



REPORT TO: POLICY AND RESOURCES COMMITTEE ON 13 JUNE 2017

SUBJECT: CORPORATE SERVICES PERFORMANCE REPORT – OCTOBER 2016 TO MARCH 2017

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 2016 to March 2017
- 1.2 This report is submitted to Committee in terms of Section III A (64) and A (65) 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 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) approved the Corporate Services Departmental Service Plan and at its meeting on 27 October 2015 (item 7 of the agenda 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 March 2017.

Performance Indicators

Service	No. of Indicators	Green Performing Well	Amber Close Monitoring	Red Action Required	Contextual
Audit	3	2	0	1	0
Accountancy	4	4	0	0	0
Payments	3	3	0	0	0
Revenues	4	1	0	0	3
Corporate Resources	2	0	0	0	2
Legal Services	3	0	0	0	3
Democratic Services	4	3	0	0	1
Registrars	2	1	0	0	1
Customer Services	3	0	2	0	1
Human Resources	7	3	1	2	1
ICT	5	3	0	0	2
Total	40	20 (50%)	3 (7.5%)	3 (7.5%)	14 (35%)

4.2 Performance against indicators is presented across 11 areas and involves 26 indicators with targets this quarter, and a further 14 contextual indicators. At the end of the 2016/17 financial year 50% are regarded as performing well (20 indicators), 7.5% require close monitoring (3 indicators) and a further 7.5% require action (3 indicators).

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

4.4 At the end of the reporting year the Service Plan, covering 70 actions across 20 service priorities, was 80% complete.

- 38 action have been completed
- 13 are between 75% and 99% complete
- 9 are between 50% and 74% complete
- 5 are between 25% and 49% complete
- 5 are below 24% complete

Service Improvement Plan Actions

Service	No. of actions	Complete	Progressing outside target timescale	Cancelled
Finance	9	4	2	0
Legal Services	6	4	2	0
Democratic Services	6	5	1	0
Customer Services	8	5	3	0
Human Resources	23	14	9	0
ICT	18	6	11	0
Total	70	38 (54%)	28 (40%)	0

4.5 There were 5 frontline resolution complaints and 2 investigative complaints received by Corporate Services during the six month period to the end of March 2017. Seven complaints were responded to during the same period; all frontline within the 5 working days target and one investigative complaint within the 20 working day target. Two complaints (28.5%) were upheld and one (14%) was part upheld. Four complaints were not upheld (57%).

5. SERVICE PLAN OBJECTIVESFinance Service Plan Priorities

5.1 Financial Services identified 5 priorities for the 2015/16 Service Plan:

- Priority 1: Support the financial planning process by developing a sustainable financial plan for Moray Council for the 3 years to 2018/19.
- Priority 2: Provide financial support for the new Moray Integration Joint Board.
- Priority 3: Implementation of a new HR/Payroll system which will reduce the level of manual intervention and will produce effective management information.
- Priority 4: Providing best value for our customers by:
 - Upgrading the provision of improved budget manager information,
 - Providing options to customers for making payment to the Council,
 - Developing budget manager training and Financial Management System user training included in Council's training system (CLIVE).

- Priority 5: Procurement and Payments development by ensuring the Council meets the statutory requirements of the Procurement Reform (Scotland) Act 2014.

Legal and Democratic Service Plan Objectives

5.2 Legal and Democratic Services aimed to support the Council in meeting the outcomes contained in the 10-year plan throughout 2016-17 by providing an effective, efficient and responsive central support service. There would be a focus on increasing the revenue from Council tax collection to ensure more resources were available for front line services. The plan was based on the following premises:

- The more effectively legal risks were controlled, the more likely it was that services would be able to achieve their goals within budget.
- Better corporate governance would help involve the public in decisions which affected them and would increase their confidence in the decision making process.
- The more efficiently the legal team handled statutory processes and interactions with the public the more resources would be available for front line services.

5.3 The Council's budget has reduced in recent years and further reductions in its annual spend needed to be identified. At the same time there has been organisational change and new ways of working through the Designing Better Services programme. Both of these initiatives have put pressure on Council services resulting in:

- Reduced staff resources and increased workload on existing staff.
- Harder for staff to maintain standards, with an increased risk of error.
- Less time for development and improvement work.

5.4 Against this background Legal and Democratic services were realistic about what could reasonably be achieved within their Service Plan and concentrated on the quality and efficiency of the services to be delivered, and prioritising projects which directly contributed to the 10 year plan.

