REPORT TO: **POLICY AND RESOURCES COMMITTEE ON 16 JANUARY 2018**

SUBJECT: **CHIEF EXECUTIVE'S OFFICE PERFORMANCE REPORT – JULY TO SEPTEMBER 2017**

BY: **CHIEF EXECUTIVE**

1.   REASON FOR REPORT

1.1   The purpose of this report is to outline the performance of the service for the period from 1 July to 30 September 2017.

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;

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

3.   BACKGROUND

3.1   The revised performance management framework was approved at a meeting of Full Council on 22 May 2013 (paragraph 8 of the Minute refers). As a result, performance will be reported on a 6 monthly basis.

3.2   The Policy and Resources Committee at its meeting on 5 November 2013 (item 12 refers) approved the development of a quarterly monitoring document which will provide supporting information for the Performance Management Framework and 6 monthly performance reports will refer to the document.

3.3   The Policy and Resources Committee at its meeting on 4 August 2015 (paragraph 13 of the Minute refers) approved a change to the Chief Executive's performance indicators for 2015/16. These remain unchanged for 2017/18.

3.4 The Policy and Resources Committee at its meeting on 7 June 2016 (para 10 of the Minute refers) approved the Chief Executive's Office: Plan 2016-2019.

4. SUMMARY OF PERFORMANCE

4.1 The tables below summarise performance: –

Performance Indicators

Service	No. of Indicators	Green Performing Well	Amber Close Monitoring	Red Action Required	Annual or Data Only
Chief Executive's	5	2	0	0	3
Total this period	**4**	**2 (50%)**	**0 (0%)**	**0 (0%)**	**2 (50%)**

4.2 Performance measurement involves 5 indicators. At the end of September 2017, two indicators with set targets were performing well (Indicators CE068 and CE069). The third indicator that has a set target (Indicator CE059) measures the rating achieved during community consultations facilitated by the Community Support Unit. However, due to the unit's commitments to other priorities they have not facilitated any community consultations during the first 6 months of this financial year. The other two indicators are relatively new and are awaiting a build-up of data to allow target setting.

4.3 Two of the Chief Executive's Office indicators are benchmarked against the national framework:

- Complaints received per 1,000 population (CE070)
- The number of complaints upheld/partially upheld at each stage as a percentage of complaints closed in full at each stage (CE072)

	Moray Council (2014/15)	Scottish Average (2014/15)
Complaints received per 1,000 population	5.5 per 1,000 population	11 per 1,000 population
Proportion of complaints upheld/ partially upheld at each stage	31%	68%

	Moray Council (2015/16)	Scottish Average (2015/16)
Complaints received per 1,000 population	4.6 per 1,000 population	13 per 1,000 population
Proportion of complaints upheld/ partially upheld at each stage	42%	69%

4.4 The Chief Executive's Office Service Plan is currently being developed to take into account the provisions of the revised Moray 10 Year Plan "Moray 2027: Local Outcomes Improvement Plan" (LOIP), which has been drafted ready for approval by the Community Planning Board. The LOIP will provide direction for the team on a number of issues which will need to be captured in the

Service Plan. Similarly, updates on "Strengthening Communities/Community Capacity Building" have not been undertaken yet for the same reason. Once the LOIP priorities have been published and the focus of the work for producing Locality Plans is finalised the impact on the relevant Team Plan actions will be discussed with the Community Support Unit team. When finalised, the Service Plan will be submitted to the Policy and Resources Committee for their scrutiny and approval.

4.5   The Chief Executive's Office received no new complaints in the six month period from 1 July to 30 September 2017, and there were no outstanding complaints from the previous six months requiring a response.

5.   PERFORMANCE ANALYSIS

Areas of Good Performance

Support to the Community Planning Partnership – Development of the Moray 2027: Local Outcomes Improvement Plan

5.1   The Moray Council continued to support the Community Planning Partnership during the second half of 2016/17 with the development of the draft LOIP. This included presenting the findings from the Area Profiles to as many groups as possible and facilitating the Development Day on 23 June in Elgin Town Hall with elected members and representatives from the Community Planning partnership. In addition the team have provided research and analysis to assist with the identification of communities that would benefit most from Locality Plans. As a result the Community Planning Partnership has chosen to focus on two areas: New Elgin East and Buckie.

