



REPORT TO: CORPORATE COMMITTEE ON 13 JUNE 2023

SUBJECT: PERFORMANCE REPORT (GOVERNANCE, STRATEGY AND PERFORMANCE) – PERIOD TO MARCH 2023.

BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT)

1. REASON FOR REPORT

1.1 To inform the Committee of the performance of the service for the period to 31 March 2023.

1.2 This report is submitted to Committee in terms of Section III (A) (4) of the Council's Scheme of Administration to monitor performance in accordance with the Council's Performance Management Framework.

2. RECOMMENDATION

2.1 **It is recommended that Committee;**

(i) **scrutinises performance in the areas of Service Planning, Service Performance and other related data to the end of March 2023;**

(ii) **notes the actions being taken to improve performance where required.**

3. BACKGROUND

3.1 On 7 August 2019, the Moray Council, approved a revised Performance Management Framework for services (para 5 of the minute refers).

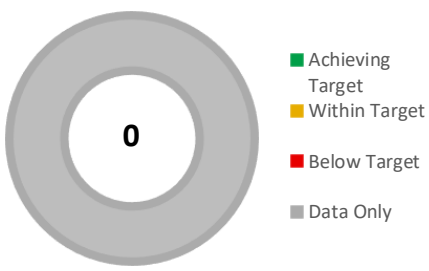
4. SERVICE PLANNING

4.1 Each service plan sets out the planned strategic and service level priorities and outcomes it intends to deliver in the coming year aligning closely with financial planning, corporate and community planning partnership strategic priorities. This report provides an update on progress on the service plan, key outcomes and performance indicators. Committee is invited to review progress to secure assurance that is satisfactory and to provide scrutiny and further direction where performance requires attention.

- 4.2 The narrative included is by exception, however links to Service Plan Actions and Performance Indicators can be accessed within the Background Papers section of this report.

SERVICE PLAN PRIORITIES	RAG
STRATEGIC LEVEL OBJECTIVES	86%
SERVICE LEVEL OBJECTIVES	68%
RECOVERY AND RENEWAL	N/A
OVERALL PLAN PROGRESS	77%
Comment Service Plan - Annual progress is measured by milestone achievements, as at the end of 2022/23 almost half the service actions have been complete. Of those that have slipped, the majority are well progressed, however competing service pressures has delayed progress. Actions which have slipped will be carried forward to the 2023/24 service plan. Performance Indicators - no strategic indicators.	

SERVICE PI'S



Strategic Outcomes - successes

- 4.3 The implementation of the customer services change management plan has started to deliver the improvement in both call handling and email responses. 91.3% of the near 131,000 calls received by the Contact Centre in 2022/23 were answered, an improvement in performance compared to the previous two years. Of those answered, 71.6% were within 60 seconds. Based on the data collected during 2022/23, a target of 75% has been set for 2023/24. A targeted training programme for new starts has allowed new team members to quickly deliver across all skillsets, which has helped to improve the availability of advisors across all enquiry types. As well as telephone calls, the Contact Centre dealt with 61,633 emails during the reporting year, with 98.1% responded to within 2 working days. The service aims to ensure that progress is maintained with the volume of customer contact being influenced by seasonal trends such as council tax, garden waste permits and will continue to explore opportunities to encourage self-service to further improve capacity to maintain and build on the experience of customers. This will continue as an on-going action in the 2023/24 service plan. (GSP22-23.Strat-4.1 to 4.3 / PIs CPS058 and CPS062)
- 4.4 The library information hub model from Forres has been expanded and established in all Moray libraries to provide customers with supported service delivery if required. The Council's Customer Charter has also been refreshed and relaunched. (GSP22-23.Strat-4.3 & 5.1)
- 4.5 Review of the Money Advice Moray Service to establish sustainable funding model has completed. Shared Prosperity Funding has been established for the next two years. The funding will support people to access training and employment opportunities alongside wider financial support to be provided by the Money Advice Moray Team. (GSP22-23.Strat-6.1)