Human Resources Service Plan and Information and Communication Technology Objectives

5.5 The HR and ICT Service Plan built upon the on the strong foundation of work set out in previous years. For HR the 2016-17 Service Plan continued to

develop the workforce development strategy and the 3 core priorities identified in the Corporate plan:

- Workforce transformation and change,
- Employee engagement,
- Leadership development and capacity

Workforce Culture

- 5.6 The Council has well established workforce planning in place with the rolling plan and strategy being reviewed and approved on an annual basis. This has included surveying employees for their views and a programme of employee engagement work to respond to these. To deliver further improvement, work aimed at creating a positive workforce culture where morale is good, people are proud to work for The Moray Council and would recommend it to others began in 2015 led by a joint councillor/ trade union/officer group. Early work resulted in revised policies and guidance, an employee charter and improved communications around culture issues. Improvements were reported across virtually all areas in the 2015 employee survey, for example a 22% point increase against leadership and a 16% point increase in satisfaction with communications. Where results showed scope for improvement bespoke work has been undertaken in services with specific actions developed to respond to detailed workforce feedback. As a result one to one employee review sessions and team meetings have been reinvigorated across a range of services. Impact will be measured as part of the 2017 employee survey.
- 5.7 In addition to culture and engagement, other priorities identified in the Council's workforce strategy include leadership development and capacity, transformation and change and recruitment and skills development. The workforce plan sets out how the council will address these priorities.

Technology/Digital Services

- 5.8 The Council has long established robust arrangements in place to match its ICT resources to support the delivery of Council priorities. The Council has committed to an agile approach to ICT development, which recognises the rapid evolution of technology and the different ways in which the public would like to interact with the Council. Success in this area is seen as a key to the future sustainability of many Council services and includes the promotion of a shift towards more people choosing to communicate via digital means. Online services have been developed for Housing including tenancies, rent balances and waiting list enquiries and there has been a reduction in calls to the Contact Centre for these services. The Council website provides services such as applying for a taxi licence, reporting various issues (e.g. anti-social behaviour,

damaged equipment, dog fouling) and uses mapping technology to provide information about play parks and winter gritting. The developments have seen a 40% increase in web site use and an increase in online reporting of roads faults, street lights and special collections.

5.9 The Council launched myAccount to the public in March 2017 as a secure personal account for online transactions. Almost 900 Moray residents have registered to date. Work has progressed on major software systems to provide a solid foundation for future online services including bookings (e.g. for sports classes, housing repairs, appointments); payments (e.g. school meals, trips, uniforms and bookings payments); and online council tax bills and school registrations.

5.10 This work provides a strong basis for future development of online services that customers will choose to use and that are more efficient for the Council to provide.

5.11 The specific priority areas in the ICT Service Plan for 2016/17 are as follows:

- Priority 1: Implementing and maintaining Designing Better Services (DBS).
- Priority 2: Developing digital services
- Priority 3: Technology for the Moray classroom.
- Priority 4: Delivering systems and infrastructure
- Priority 5: Partnership working

5.12 Responsibility for implementing the actions are highlighted for each team below:

ICT Applications

5.12.1 Work is advancing well on the development of digital services and now that a number of the under-pinning technologies are in place it is planned to move to implementation in an increasing number of services. The maintenance and management of the Council's existing systems based on an Information Systems risk assessment and to ensure compliance with the PSN requirements will account for over 50% of the team's work.

ICT Infrastructure

5.12.2 The approval of the Education and Social Care ICT strategy brings a focus to the infrastructure work required to develop technology in schools, including enhanced provision of wifi. Managing the move of the Council's broadband service to Swan over the next 6 months will be a major project as will the preparation for the annual PSN accreditation. The team will also undertake a

range of server and security work to ensure that the council’s ICT network remains fit for purpose.

6. **PERFORMANCE ANALYSIS**

Benchmarking – Support Service Costs and Cost of Democratic Core

6.1 In 2015/16 Moray Council support service costs were 4.40% of total revenue budget, which compares favourably with the Scottish average of 5.45% as illustrated at Figure 1 (Indicator CORP1).

