

## 1. PERFORMANCE AGAINST SERVICE PLAN OBJECTIVES

Service Plan	Progress	Number of Actions Overdue	Number of Actions Completed
Corporate Services' Service Plan 2018-19	72%	45	60
CPS18FS Financial Services Plan 2018-20	63%	3	6
CPS18HR Corporate Workforce Plan 2018-19 (Revised Nov 18)	84%	25	40
CPS18ICT ICT Service Plan	67%	10	7
CPS18LD Legal and Democratic Services - Service Plan Actions	74%	7	7

1.1 Progress of the Corporate Services' Service Plan (72%) was behind schedule at the end of 2018/19. There were a number of recurring themes, including waiting for partners to identify priorities, workload pressures on sections, and rescheduling work to fit in with other priority work. However, the themes mentioned most were the impact of budget savings and the reduction in staffing levels in some services, and the work to identify savings taking priority over the actions published in Service Plans at the start of the year.

### Human Resources Service - Corporate Workforce Plan

1.2 The Corporate Workforce Plan was reviewed and revised during the first half of 2018/19 in light of the additional workload facing the Human Resources team as a result of the budget proposals, amongst other factors. The Human Resources Service Pressures Report, which was submitted to the Policy & Resources Committee at their meeting held on 27 November 2018, provided members with full details. The actions that were put on hold at this meeting are identified as "on hold" in the sections below. The revised plan had achieved 84% of its planned progress by the end of 2018/19.

1.2.1 The impact on achieving the aims of the plan is considered below for each of the priorities in the Workforce Plan.

#### 1.2.2 **Priority 1: Workforce Transformation and Change**

*Aim: to manage the contraction and re-shaping of the Council workforce to achieve a sustainable skilled and motivated workforce for the future aligned to the Council's priorities.*

- Progress on the actions that contribute to this priority was 90% at the end of the reporting period.

- Transform has been used extensively to support the workforce whose posts were at risk as a result of the budget proposals (Action CPS18HR01.01).
- Supporting the Moray Integration Joint Board with implementing the health and safety aspects has achieved 50% progress (Action CPS18HR01.03b) with further progress dependent upon identifying the work that is to be prioritised.

### **1.2.3 Priority 2: Employee Culture Engagement/Morale and Motivation**

*Aim: to continue to develop effective communication and engagement across the workforce to sustain and improve engagement in a challenging environment and continue to develop a positive workforce culture.*

- Progress against the aim was 79% for the year. Delivery of a reduced employee engagement programme was agreed at the meeting of the Policy and Resources committee on 27 November 2018 (Item 10 of the minutes refers) due to the workload pressures on the Human Resources team (Action CPS18HR02.01).
- The actions to improve and promote a positive workforce culture and improve employment improvement achieved 50% of the expected progress. A culture action plan is in place, however with the loss of an HR Adviser for almost half of the reporting period little progress has been made on implementing the action plan during Quarter 4 (Action CPS18HR02.02).

### **1.2.4 Priority 3: Developing Leadership Capacity.**

*Aim: to prepare and develop current and future leaders to meet the demands of local government of the future to ensure the continuous improvement of services.*

- 81% progress was made against this priority over the year. Note that 2 of the Actions are not due to be completed until 31 Jul 2019 and are making good progress.
  - A revised programme for leadership development has been agreed (Action CPS18HR03.01), which will start to be implemented in June 2019 using a range of external providers, combined with building capacity internally.
  - The provision of management and supervisory training to address management standards and create a more positive workforce culture was 85% complete at the end of the year (Action CPS18HR03.02). Enhanced training on soft skills for change management has been developed and is scheduled to commence

in late May/early June. A revised manager induction module is being scheduled into regular training provision.

- Training for elected members has been developed and provided as required with specific sessions facilitated by members of the Corporate Management Team (CMT). Work on developing a structured approach has been delayed due to the impact of budget work and will be carried forward (Action CPS18HR03.03).

#### **1.2.5 Priority 4: Workforce/Employee Development**

*Aim: to ensure that employees have the skills, competencies and experience required and are prepared to meet current and future requirements.*

- develop the quality of the review experience (Action CPS18HR04.02) and the Management Appraisal Framework (Action CPS18HR04.03) – on hold
- Overall progress on the revised activity in support of this priority was 93% for the year, with the remaining action being the implementation of a Violence and Aggression plan. A survey went live during March 2019 and the analysis of the results will be carried forward to next year's plan with an action plan to follow (Action CPS18HR04.04).

