

<b>1. Service Definition:</b>	<p><b>Services to the public:</b> Customer Services (contact centre and access points), Revenues, NDR, Benefits, Money Advice, Licensing, Registrars Service, Elections</p> <p><b>Support services:</b> Legal (inc Monitoring Officer), Licensing, Committee services. Elected Members support, Mail room, SharePoint and Customer services Support, Strategy and Performance, Audit and Risk</p>
<b>2. Service Resources:</b>	<p>135 FTE Budget: Capital £0.005 million Revenue £5.9 million</p>

3. What have we identified for improvement in {Financial Year}?	Recovery & Renewal (tick if app)	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
Redesign of customer contact, digital first, access point service review, e forms, sharepoint roll out	<input checked="" type="checkbox"/>	Ongoing digital transformation/Improvement Modernisation Programme.
Review of governance arrangements	<input checked="" type="checkbox"/>	Improvement and Modernisation Programme
Complaints Handling process review, Equalities Outcomes review	<input type="checkbox"/>	National requirement
Review of business continuity/ risk management	<input type="checkbox"/>	Management restructure

4. Strategic Outcome or Priority	Action	Planned Outcome	Recovery & Renewal	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
(CP) A Sustainable Council: that provides valued services to our communities	<p>Continue to progress Governance Review to streamline processes including reviews of committee structures, schemes of delegation and reporting to committees (BV)</p> <p>Look at alternative governance structures and review decision making processes to make them more efficient</p>	<p>Business of the council is more strategic, corporate and efficiently progressed</p> <p>Clearer focus on performance and priorities of the council as a whole</p> <p>Reduce bureaucracy, streamline decision making processes, reduce material going to committee.</p> <p>Meetings more focused on strategic issues</p> <p>Governance structure aligned to management structure.</p>	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”	<ul style="list-style-type: none"> <li>Members and officers report more effective use of time on committee and related governance work.</li> <li>Reporting across multiple governance lines is reduced.</li> <li>Use of suitable alternative reporting methods including information reports and briefings increases.</li> <li>Committee business is completed in time allocated.</li> <li>Increased pace, depth and continuity of transformational improvement.</li> </ul> <p>Reduction in the number of meetings each year.</p> <p>More information reports</p>	April 21	Head of GSP	2

	Refresh role of council leaders			going as background papers. Approval of revised Scheme of Administration Protocols revised			
A Sustainable Council: that provides valued services to our communities	(BV) <u>Improve the quality and clarity of service performance reporting:</u>  Improve the outcome focus and identification of key performance measures in service plans per PMF	Change the focus of service reporting to concentrate on indicators which contribute to the strategic and service priorities.		Service plans show outcome focus with measures that aid performance monitoring and drive improvement.	Dec 20	Strategy and Performance manager.	2
	Work with service managers to review service performance indicators to ensure provision of effective measurement of corporate and service priorities.			Each service has set of core performance measures /indicators linked to priorities.	Dec 20	Strategy and Performance manager.	2
	Establish new format for service performance reports and report to committee			Performance reporting to committee established through one annual cycle of new format reporting	July 21	Strategy and Performance manager.	2
	Review and ensure capacity to support the performance framework			Reporting on PMF is on time and of good quality	Dec 21	Strategy and Performance manager.	2
A Sustainable Council: that provides valued services to our communities	(BV) <u>Roll out of Performance Management Framework:</u>  Establish annual Corporate Plan reporting.	Continuous improvement based on evidence.		Set of core performance measures linked to corporate plan priorities in place.	Apr 21	Strategy and Performance manager	2
	Identify streamlined set of key corporate indicators that reflect strategic priorities and corporate plan.	Open and clearly understood performance reporting that enables improvement to be strategically driven.		Committee reports on performance include external benchmarking data and identify opportunities for improvement at least annually.	Apr 21	Strategy and Performance manager	2

