



REPORT TO: POLICY AND RESOURCES COMMITTEE ON 16 JANUARY 2018

SUBJECT: CORPORATE SERVICES PERFORMANCE REPORT – APRIL TO SEPTEMBER 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 April to September 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 revised performance management framework was approved at a meeting of The Moray Council on 22 May 2013 (item 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 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 and 6-monthly performance reports will refer to the document.

- 3.3 This report sets out progress against service plans for Legal and Democratic Services, Financial Services Services and HR&ICT, which together form the Corporate Services Departmental Service Plan.

4. PERFORMANCE AGAINST SERVICE PLAN OBJECTIVES

Human Resources Service - Corporate Workforce Plan 2017/18

- 4.1 The HR team has completed 43% of the planned Corporate Workforce Plan activities so far during 2017/18, and is on track to have completed all actions by the end of the year if the current rate of progress is maintained.
- Priority 1: Workforce transformation and change is 42% complete. The Transform process continues to be used to find suitable alternative posts for staff facing redundancy. With the current financial constraints managing employee relations and consultations in a comprehensive and sensitive manner is important for the morale of the workforce. In the recent employee survey (2017 Employee Survey: Report on the Analysis of Survey Responses) 44% of respondents were positive about their experience of change, an increase of 8% from 2015, suggesting that the work in this area is showing a positive impact. The HR team has been working with the Moray Integration Joint Board (MIJB) including running joint workshops to clarify how health and safety risks will be controlled; this action was slightly delayed due to operational incidents. In addition, there have been workshops to enable an Organisational Development plan to be implemented by the MIJB.
 - Priority 2: Employee engagement/Morale and Motivation has made 40% progress. Half of the employee engagement programme has been delivered and is on schedule for this stage of the plan. Items delivered include the 2017 Employee Survey, Bright Ideas, Leadership Forums and Employee Conferences. The review of Moray Management Methods (MMM) is underway and planning on the content of MMM training courses has started. The Employee Survey results will inform the work of the Employee Development team who will be reviewing the current training being offered to identify gaps and duplication.
 - Priority 3: Developing leadership capacity is slightly behind schedule at 32% complete. A requirements paper has been drafted for the Corporate Management Team outlining the options for implementing re-designed leadership development to ensure it develops the skills and behaviours necessary for the corporate and strategic direction and leadership the council requires. In addition the Employee Development team and project team have reviewed the management and supervisory training requirements within Direct Services, to address management standards and create a more positive workforce culture.

- Priority 4: The activities to support the Workforce/employee development action have made 46% progress. The Organisational Development (OD) team held meetings with Heads of Sections to identify their future training requirements, so that training activity can be co-ordinated and aligned to corporate and OD priorities. The OD team have developed a number of management indicators to support this work. A review of the Employee Review and Development Process, and the training and development is currently being undertaken with Direct Services. Progress on developing a Management Appraisal Framework has been delayed, but a resource is now in place to take the work forward.
- Priority 5: Health and wellbeing is 42% complete for the year so far. Reductions in absence levels have been helped by the introduction of case management reviews. The arrangements for consultation and involvement on Health & Safety 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. However, the number of Health & Safety representatives has not increased and so there has been limited scope to increase participation via the trade unions.
- Priority 6: Workforce and Succession Planning is 73% complete. A draft paper was submitted to the Personnel Forum and the Corporate Management Team outlining the development of apprenticeships and other schemes aimed at young workers. The paper was presented to the Policy & Resources Committee on 24 October 2017 (Item 6 of the agenda) outlining an incremental model building on the Council's previous experience with apprenticeships and training.
- Priority 7: Action on Recruitment and Retention has progressed 46% during the first half of 2017/18. This action is designed to support the strategic delivery of Council services by ensuring services and departments are adequately resourced by making the Moray Council employment package as attractive as possible and also by deploying appropriate recruitment strategies. Heads of Services have been consulted on introducing Modern Apprenticeship (MA) frameworks relevant to their service. Current pathways for support, training and experience for professional development for professional and specialist posts have been reviewed and those suitable for MA have been identified. The Newly Qualified Teacher process has been revised in consultation with Educational Services as part of the strategy for the improvement of teacher recruitment.
- Priority 8: The action on reward and recognition will ensure Moray Council has in place fair and competitive pay with conditions that are recognised as such and are free of bias. The action has made 20% progress so far with a draft

Change Management Plan for Phase 2 of Care at Home being produced. This forms part of the work to rationalise the supervisory and management responsibilities the long term impact on the pay structure arising from the living wage and other pay related issues. An equal pay audit is planned to take place in Q3 2017/18.

