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**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 22 NOVEMBER 2016**

**SUBJECT: CORPORATE SERVICES PERFORMANCE REPORT – APRIL TO SEPTEMBER 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 April to September 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;**
- (ii) notes the actions being taken to seek improvements where required; and**
- (iii) approves the request to remove the performance indicator (CS037) from the Corporate Services' scorecard.**

**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 10 May 2016 (para 8 of the minute refers) approved the Corporate Services Departmental Service Plan and at its meeting on 27 October 2015 (para 8 of the minute refers) approved Corporate Service Department Performance Indicators for 2015/16, which remain unchanged for 2016/17.

#### 4. **SUMMARY OF PERFORMANCE**

4.1 The table below summarises the performance against a number of indicators to September 2016.

##### **Performance Indicators**

<b>Service</b>	<b>No. of Indicators</b>	<b>Green Performing Well</b>	<b>Amber Close Monitoring</b>	<b>Red Action Required</b>	<b>Annual or Contextual</b>
Audit	5	2	1	0	2
Accountancy	4	4	0	0	0
Payments	3	3	0	0	0
Revenues	4	1	0	0	3
Corporate Resources	2	N/A	N/A	N/A	2
Legal Services	3	0	0	0	3
Democratic Services	4	3	0	0	1
Registrars	2	0	0	0	2
Customer Services	3	0	2	0	1
Human Resources	8	2	0	1	5
ICT	5	2	1	0	2
<b>Total</b>	<b>43</b>	<b>17 (40%)</b>	<b>4 (9%)</b>	<b>1 (2%)</b>	<b>21 (49%)</b>
<b>Total this period</b>	<b>22</b>	<b>77%</b>	<b>18%</b>	<b>5%</b>	<b>N/A</b>

4.2 Performance against indicators is presented across 11 areas and involves 22 indicators this quarter. At the end of the first half of the 2016/17 financial year 77% are regarded as performing well (22 indicators), 18% require close monitoring (4 indicators) and 5% require action (one indicator).

4.3 Performance Indicator CS037 – Equal Opportunities Percentage of highest paid 2% of earners that are women was a statutory indicator that has been included in the Corporate Services performance report since financial year 2003/04. However, it is no longer a local government benchmarking framework indicator. Moreover, a measure of the improvement in gender equality within the Moray Council is already in place (CS037.1 Equal Opportunities Percentage of highest paid 5% of earners that are women) and is considered sufficient to assess performance. It is recommended that the Policy & Resources Committee approve the removal of this performance indicator (CS037) from the corporate services scorecard.

4.4 The table below summarises the performance in delivering the 2016/17 Corporate Services Service Plan.

**Service Improvement Plan Actions**

<b>Service</b>	<b>No. of actions</b>	<b>Complete</b>	<b>Progressing outside target timescale</b>	<b>Cancelled</b>
Finance	9	0	0	0
Legal Services	6	0	0	0
Democratic Services	6	1	2	0
Customer Services	8	0	1	0
Human Resources	23	0	5	0
ICT	18	0	2	0
<b>Total</b>	<b>70</b>	<b>1</b>	<b>10</b>	<b>0</b>

4.5 At the end of September 2016 the Service Plan, covering 70 actions across 20 service priorities, was 43% complete.

- 1 action has been completed
- 12 are between 75% and 99% complete
- 22 are between 50% and 74% complete
- 11 are between 25% and 49% complete
- 24 are below 24% complete

4.6 There were 11 frontline resolution complaints, 3 investigative complaints and 1 escalated investigative complaint received by Corporate Services during the six month period to the end of September 2016. Eighteen complaints were responded to during the same period; all within the target 5 and 20 working day timescales. Eleven complaints (61%) were upheld and 2 (11%) were part upheld. Five complaints were not upheld (28%).

## **5. PERFORMANCE ANALYSIS**

### Benchmarking – Legal & Democratic Services

5.1 The Department of Work and Pensions (DWP) has published provisional data on the housing benefit subsidy claimed back by each of the Scottish local authorities in 2015/16. Although the benefits team have yet to be audited the figures indicate that Moray Council is the 9th highest for reclaiming the subsidy compared to the amount expended on housing benefit. Note that local authorities do not receive 100% subsidy for certain types of housing benefit

expenditure so there will always be a shortfall. The figures indicate that the Moray Council benefit staff are working well to maximise income to the council. A summary of the unaudited results is provided below:

