

LEGAL, DEMOCRATIC AND CUSTOMER SERVICES SERVIC PLAN FOR 2018 to 2020

1. INTRODUCTION

- 1.1 This service plan sets out the service priorities for 2018 to 2020 and the context within which the services operate.
- 1.2 The service plan supports the objectives of the Moray Community Planning Partnership's Local Outcome Improvement Plan and the Moray Council's Corporate Plan. The main focus of the service plan is on the Council's priority to work towards a financially stable council that provides valuable services to our communities, but the work of the service supports the full range of Council activities.
- 1.3 The specific actions planned for 2018/20 are set out in Appendix A to this report, along with associated timescales.

2. REVIEW OF THE PAST YEAR

- 2.1 The services made good progress against the service plan for 2017 2020 and regular reports have been submitted to Policy and Resources Committee.
- 2.2 Successes from last year's service plan have been:
 - Preparation for introduction of universal credit.
 - Improved Council tax collection rate.
 - Supporting the election process and new councillor training/induction.
 - Supporting services through budget decisions such as Town Hall CATs
- 2.3 Areas where progress has fallen behind the target set in the service plan for 2017/20 are:
 - Review of discretionary rates relief policy.
 - Implementation of burial ground software.
 - Achieving transfer to digital for Council tax payments
- 2.4 Targets from 2017/18 not yet met are carried forward into the 2018/20 service plan.

3 SERVICE PLAN OBJECTIVES

3.1 To assist the Council with its transformation programme and to help services deliver the outcomes from the Corporate Plan.

3.2 Most of the services with L&DS don't directly deliver the outcomes in the Council's 10 year plan. For the Council to deliver these outcomes it needs an **effective**, **efficient** and **responsive** central support service. For example:

- More revenue from Council tax collection means more resources will be available for front line services
- The more effectively legal risks are controlled, the more likely it is that services will achieve their goals within budget
- Better corporate governance will help involve the public in decisions making process
- The more efficiently we handle statutory processes and interaction with the public the more resources will be available for front line services.

The Council's budget has reduced in recent years and further reductions in its annual spend need to be identified. At the same time organisational change and new ways of working are required. Both of these initiatives have put pressure on our services resulting in:

- Reduced staff resources/increased workload on existing staff
- Harder to maintain standards/ increased risk
- Less development and improvement work

Against this background we have tried to be realistic about what we can reasonably achieve within our Service Plan.

So our service plan objectives in **Appendix A** aim to:

- **Concentrate on the quality and efficiency of our services**
- **Prioritise projects which directly contribute to the 10 year plan**

5 HOW WE DEMONSTRATE CONTINUOUS IMPROVEMENT

5.1 The Council's continuous improvement framework will help the service to identify where it can be more effective, efficient and responsive. The table in **Appendix B** details the various management tools which the Council has in place to help demonstrate continuous improvement and how our service uses them.

It is intended that the table should:

- Act as a checklist for the various management tools for future
- Help identify gaps and standardise practice where appropriate

LEGAL AND DEMOCRATIC SERVICES – SERVICE PLAN 2018-20 ACTIONS

Legal Services

- Indicates new action
- Indicates action carried forward from previous Service Plan

Service Plan Action	Reason for doing this. Links to other plans and policies.	Impacts/Outcomes	Actioned by	Target Date
• Develop and implement change management plan to achieve budget savings ○ Prioritise resources on corporate projects and strategic infrastructure projects identified in the Corporate Plan eg Leisure Review, joint waste plant, new builds/schools improvements. ○ Monitor and react to areas of significant increased activity (e.g. Community Asset Transfer, School Estate Strategy group, GDPR new licensing requirements, Community Empowerment, Local Development Plan) • Ongoing training Councillors ○ Develop national benchmark information ○ Complete work to IDOX module for licensing	Because of budgetary position of council. Corporate Plan Service efficiency: to ensure we have appropriate staffing in place. Statutory requirement for licensing and planning, good practice in terms of continuous improvement/code of conduct. Service efficiency: continuous improvement. Service efficiency: continuous improvement	Ability to maintain/improve/change service delivery will be compromised but will reduce costs Give these projects the best possible chance of success. Limited resources are used as efficiently as possible. Councillors have knowledge to take informed decisions Provides comparative data on how efficient our Service is. Smoother processing of licence applications	HoLDS LSM/HoS LSM HoS/LSM HoS LSM	March 2019 March 2019 Review success of contribution to projects. Annual, next March 2019 Ongoing Reviewed annually Last reviewed Dec 2016 Sept 2018