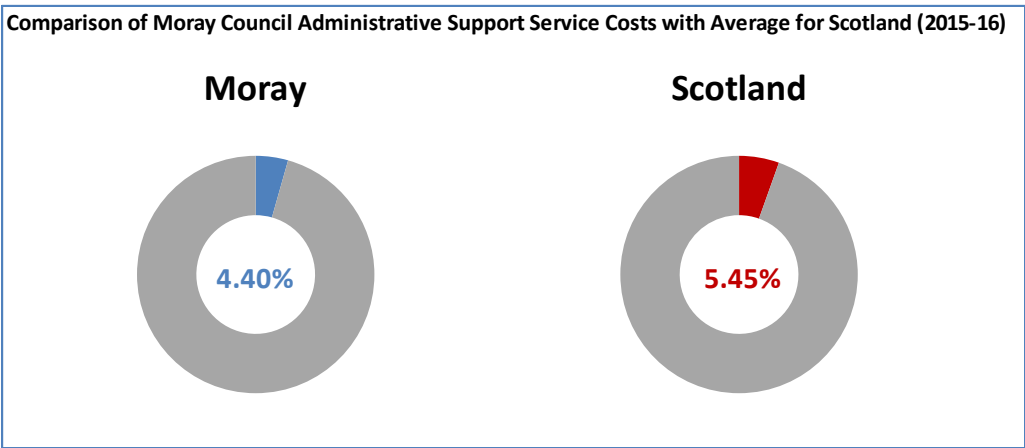


Figure 1: Comparison of Moray Council Support Service Costs with Scottish Average 2015-16

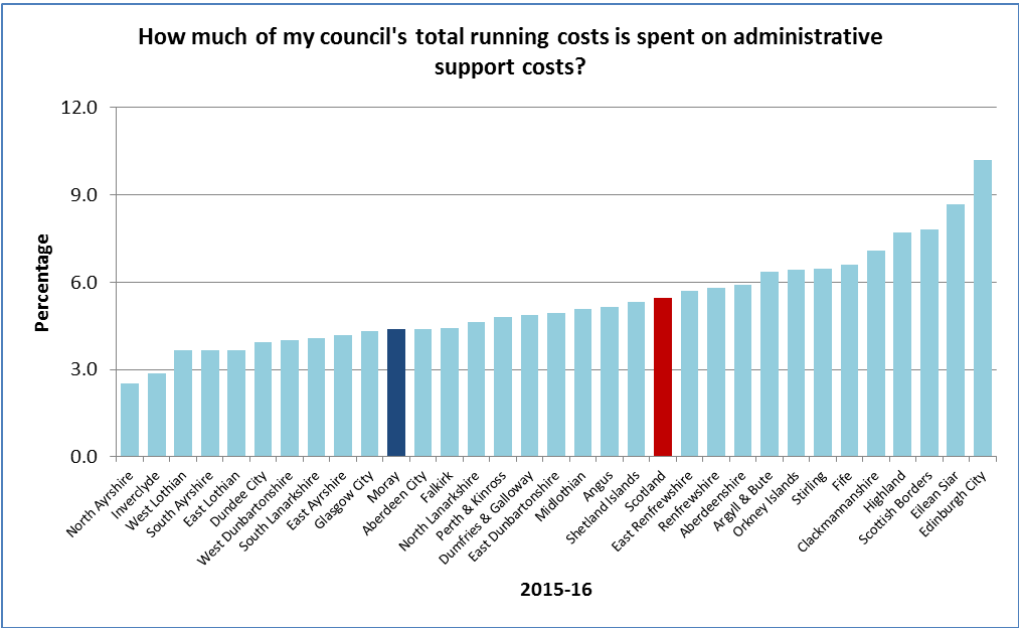


Figure 2: Benchmarking Moray Council's Administrative Support Services Costs 2015-16

6.2 Gross expenditure in 2015/16 rose by 4.4% compared to 2014/15 and Moray Council remains ranked 11th out of the 32 Scottish Councils for value (see Figure 2), the same ranking as 2014/15; a significant improvement from 17th in

2013/14. North Ayrshire leads the rankings with a figure of 2.50% while Edinburgh City is 32nd with 10.21%.

