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**REPORT TO: CORPORATE COMMITTEE ON 08 NOVEMBER 2022**

**SUBJECT: PERFORMANCE REPORT (FINANCIAL SERVICES) – PERIOD TO SEPTEMBER 2022**

**BY: DEPUTE CHIEF EXECUTIVE (ECONOMY, ENVIRONMENT AND FINANCE)**

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

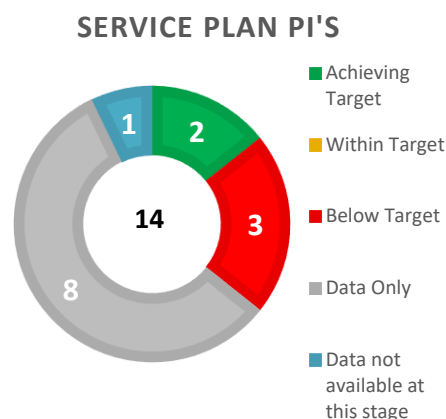
**4. SERVICE PLANNING**

4.1 Each service plan sets out the 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, 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.

SERVICE PLAN OUTCOMES		RAG
<b>STRATEGIC LEVEL</b>	A sustainable council that provides valued services to our communities	32%
<b>SERVICE LEVEL</b>	Implement legislative regulatory changes	0%
	Scottish Government priority	45%
	Implement the Procurement Strategic Action Plan	30%
	Council attains Living Wage Accreditation	100%
	Support for MJB	10%
	Increase Service Efficiency	5%
	Sound Financial Governance	30%
<b>RECOVERY &amp; RENEWAL</b>	Workforce Development	10%
	Supplier Relief	97%
<b>OVERALL PLAN PROGRESS</b>		<b>36%</b>

At the end of September 2022, two actions (1 Strategic and 1 Service Level) have not met assigned due dates. Work on both will continue during the second half of the year. Three others relating to Increasing Service Efficiency are yet to progress although all currently remain within expected due dates.



### Strategic Outcomes – successes

- 4.3 A preliminary review of the capital plan shows that through rescheduling of planned works, the 10% target reduction has been achieved. In the light of recent increases in interest rates a further review is now ongoing. A prioritisation criteria matrix was circulated to budget managers for completion which will be reviewed by the Asset Management Working Group. This will be refined and used in the capital planning process going forward. (Action FIN22-23.Strat-4.1b)

### Strategic Outcomes – challenges and actions to support

- 4.4 As the Transformation programme review progresses, savings are identified as each strand is assessed. The position was last updated to committee in August and will be included in the Council's budget for 2023/24 as at December. (Action FIN22-23 Strat 4.1c)

### Service Level Outcomes – successes

- 4.5 To ensure compliance with the Living Wage, a review of contracted suppliers was completed as planned. The Council was formally awarded Living Wage employer accreditation in September 2022. (Action FIN22-23 Strat 5.4)

### Service Level Outcomes – challenges and actions to support

- 4.6 Three actions aimed at Increasing Service Efficiency have yet to progress due to software issues. Introducing e-billing for Non-Domestic Rates and online sign up for Council Tax direct debit has stalled, whilst work to investigate workflow for accountancy processes dependent on ICT availability, the service continues to liaise with suppliers and ICT to resolve. (Actions FIN22-23 Strat 5.6c, 5.6d and 5.6e)

- 4.7 A review of Budget Manager training material is progressing outwith the original due date due to competing work priorities. Work to finalise this will continue in quarter 3 with a view to finalising before the year end. (Action FIN22-23 Strat 5.7b)
- 4.8 As at September, £315k spend has been identified and committed to participatory budgeting, 15.9% of the indicative 1% overall council budget. A briefing session was delivered to elected members in April 2022, another to the Head Teachers Forum with follow up sessions with a number of schools and discussions ongoing with officers regarding potential exercises covering Housing Revenue Account, Active Travel and Roads. The 1% target will not be achieved in 2022/23. (PI FS214) Capacity challenges across the Council are impacting on the ability to engage effectively with services and this is an issue experienced by many local authorities in Scotland.
- 4.9 Unfortunately, a number of quarter 2 performance indicator results were not available within committee reporting timescales, therefore comment relates to quarter 1 results. (PIs FICT125, FS017, 17a, 20, 123, ERDP.FIN1, 2, 3)

#### **Recovery and Renewal - successes**

- 4.10 Nothing to report.

