage of the year 76% are regarded as performing well, 10% require close monitoring and 14% require action if the target is to be met.

4.3 As at September 2015, overall the Service Plan, which covers 74 actions across 10 service priorities, was 49% complete. The action completion is summarised below:

- 7 have been completed
- 12 are between 75% and 99% complete
- 17 are between 50% and 74% complete
- 13 are between 25% and 49% complete
- 25 are between 0 and 24% complete

4.4 There were 9 frontline resolutions and 1 escalated investigative complaints received by Corporate Services during the six month period to September 2015. Of these complaints 9 (90%) were responded to within the target 5 and 20 working day timescales. A response to the escalated complaint was sent within 29 working days. Six complaints (60%) were upheld and 1 (10%) was part upheld.

5. PERFORMANCE ANALYSIS

Areas of good performance

Audit

5.1 A new Audit Management Software System has now been operational within the Service for a number of months. The System has facilitated substantial improvements in the efficiency and productivity of the entire audit process, previously an intensive manually process, further service improvements are expected over the coming months and years. In the quarter ending September 2015, 90% of audit reports were issued within target timescales against 75% in the same quarter last year (indicator FICT056).

Accountancy

5.2 The Moray Council annual accounts were submitted on time before the end of June 2015 (Indicator FS001). In addition, the accountancy team have issued all budget monitoring reports have been issued to budget managers within the target timescales (Indicator FS008).

Democratic Services

5.3 Efficient support to committees is essential to deliver strong governance and probity arrangements, ensuring corporate decisions are robust, transparent and compliant with legislative requirements. Support to committees met or exceeded performance targets (80%) across all indicators. Committee Agendas (Indicator CS001), Committee Action Sheets (Indicator CS002) and Committee Draft minutes (Indicator CS003) were routinely issued on time. During the quarter, there were 10 meetings supported.

5.4 Customer Services have introduced additional call-handling technology. The resulting improvements have contributed to customers receiving a higher quality of care with 74% of 36,222 calls were answered within 20 seconds (Indicator CPS059). This is a significant improvement from 58% of the 36,851 during the same period last year.

5.5 Legal and Democratic Services have completed 4 of the 6 assigned Service Plan actions, due for completion by the end of Q2 2015/16. To improve practice and efficiency, a procedure has been introduced for checking Committee papers to complement the actions taken by Legal Services (Action CPS15CM.01c); the administration team has successfully merged with Members Support as identified in the change management plan (Action CPS15LG.01d); the circulation list for service committee agenda and reports

has been amended to remove all libraries and the Keith Access Point to reduce costs (Action CPS15CM.01a), and a checklist and standard induction are in place for new-starts and leavers (Action CPS15LG.01k).

Human Resources

5.6 The 2015-17 Corporate Plan recognises the need to make best use of staff and resources, and that the changes being made to the way services are delivered could potentially have a significant impact upon existing Council staff. An approach called Transform has been adopted to allow staff to be retrained and redeployed, and its use is a key component in meeting the Workforce Transformation and Change priority within the Corporate Plan. The HR team have delivered on the commitment to implement the Transform approach (Action CPS15HR.01a), and are actively managing the re-alignment of the workforce, and providing suitable guidance and training.

ICT

5.7 ICTs contribution to the delivery of the Corporate Plan 2015-17 includes introducing technology and applications to support the development of people, their skills, capacity and commitment to improve council services. The Employee Portal is being developed to provide staff with the tools required to meet these aims. The proof-of-concept model has been tested and was rolled-out on schedule (Action CPS15IT.01d). High-quality customer service is being maintained by ICT with the vast majority of calls (95.5%) to the helpdesk being resolved within the target timescale (90% - Indicator CPS041), maintaining the good performance made in quarter 1, and showing a marked improvement over performance in 2014/15. Moreover, the Moray Council website availability continues to exceed the target (99% - Indicator FICT174), maintaining the excellent performance of the last 2 years.

Payments

5.8 In the quarter to September 2015, 89.7% of invoices sampled (a total of 74,431 invoices) were paid within 30 days (Indicator FS101), an improvement from 88.0% reported at March last year and exceeding the target of 85%.

Revenues

5.9 As at September 2015, 54.54% of current year council tax has been received (indicator SCM6b), similar to the position last year, therefore the Revenues team are on track to achieve the target of 95.1% by year end.

Areas of performance identified for improvement

Legal and Democratic Services

5.10 There has been slippage against two Service Plan actions assigned to Legal Services due to complete by September 2015. The Service has yet to start reviewing the use of standard instructions/contact form (Action CPS15LG.01a). This action is now expected to be implemented by the end of January 2016, and work is underway jointly with the Sharepoint Team. Progress on developing a checklist for ensuring consistency in checking Committee papers is 75% complete (Action CPS15LG.01k) and is on target to be completed by the end of the year.

Human Resources

5.11 Human Resources are responsible for implementing the workforce development strategy identified in the Corporate Plan 2015-17. Work is already underway on the Moray Management Methods (MMM) and on a new Leadership Forum. The Leadership Forum is established and working well, but the MMM is awaiting the resolution of a technical problem. Consequently, the action (CPS15HR.02b) is 85% complete, and the communications team are working on a solution.

5.12 The high number of incidents relating to violence and aggression (Indicator CS024b) continues to remain a concern with 501 incidents being reported so far this year. The target for this indicator is based on a 3 year average and current level exceeds this and is also a significant increase from the 410 incidents reported during the same period last year. If the trend seen so far in 2015/16 continues, the number of incidents in this financial year will be 25% greater than last year (810 incidents reported), and 65% greater than in 2013/14 (610 reported). The Action Plan appended to the Health and Safety Annual Report 2014, agreed by the Policy and Resources Committee at its meeting on 14 April 2015 (para 10 of the minute refers), has had a positive impact on the reporting of incidents, and is believed to be the underpinning reason for the rise in the numbers of incidents.

5.13 Human Resources have an outstanding Service Plan action to pursue re-accreditation of the Healthy Working Lives scheme at Gold level (CPS15HR.05b). Consideration of re-accreditation is being undertaken.

ICT

5.14 The ICT team are responsible for providing enabling technology to allow collaborative working and use of key packages to support the Technology for Moray Classrooms priority (Action CPS15IT.03b). The action was due to be completed by 31 July 2015, but issues with bandwidth availability have delayed implementation. A solution has been developed to overcome the issues that had been encountered, and the work is expected to be completed by the end of December 2015.

5.15 Roll-out of the technology for Tranche 7 of the Design for Better Services (Education and Social Care) has been delayed from its original target date of 30 April 2015 (Action CPS15IT.01a). Two suppliers were selected to provide a solution that would work with the existing Council ID cards. However, since neither supplier has been able to deliver a solution another supplier has been approached. Progress on this action will depend upon the response from the new supplier.

5.16 Work on improving the intranet to improve customer engagement (Action CPS15IT.02f) has been delayed due to other work priorities. Originally scheduled for completion by 31 July 2015 the web team has been heavily committed to the new forms solution and to the website redesign.

6.   **SUMMARY OF IMPLICATIONS**

   (a) **Moray 2023 A Plan for the Future/Service Plan**
       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.

7.   CONCLUSION

7.1 Performance for the second half of the year is generally positive with actions being identified in relation to the exceptions. The Service Plan is 49% complete at the end of September 2015; 5 of 12 actions due to be completed in the reporting period were completed; 2 other actions due to be completed in the year were completed in this quarter; close monitoring will ensure delivery of actions by March 2016. All but one complaint was responded to within target timescales.

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                                      Officer
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