

REPORT TO: POLICY AND RESOURCES COMMITTEE ON 7 JUNE 2016

SUBJECT: CORPORATE SERVICES PERFORMANCE REPORT – OCTOBER 2015 TO MARCH 2016

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 October 2015 to March 2016
- 1.2 This report is submitted to Committee in terms of Section III A (57) and A (58) 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) approved the Corporate Services Department Service Plans and at its meeting on 27 October 2015 (item 7 of the agenda 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.

Performance Indicators

Service	No. of Indicators	Green Performing Well	Amber Close Monitoring	Red Action Required	Annual or Contextual
Accountancy	4	4	0	0	0
Internal Audit	3	2	0	1	0
Corporate Resources	2	0	0	0	2
Customer Services	3	0	2	0	1
Democratic Services	4	3	0	0	1
Human Resources	8	4	2	1	1
ICT	5	2	1	0	2
Legal	3	0	0	0	3
Payments	3	3	0	0	0
Registrars	2	0	0	0	2
Revenues	4	4	0	0	0
Total	41	22 (54%)	5 (12%)	2 (5%)	12 (29%)
Total this period	29	76%	17%	7%	

4.2 Performance against indicators is presented across 11 areas and involves 29 indicators this quarter. At the end of the final quarter of the 2015/16 financial year 76% are regarded as performing well, 17% require close monitoring and 7% require action.

4.3 The table below summarises the performance in delivering the 2015/16 Corporate Services Service Plan.

Service Improvement Plan Actions

Service	No. of actions	Complete	Progressing outside target timescale	Cancelled
Finance	12	6	6	0
Customer Services	4	4	0	0
Democratic Services	4	2	2	0
Human Resources	20	7	13	0
ICT	22	13	9	0
Legal	12	6	6	0
Total	74	38 (51%)	36 (49%)	0 (0%)

4.4 At the end of March 2016 the Service Plan, covering 74 actions across 10 service priorities, was 79% complete, summary provided below:

- 38 have been completed
- 15 are between 75% and 99% complete
- 9 are between 50% and 74% complete
- 2 are between 25% and 49% complete
- 10 are below 24% complete

4.5 There are 5 actions which have scheduled deadlines after 31 March 2016 and are still in progress:

- Financial Services:
 - Standardisation of how the public can make payments to the Council by cash and card (Action CPS15FN.03b) due 30 June 2016 (35% complete)
 - Successful development of budget manager training and FMS user training included in Council's training system, CLIVE (Action CPS15FN.03c) due 30 September 2017 (10% complete)
 - The Council meeting all the statutory requirements of the Procurement Reform (Scotland) Act 2014 (Action CPS15FN.04b) due 31 March 2017 (60% complete)
 - Successful implementation of new system which reduces the level of manual intervention and produces effective management information (Action CPS15FN.05a) due 30 June 2017 (27% complete).
- ICT:
 - Pupil Devices: Investigate options for providing 1:1 pupil devices at key stages of education including Bring or Buy your own device (Action CPS15IT.03d) due 31 August 2016 (0% complete).

4.6 There were 25 frontline resolution, 7 investigative and 1 escalated investigative complaints received by Corporate Services during the six month period to the end of March 2016. Of these complaints 28 (88%) were responded to within the target 5 and 20 working day timescales. A response to the escalated complaint was sent within 21 working days. Eight complaints (25%) were upheld and 10 (31%) were part upheld. Fifteen complaints were not upheld (47%).

5. PERFORMANCE ANALYSIS

Benchmarking – Legal Services

5.1 The Legal Services section carries out annual benchmarking with 14 other Scottish councils. This is based on a voluntary sharing of information and is free, other than staff time costs. Moray compare favourably with the other authorities across a range of areas:

- Total cost of legal function as a percentage of Council running costs: mid-range

- Total cost of legal function as a percentage of the population of the area: second quartile
- Proportion of work outsourced: second quartile
- Cost of training /development: lowest
- Cost of legal staff per hour: second quartile

Great effort is taken to ensure consistency in the way cost information is gathered in the different participant Councils; however, benchmarking is not an exact science but useful as a general health check. They help identify areas of good practice in other Councils which we can learn from. This is the second year that Moray has participated in this benchmarking exercise (Action CPS15LG.01e), and is able to build up a picture of how the service is performing compared to previous years.