Information and Communication Technology (ICT) Objectives

4.2 The vision for the ICT services is to enable the council to provide high quality, improving, efficient and responsive front-line services based on cost effective, reliable technology and infrastructure. Progress against the plan overall is 39% with progress against each of the priority areas in the ICT Service Plan for 2017/20 as follows:

- Priority 1: Developing digital services is 44% complete and implementation of this action is expanding and enhancing the Council's digital services. Moray residents can now access more online services through the Council's web-site, such as applying for Council Tax exemptions and discounts, leisure bookings, school enrolment and transport applications and online payments. Further developments will be linked to the activity on school administration functions being undertaken nationally. Progress has also been made on enabling Moray Council staff to access content from the Council's interchange intranet securely, enabling them to receive pro-active prompts to alerts and items of interest.
- Priority 2: Technology for the Moray classroom is progressing on schedule with 33% of the action completed at the mid-point of 2017/18. 97% of desktops and laptops for schools have been installed. The servers for Moray's secondary schools were replaced over the summer holidays and work is in hand to migrate the remaining primary schools to the new servers. Wi-Fi across the schools estate is almost complete; 78% of interactive panels have been installed; and video conferencing equipment for use in schools has been procured. The necessary configuration changes to the core ICT infrastructure are being made before the equipment is installed.
- Priority 3: Delivering systems and infrastructure is slightly behind schedule with progress at 24%, having been impacted by an unscheduled Microsoft software audit in Q1. An external security provider undertook the annual IT health checks and work is underway to remediate the risks that were highlighted during the checks. The programme to maintain ICT infrastructure and devices at the optimum level and to agreed standards is on track with around half of the projects completed or nearing completion. Similarly, steady progress is being made in the delivery of business improvement projects.
- Priority 4: One of the Partnership working actions is complete with all of the Moray Council offices and schools moved across to the Scottish Government's Scottish Wide Area Network (SWAN) contract, which has been

established to create a platform for delivering public services digitally. Work on the technology support required for the Moray Integration Joint Board is just starting and a workshop has been held with key stakeholders to identify the requirements.

- In addition the ICT team have been supporting the roll-out across the Council of Sharepoint electronic document management and storage software to improve collaborative working and ease of accessing information to improve efficiency.

Financial Services

4.3 The Financial Services Service Plan 2017/20 is making good progress with the actions for 2017/18 being 56% complete mid-way through the financial year. Progress on the priority areas was as follows:

- Priority 1: Support the financial planning process by assisting Members in developing a sustainable financial plan for Moray Council for the 3 years to 2019/20 was 50% complete. All emergency savings have been posted.
- Priority 2: Provide Financial Advice/Support for the Council's large strategic projects was also 50% complete. The Lossiemouth High School contract price is still being negotiated with HubCo and dialogue is underway with the other 2 participating Councils and Scottish futures trust on the funding mechanism for the projects. The North East Scotland Shared Energy (from Waste) Project (NESS) has moved to the next stage; dialogue 5 (of 6).
- Priority 3: Provide financial support for the new Moray Integration Joint Board (MIJB) was 40% complete. The procurement strategy for the MIJB continues to be developed with work progressing on interim solutions for the MIJB's outsourced requirements.
- Priority 4: Undertake a review of all Council's insurance policies and highlight associated risks, is progressing as planned (40% complete) and a contract has been awarded to an insurance broker. A project scope and plan has been agreed.
- Priority 5: Providing best value for our customers by providing options to customers for making payment to the Council was 61% complete. The new Income Management system was being trialled prior to a planned go-live date in Q3; an e-Invoicing solution for the corporate Financial Management System was now in place and being rolled out to selected suppliers; and an automated paperless direct debit collection was ready to go live.
- Priority 6: Procurement and payments development. This action has been completed ensuring the Council meets all the statutory requirements of the Procurement Reform (Scotland) Act 2014.

Legal and Democratic Services

4.4 Legal and Democratic Services have updated the priorities in the 2016/19 Service Plan for 2017/18, and at the midpoint of 2017/18 the plan has made 68% progress towards completion.

