



REPORT TO: POLICY AND RESOURCES COMMITTEE ON 7 AUGUST 2018

SUBJECT: CHIEF EXECUTIVE'S OFFICE PERFORMANCE REPORT – OCTOBER 2017 TO MARCH 2018

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 October 2017 to 31 March 2018.
- 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	2
Total this period	4	2 (50%)	0 (0%)	0 (0%)	2 (50%)

4.2 Performance measurement involves 5 indicators; however, only 4 have been reported on during the second half of 2017/18. At the end of the financial year, two indicators with set targets were performing well (Indicators CE068 Complaints Customer Satisfaction Index and CE069 Cost of Outsourced Print Room Work as a percentage of Print Room expenditure). 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 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 (2015/16)	Scottish Average (2015/16)
Complaints received per 1,000 population	4.82 per 1,000 population	13 per 1,000 population
Proportion of complaints upheld/ partially upheld at each stage	42%	69%
	Moray Council (2016/17)	Scottish Average (2016/17)
Complaints received per 1,000 population	4.31 per 1,000 population	Not yet available
Proportion of complaints upheld/ partially upheld at each stage	46%	Not yet available

- 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: Local Outcomes Improvement Plan" (LOIP), which was approved by the Community Planning Board at their meeting of 13 February 2018. The LOIP provides direction for the team on a number of issues which will be captured in the 2018/19 Service Plan. In particular, the work of the Community Support Unit team will be focussed on 'Empowering and connecting communities', working in conjunction with other partners. 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 one complaint in the six month period from 1 October 2017 to 31 March 2018, which was not upheld, and there were no outstanding complaints from the previous six months requiring a response.

5. **PERFORMANCE ANALYSIS**

Areas of Good Performance

Annual Review of Moray 2026: A Plan for the Future

- 5.1 The Corporate Policy Unit continued to support the Community Planning Partnership (CPP) during the second half of 2017/18, and on behalf of the CPP undertook a review of the progress made on delivering the targets contained within Moray 2026: A Plan for the Future. The Community Planning Board (CPB) agreed at their meeting held on 13 February 2018 to approve the final report on the progress made during the year and noted the targets that would be taken forward into the revised version of the plan, Moray 10 Year Plan: Local Outcomes Improvement Plan (LOIP).

Implementing the provisions of the Community Empowerment (Scotland) Act 2015

- 5.2 The Community Empowerment (Scotland) Act 2015 placed a number of new duties on CPPs, with the emphasis on community involvement and participation. During the period of this report the Chief Executive's Office has been involved in delivering the following provisions of the Act:
- The preparation and publication of a local outcomes improvement plan (LOIP)
 - Identifying communities within Moray experiencing particular disadvantage, which will have locality plans produced
 - Publishing a "Participation Request" strategy
 - Supporting community bodies with community asset transfer requests

Support to the Community Planning Partnership – Development of the Moray 10 Year Plan: Local Outcomes Improvement Plan

- 5.3 Support to the CPP continued throughout the reporting period with developing the final draft of the LOIP. Following the CPB meeting of 26 September 2017 the draft was developed further to take into account comments from the partners and to include references to partner agency strategies where appropriate.
- 5.4 After further consultation with the partners, and discussion at the Community Planning Officers Group the final version of the LOIP was submitted to the CPB at their meeting of 13 February 2018 and was approved. The overall outcome for the LOIP was 'raising aspirations', and four priority areas were included:
- Growing, diverse and sustainable economy
 - Building a better future for our children and young people in Moray
 - Empowering and connecting communities
 - Changing our relationship with alcohol
- 5.5 In addition, the extensive research undertaken to inform the development of the LOIP had identified seven 'vulnerable communities' (those that experience a number of poorer outcomes across a range of issues such as health, income and educational attainment in comparison with other parts of Moray). The CPP agreed that the LOIP should focus initially on two areas that would benefit most from Locality Plans to address these vulnerabilities: New Elgin East and Buckie.
- 5.6 A plan for consulting both communities has been developed by the various practitioner teams who will be involved in the consultations (Community Support Unit, Locality Management Group and the Health & Social Care Partnership). The first meetings in each locality are scheduled to take place before the end of June 2018.