#### **1.2.6 Priority 5: Health and Wellbeing**

*Aim: to pro-actively support the health and well-being of employees.*

- 73% of the work planned for this priority was completed. The action to work with employees and their representatives to improve workforce consultation was delayed due to the impact of budget reductions, and specific areas of joint activity have yet to be agreed (Action CPS18HR05.02). The programme of risk assessments was 65% complete at the end of the year (Action CPS18HR05.03) and the timescales for the survey on violence and aggression was amended, with a consequent impact on the progress of developing the Health and Safety culture of Moray Council (Action CPS18HR05.05).
- The revised health and safety arrangements to control the activities of contractors (Action CPS18HR05.06) was 50% complete at the end of the year with a revised briefing for new contractors completed. Progress has been delayed due to the impact of budget cuts on the health and safety team with monitoring processes and arrangements still to be agreed.
  - Note that since 2013/14 the number of health and safety incidents reported across all departments within Moray Council has shown

a gradual decrease (Figure 2, Page 14). This may be indicative of an improving safety culture, with staff implementing the health and safety system effectively.

### **1.2.7 Priority 6: Workforce and Succession Planning**

*Aim: to address workforce issues in relation to demographic changes and skill shortages and develop strategies to address the consequences.*

- All activity on this priority was put on hold with the approval of the Policy and Resources Committee.

### **1.2.8 Priority 7: Recruitment and Retention**

*Aim: to ensure that Council Services are as well-resourced as possible by making the Moray employment package as attractive as possible and deploying appropriate recruitment strategies.*

- Two actions on hold (Actions CPS18HR07.01 and CPS18HR07.02).
- Action on the third action, to Work with Educational Services to develop recruitment strategies (both long and short term) for the improvement of Teacher recruitment (Action CPS18HR07.03) was partly delayed by human resources workload.
  - The pilot scheme for newly qualified teachers was completed. However, initial steps to consider recruiting from abroad was another of the actions put on hold in November 2018 with the approval of the Policy and Resources Committee.
  - No progress was made during the year on the activity to consider managed career paths to reduce number of long term vacancies in teacher posts in primary, secondary and promoted posts.

### **1.2.9 Priority 8: Reward and Recognition**

*Aim: to have in place fair and competitive pay and conditions that are recognised as such and are free of bias.*

- Two actions on hold (Actions CPS18HR08.01 and CPS18HR08.02). The third action in this priority was the undertaking of an equal pay audit, which has been completed during 2018/19 (Action CPS18HR08.03).

## Information and Communication Technology (ICT) Objectives

1.3 The ICT Service Plan is due to be completed in September 2019. However, the 67% progress reported at the end of 2018/19 is behind the planned schedule.

### **1.3.1 Priority 1: Transformation**

***Aim:** to create a digital first approach to improve efficiency by delivering more services online; supporting flexible and mobile working; and improving capabilities for shared working within the Moray IJB.*

- Work to extend the availability of online services available to the public made good progress (73%) enabling the public to undertake more transactions using the customer portal (Action CPS18ICT01.02). At the meeting of the Policy & Resources committee held on 4 June 2019 it was reported that more than 80 services are now online for residents to access at any time including applying for a garden waste permit; registering for school and nursery places; viewing and accepting council house offers; school payments including school meals; and booking leisure classes. It was revealed that 40% of visits to Moray Council's website were made out of traditional office hours, prompting a three-year project to improve online payments and form-filling, as well as the introduction of a nationally-used, secure public services customer portal. Streamlined booking, ordering and payment has been welcomed by residents: 70% of all garden waste permits were applied and paid for online; 100% of all sports development sessions in 2019 have been booked online and 80% of all primary schools meals are paid for online.
- In addition, the activity that delivered digital infrastructure to schools (e.g. interactive panels, wifi, computers and laptops) was completed (Action CPS18ICT01.06).
- Little progress was made on the action to deliver flexible and mobile working (just 5%) (Action CPS18ICT01.01). Given that the Windows 10 project is now underway, there would have been a lot of duplicated effort to migrate users to Windows 7 virtual desktops, only to migrate the same users to Windows 10 virtual desktops in a short space of time. Provision had been made in the 2018/19 capital allocation for the requisite server infrastructure to scale up the virtual desktop environment but it is now best to defer this and align the work with the Windows 10 project.
- A solution to enable staff to register and access the interchange outwith the council network has been developed as part of the intranet improvement (Action CPS18ICT01.04). The action was 95%

complete and the remaining activity is to carry out security testing before making this option available online. The security testing will be scheduled with the Council's third party testing provider alongside other services in the 1st quarter of 2019/20.

- The establishment of a digital culture within Moray Council only achieved 40% progress. Various material has been identified to make available to staff and while some sign-posting has been made available on the interchange this likely needs further work to establish a digital culture. Recent approval to join the Digital Office will provide access to additional material that will target this area (Action CPS18ICT01.05).

