

1. Service Definition:	Services to the public: Customer Services (Contact Centre and Access Points), Revenues, NDR, Benefits, Money Advice, Licensing, Registrars Service, Elections Support services: Legal (inc Monitoring Officer), Licensing, Committee services. Elected Members Support, Mail room, SharePoint and Customer services Support, Strategy and Performance, Audit and Risk
2. Service Resources:	135 FTE Budget: Capital £0.005 million Revenue £5.9 million

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 and e forms,	✓	Ongoing digital transformation/Improvement Modernisation Programme.
Review of governance arrangements	✓	Improvement and Modernisation Programme
Review of business continuity/ risk management		Management restructure
Corporate Plan and Loip reviews to take account of Covid, new council and national directions	✓	

COVID REVISED SERVICE PLAN

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>Final element of the Governance Review, role of the Audit and Scrutiny committee is to be agreed.</p> <p>Refresh role of council leaders</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>	<p>Choose an item.</p> <p>The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”</p>	<ul style="list-style-type: none"> Members and officers report more effective use of time on committee and related governance work. Reporting across multiple governance lines is reduced. Use of suitable alternative reporting methods including information reports and briefings increases. Committee business is completed in time allocated. Increased pace, depth and continuity of transformational improvement. <p>Reduction in the number of meetings each year.</p> <p>More information reports going as background papers.</p> <p>Approval of revised Scheme of Administration</p>	September 22	Head of GSP	2
(CP) A Sustainable Council: that provides valued services to our communities	<p>(BV) <u>Improve the quality and clarity of service performance reporting:</u></p> <p>Refine new format service performance reports to continuously improve the outcome focus and identification of key performance measures in service plans per PMF</p>	<p>Change the focus of service reporting to concentrate on indicators which contribute to the strategic and service priorities.</p>	<p>Choose an item.</p>	<p>Service plans show outcome focus with measures that aid performance monitoring and drive improvement.</p> <p>Each service has set of core performance measures /indicators linked to priorities.</p>	March 23	Strategy and Performance manager.	2

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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?)
Choose an item.	Maintain capacity to support the performance framework		Choose an item.	Agreed timing for service performance reports to committee are met	March 23	Strategy and Performance manager.	2
(CP) A Sustainable Council: that provides valued services to our communities	(BV) Roll out of Performance Management Framework:	Continuous improvement based on evidence.	Choose an item.	Review of core performance measures linked to corporate plan priorities in place.	March 23	Strategy and Performance manager	2
Choose an item.	Refine key corporate indicators that reflect strategic priorities and corporate plan.	Open and clearly understood performance reporting that enables improvement to be strategically driven.	Choose an item.	Committee reports on wider corporate performance include external benchmarking data and identify opportunities for improvement at least annually.	March 23	Strategy and Performance manager	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>Continue work to implement robust performance management</p> <p>Review 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>Improved set of core performance measures linked to LOIP priorities in place.</p> <p>Increased number of evidence based indicators in LOIP Annual Report to the CPP Board.</p>	<p>=Dec 22</p> <p>Dec 22</p> <p>Apr 23</p>	Strategy and Performance manager.	3

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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?)
(L) Improving Wellbeing of our population (CP) Our People: Provide opportunities for people to be the best they can be	Review Money Advice Service to establish sustainable funding model for service beyond March 2023	Sustainable service which is able to cope with demand. Establish needs/demands of the service Identify funding sources.	Choose an item.	Options report to committee Explore future funding sources Identify legacy provision	June 22 Dec 22 March 23	Benefits and Money advice manager.	2
(CP) A Sustainable Council: that provides valued services to our communities	Modernisation and Improvement – Customer Services Redesign of customer contact/face to face. (CP) Encourage “digital first” interaction with customers where possible. Expand library information hub model from Forres to other locations.	Culture change in customer service delivery towards enabling approach for most customers with supported service delivery for those who need it Single service first point of contact Efficiency savings Improve online services available to customers.	Choose an item. The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”	Staff consultation complete. Roll out walk in information hubs in libraries. Training for libraries staff. Re purpose Elgin access point as appointment only with Covid mitigation measures. Downward trend in in face to face contacts and increase in online contacts budget savings in access points of £100k	April 22 May 22 April –Dec 22 April 22 Measured as trend	Customer Development manager	2
(CP) A Sustainable Council: that provides valued services to our communities	Review the Council’s Customer Charter when new model has been rolled out.	Customers are clear how to get in touch with the Council and any expectations on them.	Choose an item. Start afresh with the new model when we come out of Covid restrictions.	Charter drafted consulted on. Consultation used to inform final version published on Intranet and wider Comms.	Dec 22	Customer Development Manager.	
(L) Improving Wellbeing of our population (CP) Our People: Provide opportunities for people to be the best they can be	Investigate future funding for Money Advice Service	Future financial stability for Money advice service	Choose an item.	Report to committee to summarise current funding model and potential options Investigate potential funding sources Report back to Ctee with outcome and options	Jun 22 Nov 22 Feb 23	Benefits and Money Advice Manager	