Customer Services/Taxation/Benefits

Service Plan Action	Why are we doing this? Links to other plans and policies	Impacts/Outcomes	Actioned by	Target Date
Contribute to the development of service specific digital processes for Council tax	Digital Project lead by ICT	Channel shift from telephone/face to face contact to self- service, provide 24/7 service option, reduce costs	CSM	March 2019
General Data Protection Regulations (GDPR) – in service preparations and development	To meet legislative requirements	Record management improvements, appropriate tools in place to handle service user requests	CSM	June 2019
Preparation for the Barclay Commission review of Non Domestic Rates	To meet legislative requirements	Service delivered in accordance with proposed changes	CSM	March 2019
Reduce number of days to process Benefit applications/changes	To move up from bottom quartile processing times	Delays in payments can create hardship	CSM	March 2019
Develop and implement change management plan to achieve budget savings	Because of financial position of Council	Ability to maintain/improve/change service delivery will be compromised but will reduce costs	CSM	March 2019

Committee/Registrars/Elections

Service Plan Action	Why are we doing this?Links to other plans and policies	Impacts/Outcomes	Actioned by	Target Date
Registrars: Finalise digitisation of burial ground records	This action will make the service more efficient, meeting the Corporate Plan priority of working towards a financially stable council.	Improved efficiency	Democratic Services Manager	March 2019
Undertake a feasibility study for re-locating the Registrars	A Feasibility Study to be undertaken to consider the options for moving the Registrars from their current location, and to make recommendations about the feasibility of such a move.	Potential for budget savings	Democratic Services Manager	March 2019
Implement Committee Management System	Last year a tender was sent out for a Committee Management System, the successful bidder was appointed and a system was procured.	Implementation of the system is now being undertaken, with initial testing planned for the summer of 2018. This action will make the service more efficient, meeting the Corporate Plan priority of working towards a financially stable council.	Democratic Services Manager	Qtr3 2018/19
Draft Business Case for new or updated Elections Management System	The business case will define the specification required for an Elections Management System and determine whether an "off-the-shelf" item or an upgrade to the existing system, that was developed in-house, would be more cost-effective.	This action will make the service more efficient, meeting the Corporate Plan priority of working towards a financially stable council.	Democratic Services Manager	December 2018