### **1.3.2 Priority 2: Decision Support**

*Aim: to optimise the use of data by services, elected members and the public; data will be requested once, will be available to all who need it, and accurate and timely information will be readily accessible.*

- This priority is planned to be delivered by the end of September 2019, and the 73% progress made during 2018/19 indicates the actions remain on schedule.

### **1.3.3 Priority 3: Compliance**

*Aim: to ensure the Council's ICT infrastructure and systems are secure, meet the required accreditation standards, are robust, and consistently supported; to implement a secure email solution to ensure continued communication with other government bodies.*

- Again, this priority is planned to be delivered by the end of September 2019, and work is on schedule (75% complete at the end of the year). The work to update the Council to Windows 10 and Microsoft Office 2016 is making good progress (Action CPS18ICT03.02). Moreover, secure email has been implemented and is now available (Action CPS18ICT03.04).
- Two actions were almost completed:
  - (Action CPS18ICT03.01, 90% complete) As part of the Information Security action Moray Council received Public Services Network<sup>1</sup> accreditation and the Scottish Government's Cyber Essentials accreditation. The remaining activity to be carried forward to 2019/20 is a review of the Council's Information

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<sup>1</sup> The Public Services Network is the UK government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources.

and Communications Technology (ICT) Security Policy in line with the standard for IT Security Management (ISO 27000).

- (Action CPS18ICT03.05, 95% complete) A new ICT structure was introduced on 1st April 2019 and all calls across the range of ICT services are now being logged on the service desk. The remaining work is to develop and implement revised incident management arrangements.
- The action on Business Continuity was half-completed during the year (Action CPS18ICT03.03). A replacement for the corporate firewall has been procured and the software upgraded paving the way for the phase 2 replacement. The current business continuity template and previous Business Impact Assessments have been reviewed but preparation of the revised plan is still outstanding.

#### **1.3.4 Priority 4: Forward Planning**

***Aim:** to assess the impact of new or alternative technologies, including cloud-based computing and the Internet of Things on delivering efficiency savings to the Council*

- This priority too extends until the end of September 2019 and is concerned with deriving efficiencies from maturing technologies. However, only 49% progress has been made at the end of March 2019 with 4 of the 7 actions behind schedule.
- 5% progress was made on the assessment of a cloud computing strategy, and the Cloud adoption strategy paper will carry over to 2019/20 (Action CPS18ICT04.01).
- The action on application development (Action CPS18ICT04.02) was delayed after review to enable the ICT team to work on new priorities identified within the efficiency programme. Similarly, an element of the work on Unified Communications, the introduction of Internet Protocol (IP) telephony, was deferred until 2019/20 in line with the in-year financial measures (Action CPS18ICT04.04). Progress was made on identifying a supplier for the telephony and the contact centre project, and a 12-month trial is in operation for a new video-conferencing system. The business case for Unified Communications will be carried forward to 2019/20.
- The review of Moray Council's application portfolio aimed to rationalise the number of applications in use throughout the council, reduce the number of systems to be supported and consolidate the number of data sources (Action CPS18ICT04.05). Progress was 60% during 2018/19 with the team exploring opportunities for rationalising

applications within the asset management area including roads, waste, lands & parks and housing. A project mandate will be prepared for consideration by the asset management working group

- The action to consider the potential for the Internet of Things to deliver improvements to service delivery and efficiencies (Action CPS18ICT04.07) has yet to begin, and is scheduled to be completed by the end of September 2019.

## Financial Services

### 1.4 Overview of Financial Services' Service Plan

#### **1.4.1 Priority 1: Support the Financial Planning Process**

*Aim: to support elected members and budget managers with all aspects of the Financial Planning Process including the Procurement Strategy.*

- This priority was 80% complete at the end of the financial year, with just one action to be completed.
- The work to implement the Procurement Strategy Action plan (Action CPS18FS01.03) has stalled due to a lack of available resources restricting progress.

#### **1.4.2 Priority 2: Provide financial advice/support for the Council's large strategic projects**

*Aim: to provide support to the council's Transformation Board and other Project Boards in the delivery of strategic projects.*

- The actions for this priority were completed as planned for the year with the nomination and approval by the partner local authorities of a preferred bidder for the Ness energy from waste project.
- In addition, the first six months operating accounts for groups running Community Centres and Town Halls under the Community Asset Transfer scheme (e.g. Dufftown, Keith and Elgin) have been submitted for final review and reconciliation of deficit funding (Action CPS18FS02).