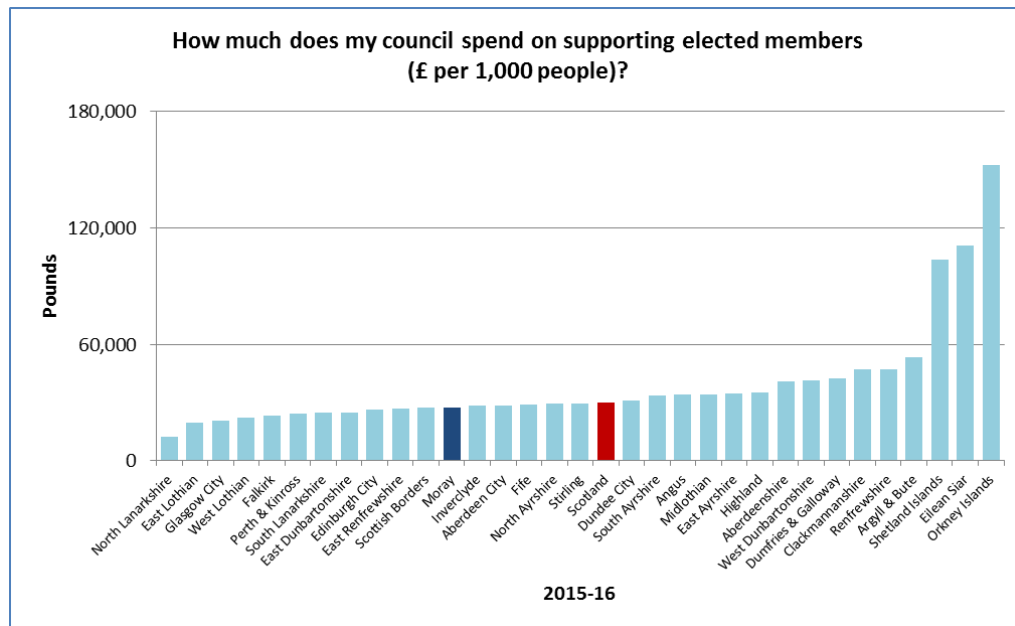


Figure 3: Benchmarking of Moray Council's Costs for Supporting Elected Members 2015-16

- 6.3 At the end of 2015/16 Moray ranked as the 12th lowest Council (out of 32) for the cost of the democratic core at £27,610 per 1,000 population; the same ranking as 2014/15 and a drop of 3 places from 2013/14 (Indicator CORP2). Costs rose by 3.6% compared to 2014/15, but have reduced by 1.07% compared to 2010/11. To put Moray Council's costs in context, the lowest ranked council, North Lanarkshire, costs £12,490 per 1,000 population (15.8% lower than 2014/15), while the highest ranked Council was Orkney with costs of £152,699 per 1,000 population. While the Scottish average during the same period was £29,980, 4.16% lower than 2014/15 (see Figure 3).

Benchmarking – Financial Services

- 6.4 Benchmarking with all other 31 Councils continues to be monitored through the production of the Director of Finance Performance Indicators. The 2015/16 indicators for Financial Services are shown below:

Indicator	2014/15 (Position)	2015/16 (Position)	Change
Cost of collection Sundry debtors as Percentage of Total Sundry Debt	£0.9 (24)	£1.24 (31)	up 37%
Percentage Income received as percentage of Opening Debt	84.1% (11)	85.19% (9)	up 1%
Proportion of Debt that is more than 90 days	41.9% (20)	50.26% (9)	up 8.36%
Cost of payroll as percentage of total salaries paid	0.37% (21)	0.36% (26)	-
Percentage of salaries to total value paid correctly and on time	99.97%(4)	99.96% (12)	-
Unit Cost per Creditor Invoice paid	£2.20 (26)	£1.93 (14)	down 12%
Percentage of invoices paid within 30 days	88.0% (25)	89.85% (24)	up 1.85%
Percentage of payments made by Electronic Means (by value)	98.34% (16)	98.79% (18)	-
Percentage of Actual Outturn to Budget	97.58%	100.27%	up 2.69%
Professionally Qualified Staff as a ratio of £1million of Net Expenditure	1:32 (32)	1:32.6 (31)	-
Ratio of Financing Costs to Net Revenue for General Fund	8.20% (19)	9.58% (24)	up 1.38%

Areas of good performance

Internal Audit

- 6.5 Internal Audit continues to issue Audit Reports on time following the successful introduction of a new software package last year (Indicator FICT056) and the Governance Statement was on schedule for the 30th June deadline (Indicator FICT300).

Financial Services

- 6.6 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 2017 to enable the Council Tax to be set for 2017/18 (Indicator FS003). In addition, budget managers are issued with budget monitoring reports within target timescales (Indicator FS008). The Financial Services Service Plan was 79% complete at the end of the financial year with 2 of the actions competed. (Actions CPS16FS01 & CPS16FS05).

Payments

- 6.7 In Q3 2016/17 the Payments team in Financial Services paid 90.6% of invoices sampled within 30 days and 90.2% in Q4 giving an overall performance of 90.2% for 2016/17 (Indicator FS101), exceeding the target of 85%. While the

result remains below the 2015/16 national average (the most recent available) of 92.5%, there has been a gradual improvement over the past 3 years in Moray from 86.9% in 2013/14 to 89.8% last year. Payroll accuracy for the number of employees paid correctly in Q4 remains high and above target at 99.74% (41 employees paid incorrectly out of 15,650 employees paid) (Indicator FS111). Payroll accuracy by value was 99.94%, virtually unchanged from 99.96% in 2015/16, and continuing the trend of the last 4 years (FS112).