5.2   The Moray Community Planning Board noted the progress being made on drafting the LOIP at their meeting of 26 September 2017. The Community Planning Officer Group is finalising the information to support the delivery of the priorities to allow a final draft of the LOIP to be presented to the Community Planning Board before the end of the year.

5.3   The Community Planning Partnership has identified four priorities to be included into the Moray 2027: Local Outcomes Improvement Plan (LOIP):

- Growing, diverse and sustainable economy;
- Building a future for our children and young people in Moray;
- Empowering and connecting communities;
- Changing our relationship with alcohol.

In addition there is an overarching priority focusing on raising aspirations running throughout the LOIP, which the priorities and actions will all contribute to.

5.4   The LOIP was due to be published on 1 October 2017, but is now expected to be considered for publication at the Community Planning Board meeting on 7 December. A number of factors contributed to its delay. For instance, the local government election delayed progress significantly as a large majority of elected members were new to local government. This required the Community Planning Partnership to support the new members as they became familiar with the requirements of the Community Empowerment (Scotland) Act, along with the considerable volume of background research, to enable them to consider and agree LOIP priorities. Additionally, the Community Planning Partnership spent a considerable amount of time collecting evidence on a Moray-wide and locality level and further work was required to ensure wide partner understanding of the evidence base and involvement in development of priorities and outcomes. Furthermore, the Community Planning Partnership needed to ensure there was read across from other plans and that the LOIP focused on appropriate partnership outcomes. Moreover, there was a strong desire from Community Planning Partnership to involve communities in detailed planning, especially in relation to localities.

5.5   The LOIP will set out the areas the Community Planning Partnership wishes to develop such as community engagement, locality planning, a partnership approach to poverty and joint resourcing. The Locality Plans will be subject to detailed development with the relevant communities and will be published at a future date.

Engagement with Local Outcomes Improvement Plan Stakeholders

5.6   In order to raise awareness and generate discussion, the findings of the research and analysis of the data was presented to key stakeholder groups between November 2016 and May 2017, including the Community Planning Board, Elected Members, Corporate Management Team/Senior Management Team, and the Moray Integration Joint Board. Having achieved the aim of spiking interest, the next step was to provide an opportunity for stakeholders to delve further into the data and to add their professional experience to the evidence base.

5.7   The Corporate Policy Unit project officers, supported by the Research and Information Officers, and under the direction of the Corporate Policy Unit Manager, undertook a series of engagements with stakeholders and interested parties. The presentations, workshops and briefings were used to provide an overview of life in Moray, and identify areas of inequality and potential need. Feedback from these sessions was used to inform the further development of the LOIP.

5.8   An introductory presentation on applying the Improvement Services' Community Planning Outcomes Profile Tool to Moray communities was given to the Prevention Working Group at its meeting of 7 September 2016 (item 4 of the minutes). The presentation used the tool to compare outcomes for the selected Moray communities of New Elgin East and New Elgin West, and highlighted significant differences.

5.9   The same presentation was delivered to the Community Engagement Group at its meeting of 1 November 2016 (item 5 of the minute).

5.10   A presentation on the requirements of the Community Empowerment Act (Scotland) 2015 was given to the Community Planning Officers Group (CPOG) at its meeting of 23 February 2017. The CPOG were also briefed on the common themes that had been identified from analysing the data and reviewing the locality profiles, and agreeing the next steps, including who from each organisation would be reviewing the evidence and assisting in the drawing of conclusions.

5.11   On 3 March 2017 the Poverty Working Group prepared a development day to look in more depth at prevention, what it means and how it can be achieved. The Corporate Policy Unit team were invited to run workshops at the event and used the opportunity to present the work that had already been shared with CPOG to gain feedback from practitioners. The workshops started with a presentation entitled "Evidence to inform action" that took into account the feedback from the CPOG meeting of 23 February 2017. A number of insightful observations made by practitioners attending the workshops were incorporated into the findings, and the presentation was updated for future briefings.

5.12   The next 2 presentations were made to members of the MIJB. A briefing on the outcomes and themes identified for Moray was given to members of the MIJB Strategic Planning and Commissioning Group on 16 March 2017. A joint presentation with Education & Social Care was given to an MIJB development afternoon in Elgin Town Hall on 30 March 2017. The session provided an opportunity to identify and share key intelligence findings on Forres population health and wellbeing and other priority areas e.g. employment, income and demographics.