Local Government Benchmarking Framework indicators – Support Service Costs and Cost of Democratic Core

- 5.2 Since the last Corporate Services performance report to the Policy and Resources Committee in November 2015 (item 15 of the agenda refers), data has been published for 7 annual indicators relating to 2014/15.
- 5.3 In 2014/15, Moray Council support service costs were 4.17% of total revenue budget, which compares favourably with the Scottish average of 5.1% as illustrated at Figure 1 (Indicator CORP1).

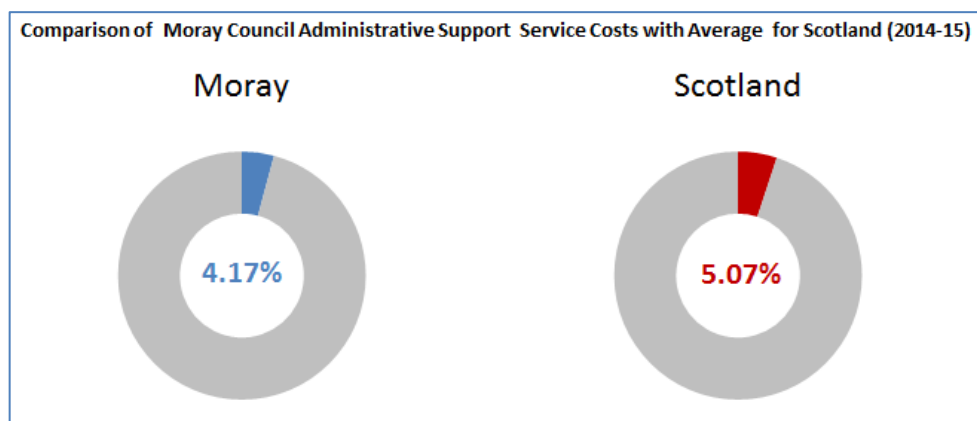


Figure 1: Comparison of Moray Council Support Service Costs with Scottish Average 2014-15

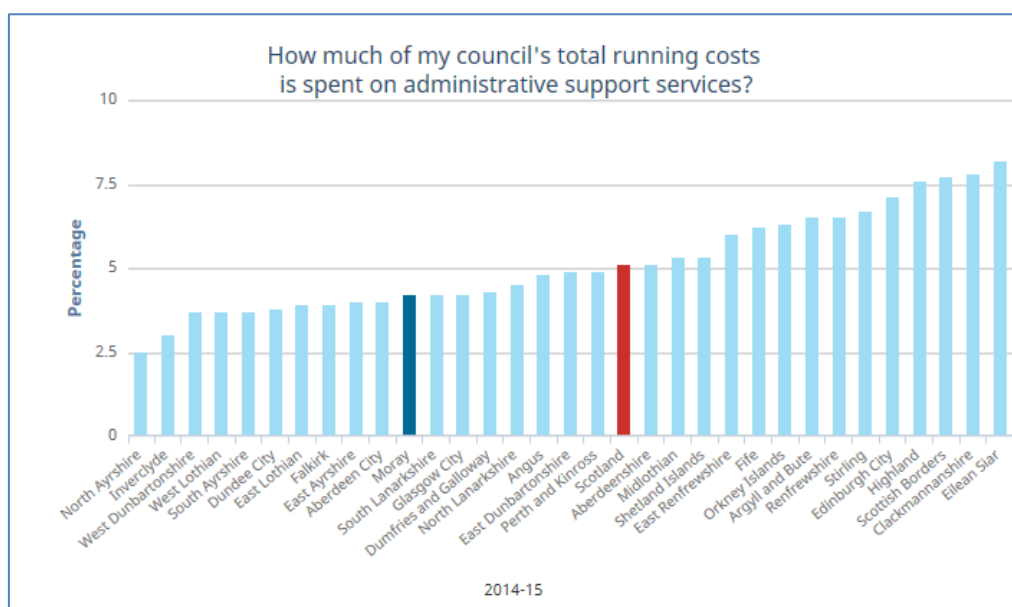


Figure 2: Benchmarking Moray Council's Administrative Support Services Costs 2014-15

- 5.4 Support service costs for Moray Council continue their downward trend (14% lower in 2014/15 compared to 2010/11, and 8% lower than 2013/14), while gross expenditure in 2014/15 rose by 1% compared to 2013/14. This resulted in the lowest support service costs percentage since 2010/11. Moray Council is ranked 11th out of the 32 Scottish Councils for value (see Figure 2), a significant improvement from 17th in 2013/14. North Ayrshire has the lowest percentage result with a figure of 2.46%, and Eilean Siar is 32nd with 8.15%.