2015/16 INITIAL FINAL CLAIMS - SCOTLAND	Total Housing Benefit (HB) Expenditure (inc local scheme)	Total HB Subsidy on expenditure	Difference	Net % cost of total HB expenditure	Rank
HIGHEST	3,590,415	3,543,544	46,871	1.31	1
<b>MORAY</b>	<b>16,900,885</b>	<b>16,564,529</b>	<b>336,356</b>	<b>1.99</b>	<b>9</b>
LOWEST	19,735,686	18,840,444	895,242	4.54	32
<b>SCOTLAND</b>	<b>1,776,408,882</b>	<b>1,725,789,220</b>	<b>50,619,662</b>	<b>2.85</b>	<b>-</b>

- 5.2 In addition the DWP have provided positive feedback regarding the performance of the Registration Service in its delivery of the '**Tell Us Once**' service. The DWP monitor the performance of all local authorities and rate them from 1 – 4 with 1 being the highest rating. The Moray Council Registration Service rating was 1 and is in the top ranking in Scotland.

#### Areas of good performance

##### Internal Audit

- 5.3 Internal Audit continues to issue 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

- 5.4 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 submitted to the full Council in February 2016 to enable the Council Tax to be set for 2016/17 (Indicator FS003). In addition, budget managers are issued with budget monitoring reports within target timescales (Indicator FS008). Six months into the financial year the Financial Services Service Plan is on schedule with 50% progress being reported (Actions CPS16FS01, CPS16FS02, CPS16FS03, CPS16FS04 & CPS16FS05).

### Payments

- 5.5 In the Q1 2016/17, the Payments team in Financial Services paid 90.8% of invoices sampled within 30 days and 88.3% in Q2 giving an overall performance of 89.3% for the first half of 2016/17 (Indicator FS101), exceeding the target of 85%. While the result remains below the 2015/16 national average of 92.5%, there has been a gradual improvement over the past 2 years in Moray from 86.9% in 2013/14 and 88% last year. Payroll accuracy for Q2 remains high and above target at 99.7% (48 employees paid incorrectly out of 16,154 employees paid) (Indicator FS111). For the first half of the financial year the payroll accuracy was 99.94%, virtually unchanged from 99.96% in 2015/16, and continuing the trend of the last 4 years (FS112).

### Revenues

- 5.6 The Revenues team have received 54.7% of current year council tax during the first 6 months of 2016/17, and are on track to repeat the 2015/16 performance, when the proportion of council tax receipts was 95.6% (Indicator SCM6b). This was close to the average collection rate across Scotland of 95.89%. However, Moray was the 21st out of the 32 council's in Scotland, so continued improvement is targeted in this area.

### Customer Services

- 5.7 The customer services team are making good progress on implementing 6 of their Service Plan Actions (CPS16LD03.01, CPS16LD03.02, CPS16LD03.04, CPS16LD03.06 & CPS16LD03.07). Overall the team is on track to 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.

### 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 years. The Registrars received a belated 2015 annual inspection and were awarded an overall accuracy rate of 97.8%, exceeding the target of 97% (Indicator CS031). Democratic Services have indexed all committee guidance and protocols into one easily accessible place (Action CPS16LD02.04), and are making good progress on investigating paperless meetings (Action CPS16LD02.02) and promoting the marriage service (CPS16LD02.06). Progress on reviewing the arrangements for elected

member induction training following May 2017 local government elections (Action CPS16LD02.03) is underway and the Democratic Services Manager attended an Improvement Service Seminar to discuss induction for new members and the members' handbook.

- 5.9 The Legal Services team met its target of 80% of house sales completed within the 26 week statutory period during the first half of 2016/17. Due to the high volume of applications received as the council house right-to-buy scheme came to an end and it was not possible to meet the statutory 8 week deadline. 44 offers were due to be issued in this quarter but 20 were issued late and 16 are still outstanding as a result of the backlog of valuations at the District Valuer's office. Note that with the ending of the right-to-buy scheme this PI will be removed once the remaining transactions have been completed, probably in Q2 2016/17.
- 5.10 Legal & Democratic Services are making good progress on 3 of the planned 6 Service Plan Actions for 2016/17 (Actions CPS16LD01.01, CPS16LD01.03 & CPS16LD01.05).