Strategic Outcomes – challenges and actions to support

- 4.6 Annual progress report against Corporate Plan priorities will be drafted following conclusion of scrutiny of quarter 4 performance reports by service committees, slightly out with original timescales of March 2023. Review of core performance measures is ongoing following committee approval of 2023-24 Service Plans. (GSP22-23.Strat-2.2 & 2.3 / GSP22-23.Serv-4.1)
- 4.7 The Local Outcome Improvement Plan is currently undergoing a mid-point review. As an interim solution Delivery Framework documents are being refreshed against existing priorities to enable reporting during 2023-24. A Community Planning Partnership Development Session took place on 8 May with representatives from the Community Planning Board and Community Planning Officer Group in attendance. The session aims to strengthen partnership ambition for Moray communities and restate the shared commitment to delivery of Local Outcome Improvement Plan priorities. (GSP22-23.Strat-3.1 to 3.3 / GSP22-23.Serv-3.1)

Service Level Outcomes - successes

- 4.8 Equality and Diversity Corporate Advisory Forum (EDCAF) re-established and statutory obligations being met. Recent work around EDCAF include Connect magazine article encouraging staff to update demographic information to allow richer examination of workforce. Thirty council officers have signed up to training by Police Scotland on third party reporting of hate crime. A group has been set up to engage with minority groups to identify policies, practices and procedures that lead to poor outcomes for ethnic minorities, liaising with the Office of the Scottish Charity Regulator (OSCR) to gain official status. Work will continue into the 2023/24 service plan on embedding equality outcomes within Council's Performance Management Framework, as well as adjusting and refining outcomes to align with Corporate Plan and LOIP. (GSP22-23.Serv-1.2)

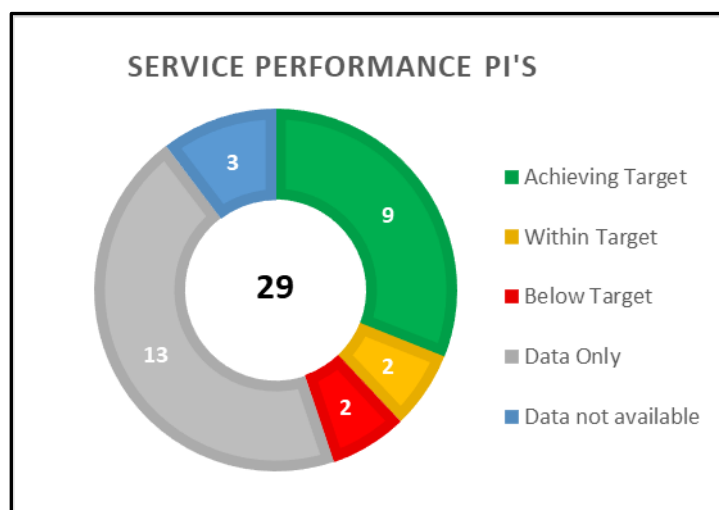
Service Level Outcomes – challenges and actions to support

- 4.9 ICT continue to develop the Benefits e-form infrastructure. Due to the complexity of the multi-use benefits form this has taken longer than anticipated. Action to be carried forward to 2023/24 with a revision of the completion date to 31 July 2023. (GSP22-23.Serv-2.1)
- 4.10 Development of the performance monitoring system Pentana has not progressed as planned. Data tidy of system has been complete, with revised Council structure reflected in system permissions and roles. Virtual session with Pentana Officer has provided further direction around development of corporate portal layout, work on the system will progress in amongst other work priorities, with the action carried forward to the 2023/24 service plan. (GSP22-23.Serv-1.3)

- 4.11 Digitisation of burial ground records has not progressed as planned due to staffing issues. Full transfer of administration of burial grounds to Environmental Services continues to be the aim, with a view to have useable records for all cemeteries available online. Funding approved to extend temporary administration post, recruitment process underway. This action will be carried forward to the 2023/24 service plan. (GPS22-23.Serv-6.1)
- 4.12 Scheduled survey of users on the Hybrid Committee system has not taken place during 2022/23, delay due to staffing issues and competing workload priorities. The survey will now take place during 2023/24. (GSP22-23.Serv-5.3)

5. SERVICE PERFORMANCE

- 5.1 In line with the Performance Management Framework, operational performance is reviewed quarterly by departmental management. Areas performing well and/or areas subject to a decreasing trend or where benchmarking results show performance significantly below comparators will be reported to this committee for member scrutiny.
- 5.2 Initial publication of 2021/22 Local Government Benchmarking Framework Indicators in February 2023 will be refreshed in early June. The full suite can be viewed using the [My Local Council](#) tool.
- 5.3 The narrative included is by exception, links to Service Performance Indicators can be accessed within the Background Papers section of this report.