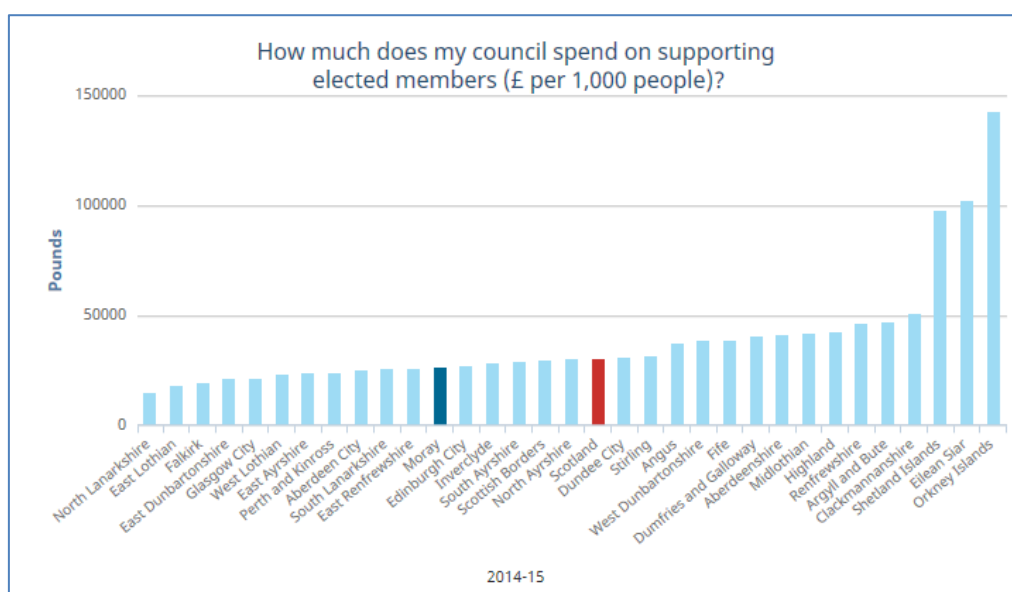


Figure 3: Benchmarking of Moray Council's Costs for Supporting Elected Members 2014-15

- 5.5 At the end of 2014/15 Moray ranked as the 12th lowest Council (out of 32) for the cost of the democratic core at £26,649 per 1,000 population against a ranking of 9th lowest and cost of £26,211 in 2013/14 (Indicator CORP2). Costs rose by 1.67% compared to 2013/14, but have reduced by 4.51% compared to 2010/11. To put Moray Council's costs in context, the lowest ranked council,

North Lanarkshire, costs £14,839 per 1,000 population, while the highest ranked Council was Orkney with costs of £142,844 per 1,000 population. The Scottish average during the same period was £30,688 (see Figure 3).

Areas of good performance

Internal Audit

- 5.6 Internal Audit are routinely issuing Audit Reports on time following the introduction of the new audit software package for managing individual audit projects (Indicator FICT056). The annual Governance Statement was prepared, approved by Committee and available for inclusion in the Council's draft annual accounts on schedule (Indicator FICT300).

Financial Services

- 5.7 Accountancy completed all Performance Indicators on time including submission of the Annual Accounts (Indicator FS001), which received an unqualified Audi Certificate (Indicator FS002). A report was provided to enable the Moray Council to set Council Tax rates (Indicator FS003) and budget managers are issued with budget monitoring reports within target timescales (Indicator FS008). Six Service Plan actions were completed out of the 8 due for implementation (75%) that contribute to supporting the Financial Planning Process of the Council (Actions CPS15FN.01a-c,e, & CPS15FN.02a-b).

Democratic Services

- 5.8 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 continuing the good performance from previous quarters, and showing an improvement on 2014/15.
- 5.9 All 2015/16 Customer Service, Revenues and Benefits Service Plan actions were completed on time (Action CPS15CS). This included the project to merge Customer Services with the Taxation and Benefits Services, and preparing for the introduction of Universal Credit. The successful implementation of these projects, on time, has enabled the Service meet its commitments to meet the Legal and Democratic outcomes of customers receiving high quality services which meet their needs, and providing best value for customers.
- 5.10 The Legal Services team met its target to complete 80% of house sales within the 26 week statutory period during 2015/16. Yet again all offers of council house sales were issued within the statutory 8 weeks of application, achieving above target performance over the past 3 years. Ending the council house right-to-buy scheme will remove this PI for future following conclusion of the remaining transactions, likely Q2 of 2016/17. The cost of Legal Services

continues to decrease as a proportion of Moray Council's running costs from 0.31% in 2013/14 to 0.28% in 2014/15.