#### Human Resources

- 5.11 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 43% of the planned Corporate Workforce Plan activities during the first half of 2016/17. Good progress has been made on Workforce Transformation and Change (Action CPS16HR01), Employee Engagement/Moral and Motivation (Action CPS16HR02), review of employment policies (Action CPS16HR07.01) and responding to changes in legislation and national policies (Action CPS16HR07.02).
- 5.12 Over half of the highest paid 5% of earners in the Moray Council are women (50.6%), which is higher than the Scottish Median of 49.9% (latest data available for 2014/15) (Indicator CS037.1).
- 5.13 There were 113 Health & Safety incidents reported during the first six months of 2016/17 compared to 130 reported during the second half of last year (Indicator CS024a). If this rate is repeated in the second half of the year the downwards trend of the past 3 years will continue.
- 5.14 The decrease in reported Health & Safety incidents appears to have resulted in fewer people having to miss work through injury (Indicator CS045). 109 working

days were lost due to industrial injury and accidents in the first half of 2016/17; a 36% reduction on the 171 days lost in the last 6 months of 2015/16.

### 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 42% complete at the end of Q2 2016/17 (Indicator FICT173), with progress being made on implementing all 5 priorities (CPS16ICT01, Implementing and Maintaining DBS, CPS16ICT02, Developing Digital Services, CPS16ICT03, Technology for the Moray Classroom, CPS16ICT04, Delivering Systems and Infrastructure & CPS16ICT05, Partnership Working).
- 5.16 High-quality customer service is being maintained by ICT with 92.1% of calls to the helpdesk (3374 out of a total of 3664 calls) being resolved within the target timescale so far in 2016/17 (Indicator CPS041) continuing the excellent performance of 94.4% achieved last year. The Moray Council website availability continues to exceed the target of 99% (Indicator FICT174), maintaining the performance of the last 2 years.

### Areas requiring monitoring

#### Service Plan Actions

#### Customer Services

- 5.17 Legislative changes being planned for adjustments to the Council Tax system for 2017/18 will require the Moray Council to put measures in place to be able to bill and collect Council Tax on the new basis from 1 April 2017 (Action CPS16LD03.05). The Scottish Government has yet to provide the exact requirements so there is a risk that changes may not be in place for 2017/18 annual billing. The specification provided by the software supplier for the 2017/18 changes will be discussed at the next user group meeting in November 2016.
- 5.18 Legislative changes to revalue non-domestic rates in 2016/17 will require the implementation of adjustments to rateable values and any associated transition schemes to be put in place by 31 March 2017. (Action CPS16LD03.08). Progress has not yet started as the information about the transitional scheme has yet to be provided.

Performance indicators marginally below targetInternal Audit

- 5.19 The Internal Audit team have completed 41% of the audits planned for 2016/17 (against a target of 45% for the first half of the year) (Indicator FICT055). Unplanned projects last year led to a carry forward of several projects into 2016/17 which are now complete, which had a small knock on effect on the current year programme. Assuming little or no further unplanned activity the situation should improve as the year progresses.

Customer Services

- 5.20 In the first 6 months of 2016/17 Customer Services answered 67,018 calls out of a total of 73,469 calls received; a rate of 91.22%, just below the target of 93% (Indicator CPS058). Responding to customer requests is important for fostering good relations with Moray residents and the trend for answering calls has steadily increased from 88.9% in 2013/14. If the performance in the first half of the current financial year continues then customer services are on track to have the highest call-answering rate for 4 years, and the target is close to being met.
- 5.21 A target has been set for answering 74% of telephone calls within 20 seconds (CPS059). The target was last achieved in Q2 2015/16, but since then the proportion meeting the target time each quarter has been between 65% and 68.5%. There has been considerable improvement since 2013/14 when only 55.6% calls were answered within 20 seconds. Customer Services are on track to achieve 67% this year if they continue the performance of the first 6 months.

Service Plan Actions OverdueCustomer Services

- 5.22 Customer Services are helping to minimise the duplication of means testing within the Council by integrating the free school meal application process as part of the benefit application process (Action CPS16LD03.03). Although the deadline for completion of 31 August 2016 has passed, all the new systems are in place and the only element outstanding is completing the transition of work from Education to Benefits and some internal adjustments to incorporate the application within the Moray Council's Benefits claim form rather than a separate application process. Therefore the estimation of completeness is 80% based on the tools being in place to do the task.



### Democratic Services

- 5.23 Democratic Services are investigating more efficient ways to provide support to committees (Action CPS16LD02.01). A demonstration of a committee management information system currently used by a number of local authorities was arranged for 25 November by Astech Committee Management Solutions Company, however this has been postponed by the Company to a date to be determined in December. The Democratic Services Manager has made contact with another company called Modern.Gov who also specialise in this technology and a date is to be arranged for a demonstration shortly. Although the deadline of completing this action by October 2016 will not be met, the action is progressing.
- 5.24 Democratic Services identified the digitisation of burial ground records as an efficiency saving (Action CPS16LD02.05). The task was considerably more complex than first imagined, but is now 85% complete. Although the deadline of 31 August 2016 was not achieved, an action plan has been agreed with the contractor, with a provisional date of year end for going live into the operational cemeteries.