Community Engagement Strategy

- 5.7 The purpose of the Community Engagement Strategy is to support the development of stronger, more resilient communities, capable of identifying and when appropriate addressing their own needs and aspirations. Community Engagement will be part of the process for addressing inequalities of outcomes and will ensure a shared understanding of issues based on both statistical and experience based evidence is developed between the CPP and the local communities. The strategy has been developed to meet the aims of the Community Empowerment (Scotland) Act 2015.
- 5.8 The CPB noted the content of the Community Engagement Strategy at their meeting of 7 December 2017.

Participation Requests Policy

- 5.9 Moray Council is required by part 3 (Participation Requests) of the Community Empowerment (Scotland) Act 2015 to permit local community groups to participate in outcome improvement processes. Such requests are expected to be submitted by groups who believe they could help the Council to meet the needs of service users better, or to offer volunteers to support a Service or even propose to take over the delivery of the service, for example. The Policy was produced to be compliant with the Participation Request (Procedure) (Scotland) Regulations 2017, which came into effect on 1 April 2017.
- 5.10 The Participation Requests policy was approved by the Policy & Resources committee at their meeting of 8 May 2018. The committee agreed to delegate the duty to consider and respond to participation requests to the Chief Executive or relevant Corporate Director.

Community Asset Transfers

- 5.11 The Community Support Unit (CSU) has been supporting the Moray Council's Asset Management coordinator and local community groups with the transfer of property assets held by the council to the community. This work is being undertaken to meet the requirements of the Community Asset Transfer scheme, as mandated in part 5 of the Community Empowerment (Scotland) Act 2015.
- 5.12 The CSU has been supporting local community groups on an ad-hoc basis, but for 2018/19 will be supporting all new requests, and the Council had agreed the appointment of a further member of staff to undertake this work. Following the setting of the 2018/19 budget the transfer of Town Halls and Community Centres will be a significant task for the CSU in 2018/19 supporting groups through the processes that will lead to long-term transfers of these assets.

Corporate Policy Unit

- 5.13 The Armed Forces Covenant Development Officer, funded by the Ministry of Defence's Covenant Fund, has been supporting both Moray Council and Highland Council with fulfilling the government's promise to those serving, past and present that they and their families are guaranteed to be treated fairly. During the second half of 2017/18 the new incumbent has reviewed a number of Moray Council policies, including health, education, employment and housing, to determine if they met the promises made in the Armed Forces Covenant, or whether the Council could work through the Armed Forces Covenant Group (AFCG) to improve the lives of military personnel and their families stationed in Moray. Following extensive consultation with a wide range of stakeholders the AFCG have compiled an action plan to address the main priorities that have been identified over the next 2 years.

- 5.14 A raising awareness package is being developed for front-line staff at the Council, schools administrators and receptionists, teachers and other partners, such as the NHS and GP practices. Work is underway to provide more information on the armed forces community for local residents and employers, for example. A bid to the Armed Forces Covenant Trust for £6,500 to create a web-based micro-site was successful and Highland Council's ICT team are currently developing the site. This will have links to information and resources that will be useful to military personnel and their families who are posted to Moray. Work is just underway on removing barriers to employment for military spouses, and work on producing a pamphlet detailing the schools in Moray and the Scottish education system is in progress.
- 5.15 A budget consultation is completed which gathered the views of local people on the Council's priority areas. Moray residents were asked to rate the importance of service areas provided by the Council and to share their thoughts on where the Council should focus its work. The consultation included an on-line survey, paper copy surveys given out at pop-up events and also at public meetings facilitated by the Community Support Unit. The results of the survey were analysed by the Research and Information Officers and reported to the Elected Members at a Full Council meeting on 28 June 2018.
- 5.16 The Council has a number of contracts with organisations to provide a range of interpretation services, which are at various stages of their contract lives. The face to face interpretation contract tender process was undertaken and submissions received ready for final evaluation at the end of May, ahead of contract award at the start of June. The remaining contracts for telephone-based interpretation, British Sign Language interpretation, and written translation are due for renewal, or extension, in the coming year.
- 5.17 Following a tendering process earlier in the year the Council has a new contractor for the press adverts it publishes. The new contract allows for better conditions compared to the previous one, and closer monitoring of costs to aid budget management.
- 5.18 The PPR & 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.
- 5.19 Planning is now underway by the Chief Executive's Office administration team in preparation for the Convention of Highlands & Islands event being hosted by Moray in October 2018.
- 5.20 The Scottish Government is committed to providing 1,140 hours of early learning and childcare per year for all 3 and 4 year olds in Scotland, by 2020.