- 5.11 Legal & Democratic Services completed 8 out of the planned 16 Service Plan Actions for 2015/16 (50%) (Actions CPS15CM.01a,c, & CPS15LG.01d,e,i-l), while 6 of those remaining to be completed have made 75% or greater progress and work will continue into 2016/17 (Actions CPS15CM.01d, & CPS15LG.01b,c,f-h).

Human Resources

- 5.12 Human Resources contribute to the delivery of the Corporate Plan by developing people, their skills, capacity and commitment to improve council services. The Corporate Plan 2015-17 includes a commitment to developing the workforce effectively alongside a priority to develop leadership and leadership capacity. The HR team has completed 62% of the planned Service Plan activities; the incomplete actions will be taken into the 2016/17 Service Plan. The "Reward and Recognition" element of the Service Plan (Action CPS15HR.07) was completed; "Health and Well-being" (Action CPS15HR.05) was 91% complete with 2 of the actions finished, and the third showing 75% progress. "Workforce Transformation" (Action CPS15HR.05) had reached 83% progress with 2 actions implemented and working with the NHS on the integration of health and social care at 50%.
- 5.13 There were 130 Health & Safety incidents reported during the second six months of 2015/16 compared to 139 reported during the first half of the year (Indicator CS024a). The highest number of incidents were reported in Q3 (84), while the 47 reported in Q4 were the lowest reported for 14 quarters. As a result the number of incidents reported for the year at 269 was lower than had been anticipated in the report to the Policy and Resources Committee at its meeting on 24 November 2015 (para 15 of the minute refers) and below the target of 284. The number of reported Health & Safety incidents in 2015/16 were 4% lower than in 2014/15 (281) and 5% lower than in 2013/14 (287).
- 5.14 The decrease in reported Health & Safety incidents appears to have resulted in fewer people having to miss work through injury (Indicator CS045). 170 working days were lost due to industrial injury and accidents in the second half of 2015/16; virtually identical to the 171 days lost in the first 6 months. However, there was a marked contrast between Q4, with 45 days lost, and Q3 during which 125 working days were lost. The Q4 performance was well below the average for the first 3 quarters of the year, and reversed the rising trend reported to the Policy and Resources Committee at its meeting on 24 November 2015 (para 15 of the minute refers). The total of 341 days lost for the year is a decrease from the numbers reported in the previous 2 years (361 in 2013/14 and 367 in 2014/15), and below the annual target of 370.

ICT

- 5.15 ICT's 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 ICT Action plan was 81% complete at the end of 2015/16, with all of the "Transforming Council Services" actions completed (Action CPS15IT.01), 94% of the "Delivering Systems and Infrastructure" elements are in place (Action CPS15IT.04) and 90% of "Developing Digital Services" was delivered (Action CPS15IT.02).
- 5.16 High-quality customer service is being maintained by ICT with 95.9% of calls to the helpdesk (2126 out of a total of 2217 calls) being resolved within the target timescale (Indicator CPS041) showing a marked improvement over performance in 2014/15 of 81%. The improved performance in this area is down to all vacancies having been filled and new staff having gained skills and experience in the service. Moreover, the Moray Council website availability continues to exceed the target of 99% (Indicator FICT174), maintaining the excellent performance of the last 2 years.

Payments

- 5.17 In the final 2 quarters of 2015/16, the Payments team in Financial Services paid 89.7% of invoices sampled within 30 days in Q3, and 89.8% in Q4 giving an overall performance of 89.8% for the full year (Indicator FS101), exceeding the target of 85%. While the result remains below the 2014/15 national average of 91.5%, there has been a gradual improvement over the past 2 years in Moray from 85.9% in 2013/14 and 88% last year. Payroll accuracy for Q4 remains high and above target at 99.76% (38 employees paid incorrectly out of 15,647 employees paid) (Indicator FS111). For the year the payroll accuracy was 99.81%, a small improvement from 99.79% in 2014/15, and continuing the trend of the last 4 years.