### Human Resources

- 5.25 A review and re-design of leadership development is being undertaken to develop the skills and behaviours necessary for the corporate and strategic direction and leadership the council requires (Action CPS16HR03.01). A paper was submitted for consideration by CMT and SMT, and further development of the leadership programme is now to take place. Investigation is underway into action learning sets, with the aim of developing management modules to support the development of the corporate plan. The action was due to be completed by 31 July 2016, but no progress has been possible until the paper had been considered.
- 5.26 Similarly, it has not been possible to make much progress on providing management and supervisory training to address the management standards and support the implementation of the Moray Management Methods, designed to create a more positive workforce culture (Action CPS16HR03.02). Induction training is now in place for managers, but further work is linked to the leadership development project outlined in the previous action.
- 5.27 The action to enhance workforce consultation on health and safety matters was due to have been completed at the end of July 2016 (Action CPS16HR05.02). A meeting with Trades Union representatives has taken place and Safety Forums in services are being re-invigorated with Direct Services, housing, education and social care all taking action. Service Health & Safety committees are now in place. A revised constitution and partnership agreements are under

consideration for the corporate health and safety committee and are due to be finalised at the meeting in December. Progress is reported as 25% complete.

- 5.28 The long term impact on the pay structure arising from the living wage and other pay related issues (Action CPS16HR06.01) was due to have been considered by the end of July 2016. However, this project has been delayed due to workload, and it was hoped to have a report ready for September and to plan further work thereafter if necessary.
- 5.29 The implementation of the third edition of the Scottish Joint Council Job Evaluation Scheme is 95% complete (Action CPS16HR06.02). An update was provided to the Trade Unions who have also agreed to give written information on outcomes for formal ratification. The deadline for this action was 31 August 2016.

### ICT

- 5.30 ICT have been tasked with providing an improved intranet facility with a clear focus on corporate communication that supports the council's culture (Action CPS16ICT02.6). A revised intranet design has been produced and the necessary templates for applying the content have been developed along with a search facility. The basic intranet site will be available from 24 October 2016 with other relevant service content for general staff consumption will be added over the next few months. Additional service specific content will be reviewed as part of the SharePoint project. The project was due for completion by 30 September 2016, and is currently 75% complete.
- 5.31 The roll-out of the Pathfinder North/ SWAN project to provide high speed broadband services for council services at economic rates was due to be completed by 31 October 2016 (Action CPS16ICT05.1). Progress is 75%, since the overall project missed the target to migrate all of the Pathfinder sites to SWAN by the middle of September 2016. The migration, which is not under Moray Council's control, was around 65% complete at the end of September. The revised target for completion of the migration is March 2017. As a result, contingency arrangements have been put in place with Vodafone to retain their services for the sites that have not been transitioned to SWAN yet. This will result in additional costs and the Pathfinder North Partnership have started negotiations with Capita with a view to recovering these costs. This additional budget pressure has been highlighted to the Accountancy Section and will be reported to committee in the next revenue monitoring report.

Performance indicator below targetHuman Resources

5.32 The number of incidents relating to violence and aggression (Indicator CS024b) rose again with 615 incidents reported, higher than the second half of 2015/16 (593 incidents) and 22% higher than the same period in 2015/16 (503 incidents). Forty of the incidents were recorded by corporate personnel, 380 were reported by personnel working in education, and 195 took place in the Maybank care home in Forres. So far in 2016/17 the average is 307 incidents per quarter, continuing the upwards trend for this indicator. The average for 2015/16 was 274 incidents per quarter compared with 203 per quarter in 2104/15, and 153 per quarter in 2013/14.

5.33 The Maybank care home in Forres accounts for around 40% of all reported Violence and Aggression incidents. Construction is underway on Maybank's replacement in Lhanbryde, which will be more suitable for the nature of the service and it is hoped that this will have a positive impact on the individual service users. The development, which has been named Urquhart Place, will comprise 10 purpose-built bungalows and is the first major project to be taken forward by the Moray Integration Joint Board.

## 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 first half of the year is generally positive with 77% of the performance indicators meeting or exceeding target. The Service Plan was 42% complete at the mid-point of 2016/17; the one action with a deadline in the reporting period was completed; 59 actions are progressing on time; and 10 are behind schedule. All complaints were responded to within target timescales.**

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Background Papers:	Held by Carl Bennett, Research and Information Officer
Ref:	