To support the delivery of this commitment in Moray a Communications and Engagement Officer was appointed in November 2017. The role is focussed on communicating and engagement with parents, partner providers, future workforce and other stakeholders such as councillors, MPs/MSPs and Moray College UHI.

- 5.21 The roll-out is being undertaken in three phases, with Phase 1 aimed at households with post-codes in the most deprived parts of Moray. Registration for this phase has now been completed and places have been allocated.
- 5.22 The consultations have identified a need in council-run nurseries for an additional 126 full-time equivalent nursery staff, and a recruitment drive is currently underway to promote opportunities in the early learning and childcare sector. Nursery managers have been recruited for phase 1, and staff job applications have just closed, with appointments being made next month. In addition a new nursery is being built in Buckie and is on course for opening in August
- 5.23 Phase 1 is currently on track for the planned roll-out in August, and planning for Phase 2 is underway. A delivery plan has been reported to the Moray Council which identifies the nurseries that will take part in phases 2 and 3, and parents have been assigned to each phase.
- 5.24 Following the 2018/19 budget decision to change residual waste collections from fortnightly to three-weekly, communications staff coordinated a high-profile information campaign to alert and inform all of Moray's households of the changes, including the in-house design of bin collection calendars, wheelie-bin stickers, animated graphics for social media and website.

Community Planning and Development

- 5.25 The Community Planning Board accepted the statistical profiles provided as the evidence base for the development of a local poverty strategy.

Participatory Budgeting and Planning for Real

- 5.26 The Moray For Moray Group is now an independent organisation and is operating without support from the Community Support Unit. The group has now launched and delivered two further Participatory Budget (PB) Locality Bid projects in the second half of 2017/18, as well as facilitating a PB seminar for Community Planning Partnership members and the Community Engagement Group.

Complaints Reporting

- 5.27 A new complaints database was rolled-out last April and during its first year of operational use it has been developed and fine-tuned as necessary. For example, a new MP/MSP enquiry e-form has been created to simplify the

process for monitoring enquiries. Revised guidance on how to complete the new database has been issued to administrators, and as people gain familiarity with the database it is expected to assist with accurate and speedy reporting, increasing the efficiency of the Complaints reporting process.

- 5.28 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). The 2017/18 customer satisfaction rate will be calculated and reported as part of the Annual Complaints Report that will be issued later in the year.

Equalities

- 5.29 Following the work on producing a bullying prevention strategy reported previously, draft guidance has now been sent to education support pastoral care for their consideration and implementation.
- 5.30 The interactive access tool that was being developed to assist disabled and frail 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. However, further progress is on hold pending the availability of further funding.
- 5.31 In preparation for the next round of budget proposals, the Equalities Impact Assessment (EIA) form has been redesigned to assist managers in capturing information and identifying mitigating actions, as requested. The Corporate Management Team have considered the council's duty in relation to the socio-economic duty and now incorporated consideration against the duty into the revised EIA form. The British Sign Language policy has been developed and was ready for submission to the Communities Committee at their meeting to be held on 26 June 2018. If approved the policy document would be issued for public consultation.

Print Services

- 5.32 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. This target has been met every quarter in 2017/18, and over the year almost 98% of print jobs have been undertaken in house.

Performance Reporting

5.33 The following reports were produced during the second half of 2017/18:

- Complaints Annual Report was due to be issued to the Policy & Resources Committee at their meeting of 16 January 2018
- Early Learning & Childcare Delivery Plan was due to be issued to the Moray Council at their meeting of 6 June 2018

6. SUMMARY OF IMPLICATIONS

(a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**

Performance measurement is used to ensure the efficient and sustainable delivery of services to meet the Council's priorities in the Corporate Plan and the LOIP.

(b) **Policy and Legal**

None

(c) **Financial Implications**

None

(d) **Risk Implications**

None

(e) **Staffing Implications**

None

(f) **Property**

None

(g) **Equalities/Socio Economic Impact**

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 2017/18 maintains the positive trend from the previous year. The workload on the Chief Executive's Office remains undiminished and 2018/19 will continue at the same high tempo. The**

publication of the Moray 10 Year Plan: Local Outcomes Improvement Plan marked a significant milestone for the team, but also is the start of a series of community engagement sessions to develop the 2 Locality Plans that have been identified. Along with the work to support Community Asset Transfers the team has a busy 2018/19 ahead of it.

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Background Papers:	Held by Carl Bennett, Research & Information Officer
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