				Improvements relative to priorities incorporated into service plans.			
A Sustainable Council: that provides valued services to our communities	Support service managers to make effective use of performance indicators and benchmarking data to inform priorities and influence continuous improvement			Officers and political leaders know the key performance messages and priorities.	Jun 21		2
(CP) A Sustainable Council: that provides valued services to our communities	<p>(BV) Continue working with Community Planning Partners to determine clear outcomes and milestones and performance reporting</p> <p>Progress planned work to develop delivery framework to support the revised LOIP, including measures of progress</p> <p>Continue work to implement robust performance management</p> <p>Establish indicators for LOIP and a mechanism for reporting these to the Board under Performance Management Framework</p>	<p>Robust performance management and reporting framework in place for LOIP.</p> <p>Progress is made in delivering the planned priorities and outcomes in the Loip</p> <p>Community planning partners and Councillors will be able to monitor progress in relation to this plan.</p>	Choose an item.	<p>One annual cycle of reporting of new indicators to CPP</p> <p>LOIP delivery framework developed.</p> <p>Set of core performance measures linked to LOIP priorities in place.</p> <p>Board reports on performance against the delivery framework show sustained progress.</p> <p>LOIP Annual Report to the CPP Board includes evidence based indicators.</p>	Sept 21	Strategy and Performance manager.	3
(CP) A Sustainable Council: that provides valued services to our communities	<p>Modernisation and Improvement – Customer Services Redesign of customer contact/face to face. (CP)</p> <p>Encourage “digital first” interaction with customers where possible.</p> <p>Use Forres access point as a model to review customer service provision in other access points.</p>	<p>Culture change in customer service delivery towards enabling approach for most customers with supported service delivery for those who need it</p> <p>Single service first point of contact</p> <p>Efficiency savings</p> <p>Improve online services available to customers.</p>	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”	<p>Reduction in face to face contacts</p> <p>Increase in online contacts</p> <p>Budget savings in access points of £100k</p>	Dec 21	Customer Services manager	2

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
<b>Ongoing digital transformation</b>	Complete benefit e-form  Complete Ctax e-form for updates	Efficiency saving through increased use of online self-service and eforms.	Choose an item.	10% increase in use of automated form	April 21 (slippage of 6 months due to covid-19)	Customer Services Manager.	2
<b>National requirement</b>	Review complaint handling procedures  Training for staff in new system.	Current procedures are reviewed and updated.  Widespread knowledge of the new system and adherence to it.	Choose an item.	Revised complaints handling policy approved by SPSO Fewer complaints upheld up by SPSO for failure to follow procedure– monitored in annual Complaints Report.	Jul 21  Annual review	Strategy and Performance Manager	2
<b>National requirement</b>	Approve Council equality outcomes	Measurable outcomes agree for relevant services		Equality outcomes agreed reported		Strategy and Performance Manager	2
<b>Improvement and Modernisation programme – governance review</b>	Work on remote committee meetings to improve quality meetings and access to them.  Involve users in developing system and carry out satisfaction survey to gauge success.	Make it easier for Councillors and officers to participate.  Ensure participants have suitable technology.  Enable hybrid physical/remote meetings	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”	Positive user satisfaction survey.	Feb 21	Democratic Services Manager	2
<b>Management restructure</b>	Review where Business Continuity fits with the Council’s risk management processes.	Business Continuity embedded within our risk management processes so the Council is better prepared for future risks.	Choose an item.	Approve revised risk management plan.	Sept 21	Internal Audit manager.	3
<b>Ongoing digital transformation</b>	Registrars: digitisation of burial grounds records  We have worked with one supplier for several years but have had to terminate the contract due to performance failure.	Have useable records for all cemeteries online		Reduced staff time for arranging burial.  Paper records archived	Dec 22	Democratic Services Manager.	4
<b>Ongoing digital transformation</b>	Increase number of services using sharepoint as their primary document management system	Benefits with homeworking and remote access to documents.  Improved records management procedures		Measured increase in services using Sharepoint		Customer Services manager	2

6. New – Recovery & Renewal Outcomes	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
			Choose an item.				