#### **1.4.3 Priority 3: Progress Phase 1 of the new HR/Payroll system**

*Aim: to deliver an efficient, integrated HR / Payroll system, meeting all statutory requirements.*



- Implementation of the Council's new HR/payroll system remains behind schedule with only 15% progress made so far (Action CPS18FS03). An implementation plan is in place and work is underway. However, progress continues to be delayed by resource issues.

#### **1.4.4 Priority 4: VAT leisure review**

***Aim:** to investigate potential savings identified through recent VAT tribunal cases regarding the provision of leisure services and to identify associated changes to ways of working.*

- This action (CPS18FS04) stalled during the second half of 2018/19 and remains at 60% complete. An analysis of the provision of leisure services was completed for the years 2015 to 2018, which highlighted a number of issues that are now being investigated. Changes to income streams are impacting on the review and will need to be incorporated into the scope of the action.

### Legal and Democratic Services

1.5 The Legal and Democratic Services' Service Plan was 74% complete at the end of the financial year 2018/19.

#### **1.5.1 Legal Services**

***Aim:** to provide legal support to corporate and strategic projects and changes in legislation that effect the delivery of Council services, provide training updates for Councillors, while achieving required budget savings.*

- It's now over a year since any activity from the Scottish Local Authority Legal Sections benchmarking team, therefore this action has been closed, although still incomplete, as it's beyond Moray Council's control (Action CPS17LD01.02).
- The legal team has been busy providing support to the numerous Community Asset Transfer requests that have been received during the first half of the year since the decision was approved by the Moray Council in February 2018 to secure community asset transfers (CAT) of town halls and community centres as part of its budget process (Actions CPS18LD01.02 & CPS18LD01.03).

- One of the actions carried over from last year was the implementation of the **Idox**<sup>2</sup> licensing module to transform the Licensing Service's processes to deliver efficiency savings and reduce the time it takes to process and resolve licensing applications (Action CPS17LD01.06). The action remains at 90% complete.
- The Legal team are still waiting for the Appeals Committee to sit to enable the final element of training to be given to the relevant elected members (Action CPS18LD01.04).

### 1.5.2 Democratic Services

***Aim:** to provide efficient, cost-effective support for committees and provide Registrar services for Moray residents as efficiently as possible, and provide support to Returning Officer in the organisation and administration of all elections.*

- The action to complete the digitisation of the burial ground records (Action CPS17LD02.05) is still being held up waiting for the contractor to complete their actions (progress remains at 90%). In the meantime the team have been working with the data that has been provided.
- A feasibility study for re-locating the Registrars has not been started due to the council asset management review, which is currently being undertaken and which may impact the options available for the feasibility study (Action CPS18LD02.01).

### 1.5.3 Customer Services

***Aim:** to support the ICT team in delivering the Digital Project, and reviewing the level of service provided to meet required budget savings.*

- Work in support of the Council Tax element of the Digital Project was completed as planned. However, the impact of this work and how it is received by the public won't be known until the project has been in operation for a while (Action CPS18LD03.01).
- The work that has been in place to meet housing benefit claims timescales (Action CPS18LD03.04) is showing promise with the average time for processing new claims being maintained between 24 and 25 days during 2018/19 (Indicator CPS011), compared to a maximum of 29 days in Q3 2017/18. Similarly, 'change of circumstances' is taking around 9 days on average (Indicator CPS012) compared to a maximum of over 12 days in Q3 2017/18.

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<sup>2</sup> Idox is a leading supplier of specialist software, services and content to the public sector.

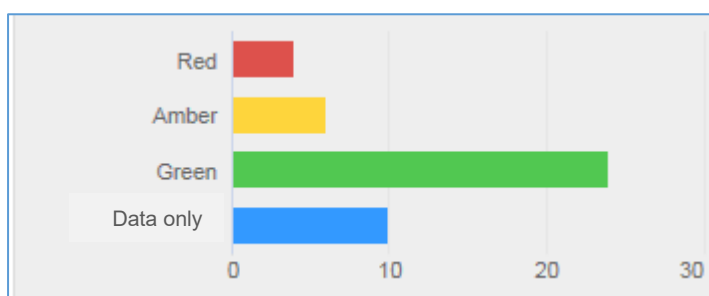
- The preparation for the Barclay Commission of non-domestic rates was 10% complete at the end of the financial year and is being carried forward into 2019/20 (Action CPS18LD03.03).

## 2. SUMMARY OF PERFORMANCE

### Performance Indicators

2.1. Corporate Services monitor performance through 44 performance indicators, 34 of which have targets set and 10 are contextual. A summary of performance for the 12 areas that comprise Corporate Services is below.