4.4.1 Legal Services

- Legal Services have achieved 70% progress against their Service Plan, including training for the newly elected councillors; working with Highland Council to develop national benchmarking measures; supporting the Moray Integration Joint Board and the purchase and roll-out of a new software module to enable smoother processing of licensing applications. In addition, the team has continued to support corporate projects and strategic infrastructure projects, as well as reacting to changes in legislation.

4.4.2 Democratic Services

- Democratic Services are making excellent progress against their 2017/18 Service Plan. One action has already been completed, the review of arrangements for elected members training (Action CPSLD02.03). Overall progress in implementing the Plan was 78% at the end of September 2017.

4.4.3 Customer Services

- The customer services team have already implemented 2 (out of a total of 8) of their 2017/18 Service Plan Actions (CPS17LD03.03, the procurement and renegotiation of Council Tax and Benefits core system contracts & CPS17LD03.08, the revaluation of Non-Domestic Rates). Overall the team has already achieved 57% progress against their commitments to meet the Legal and Democratic Service Plan outcomes of customers receiving high quality services which meet their needs, while providing best value.

5. SUMMARY OF PERFORMANCE

5.1 The table below summarises the performance against departmental performance indicators to the end of September 2017.

Performance Indicators

| Service | No. of Indicators | Green Performing Well | Amber Close Monitoring | Red Action Required | Contextual or Annual |
|---------------------|-------------------|-----------------------|------------------------|---------------------|----------------------|
| Audit | 3 | 3 | 0 | 0 | 0 |
| Accountancy | 4 | 3 | 0 | 0 | 1 |
| Payments | 3 | 3 | 0 | 0 | 0 |
| Revenues | 4 | 3 | 1 | 0 | 0 |
| Corporate Resources | 2 | 0 | 0 | 0 | 2 |
| Legal Services | 3 | 1 | 0 | 0 | 2 |
| Democratic Services | 4 | 2 | 1 | 0 | 1 |
| Registrars | 2 | 0 | 0 | 0 | 2 |
| Customer Services | 3 | 1 | 1 | 0 | 1 |
| Human Resources | 7 | 3 | 0 | 1 | 3 |
| ICT | 5 | 2 | 1 | 0 | 2 |
| Total | 40 | 21 (52.5%) | 4 (10%) | 1 (2.5%) | 14 (35%) |

5.2 Performance against indicators is presented across 11 areas and involves 26 indicators with targets this quarter, and a further 14 contextual or annual indicators. At the mid-point of the 2017/18 financial year 81% of the indicators being reported upon are regarded as performing well (21 out of 26 indicators), 15% require close monitoring (4 indicators) and one indicator requires action.

5.3 The 4 indicators requiring to be monitored are:

- Revenues – SCM6b: Percentage of current year council tax received,
- Democratic Services – CS003: Committee draft minutes – percentage issued early or on time,
- Customer Services – CPS059: Percentage of telephone calls answered within 20 seconds, and
- ICT Applications – FICT173: Action Plan completion percentage.

5.4 The one indicator requiring action is:

- Human Resources (Health & Safety) – CS045: Working days lost due to industrial injury / accidents.

5.5 The table below summarises the performance in delivering the 2017/18 Corporate Services Service Plan so far this year. At the mid-point of the reporting year the Service Plan, covering 73 actions across 23 service priorities, was 51% complete.

- 5 actions have been completed:
- 8 are between 75% and 99% complete
- 29 are between 50% and 74% complete
- 25 are between 25% and 49% complete
- 6 are below 24% complete

Service Improvement Plan Actions

| Service | No. of actions | Complete | Progressing outside target timescale | Cancelled |
|---------------------|----------------|---------------|--------------------------------------|-----------|
| Finance | 11 | 1 | 1 | 0 |
| Legal Services | 6 | 0 | 1 | 0 |
| Democratic Services | 4 | 1 | 1 | 0 |
| Customer Services | 8 | 2 | 0 | 0 |
| Human Resources | 29 | 0 | 2 | 0 |
| ICT | 15 | 1 | 0 | 0 |
| Total | 73 | 5 (7%) | 5 (7%) | 0 |

5.6 At this stage of the year 5 actions are being shown as overdue:

- Financial Services – CPS17FS05.05: Successful development of budget manager training and FMS user training included in Council's training system (CLIVE),
- Legal Services – CPS17LD01.01: Training for new Councillors,
- Democratic Services – CPS17LD02.05: Registrars: Final digitisation of burial ground records,
- Human Resources – CPS17HR03.02: Provide management and supervisory training to address management standards and a more positive workforce culture, and
- Human Resources – CPS17HR06.01: Consider the development of apprenticeships and other schemes aimed at young workers.