Revenues

- 6.8 The Revenues team received 95.9% of current year council tax during 2016/17 (Indicator SCM6b). This was close to the average collection rate across Scotland of 95.89%. However, in 2015/16, the most recent date for benchmarked data, Moray was the 21st out of the 32 council's in Scotland, so continued improvement is targeted in this area.

Customer Services

- 6.9 The customer services team implemented 5 of their 7 Service Plan Actions during 2016/17 (CPS16LD03.01, CPS16LD03.03, CPS16LD03.04, CPS16LD03.05 & CPS16LD03.06). Overall the team achieved 81% progress against their commitments to meet the Legal and Democratic outcomes of customers receiving high quality services which meet their needs, and providing best value.

Democratic Services

- 6.10 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, and notably all 3 indicators achieved 100% in Q4 2016/17. 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. Note that the Registrars have yet to receive an annual inspection (Indicator CS031).
- 6.11 Democratic Services completed 5 of the 6 actions in their 2016/17 Action Plan. A committee management system has been identified and the procurement process has started to procure the system (Action CPS16LD02.01), which will also facilitate paperless meetings (Action CPS16LD02.02). All committee guidance and protocols had been indexed into one easily accessible place (Action CPS16LD02.04) at the end of Q2. Elected member induction training was in place ready for the local government elections due to take place in May 2017 (Action CPS16LD02.03). Promoting the marriage service has been achieved by updating the Website and having pop-up displays created for

display at weddings in outside venues and within the main office (CPS16LD02.06).

6.12 Committee services received excellent feedback from their recent customer survey. Overall, 99% of their surveyed customers were either very satisfied or fairly satisfied with the service received. Comments included:

- “I would commend all the staff in committee services for the quality and consistency of their work and their ability to continually meet deadlines when let down by the services with late reports”
- “A very helpful service, especially when I had to write my first few reports, thank you”
- “An excellent council service with a broad depth of knowledge - reports to committee would be much improved if more services sought support/advice from committee services at an early stage”
- “Service is always of very high quality, thank you”

Human Resources

6.13 The HR team completed 79% of the planned Corporate Workforce Plan activities during 2016/17. All actions in the Workforce Transformation and Change theme were completed (Action CPS16HR01), as were rolling reviews of employment policies (Action CPS16HR07.01) and responding to changes in legislation and national policy (Action CPS16HR07.02). Note that the action to undertake an equal pay audit (CPS16HR06.03) will take place later in 2017, as originally scheduled.

6.14 Refocussing attention to ensure that all employees have the opportunity to participate in a review process on at least an annual basis (CPS16HR04.04) was 80% complete by the end of Q4. Deadlines have been extended for Direct Services of operator's ERDP, and returns from ERDP reminder survey indicate gaps in completion with some services working to an alternative cycle.

6.15 The action to enhance workforce consultation on health and safety matters, due to have been completed at the end of July 2016, (Action CPS16HR05.02) is now 80% complete. The arrangements for consultation and involvement on H&S matters have been reviewed to modernise them and reflect the inclusive approach that the council would like to have. This has been supported by the trade unions and a new constitution has been agreed but not formally ratified. There have been ongoing difficulties with adequate trade union representation. The number of H&S reps has not increased and so there has been limited scope to increase participation via the trade unions.

- 6.16 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.
- 6.17 Data from the Local Government Benchmarking Framework has shown a gradual rise in the percentage of women in the highest paid 5% of earners from 46.26% in 2010/11 to 51.89% in 2015/16 (the latest year for which data is available). At the end of 2015/16 Moray Council was ranked 16 out of 32, and had achieved parity between the genders for this measure. (Indicator CS037.1).
- 6.18 There were 99 Health & Safety incidents reported during the final six months of 2016/17 compared to 113 reported during the first half of the year (Indicator CS024a). For the year overall there were a total of 212 incidents, a 21% reduction on the 269 recorded in 2015/16 and a 25% reduction on the figure of 280, which is the average of the past 3 year, and was used as the target for this year.