5.13   The Community Planning Officers Group was given an update at its meeting of 17 May 2017 (item 2 of the minute) on the revised programme for developing the LOIP. Arrangements for the forthcoming development day were discussed and approved. It was hoped that the proposed workshop sessions would enable understanding, confirmation and agreement of the priorities for the draft LOIP and potential areas for locality plans.

5.14   Two presentations were given to Moray Council Human Resources and Information Communications Technology managers on 16 and 23 May 2017 to make them aware of the progress that had been made on developing the LOIP, and advising them of the themes that had been identified up to this point. A similar presentation was made to the Moray Economic Partnership at its meeting of 25 May 2017.

5.15   A development day took place in Elgin Town Hall on 23 June 2017 with almost 100 stakeholders, including representatives from all members of the Community Planning Partnership and half of the elected members. The day provided an opportunity for partners to demonstrate an understanding of Moray's communities, and particularly the impact on those who experience

poorer outcomes. It also formed an important part of the process of translating that understanding into a plan that reflected Community Planning Partnership priorities, added value through partnership working, identifies and addressed differences between communities and was linked to the Scottish Government's national outcomes. The particular aims of the day were to:

- Develop a deeper understanding of what the evidence has revealed,
- Identify the existing strategies that link to the issues,
- Develop proposals for consideration, and
- A reality check

5.16 Further presentations were provided to Moray Council Service Managers and Team Leader at the Chief Executive's manager briefings held on 14 and 22 September to provide managers with an overview of the LOIP process, and the current status. On 29 September the Project Officer took part in an MIJB led session in Buckie and presented the analysis and findings for the LOIP to a group of health practitioners, to make them aware of the specific issues affecting Buckie.

5.17 The Corporate Policy Unit Manager and one of the Project Officers were invited to take part in Moray Council Employee conferences that were held in Keith (19 September 2017), Forres (28 September 2017) and Elgin (3 October 2017). Employees were given an overview of the information that had been used to develop the LOIP, which was available on 'Your Moray' web-site, and were presented with a breakdown of local needs, circumstances, aspirations and inequalities. The information was broken down by topics including health, employment, transport and education, detailing where things are good and where improvements could be made within each locality.

Roll-out of Digital Services

5.18 The Digital Services project, which is midway through its planned 2 year execution phase, is progressing on schedule. The scope of the project includes the review and update of the Moray Council website to improve the customer experience when accessing Council services with the aim of optimising "customer journeys". Part 1 of the project was the digital transformation of the Education Service and the launch of "myaccount". Both elements have been delivered successfully and work is now progressing on Part 2 – Social Care & Child Protection services. In parallel with these activities the Communications Officer (Digital Services) is promoting online capabilities and services to customers to encourage a greater use of digital services to contribute to the council's cost saving targets.

Corporate Policy Unit

5.19 Moray Council and Highland Council have joined forces to secure the post of a dedicated Armed Forces Covenant Development Officer. The post is being funded by the Ministry of Defence's Covenant Fund and the incumbent, who took up her post in October, is tasked with fulfilling the government's promise

to those serving, past and present that they and their families are guaranteed to be treated fairly. The Development Officer will work closely with personnel at RAF Lossiemouth, Kinloss Barracks and Fort George, as well as local businesses, public and third sector organisations, to make sure military families and veterans get full access to local services and support.

5.20 The contract for statutory press adverts the Council is obliged to submit was re-let and, following a tendering process, a new advertising contractor was appointed. The contract now allows for better conditions compared to the previous one, and closer monitoring of costs to aid budget management.

5.21 The Communications Officer manages the accounts for advertising on Council owned roundabouts, but has also been in discussion with the Highways Agency to expand this income stream to the A96 and A95 roundabouts that are currently managed by BEAR Scotland. Subject to a safety audit on each roundabout, an agreement is expected to be reached with BEAR Scotland based on the existing contracts between BEAR Scotland and Highland Council.

5.22 The Moray Council branding and style guidance has been reviewed and updated. The revised guidance is now available to all members of Moray Council on "interchange", the Council's revised intranet.

Community Planning and Development

5.23 The Community Planning and Development team have completed a number of activities during the first half of 2017/18. Work on the Gaelic language plan has been completed, and support to Syrian Vulnerable Persons Resettlement Scheme has been successfully completed. As part of the work to support the implementation of the measures in the Community Empowerment (Scotland) Act 2015 guidance for communities on Community Asset Transfers has been issued and 16 groups have already been assisted with their bids by staff from the Community Support Unit.