- 5.7 There were 14 complaints received by Corporate Services during the six month period to the end of September 2017. Thirteen complaints were responded to during the same period; 4 (out of 6) frontline within the 5 working days target and 5 (out of 6) investigative complaints within the 20 working day target. The one escalated investigative complaint took longer than the 20 working day target. Five complaints (38%) were upheld and three (23%) were part upheld. Five complaints were not upheld (38%).

6. PERFORMANCE INDICATOR ANALYSIS

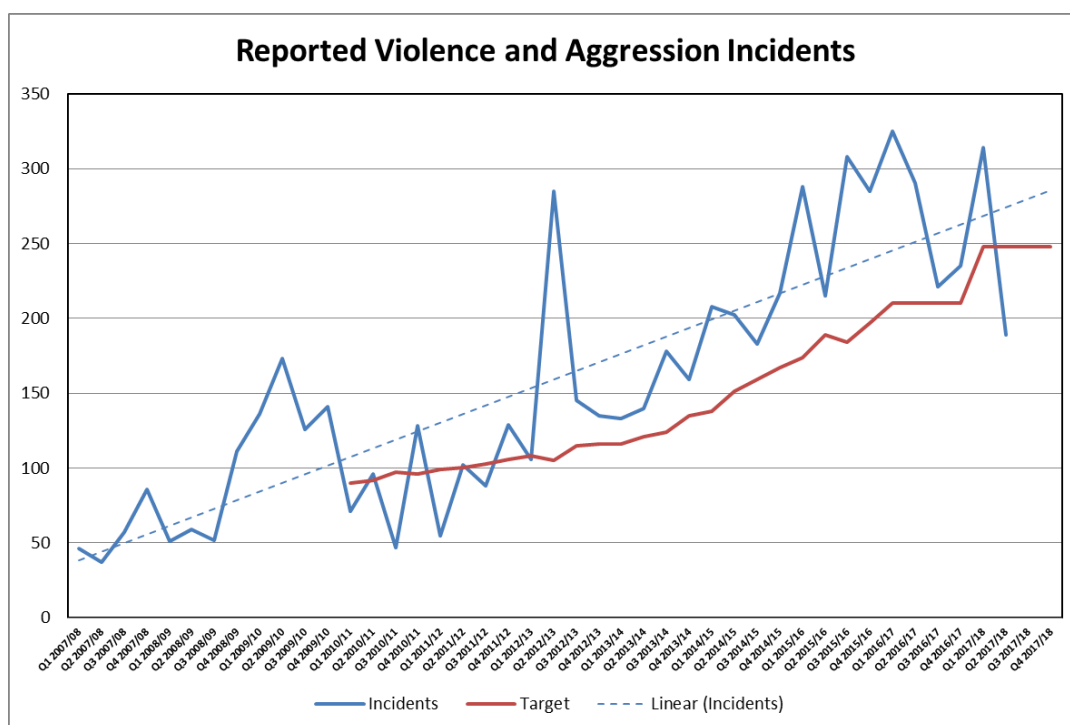
Performance indicators of interest

Legal Services

- 6.1 Legal Services and Licensing Services undertook Customer Satisfaction surveys during the period 30 June – 11 August 2017. The Legal Services survey, comprising 17 questions was issued via “SurveyMonkey” to all staff and elected members with Moray Council e-mail addresses (some 2,783 individuals). Satisfaction with the overall standard of service was 86% (Indicator CS136).
- 6.2 A similar set of questions was also issued electronically via “SurveyMonkey” and also by posting paper copies to licensees and licensed premises as well as to Taxi/Private Hire licensees and operators.. Liquor Licensing Services achieved a satisfaction rate of 84% for the overall standard of service, while satisfaction with the way the taxi licensing staff did their job was 72%.

Human Resources

- 6.3 The number of reported Violence and Aggression Incidents has shown a continuing upwards trend over the past 10 years, in part due to a better understanding of the reporting requirements leading to more incidents being reported (Indicator CS024b). The majority of incidents are recorded by schools (typically between 100 and 200 per quarter), with the next highest figure (typically 80 to 100 per quarter) being recorded by the staff at a specialist facility. All other incidents account for between 5 and 20 reports each quarter.
- 6.4 Following re-provisioning of the above specialist facility the number of incidents were lower this quarter compared to the previous facility, and will be monitored in future reports.