- Red PIs are significantly above/below the set targets
- Amber PIs are just above/below the set targets
- Green PIs meet or exceed the set targets
- Blue PIs are contextual with no targets set



Service – Department	Red	Amber	Green	Data Only
	4	6	24	10
▲ Corporate Services - Audit		1	2	
📄 Corporate Services - Corporate Resources				1
✅ Financial Services - Accountancy			4	
✅ Financial Services - Payments			3	
❌ Human Resources and ICT - Human Resources	2	2	3	
❌ Human Resources and ICT - ICT Applications	1			
✅ Human Resources and ICT - ICT Infrastructure			2	2
❌ Legal and Democratic Services - Customer Services	1	1		1
▲ Legal and Democratic Services - Democratic Services		1	3	
✅ Legal and Democratic Services - Legal Services			1	2
✅ Legal and Democratic Services - Registrars			1	1
▲ Legal and Democratic Services - Revenues		1	5	3

## **Performance indicators requiring monitoring (Amber)**

### **Internal Audit**

- 2.2. Delivery of the Audit Plan, as approved by Audit and Scrutiny Committee, covered a nine month period from June 2018 to March 2019 (Indicator FICT055). Overall for the year 94% of the Audit Reports were issued within the target timescales. However, in Quarter 4 only 85% of the audit reports were issued on time (the target is 90%). This was due to the Audit manager workload relating to the external inspection of internal audit, governance, risk management and servicing committee that led to some slippage in clearing reports. This indicator is expected to be back above target in Quarter 1 2019/20.

### **Human Resources**

- 2.3. The absence rate due to sickness for teachers rose from an average of 5.9 days per teacher in 2016/17 to 6.4 in 2017/18 (Indicator CS016B.1).
- 2.3.1. The absence rate due to sickness for the remainder of the Council staff has also risen, from 11 days per employee on average in 2016/17 to 11.5 days in 2017/18 (Indicator CS016B.2).
- 2.3.2. The 2018/19 absence rates are not yet available for either of these indicators.

### **Legal and Democratic Services – Customer Services**

- 2.4. The percentage of telephone calls answered against those received (Indicator CPS058) was 91.82% for 2018/19 compared to the target of 93%. In Quarter 3 2018/19 the target was achieved with 93.13% of calls answered; the first time the target has been met since Quarter 1 2017/18. In Quarter 4 2018/19 the proportion of calls answered had dropped to 90.86% due to the high volume of calls for the Waste Service. The additional calls fell into 3 main categories: garden waste permits, decisions not to issue bins and higher than normal volume of missed bins. The Service is still receiving calls for garden waste permits but these are reducing. This target has proved to be challenging, but the Service routinely exceeds answering over 91% of all calls received.

### **Legal and Democratic Services – Democratic Services**

- 2.5. The percentage of committee draft minutes issued on time was 80.8% for 2018/19 overall, just below the revised target of 85%. Note, however, that this performance would have exceeded the previous target of 80% (Indicator

CS003). The number of committee draft minutes is relatively low (47 for the year) so a small number of draft minutes being issued late has a disproportionate impact. Of the 47 issued 38 were on time, and just 2 more would have achieved the target. The reasons for being issued late were workload pressures, staff absence, and a one-off formatting issue relating to the new committee management system.

Legal and Democratic Services – Revenues

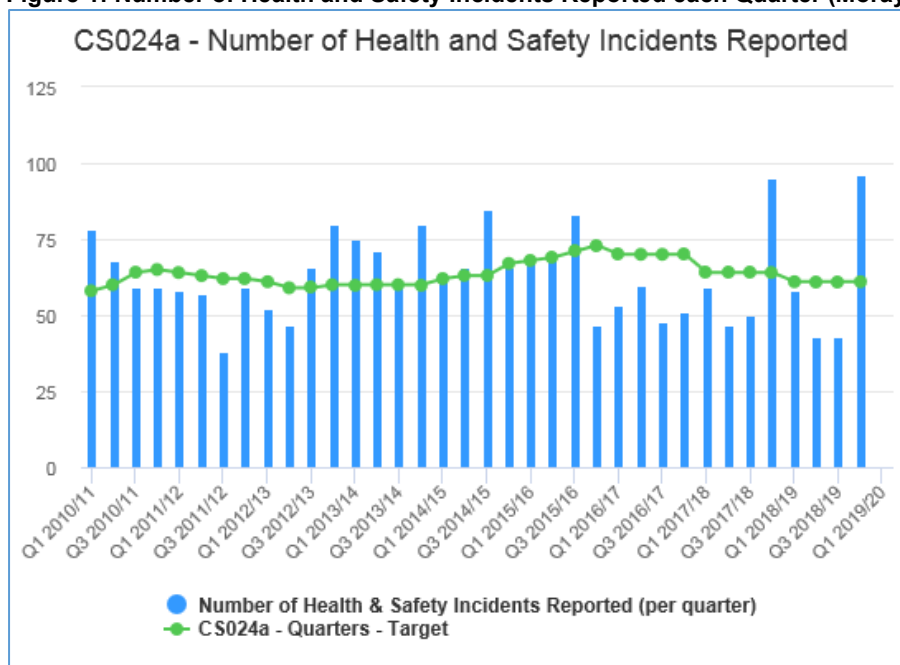
2.6. The average time to process new housing benefits claims (Indicator CPS011) was 24.8 days, almost 2 days longer than the target of 23 days, but an improvement on the 27.4 days at the end of 2017/18.