ICT

- 6.19 The ICT Action Plan was 83% complete at the end of 2016/17 (Indicator FICT173). Priority 1, Implementing and Maintaining DBS actions had been completed (Action CPS16ICT01), 90% progress had been achieved for Priority 2, Developing Digital Services (Action CPS16ICT02), and 89% on the Priority 4 action, Delivering Systems and Infrastructure (Action CPS16ICT04). The remaining actions for these 3 priority areas will be carried forward into 2017/18.
- 6.20 High-quality customer service is being maintained by ICT with 93.72% of all calls to the helpdesk (6979 out of a total of 7447 calls) being resolved within the target timescale during 2016/17 (Indicator CPS041) continuing the excellent performance of 94.5% 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 (75% - 99% progress)

Customer Services

- 6.21 The action to develop measures to set customer expectation levels and monitor satisfaction levels (CPS16LD03.07) reached 75% completion and Satisfaction surveys have been completed for Customer services and Council tax. These will be reported in 2017/18 to the new Council. Customer expectation levels will

be included as part of the digital changes being introduced for the Council tax, Non-domestic rates and Benefits service during 2017/18.

Financial Services

- 6.22 The Financial Services Service Plan was 79% complete at the end of the financial year with 3 of the actions requiring to be taken forward into 2017/18. Financial support has been provided to the new Moray Integrated Joint Board's Chief Officer throughout the year, and the Chief Financial Officer has fulfilled the role of the Section 95 officer. However, the procurement strategy is still being developed and has been presented to the board for consideration.(Action CPS16FS02).
- 6.23 Phase 1 of the implementation of a new HR/payroll system is 91% complete (Action CPS16FS03) and was due to go live during April for all seven Pay Groups. In addition to the payroll module Employee Self Service was also due to be rolled out across the organisation. Phase 2 will commence in May 2017 when scoping work will be carried out for the HR additional modules scheduled for this phase.
- 6.24 The action to provide best value for customers (Action CPS16FS04) is awaiting further ICT involvement to finalise the issuing of reports. However, due to conflicting priorities it has not been possible to test the system and this will be carried forward into 2017/18. The new Income Management System, which will provide customers with options for making payments to the Council, is expected to go live in October 2017. The production of Budget manager training modules for the Council's CLIVE on-line learning system will be progressed during 2017/18.

Democratic Services

- 6.25 The digitisation of burial ground records (CPS16LD02.05) is now 85% complete and progress will continue into 2017/18

ICT

- 6.26 Better Use of Data: develop a pro-active approach to service delivery based on analysis of customer data (CPS16ICT02.3) is 95% complete. Opportunities for sharing data across services have been explored as part of the digital services project implementation. The Revenues services have recently implemented a Free School Meals and Clothing Grants module of the Open Revenues system and will shortly be assessing applications for these alongside the benefits applications. The outcome of these assessments will be shared with Education and Payments services for processing entitlements.

- 6.27 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). The project was due for completion by 30 September 2016, and is currently 95% complete. Revised intranet design has been produced and is now accessible in a slightly restricted manner outside the council network. User survey results due later in 2017 will help to establish the participation rate.
- 6.28 Unified Communications: Options appraisal and feasibility report on technology to support communication between remote workers followed by development of pilot and implementation (CPS16ICT02.7) was due for completion by 31 Dec 16. Currently progress is also 95% with an options appraisal report produced, solution selected and in place for testing. Impact has not yet been measured.
- 6.29 Schools Infrastructure: Ensure the necessary infrastructure is in place to underpin future developments (CPS16ICT03.1) is sitting at 95% complete. The procurement of the backup solution for Secondary Schools was completed but installation will carry forward to the Infrastructure and Device Management Plan for 2017/18. Migration of the Primary School servers was dependent on this task and will also carry forward to the 2017/18 plan.
- 6.30 Strategy: Work with Education ICT Strategy Group to deliver the ICT Strategy for Schools and Curriculum Development to enhance and support education delivery (CPS16ICT03.2) achieved 90% progress during 2016/17. Video Conferencing (VC) is currently at the procurement stage but still on track to install and test the system by the start of the new school session in August 2017. Wi-Fi Provision is slightly behind but is an ongoing work stream throughout the duration of the ICT Strategy. It is anticipated that any backlog will be redressed during 2017/18.
- 6.31 Service desk: Secure updated software to manage service desk (CPS16ICT04.2) is currently being reported as 75% complete. The procurement of the new ICT Servicedesk software has been completed. Implementation is scheduled for 2017/18.
- 6.32 Infrastructure and device management: Programme to maintain ICT infrastructure and devices at the optimum level and to agreed standards (CPS16ICT04.4) reached 90% completion during Q4. The following projects will be carried into 2017/18: Corporate Exchange upgrade, implementation of backup solution (Secondary Schools) and complete server virtualisation (Primary Schools). The following projects were scheduled to run into 2017/18 at the outset: Devices for elected members and e-mail for Home Care Staff.
- 6.33 Business Improvement projects and applications maintenance (CPS16ICT04.5) were 83% complete at the end of Q4. 41 projects were identified on the original plan and the position at the end of the financial year is 22 now complete, 7 work

in progress, 3 not started and 9 no longer required or on hold. 17 further projects added to the plan throughout the year with 16 of these completed and 1 work in progress. Of the projects that have been flagged as on hold this is primarily because the service areas have reviewed their priorities or other projects such as digital services will impact and to avoid duplication of effort the work will be included in the larger project. 4 of the projects flagged as work in progress will be completed early in the new financial year, 1 is dependent on a third party supplier, 1 has only just been identified and the remaining 2 were anticipated to span multiple years. The 3 projects flagged as not started are part of the ICT redevelopment process and not high priority at this stage.