Performance indicators requiring monitoring

Revenues

- 6.5 The Revenues team has received 54.6% of current year council tax during the first half of 2017/18 (Indicator SCM6b) against a target of 54.7%. However, in 2015/16, the most recent date for benchmarked data, Moray was the 21st out of the 32 council's in Scotland for collection rates, so continued improvement is targeted in this area.

Democratic Services

- 6.6 The proportion of committee draft minutes issued on time or early (Indicator CS003) is currently below target due to the Democratic Services Manager's absence on elections which was impacted further by the calling of the snap General Election and a member of staff leaving during Quarter 1. This resulted in 4 out of the 8 sets of committee draft minutes being issued late in Quarter 1, while in Quarter 2 the team issued 7 out of 9 sets of draft minutes on time. One set was delayed due to annual leave and the second set late due to workload pressures. With a full team, and no planned elections for a while, this PI should be met throughout the remainder of the year

Customer Services

- 6.7 The percentage of telephone calls answered by Customer Services within 20 seconds was 72.6% for the first half of 2017/18, just below the target of 74% (Indicator CPS059). The target was met for the first 5 months of the financial year (July to August 2017), but the September figure of 64% reduced the overall performance. This was due to planned annual leave, and long-term staff absence which was exacerbated by the unforeseen resignation of a member of staff.

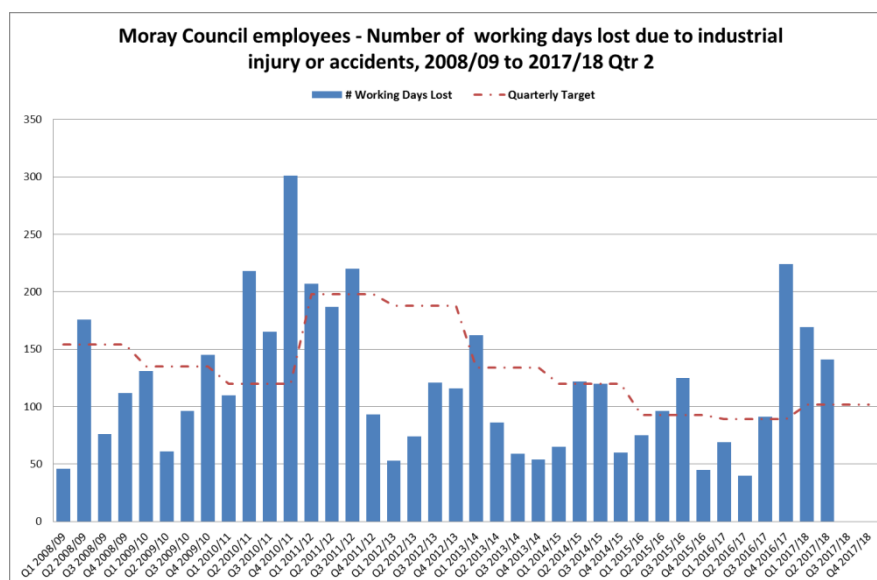
ICT

- 6.8 The ICT Action Plan was 42% complete at the end of September 2017 (Indicator FICT173) against a target of 45% for this point in the year. However, there is confidence that the plan will be completed by the end of the financial year. Five of the projects are now complete, 10 are underway and a further 7 are at the preliminary stages prior to starting. Of the remaining projects 2 have yet to be started, 4 await further information before the project can be considered and 1 is on hold as it may no longer be required

Performance indicators requiring action

Human Resources

- 6.9 The number of Working days lost due to industrial injury or accidents (Indicator CS045) in the first half of 2017/18 was 310, around one and a half times above the target of 204. The target is derived from the average number of days lost over the preceding 3 years. Although the numbers are higher than they have been during recent years they have shown a reduction over the last 3 quarters. Note also that over 60 days are lost each quarter due to a long-term injury sustained during an externally run chainsaw training session



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**

- 8.1 Performance for the first half of the year is positive with 81% of the performance indicators with targets meeting or exceeding those targets. The Corporate Services Service Plan was 51% complete half way through 2017/18; 5 actions have been completed (7%); 37 actions are 50% or more complete; and 5 are currently overdue (7%). The Plan is on target to be implemented by the end of the year. Nine of thirteen complaints were responded to within target timescales (69%).**

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