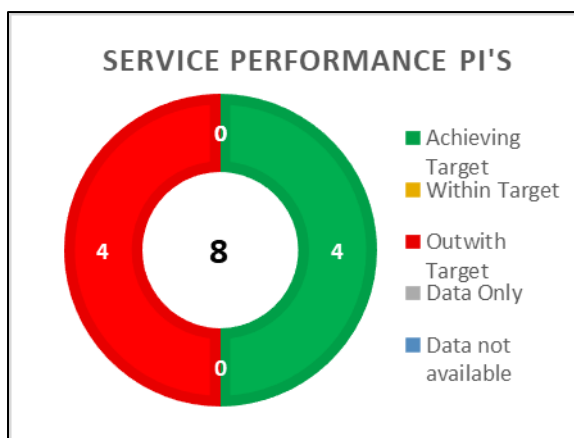
#### **Recovery and Renewal – challenges and actions to support**

- 4.11 The average time to pay supplier relief claims, at 29 days exceeded the target of 21 days in the period to June 2022 due to the majority of applications requiring further information or additional verification. Going forward the target will be extended to 30 days to reflect processing requirements. (Action FIN22-23 Recovery 6.1)

### **5 SERVICE PERFORMANCE**

- 5.1 In line with Performance Management Framework, operational performance is monitored quarterly by departmental management. Areas performing well and/or areas subject to a decreasing trend or where benchmarking results show performance below comparators will be reported to this Committee for member scrutiny.
- 5.2 Following approval of the Service Plan by Committee, a review of performance indicators has been undertaken and amendments made to align indicators with service outcomes.
- 5.3 The narrative included is by exception, links to Service Performance Indicators can be accessed within the Background Papers section of this report.

- 5.4 At a meeting of this committee on 14 June 2022, it was agreed non-payments of rents should be included within future Financial Services performance reports (para 12 of the Minute refers). It has since been confirmed the data requested is reported to the Housing and Community Safety Committee as part of Housing and Property Services performance reports (PIs H5.3, H5.3a and H5.5 refer) and this committee is best placed to provide scrutiny of performance in this area as all relevant officers are in attendance.



### **Operational Indicators – successes**

- 5.5 Nothing to report as indicators are updated annually.

### **Operational Indicators – challenges and actions to support**

- 5.6 Nothing to report as indicators are updated annually.

## **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 During the first half of 2022/23, Financial Services received 12 complaints and 10 were closed; 9 (90%) as frontline and 1 (10%) as investigative. Five frontline complaints (55%) were dealt with within the target timescale of 5 working days and the investigative complaint, closed at day 21 took one day longer than target to provide a full response.
- 6.3 Of all complaints closed, only 1 frontline complaint was upheld after contact from a member of the public was found to have been missed. To address this, procedures relating to correspondence were updated.
- 6.4 In addition to complaints, 11 MP/MSP enquiries were received between April and September. Most related to queries around council tax with 10 (91%) dealt with within target timescales.

## **Other Performance (not included in the Service Plan)**

6.5 Nothing to report.

## **Case Studies**

6.6 Nothing to report.

## **Consultation and Engagement**

6.7 The Procurement Team have engaged with local suppliers at two events over the summer period. "Food for Moray" at Elgin Town Hall involved both Catering and Procurement staff and aimed to encourage applications for contracts to supply fresh food to the council's schools and community centres. The team also supported the Supplier Development Programme (SDP) to deliver the first face to face "Meet the Buyer North" event since the pandemic. Held at UHI Moray in September, this event involved 18 organisations and attracted over 350 attendees. During the event, Moray Council was represented by three stalls; Corporate, Moray Growth Deal and Building and Maintenance contracts for tender.

## **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 needed because the report is to inform the Committee on performance.

**(h) Climate Change and Biodiversity Impacts**

None

**(i) Consultations**

The Head of Financial Services, Depute Chief Executive (Economy, Environment and Finance), Service Managers, Legal Services, the Equal Opportunities Officer, and the Committee Services Officer have been consulted with any comments received incorporated into this report.

**8. CONCLUSIONS**

**8.1 At September 2022, progress against the Financial Services Service Plan for 2022-23 was 36% with work ongoing where slippage has occurred.**

Author of Report: Suzanne Wilson, Research and Information Officer

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

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