Participatory Budgeting and Planning for Real

5.24 Two Planning for real exercises have been completed in 2017 and staff have been giving support to an event planned to be held in Forres at the start of 2018.

5.25 Following the implementation of the Participatory Budgeting (PB) programme in 2016/17 and the successful completion of 2 local community bidding days there has been further activity to support PB in Moray with planning well in hand for the Bucks4Buckie community fund which will deliver a PB community bidding day in March 2018. The fund will be open to local community, voluntary, or non-profit organisations in Buckie who can demonstrate an economic benefit for as many people as possible from across the community, or help to make Buckie a better place for everyone.

Complaints Reporting

5.26   The Complaints Officer, with support from the Chief Executive's Office administration team, project officers and the Information Communications Technology team, has rolled-out the new complaints database based on the Moray Council's existing Lagan customer relationship management software to improve reporting and monitoring of complaints. A user guide has been published and training has been given to administrators and users of the system. Work on creating a CLIVE e-learning module with the Employee Development team can begin once a suitable resource has been identified.

5.27   A complaints handling procedure for the MIJB has been developed and, following approval in June 2017 by the board, has been published. The procedure and a guide on how to complain to the MIJB is now available on the Health and Social Care Moray web-site.

5.28   A further complaints handling procedure for Social Work complaints has been developed and will be submitted to Policy and Resources Committee in January 2018 for approval. This will also be made available on the Health and Social Care Moray web-site. Both complaints handling procedures have approved as Scottish Public Services Ombudsman compliant.

5.29   A customer satisfaction survey is issued monthly to all complainants whose complaints were closed out during the month. The replies are collated for reporting within the Annual Complaints Report. The satisfaction rate for 2016/17 has shown an improvement over the rate for the past 2 years (Indicator CE068).

Equalities

5.30   An interactive access tool is being developed to assist disabled and infirm residents with negotiating the streets of Elgin safely. A demonstration model of the app has now been produced, and funding is being sought to enable it to be built. Council sourced GIS data could be used, and a gateway application has been approved to enable the ICT team to provide support.

5.31   The Equalities officer has completed a public consultation on the proposed changes to the secondary school week and a report has been submitted to Full Council on 27 September 2017 recommending a number of actions to mitigate the impacts that were identified (Item 10 of the minutes). In addition, equalities training for newly qualified Social Workers and Head teachers/deputes has been completed during the first half of this financial year.

Print Services

5.32 Following the award of a contract for (printers/photocopiers) across the council, including schools, all devices were installed by the end of January 2017. There are a total of 396 machines on contract and at the end of September 2017 the fleet uptime was 99.51% exceeding the contracted target of 97%.

5.33 The print-room aims to print 80% of the jobs that it is tasked with, only outsourcing those jobs that are outwith the print-rooms capability, or where there is a pressing need. The cost of outsourced print work for the past 4 years peaked in Q4 2016/17 due to a number of end-of-year reports for public circulation. However, during the first half of 2017/18 the value of the proportion of jobs being sent to external printers is below the 20% target.

5.34 The print-room currently employs 2 apprentices. One has completed her College course and has been trained on all the print-room equipment. She will now start the remaining training elements on the work of other sections. The other apprentice, who was nearing the end of her apprenticeship, left at the end of July to take up a position outside of the Council. Her replacement is well underway with the familiarisation training of the print-room machinery, and will commence the College phase in February 2018.

Performance Reporting

5.35 The following report was produced during the first half of 2017/18:

- The report due under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 were presented to the Licensing Board on 23 March and to Full Council on 29 March. The report was approved and published on the website on 4 April 2017, well before the deadline of 30 April. The Equality and Human Rights Commission for Scotland were notified. (Action CE16.04).

6. **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 Moray 2026: A plan for the future.

This report identifies the performance of the service against the Service Plan.

(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 across the first half of 2017/18 maintains the positive trend from the previous year. Significant progress has been made on the preparatory work for developing the Local Outcomes Improvement Plan, and engaging with the community.**

Author of Report: Corporate Policy Unit Manager
Background Papers: Held by Carl Bennett, Research & Information Officer
Ref: