



REPORT TO: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT COMMITTEE ON 18 NOVEMBER 2020

SUBJECT: PERFORMANCE REPORT GOVERNANCE, STRATEGY AND PERFORMANCE – HALF YEAR TO MARCH 2020

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 from 1 April 2019 to 31 March 2020.
- 1.2 This report is submitted to the Education, Communities and Organisational Development Committee following a decision of Moray Council on 17 June 2020 to agree a simplified committee structure as a result of the COVID-19 pandemic in the case of this committee the combining of the delegated responsibilities of Children and Young Peoples Services, Governance, Strategy and Performance (para 9 of the minute refers).

2. RECOMMENDATION

2.1 It is recommended that Committee:

- (i) scrutinise performance of the Service Plan, Operational Performance Indicators and Complaints to the end of (Month Year);**
- (ii) welcome good performance; and**
- (iii) note 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). The framework introduced new arrangements for Managing, Delivering and Reporting of Performance with the aim of increasing focus on priority areas, reducing the level of reporting on lower priority indicators and directing scrutiny towards areas of strategic importance trends. Whilst the key performance trends in operational performance will continue to be reported, the focus of committee scrutiny will be on the delivery of priorities in the Local

Outcome Improvement Plan (LOIP), Corporate Plan and Service Plan. This report covers progress in achieving the Governance, Performance and Strategy Service Plan priorities, as well the important trends in the key performance indicators.

- 3.2 The Performance Monitoring Statements document was developed to support the Performance Management Framework. This half-yearly performance report refers to this document. The document includes tabular updates on actions, indicators relating to Service Plan priorities as well as complaints data, and can be found at:
http://www.moray.gov.uk/moray_standard/page_92321.html

4. SUMMARY OF PERFORMANCE

- 4.1 At a meeting of the Policy and Resources Committee on 2 October 2019, approval was given for the Legal & Democratic Services (the forerunner of Governance, Performance and Strategy) Service Plan covering the period 2019-2020 (para 5 of the minute refers). As per the Performance Management Framework, this Service Plan consists of two distinct sections;
- Strategic Outcomes - locked down against commitments in National Outcomes, the Local Outcome Improvement Plan and the Corporate Plan.
 - Service Level Outcomes – reflecting service priorities not covered in higher level plans.
- 4.2 A total of 15 actions were included in the Service Plan; 4 were due for completion by March 2020 of which 3 have been completed. The one action that has not met the target timescales, was not able to be progressed during the year.

Overall, the Service Plan was 49% complete at the end of 2019-2020; however, since most actions were not due for completion within this period progress is considered to be on target.

Level of Action	Number of Actions	Expected completion by end March 2020	Actual completion by end March 2020
Strategic Outcome	4	1	1
Service Level Outcomes	11	3	2

Strategic Outcomes - successes

- 4.3 Contributing to the Corporate Plan priority ‘Financial Sustainability of Moray Council’, Customer Services have analysed the main areas of failure demand within their processes. The action to address these will now become a continuous improvement item with the relevant services to introduce the required efficiencies and savings through economies of scale, simplified consistent processes and harnessing of available technology. (ACTION L&D19-20.01a).
- 4.4 Customer Services are looking to make further savings by changing the culture in their delivery towards one that provides an enabling approach for

most customers with supported service delivery for those who need it. The aim is for a single service to be the first point of contact for Moray residents contacting the Council. An enabling approach has been adopted in the Forres Access Point. Following closure of Access Points during covid-19 response a decision has been taken to accelerate this enabling approach with the other access points in Keith, Buckie and Elgin. Savings are being reported as part of the Improvement and Modernisation programme of work. The action is due to be completed in March 2021 and has progressed 50% to date. (ACTION L&D19-20.01b).

- 4.5 Contributing to the same theme the Governance Review is making good progress towards the outcome of reducing bureaucracy and streamlining decision-making. A revised scheme of delegation (to align with the Senior Management Review) and selection of a committee system for governance were agreed on 12 February 2020. The final part of the review was to consider alternative committee models however this stage has been overtaken by the Covid-19 response. The response has involved radical changes to the Council's decision-making structures including testing out a Cabinet structure and a simplified committee structure. The final part of the review will be picked up on when the Council moves back towards normal business. (ACTION L&D19-20.01c).

Service Level Outcomes - successes

- 4.6 The Forres Access Point has been moved and services are successfully being delivered from the library facility within Forres House. This has met the dual aims of freeing-up the Auchernack building for alternative uses and piloting new ways of working. (ACTION L&D19-20.05e).
- 4.7 The Money Advice, Welfare Benefits and Income Max services have been re-badged as a single joined-up service with the aim of improving access to the services that are provided. (ACTION L&D19-20.05f).
- 4.8 Two activities not due to be completed until the end of October 2020 are progressing well:
- The non-domestic rates team have been supporting the refresh of the Elgin Bid (eBID) and the proposed new Moray Tourism Bid (tBID) to set up a system for collecting levies from businesses. The proposed Civica software was rejected due to its failure to deliver what we required, and a new system is in place; tBID has been successfully billed with invoices being issued at the start of August. Arrangements are being made for the eBiD to be billed in early October and the format of the invoice for this mid-year billing has been agreed with the eBiD manager. The action is 75% complete and on target for the planned end of October completion. (ACTION L&D19-20.04b)
 - Installation of essential upgrades for the Lagan system, Sharepoint and telephony systems are on schedule. In particular, the Lagan and telephony upgrades are well advanced, and the aim is to implement them over the next quarter. Progress is sitting at 60%. (Action L&D19-20.04d).

Strategic Outcomes – challenges and actions to support

- 4.9 None of the actions in support of strategic outcomes experienced challenges during the second half of 2019-2020.

Service Level Outcomes – challenges and actions to support

- 4.10 It was planned to have Social Security Scotland officers co-located in Council buildings by the end of December 2019. Note however, this action has been transferred to the property team who will now be responsible for reporting on progress to the appropriate committee. (ACTION L&D19-20.05a).
- 4.11 The plan to relocate the Registrars Service within the HQ building in order to free-up the current building for alternative uses was put on hold awaiting outcome of the Property Asset Management Appraisal. (ACTION L&D19-20.05b).
- 4.12 Work to implement the revised Performance Management Framework and to develop processes for forward planning and performance monitoring of the Corporate Plan and the LOIP has been hampered by changing priorities required to support the Moray Council response to the Covid-19 lock-down. Both these actions are 20% complete and did not meet the target of end of May 2020 for completion but are now progressing in response to the Council's Best Value Audit report response. (ACTIONS L&D19-20.05c and L&D19-20.05d).

Operational Indicators - successes

- 4.13 Eight of the 25 performance indicators met, or exceeded, the required standard.

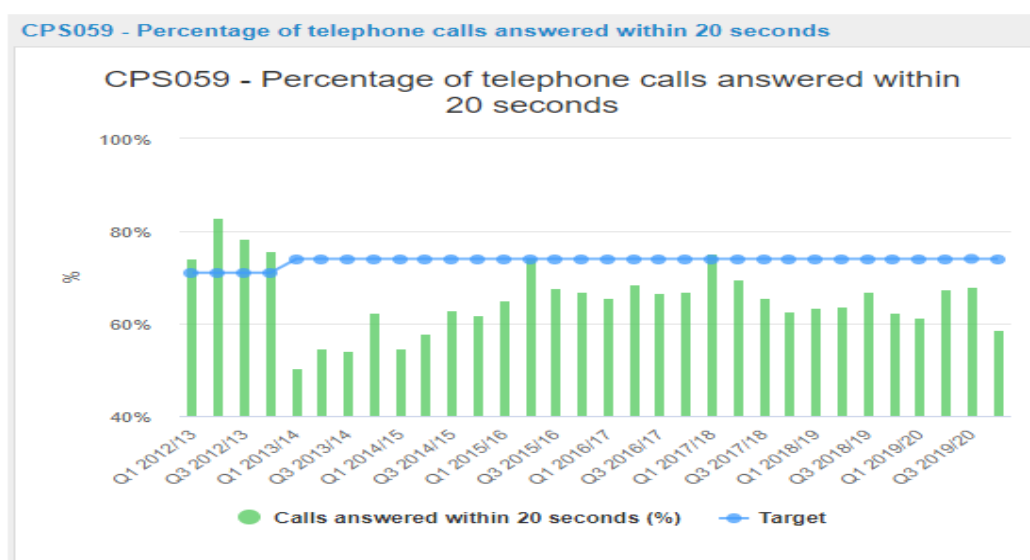
Code & Title	Gauge	Value	Target
✓ CORP1 Support services as a % of total gross expenditure		4.29%	4.37%
✓ CS001 Committee Agenda - Percentage issued on time or early		92%	85%
✓ CS031 General Register Office Report - % error rate in Registratio...		2.76%	3%
✓ FICT137 Gross cost of collecting Non Domestic Rates per property.		£30.93	£33.00
✓ SBA1e Gross administration cost per benefits case		£51.74	£71.00
✓ SCM5 Cost of collecting council tax per dwelling		£8.98	£14.00
✓ SCM6b Percentage of current year council tax received (cumulative)		97%	96.9%
✓ CPS012 Average time in days to process notifications of changes o...		3.42	9

Operational Indicators - challenges and actions to support

Code & Title	Gauge	Value	Target
● CPS059 Percentage of telephone calls answered within 20 seconds		58.61%	74%
● CE068 Complaints - Customer Satisfaction Index		44	58.3

- 4.14 Two of the indicators have missed the required target by a significant margin. Historically, the target to answer telephone calls within 20 seconds has been

hard for the Customer Services team to meet. This quarter performance has been affected by reasons already outlined, (INDICATOR CPS059).



- 4.15 The Complaints – Customer Satisfaction Index has not been reported upon since 2017/18, when it was below the target based on the previous year’s responses. However, this performance measure has not been adopted universally by all Scottish Councils. Consequently, standardised questions are being considered as part of the Scottish Public Services Ombudsman’s revised model complaint handling procedure that will be introduced on 1 April 2020.

Complaints & MP/MSP Enquiries

- 4.16 Between October and March 2020, Governance, Strategy and Performance received 19 complaints and 19 were closed during the same period. Of the closed complaints, 15 (79%) were dealt with at the frontline stage, 3 were investigated further while 1 was escalated. A total of 9 complaints (47%) were upheld. Ten complaints concerned the incorrect application of processes and procedures, 2 were for Council Tax concerns and 4 complaints were made against staff. Staff were reminded of the required standards to be maintained and the importance of following procedures fully. One complaint was made against an elected member and the complainant was advised to contact the Standards Commissioner. In addition to the complaints received, 7 MP/MSP enquiries covering a variety of issues were dealt with in the same period.
- 4.17 Comparative data is not available for Governance, Strategy & Performance, but during the financial year 2018-2019 Legal & Democratic Services closed 45 complaints during the full year. This suggests that the level of complaints is similar, or maybe slightly reduced, for the second half of 2019-2020 compared with the same period last year. Of these 43 were closed at the frontline stage (96%) and 2 were investigated further. None was escalated. A total of 14 complaints were upheld (31%), a smaller proportion than in the reporting period covered by this report.

5 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 Governance, Strategy and Performance and Service Managers, have been consulted with any comments received incorporated into this report.

6. CONCLUSION

6.1 At the end of the financial year 2019-2020 3 of the 4 Service Plan outcomes had been achieved. Overall, progress on implementing the Service Plan is on schedule at 49% complete. The Governance, Strategy & Performance Service is meeting, or is marginally below, all but 2 of its performance targets indicating the service is providing the required level of support to other Council Departments. Responding to telephone calls from Moray residents within 20 seconds continues to be a challenge.

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Background Papers: Held by Author
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