**Performance indicators requiring action (Red)**

Human Resources – Health and Safety

2.7. The number of Health & Safety incidents rose significantly in Quarter 4 to 96, approximately 50% higher than the target of 61. This showed a similar pattern to 2017/18 when the number reported in Quarter 4 was also much higher than the previous 3 quarters. The reason, if indeed there is an underlying cause, is not clear (Indicator CS024a, see Figure 1).

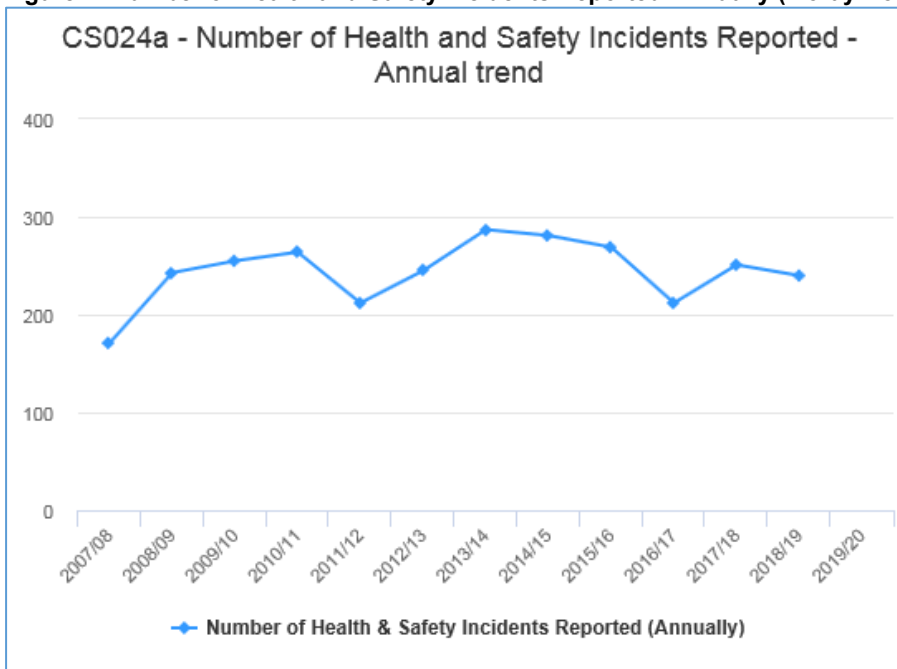
**Figure 1: Number of Health and Safety Incidents Reported each Quarter (Moray Council)**



2.7.1. However, for the full year 2018/19 the 240 reported incidents were marginally below the target of 244, which is based on the average of

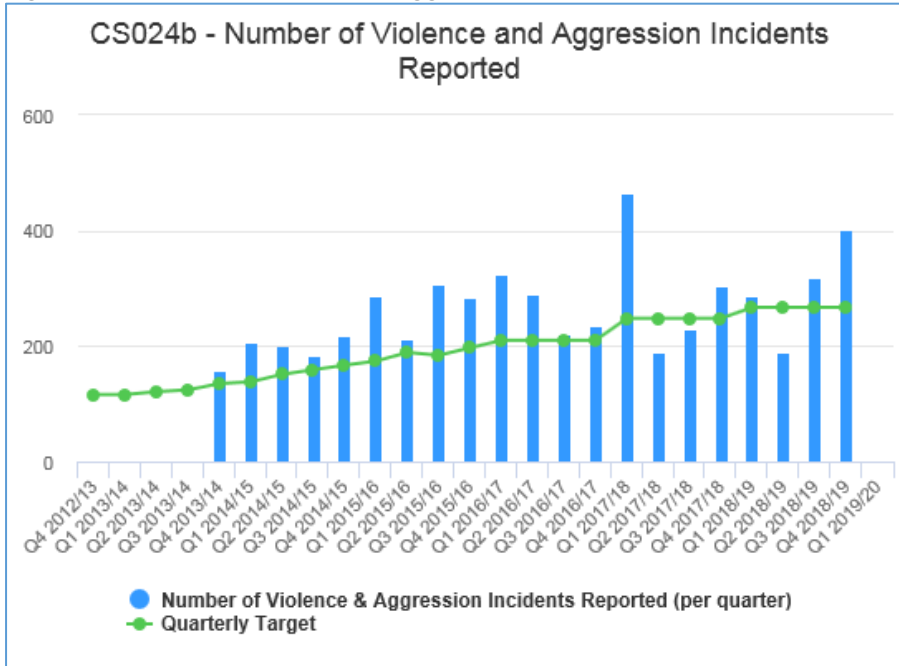
the previous 3 years. Indeed, the trend has been gradually dropping for the past 5 years (see Figure 2).