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
Ongoing digital transformation	Complete benefit e-form	Efficiency saving through increased use of online self-service and eforms.	Choose an item.	10% increase in use of automated forms	Apr 23 Was originally April 21 however no capacity to progress given additional workload due to covid-19.	Benefits and Money Advice Manager.	2
National requirement	Training for staff in new Customer Complaints policy and process.	Current procedures are reviewed and updated. Widespread knowledge of the new system and adherence to it.	Choose an item.	Fewer complaints upheld up by SPSO for failure to follow procedure– monitored in annual Complaints Report.	Action complete annual review to determine whether target met. Annual review	Strategy and Performance Manager	2
National requirement	Re-establish EDCAF to refine and develop Equality Outcomes	Measurable outcomes agree for relevant services and reported through ctee.	Choose an item.	Equality outcomes agreed reported through performance reporting.	Annual reporting by Apr 23.	Strategy and Performance Manager	2
Ongoing digital transformation	Reflect revised structure in Pentana and further develop system design and functionality for users	Performance monitoring software used to its full potential	Choose an item.	Increased use of software by users to monitor performance	March 23	Strategy and Performance Manager	
Ongoing digital transformation	Review content and design of Your Moray	Community Planning webpages refreshed and promoted	Choose an item.	Increased hits	March 23	Strategy and Performance Manager	

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
Strategic Planning	Mid-point review of Local Outcome Improvement Plan	LOIP reset to take account of Covid impacts and recovery and potentially a response to SG National Covid Recovery Strategy for a community recovery plan	Choose an item.	Reset LOIP agreed by CPP	March 23	Head of GS&P, Strategy and Performance Manager	
Strategic Planning	Revisit Corporate Plan priorities drawn out from LOIP review	Corporate Plan reflecting council issues and priorities from LOIP review	Choose an item.	Corporate Plan approved and embedded in performance reporting framework	March 2023	Head of GS&P, Strategy and Performance Manager	
Improvement and Modernisation programme – governance review	<p>Enable hybrid committee meetings to improve quality meetings and access to them.</p> <p>Update Virtual meetings protocol and train Chairs in new way of working.</p> <p>Involve users in developing system and carry out satisfaction survey to gauge success.</p>	<p>Make it easier for Councillors and officers to participate remotely</p> <p>Ensure participants have suitable technology.</p> <p>Enable hybrid physical/remote meetings</p>	<p>The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”</p> <p>Choose an item.</p>	<p>A number of meetings have been successfully held.</p> <p>Aug 22</p> <p>Positive user satisfaction survey.</p>	September 22	Democratic Services Manager	2
Management restructure	Integrate Business Continuity under management of Internal Audit management processes.	Business Continuity embedded within our risk management processes so the Council is better prepared for future risks.	Choose an item.	Updated business case plans within services	Slippage in deadline due to changes in personnel May 22	Audit and risk manager.	3
	Progress the transition of information Governance team from ER&C to GSP	Ensure sufficient staffing and reporting for Heritage and Archives to stay with ER+C.	Choose an item.	CMP finalised. Staff transferred.	May 22	Head of GSP in consultation with Head of ER+C	

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
Ongoing digital transformation	Registrars: transfer of administration of burial grounds records to the Land and Parks service.	Reduce double handling and allow funerals to be arranged more quickly with a view to useable records for all cemeteries online	Choose an item.	Calls will be transferred from registrars to Lands and Parks.	Dec 22	Democratic Services Manager.	4
Ongoing digital transformation	Increase number of services using digital document management system	This longer term outcome will bring benefits with homeworking and remote access to documents. Improved records management procedures	Choose an item.	Less paper records being stored	Currently no timeframe as team are engaged in Covid humanitarian assistance calls	Customer Services manager	2
	Review money advice team	Viability of future funding source	Choose an item.				
Workforce Development to meet demands and deliver priorities	The service improves the ERDP experience and holds accurate records, including continuous professional development (CPD) - from mandatory training through to service and job specific learning.	Staff are safe and competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including digital and customer skills	Choose an item.	Evidence that all staff have undertaken mandatory training. Number of ERDPs completed 100% of ERDPs carried out within timescale % staff completing Customer Excellence e-learning module or digital standard training that could give % of – think could develop this into something more relevant once the SCVO digital skills survey results are back in?	March 2023 (and reviewed annually) March 2023 (measured quarterly) March 2023 (measured quarterly)	HoS	2

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