Operational Indicators - successes

- 5.4 The Housing Benefits team continue to exceed targets in the processing of new and change of circumstance benefit claims. Over 2022/23 the average processing time for new housing benefit claims was 18 days, well within the target of 21 days and improving on the previous year result of 20 days. Change of circumstances housing claims were processed in an average of 5 days, exceeding the 6 day target. (Indicators CPS011 and 012)

- 5.5 The Money Advice Moray team secured welfare benefits clients an estimated £860,000 in benefits during 2022/23, while just over 87% of 70 welfare benefits appeals were successful. This represents an increase in both benefits secured and percentage of successful appeals compared to the previous year, up by £160,000 and 7% respectively. The estimated income maximisation benefit gains for Money Advice Moray clients over 2022/23 totalled £1.6 million, an increase of over £400,000 from 2021/22 performance. (PIs ENVDV217, 217b and ENVDV218i)
- 5.6 New Local Government Benchmarking Framework (LGBF) indicators around benefits processing were introduced for 2021/22. Two of the indicators showed Moray performing above the Scottish average and in the top half ranked against all local authorities. 98.25% of Crisis Grant decisions in Moray were processed within 1 working day, ranking Moray 11th in Scotland and performing well above the Scottish average of 93.25%. While 95% of Community Care Grant (CCG) decisions in Moray were processed within 15 days, ranking Moray 14th and exceeding the Scottish average of 85.75%. (PIs CORP9 and CORP10)

Operational Indicators - challenges

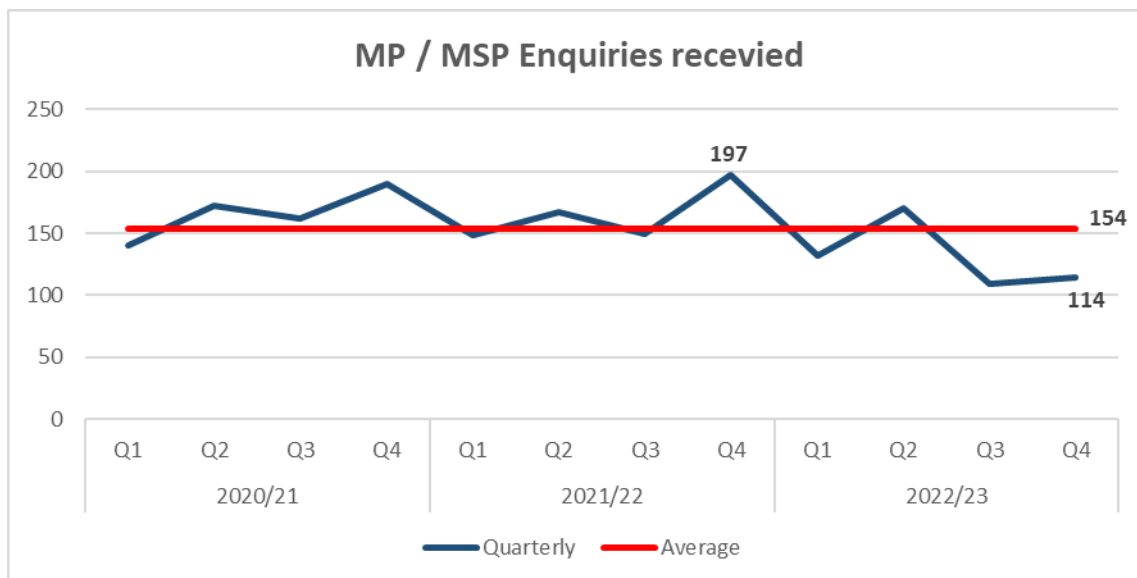
- 5.7 LGBF indicator reports on proportion of Discretionary Housing Payment (DHP) Fund spend that ranked Moray 31 out of the 32 local authorities, with 75.1% of the fund spent in 2021/22 compared to a Scottish average of 96%. During 2020/21 and 2021/22 the allocation of DHP funding was affected by increased workload in dealing with the processing of Self Isolation Support Grants. The team were unable to spend the required time on DHP's, while there was also less movement of people meaning there was less need for DHP's for new tenants or those tenants looking to move to new tenancies. The budget allocation for DHP's from Scottish Government had also increased, this subsequently meant percentage spend looked less compared to previous years. This has now been investigated and Scottish Government have addressed this with the reduction in the budget allocation for 2022/23. The proportion spend for this year is back to pre Covid-19 levels and will be reflected in LGBF indicator performance in 2022/23. (CORP12)
- 5.8 During 2022/23, around 40 committee action sheets and draft minutes were issued, the percentage issued on time or early slipped in the reporting period. Just over a third of action sheets (67.4%) and 63.1% of draft minutes were issued by their due date, below the target of 85%. A number of factors have impacted on service performance including staffing issues, over running committees and additional clerking of meetings. The service continues to closely monitor performance.

6. OTHER PERFORMANCE RELATED DATA

Complaints & MP/MSP Enquiries

- 6.1 In line with the Performance Management Framework, complaints are reviewed quarterly by departmental management in terms of time taken to respond, outcome and learning points. Detailed tables can be accessed with the Background Papers section of this report.

- 6.2 Eight complaints were received during the second half of 2022/23, with a total of 21 received over the full year. Of the eight received this reporting period, seven were resolved at frontline with the remaining complaint closed at investigative stage. Five complaints were not upheld, while two were upheld and one partially upheld. The average time taken to resolve frontline complaints was 4 working days, with six of the seven frontline complaints responded to within the 5 working day timescale. The investigative complaint was replied to in 10 days. The three complaints requiring action were across different services within Governance, Strategy and performance, agreed actions were taken to resolve complaints.
- 6.3 No MP/MSP enquiries were received or closed during the second half of 2022/23 for Governance, Strategy and Performance. Over the full year the service received 11 MP/MSP enquiries.
- 6.4 Over the last three years the Council have dealt with over 1,800 MP/MSP enquiries. The following graph shows the volume of enquiries received each quarter since 2020/21.



On average each quarter, officers respond to 153 enquiries, this reporting quarter 114 enquiries were received, the second lowest number for a quarter over the last three years. Over 78% of enquiries are directed to Economy, Environment and Finance, which includes services such as Housing and Property Services, and Environmental and Commercial Services. Education, Communities and Organisational Development received 12% of enquiries followed by Health and Social Care Moray with 9%.

Other Performance (not included within Service Plan)

- 6.5 Nothing to report.

Case Studies

- 6.6 Nothing to report.

Consultation and Engagement

6.7 Nothing to report.

7. 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 both the Corporate Plan and the LOIP.

(b) Policy and Legal

The Council has a statutory requirement to publish a range of information that will demonstrate that it is securing best value and assist in comparing performance both over time and between authorities where appropriate.

(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 required as this report is to inform the Committee on performance.

(h) Climate Change and Biodiversity Impacts

None

(i) Consultations

The Head of Legal and Democratic Services, Depute Chief Executive (Education, Communities and Organisational Development), Service Managers, Legal Services, the Equal Opportunities Officer, and Lindsey Robinson, Committee Services Officer have been consulted with any comments received incorporated into this report.

8. **CONCLUSION**

- 8.1 As at 31 March 2023, overall progress against the service plan for 2022/23 was 77% complete. Actions subject to slippage have been impacted by competing priorities, these actions will be carried forward to the 2023/24 service plan.

Author of Report: Neil Stables, Research & Information Officer

Background Papers: [Service Plan Actions](#)
[Service Performance Indicators](#)
[Service Complaints](#)

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