**Figure 2: Number of Health and Safety Incidents Reported Annually (Moray Council)**



2.7.2. The number of Violence and Aggression incidents reported during the second half of 2018/19 was significantly higher than in the first half of the year, and above the target based on the average of the past 3 years. There were 721 incidents reported between October 2018 and the end of March 2019, compared to 478 between April and the end of September 2018 (Indicator CS024b). Overall for the year there were 1,199 reported incidents, 12% above the target of 1,068 set for the full year. Specific work is being undertaken in order to identify root causes and underlying themes so that improvement work can be carried out.

**Figure 3: Number of Violence and Aggression Incidents Reported each Quarter (Moray Council)**



Information and Communication Technology

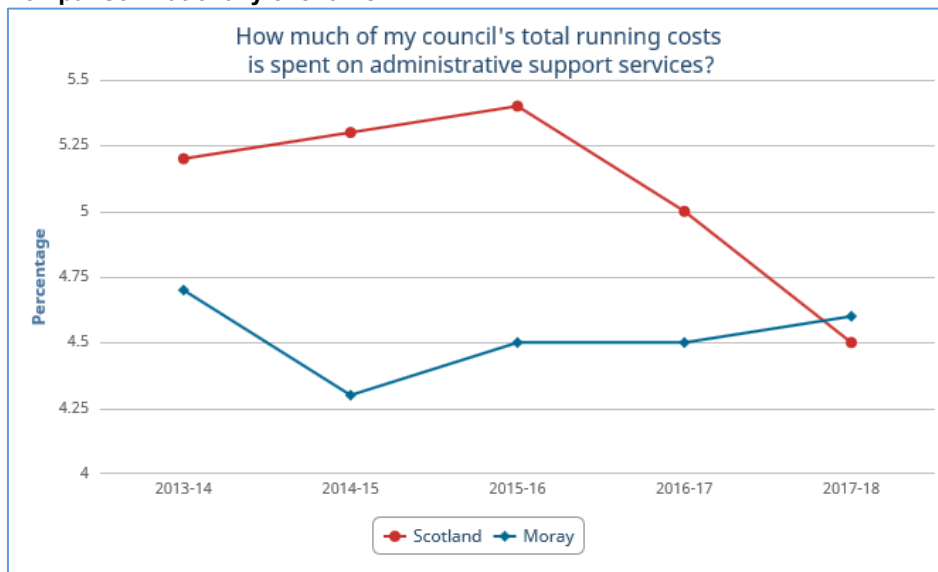
2.8. Progress on the ICT Action Plan (Indicator FICT173) fell behind the original plan during the second half of the year as the focus of the ICT workload was directed in other areas. The primary reason was the need to support services in delivering efficiency savings. Projects included: garden waste permits; alignment with Moray Leisure Centre with the introduction of the Fit Life card; and the introduction of the new car parking machines. While the digital services project has delivered core solutions enabling fast track development of new solutions, this is only part of the picture as the new solutions have to consider the end to end business process. The ICT restructuring also resulted in some delays with the preparations for the new structure being introduced on 1st April. The projects that were not completed as planned were prioritised against the emerging projects identified for efficiency savings. This re-prioritising of the workload is likely to continue as new requests are emerging such as the need to develop a solution for staff parking.

Legal and Democratic Services – Customer Services

2.9. The percentage of telephone calls answered within 20 seconds (Indicator CPS059) was 62.27% this quarter, compared to the 74% target. Q4 stats have been heavily influenced by the high volume of calls for the Waste Service. The additional calls fell into 3 main categories: (New) Garden Waste Permits; the decision not to issue bins; and higher than normal volume of missed bins.