- 6.34 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). 92% of the Moray sites have now moved to the SWAN network with only 7 Primary Schools left to transition. Progress on these sites continues to be slow as the remaining sites are more challenging in terms of the provision.

Performance indicators marginally below target

Internal Audit

- 6.35 The Internal Audit team have completed 79% of the audits planned for 2016/17 (against a target of 90% for the first half of the year) (Indicator FICT055). Competing demands on the audit resource has resulted in time being allocated to tasks not scheduled in the audit plan. This has required some of the planned projects to be carried into 2017/18. Additional staff resource is being made available for part of 2017/18 to increase capacity of the team and address workload issues.

Customer Services

- 6.36 Customer Services answered 90% of all calls received (CPS058) making the total for the year just under 91%. This figure is below the target of 93% and the rate has remained around this level for the last 6 quarters suggesting this may be the limit for the process without further intervention.
- 6.37 The percentage of calls answered within 20 seconds (CPS059) at 66.9% remains below the target of 74%, but is up marginally from 66.6% in Q3. Note that performance has plateaued over the past 6 quarters.

Service Plan Actions (progress 74% or less)Customer Services

- 6.38 Contributing to the development of service specific digital processes for Council tax, NDR and Benefits (CPS16LD03.02) was 50% complete at the end of 2016/17. As part of the digital project, software has been procured that will enable an end to end process for some of the high volume council tax transactions and introduce e-billing and notifications in respect of all three functions. The introduction of these developments is being aligned to the implementation of the corporate “myaccount” portal to ensure that only one log in is required by citizens to access many council services and will be phased in during 2017/18.
- 6.39 The non-domestic rates (NDR) revaluation 2016/17 action (CPS16LD03.08) has been delayed by the late definition of the scheme and had achieved 25% progress. The impact of revaluation and the introduction of a transitional relief scheme has led to additional work for the small team responsible for administering NDR. Work to process relief applications will be delayed until software suppliers are in a position to provide the required software. In the meantime work has been undertaken to issue 2017/18 bills and to make ratepayers aware that transitional relief can only be given on receipt of an application. Application forms have been made available.
- 6.40 Note that it has not been possible to progress the Non-domestic Rates revaluation 2016/17 (CPS16LD03.08). No transitional relief scheme is being proposed therefore no additional work can be undertaken in this respect. However, there is significant impact because of the revaluation and there may yet be additional requirements prior to annual billing, which are not known at this point.

Human Resources

- 6.41 The HR team continues to work to enhance management activity and consistency (CPS16HR02.02) and has made 30% progress. Two articles on Moray Management Methods (MMM) for real have been published in Connect magazine.
- 6.42 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). The action was due to be completed by 31 July 2016 and is now 45% complete. First module planned and first session scheduled for mid-May with 2 alternative dates offered. Initial planning of further sessions has been undertaken.

- 6.43 The action to provide management and supervisory training to address management standards and support the implementation of Moray Management Methods (MMM) and a more positive workforce culture (CPS16HR03.02) has reached 30% completion. Two articles on Moray Management Methods (MMM) for real have been published in Connect magazine.
- 6.44 Manage risks well by implementing our health and safety system effectively (CPS16HR05.03) has made 50% progress despite a target date of 31 Dec 2016. Vehicle reversing guidance completed and progressed to implementation. Revised process for risk assessments is in place and progress is being made through planned work.
- 6.45 Share our success and learn from our experience of health and safety practice (CPS16HR05.04) had made 20% progress at the end of Q3, and made no further progress during Q4. At the December Health & Safety committee officers reviewed violence and aggression reports and work is to be planned with Education. Work on developing communications is delayed and will be carried forward into 2017/18.
- 6.46 Developing the Health and Safety Culture of the Council (CPS16HR05.05) is now 50% complete. A climate survey was agreed and its implementation in services proceeding.
- 6.47 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 have been completed by 31 July 2016, but no progress was possible until the paper had been considered.
- 6.48 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.
- 6.49 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.