LEGAL AND DEMOCRATIC SERVICES - How we demonstrate continuous improvement

	Legal Services			Committee Services			Registrars			Customer Services			Revenues			Benefits		
	Report to Committee	Date of last review	Date of next review	Report to Committee	Date of last review	Date of next review	Report to Committee	Date of last review	Date of next review	Report to Committee	Date of last review	Date of next review	Report to Committee	Date of last review	Date of next review	Report to Committee	Date of last review	Date of next review
<u>How we engage with our customers</u>																		
Customer service excellence review	Yes	Jan-17 tbc	No	Dec-16 tbc	Jul-17	Aug-17	No	tbc	Aug-17	No	tbc	ongoing	No	tbc	tbc	No	tbc	tbc
Customer satisfaction survey	Yes	Jun-14 Jun-17	Yes	Jul-13	Jul-17	Jul-20	Yes	ongoing	ongoing	Yes	ongoing	ongoing	No	N/A	tbc	No	N/A	tbc
Regular client/customer meetings	No	quarterly	No	N/A		Jul-20	No	Jul-17	Jul-20	No	ongoing	ongoing	No	ongoing	ongoing	No	ongoing	ongoing
<u>How we demonstrate good governance</u>																		
Annual budget review meetings	No	Feb-18 Feb-19	No	Feb-18	Feb-19	Feb-18	No	Feb-18	Feb-18	No	Feb-18	Feb-18	No	Feb-18	Feb-18	No	Feb-18	Feb-18
Regular reporting budget to Committee	Yes	quarterly	Yes	quarterly	quarterly	quarterly	Yes	quarterly	quarterly	Yes	quarterly	quarterly	Yes	quarterly	quarterly	Yes	quarterly	quarterly
Departmental procurement action plan	No	Feb-18 Feb-19	No	Feb-18	Feb-19	Feb-19	No	Feb-18	Feb-19	No	Feb-18	Feb-19	No	Feb-18	Feb-19	No	Feb-18	Feb-19
Team Plan	No	Jun-17 Jun-18	No	May-17	May-18	May-18	No	May-17	May-18	No	May-17	May-18	No	May-17	May-18	No	May-17	May-18
<u>How we measure performance</u>																		
Corporate (SOLACE) benchmarking	Yes	Dec-17 Dec-18	Yes	Dec-17	Dec-18	Dec-18	No	N/A	N/A	No	N/A	N/A	No	N/A	N/A	No	N/A	N/A
Service benchmarking	Yes	Dec-16 Dec-18	No	ongoing	quarterly	quarterly	Yes	NRS annual	Yes	Nov-15	ad hoc	ad hoc	No	info sharing	quarterly	No	n/a	quarterly
Performance Indicators	Yes	quarterly	Yes	quarterly	quarterly	quarterly	Yes	quarterly	quarterly	Yes	quarterly	quarterly	Yes	quarterly	quarterly	Yes	quarterly	quarterly
<u>How we demonstrate service improvement</u>																		
PSIF review	No	Dec-18 Dec-20	No	Dec-18	Sep-20	Dec-20		Jan-18	Dec-20		Dec-13	tbc	Yes	tbc	tbc	Yes	tbc	tbc
Audit Scotland Inspection		N/A		N/A				N/A			N/A			N/A		yes	biennially	
<u>How we engage with and develop our staff</u>																		
ERDP	No	Oct-16 Oct-17	No	Sep-16	Sep-17	Jan-19	No	Jan-18	Jan-19	No	Mar-18	May-19	No	Mar-18	Mar-19	No	Mar-18	Mar-19
Personal Development Plans/CPD	No	Oct-16 Oct-17	No	N/A		N/A	No	N/A		No	N/A		No	N/A		No	N/A	
Workforce planning	No	Jan-17 Jan-19	No	Jan-17	Jan-19	Jan-19	No	Jan-17	Jan-19	No	Jan-17	Jan-19	No	Jan-00	Jan-19	No	Jan-17	Jan-19
Regular team meetings	No	monthly	No	monthly	monthly	quarterly	No	quarterly	quarterly	No	monthly	monthly	No	monthly	monthly	No	monthly	monthly
<u>How we manage risk</u>																		
Operational risk register	No	Mar-18 Mar-19	No	Mar-18	Mar-19	Mar-19	No	Mar-18	Mar-19	No	Mar-18	Mar-19	No	Mar-18	Mar-19	No	Mar-18	Mar-19
Business Continuity Plan	No	Jan-00 Mar-19	No	Mar-18	Mar-19	Mar-10	No	Mar-18	Mar-10	No	Jul-19		No	Mar-18	Jul-19	No	Mar-18	Jul-19
Health and Safety Risk Reviews	No	2 monthly	No	2 monthly	2 monthly	2 monthly	No	2 monthly	2 monthly	No	2 monthly	2 monthly	No	2 monthly	2 monthly	No	2 monthly	2 monthly