**Corporate Resources**

**Figure 4: Improvement Service Local Government Benchmarking Framework (Indicator CORP1) – Comparison nationally over time**

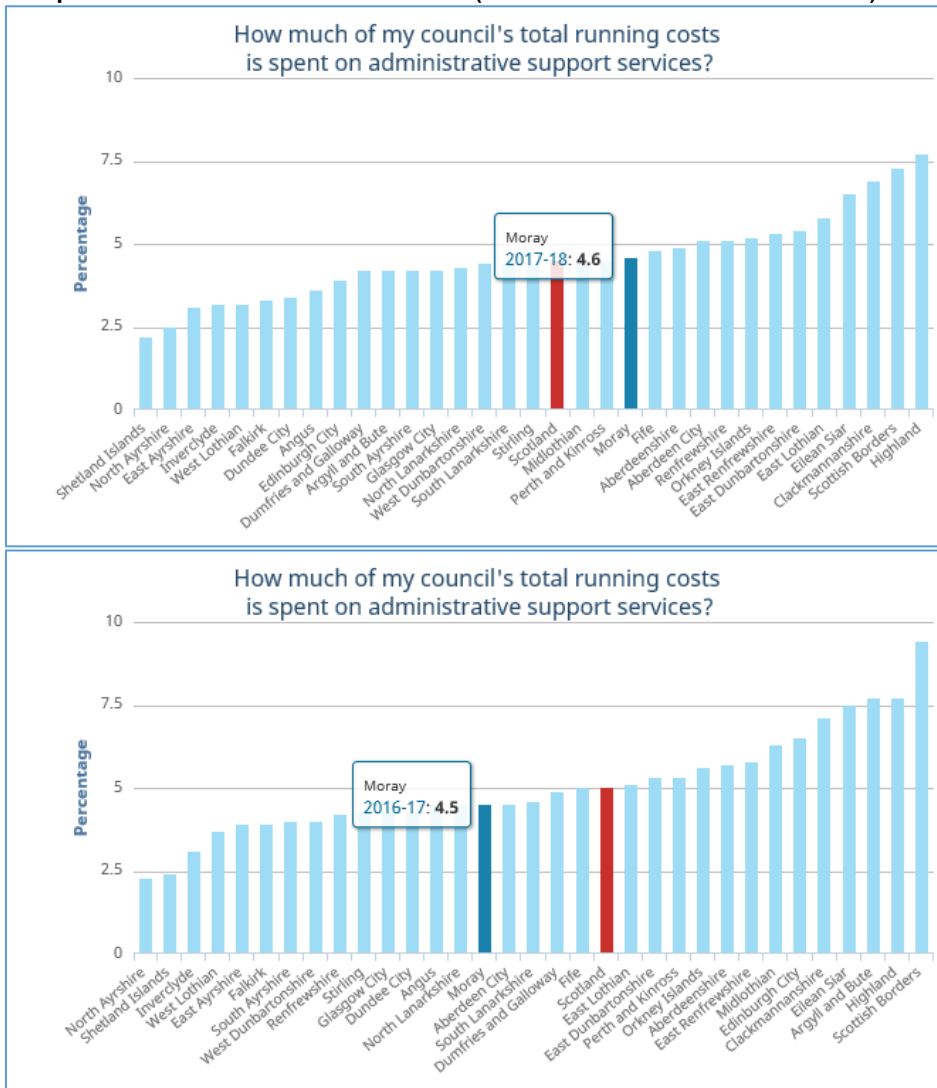


2.10. Support service costs for Moray Council rose by 3.5% in 2017/18 to £10.58 from £10.22M (revised figure) in 2016/17. Gross expenditure rose by approximately £5.6M from £225.3M to £230.9M, leading to a slight increase in the percentage cost of support services for the Moray Council from 4.54% to 4.58%. This increase has led to Moray Council being ranked 20th highest out of the 32 Scottish Councils for cost of Support Services, compared to a ranking of 15th in 2016/17; the lowest ranking for the last 8 financial years. Highland Council has the highest support costs as a proportion of total gross expenditure at 7.69%, with Shetland Islands Council the lowest at 2.20%.

2.10.1. For the first time Moray Council spending as a percentage of total gross expenditure is above the Scottish average, which has reduced to 4.47% from 5.00% in 2016/17 (Figure 4).



**Figure 5: Improvement Service Local Government Benchmarking Framework (Indicator CORP1) – Comparison with other Local Authorities (2017-18 with 2016-17 - lower chart)**



*Moray highlighted in darker blue; Scotland in red*

## Complaints

2.11. There were 30 complaints received by Corporate Services during the six month period to the end of March 2019 (Figure 6). 29 complaints were responded to during the same period; 21 (out of 26) frontline within the 5 working days target, while all 3 investigative complaints took longer than the 20 working day target. There were no escalated investigative complaints. Just 3 complaints (10.3%) were upheld and 9 (31%) were part upheld. Seventeen complaints were not upheld (58.6%).

**Figure 6: Total number of complaints received quarterly by Corporate Services (Q4 2013-14 to Q4 2018-19)**