Revenues

- 5.18 The Revenues team maintained the level of council tax receipts with 95.6% of council tax being received in 2015/16 ahead of the target of 94.4% (Indicator SCM6b). This figure is 1.3% higher than the previous year and the highest proportion received since 2012/13. Costs for collecting council tax and non-domestic rates in 2014/15 were both lower than target. Non-domestic rates collection cost £23.95 per property, compares well to target of £33, and was 25% lower than the £30.07 cost per property reported in 2013/14 (Indicator FICT137). Council tax collection cost £10.44 per property in 2014/15 again compares well to a target of £14, and was 20% lower than in 2013/14 (£12.52) (Indicator SCM5). Gross administration costs in 2014/15 were £63.43 for each benefit case against a target of £71, and 9% lower than the £69.20 figure reported in 2013/14 (Indicator SBA1e).

Areas of performance identified for improvement

Overdue Service Plan Actions

5.19 The following actions were not progressed more than 50% during 2015/16 and will require to be reviewed and incorporated into the departmental 2016/17 Service Plans if still required:

- Human Resources:
 - Work in partnership with the NHS on the integration of health and social care (Action CPS15HR.01c). Progress has been made with the Workforce Forum, change management and the Workforce Plan.
 - Providing leadership development, working with public sector partners where possible, is 75% complete (Action CPS15HR.03c). Interest has been from small numbers and a number of students have not progressed as hoped. A paper has been prepared to assess work to date on leadership and management development and the requirements going forward.
 - Work on establishing an Organisational Development team, and the associated training activities (Action CPS15HR.04) has been reviewed by the CMT and the Council approved the way forward on 25 May 2016.
- ICT:
 - No progress was made with the integration of Health and Social Care and direction is awaited on the requirements and timescales for this project (Action CPS15IT.05b)
- Legal Services will carry forward the review of the use of standard instructions and contact forms into 2016/17 as part of a wider review of instruction processes. This was considered to be a more beneficial approach than looking at one element in isolation (Action CPS15LG.01a)

Performance Indicators

5.20 Internal Audit

The item requiring action is, Percentage of the Audit Plan Delivered. In 2015/16, 84% of the Audit Plan was delivered, just below target of 90% (FICT055). A secondary school audit, two ICT audits and an energy review will be carried into the 2016/17 plan. Contingency days are built into the plan, however, these have been, consistently, inadequate for a number of years. A report to the Policy and Resources Committee in October 2015 (para 8 of the minute refers) identified the improvement action to increase the contingency days in future years to make delivery of all planned projects in-year feasible.

5.21 Human Resources

The item requiring action is, the Number of Incidents Relating to Violence and Aggression (Indicator CS024b). This was dealt with in detail in the annual Health and Safety Report considered at the last meeting of this committee. That report included reference to improvements and also the importance of ongoing monitoring to ensure that the council continues to do all it can to mitigate risks and support staff involved in work which exposes them to higher degrees of risk.

6. CUSTOMER/USER FEEDBACK

- 6.1 Corporate Services is committed to seek the views of its customers, and to shape the provision of services based on the feedback from engaging with customers. Customer satisfaction surveys are undertaken by all sections every 3 years, and the results used to compare practices internally across Corporate Services and identify good practice that can be shared with others.
- 6.2 ICT carried out surveys of schools (Indicator CS147) and corporate users (Indicator CS148) this year, results reported show 75% and 75.8% were satisfied with the service provided respectively. An Action Plan is being developed to address issues raised.
- 6.3 Three service areas conducted customer surveys in 2013/14 and will undertake surveys in this financial year:
- Customer Services (Indicator CPS062); previous satisfaction index 91.9
 - Committee Services (Indicator CS133); previous satisfaction index 88.3
 - Registrars (Indicator CS143); previous satisfaction index 97.5
- 6.4 Two other service areas conducted customer surveys in 2014/15 and will undertake surveys in 2017/18:
- HR (Indicator CS146); previous satisfaction index 71.7
 - Legal Services (Indicator CS136); previous satisfaction index 84

7. 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.

8. CONCLUSION

8.1 Performance for the second half of the year is generally positive with 76% of the performance indicators meeting or exceeding target. The Service Plan was 79% complete at the end 2015/16; 38 actions with deadlines in this reporting period were completed; all but 3 complaints were responded to within target timescales.

Author of Report:

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Background Papers:

Held by Carl Bennett, Research and Information Officer

Ref: