



REPORT TO: CORPORATE COMMITTEE ON 8 NOVEMBER 2022

SUBJECT: PERFORMANCE REPORT (GOVERNANCE, STRATEGY AND PERFORMANCE) – PERIOD TO SEPTEMBER 2022.

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 30 September 2022.
- 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 September 2022;**
- (ii) notes the actions being taken to improve performance where required.**

3. BACKGROUND

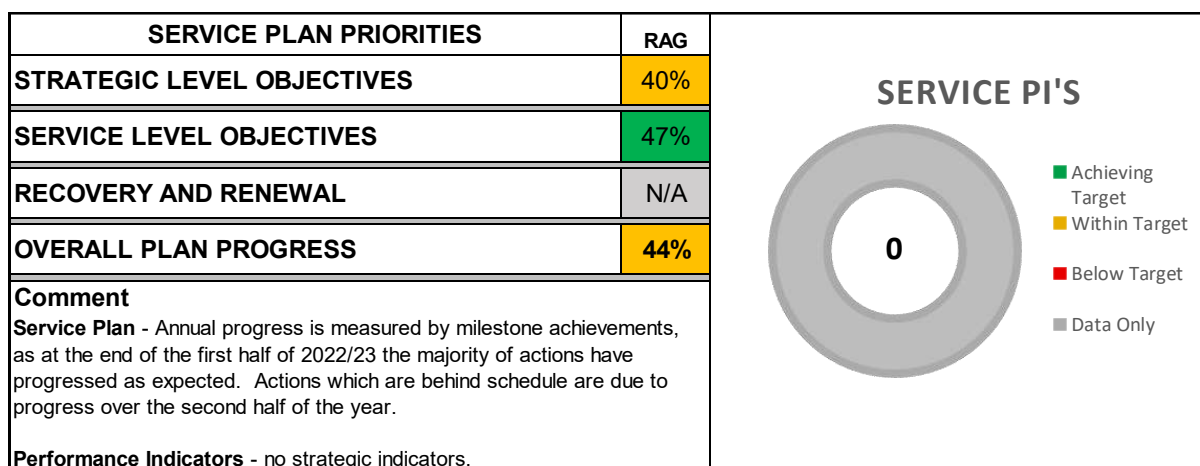
- 3.1 The Moray Council, approved a revised Performance Management Framework for services on 7 August 2019 (para 5 of the minute refers) which provides for twice yearly reports to committee on service performance.

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 interim update on progress on the service plan through 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, links to Service Plan Actions and Performance Indicators can be accessed within the Background Papers section of this report.



- 4.3 At the half year point of the 2022/23 service plan the majority of actions have progressed as scheduled, where progress has been delayed services have noted actions will be progressed over the second half of the reporting year. A number of services continue to deal with changes in their normal activities to meet the additional demands that have resulted from dealing with Covid-19 and cost of living crisis, particularly within the Benefits service.

Strategic Outcomes - successes

- 4.4 As part of the modernisation and improvement plan, service redesign of customer contact / face to face has been well progressed. The HQ Annexe area is now open for appointment only meetings and Information Hubs in libraries are being rolled out with revised staffing and Interchange information pages in place to support this. (GSP22-23.Strat-4.1)

Strategic Outcomes – challenges and actions to support

- 4.5 The final element of the Governance Review, agreed role of the Audit and Scrutiny committee, has been delayed, however a report is drafted and will go to the Full Council on the 7 December 2022. (GSP22-23.Strat-1.1)
- 4.6 Review of Money Advice Services to establish a sustainable funding model has been delayed as the Council await Scottish Government approval of the Moray Investment Plan under the Shared Prosperity Fund. Current EU structural funding runs out in March 2023 and a redesign of the service is required so that it can continue to provide a “universal” service to the rest of the people in Moray. (GSP22-23.Strat-6.1)
- 4.7 The Customer Services annual survey ran over a 4 week period and received 383 responses. The services that respondents made most contact with were Housing, Council Tax and Benefits which accounted for over 51% of responses. The level of service provided by the Contact Centre was extremely positive with over 90% satisfied or very satisfied, particularly in relation to the

professionalism of staff and their ability to understand and deal with the issue raised.

Though the responses were generally very positive there were also common areas highlighted that require further investigation, working closely with services to review online presence and how to promote the use of online services to those that have access and are able to self-serve:

- 60% of all customers did not look at online content before they called the Contact Centre
- 40% using the Council website before phoning or emailing did so because either the information was out of date, they did not understand the content, or were unable to complete online
- Limited ability to pay online
- Unable to book online

Any improvement actions arising with be incorporated into the Service Plan in order to monitor progress. (GSP22-23.Strat-4.2)

Service Level Outcomes - successes

- 4.8 The Hybrid system introduced for the committee meetings which enables members to access meetings remotely is now fully installed and in use for all council meetings. An updated virtual meetings protocol was approved at the meeting of Full Council on 29 June. Training 'on the job' will continue with support from Committee Service Officers. (GSP22-23.Serv-5.1-5.3)
- 4.9 Training of staff on the new Customer Complaints policy and process is progressing well. An e-learning module has been developed which is mandatory for staff to complete. The Council's Complaints Handling Procedure training presentation has been shared nationally as an example of good practice. (GSP22-23.Serv-1.1)

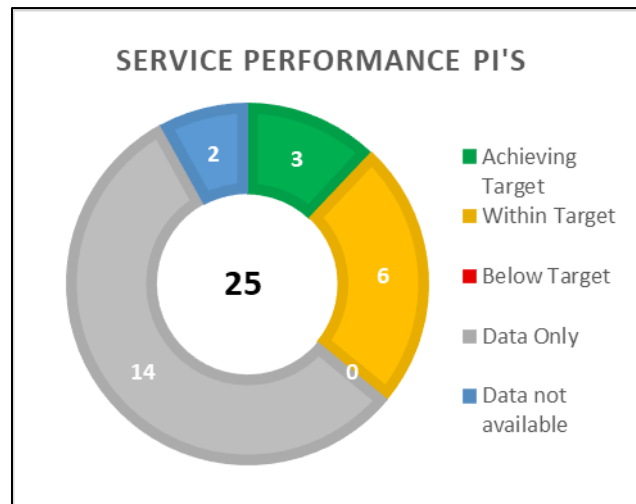
Service Level Outcomes – challenges and actions to support

- 4.10 Progress with the development of Council Benefit e-form continues to be limited due to competing workload pressures. Initial discussions with ICT are ongoing. (GSP22-23.Serv-2.3)
- 4.11 The review of content and design of the Your Moray website has not been progressed as yet. A revisit of the existing data in order to update the content will be the initial work to be undertaken in autumn before reviewing the design of the site. (GPS22-23.Serv-1.4)

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 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

- 5.3 Nothing to report as all indicators are performing within target thresholds.

Operational Indicators - challenges

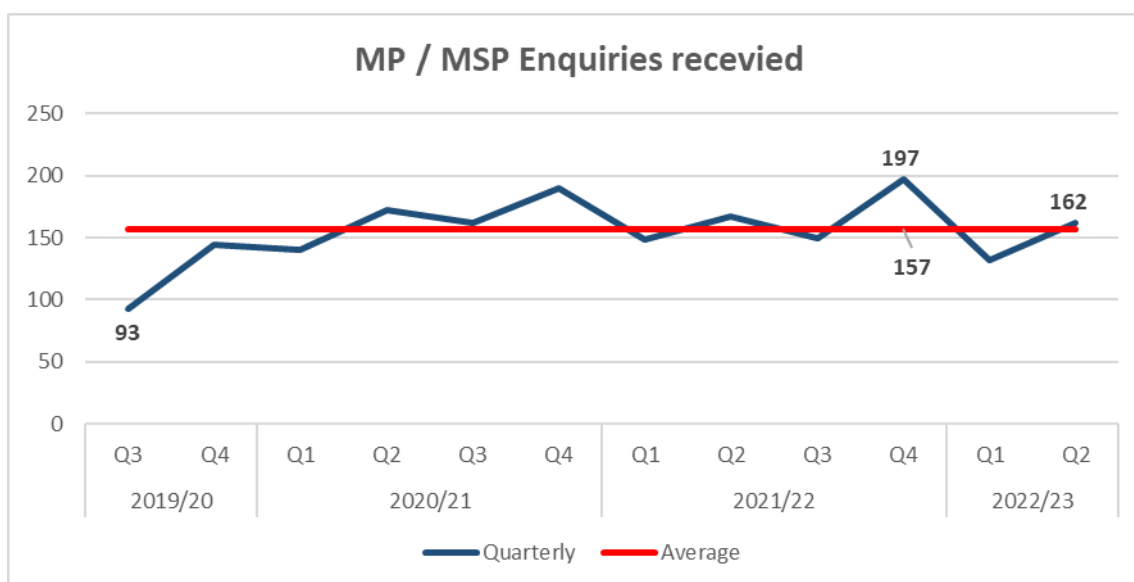
- 5.4 Nothing to report as all indicators are performing within target thresholds.

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 within the Background Papers section of this report.
- 6.2 A total of 13 complaints were received during the first half of 2022/23 with 14 complaints closed. Of those closed, all were resolved at Frontline stage. One complaint was upheld, two partially upheld and the remaining 11 were not upheld. Nine of the complaints were resolved within the 5 working day target timescale, with the overall average time taken to respond to all complaints being 5 days. Of the three complaints upheld / partially upheld, two related to process / procedures and the other against a staff member. All were acknowledged and reinforcement action taken.
- 6.3 Ten MP/MSP enquiries were received and closed during the first half of 2022/23. All enquiries were resolved.
- 6.4 Across the council, over the last three years the Council have dealt with 1,856 non-statutory MP/MSP enquiries, above the 1,792 statutory complaints received over a similar period, that are subject to the Model Complaints

Handling Procedure (MCHP). The following graph shows the volume of enquiries received each quarter since quarter 3 2019/20.



On average each quarter the Council receive 157 enquiries. Just over 90% of enquiries were directed to Economy, Environment and Finance. All enquiries follow a similar process to that of complaints in being formally logged and responded to.

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) 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 Tracey Sutherland, Committee Services Officer have been consulted with any comments received incorporated into this report.

8. CONCLUSION

8.1 As at September 2022, overall progress against the service plan for 2022/23 was 40% complete. Actions subject to slippage will be progressed over the second half of 2022/23.

Author of Report: Neil Stables, Research & Information Officer

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

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