- 6.50 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.

ICT

- 6.51 Channel shift: expand and enhance council digital services, including the council website to support customer focussed delivery and encourage the use of online services (CPS16ICT02.1) reached 50% completion by the end of Q4. The original intention was to deliver a single bookings solution for all online transactions. After assessing the marketplace this has been revised to look at service specific solutions and the procurement of a solution for leisure services is nearing completion. A new forms solution was required, and the change in provider delayed the project. In the process of recruiting secondments from schools administration staff onto the digital services project to assist.
- 6.52 Integration of Health and Social Care (CPS16ICT05.2) could not be undertaken in 2016/17. The main focus continues to be the relocation of staff from Spynie Hospital to alternative premises; the revised target for the moves is now mid-April 2017. From an ICT perspective connectivity has been established, workstyles have been reviewed and appropriate equipment procured. An Infrastructure Programme Board has been established and this will determine ongoing priorities for 2017/18

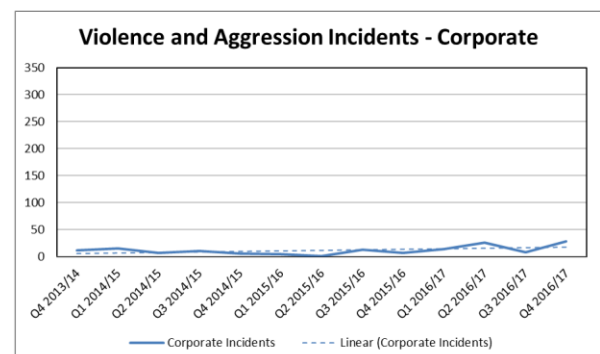
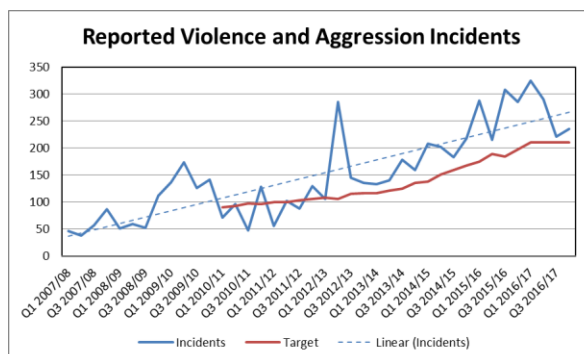
Legal Services

- 6.53 The action to prioritise resources on corporate projects and strategic infrastructure projects identified in the 4 year plan e.g. harbour developments, schools improvements (CPS16LD01.04) has made 10% progress.
- 6.54 Note that it has not been possible to progress the Non-domestic Rates revaluation 2016/17 (CPS16LD03.08). No transitional relief scheme is being proposed therefore no additional work can be undertaken in this respect. However, there is significant impact because of the revaluation and there may yet be additional requirements prior to annual billing. They are just not known at this point.
- 6.55 Continue with support for newly formed Integration Joint Board (CPS16LD01.03) is reported as being 70% complete. Work is underway to implement a complaints procedure.

Performance indicator below target

Human Resources

- 6.56 The number of Working days lost (CS045) in Q4 was 314. This is almost 3½ times higher than in Q3 and greater than the first 3 quarters combined, despite the reported number of Health and Safety incidents being lower than 2015/16. The reason appears to be the number of injuries resulting in broken bones this quarter, which required more time off work while the injuries healed.
- 6.57 The number of violence and aggression incidents (CS024b) reported in Q4 was 6% higher than in Q3, and reversed the recent downwards trend. Since Q1 2007/08 there has been a significant increase in incidents, with the majority of concerning education or the Maybank residential care home. The number of incidents reported by corporate staff increased to 28, greater than the previous high of 26 in Q2, and well above the average of 11.3 per quarter. A fuller report on V and A incidents is being prepared with the Health & Safety Manager.
- 6.58 The Maybank care home in Forres accounts for around 40% of all reported Violence and Aggression incidents. Construction is underway on Urquhart Place in Lhanbryde, which will replace the current Maybank facility in Forres, 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.



7. SUMMARY OF IMPLICATIONS

- (a) **Moray 2026 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 2026 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

- 7.1 Performance for the second half of the year is generally positive with 77% of the performance indicators with targets meeting or exceeding those targets. The Service Plan was 80% complete at the end of 2016/17; 38 actions were completed (54%); 22 actions are 50% or more complete; and 19 have been progressed less than 50%. The incomplete actions will be carried forward into 2017/18. All but one of the complaints were responded to within target timescales.**