

Improvement & Modernisation Programme Report: September 2020

Progress Summary:

- **Improvement and Modernisation Programme**
- **Stream 1: Asset Management**
 - **Review of Offices**
 - A review of office accommodation has been completed and the options appraisal being prepared.
 - **Review of Depots**
 - The options appraisal previously approved has now been used to form the basis of a draft business case.
 - **Review of Storage Units**
 - A review of storage units has been completed and the options appraisal is being prepared but there appears to be little potential value expected.
- **Stream 2: Transforming Customer Service**
 - **ICT and Digital - Schools Admin**
 - Progress has been made with the introduction of the Parent Portal in 2 primary schools to trial the parent registration process and reporting absences online.
 - Training for schools admin staff has been organised for early September with the intention to roll out across all schools from mid-September onwards.
 - In addition to reporting absences online the initial functions targeted for the Parents Portal include the annual data check, viewing timetables, the school calendar, permissions, consent forms and links to online school payments.
 - **ICT and Digital - Repairs**
 - A working group was established to review the housing repairs business processes with the objective to streamline the processing, deliver efficiencies and an improved customer journey.
 - The work of this group was impacted by the lockdown and work in this area will need to be revisited to take into account any longer term impact of COVID-19.
 - **ICT and Digital - Open Revenues Portal (Council Tax)**
 - New services have been made available to view Council Tax accounts online, submit change of address notifications and to receive electronic bills. COVID-19 resulted in the planned promotion work around these new services being delayed and will need to be rescheduled.

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○ **Customer Services Redesign - Customer Contact Strategy**

- The access Point in Forres transferred from Auchernack House to Forres House in December 2019. The service provided at the new service point was based around a self service model.
- Plans were being prepared to implement a similar service for the Elgin Access Point but this has not been progressed since the closure of all Access Points as a result of COVID-19. However, this also provides an opportunity to review what services are expected at these service points and how these should be delivered.

➤ **Stream 3: Alternative Service Delivery**

○ **Review of Leisure Services**

- The outcome of the third party review of the service opportunities was reported to Full Council in December 2019 and a business plan for a Moray Council run sports and leisure service is now being developed and will be included in a report to the Education, Communities and Organisational Development Committee in November 2020.
- Progress has continued with the provision of a more streamlined leisure system which is scheduled to go live with a combined solution delivered by the third party leisure system provider to both Moray Leisure and Moray Council.

➤ **Stream 4: Internal Transformation**

○ **Governance Review**

- Initial decision taken in January 2020 to agree a committee structure
- Wider governance arrangements reviewed and emergency COVID-19 governance in place from March 2020 and due to be reviewed again in February 2021

○ **Review and Expansion of Flexible Working**

- The original project was progressing with a review of existing flexible working arrangements and developing a revised strategy for flexible and mobile working arrangements. However, this has been overtaken by the impact of COVID-19 which has resulted in all staff capable of working from home being identified to receive a laptop. These laptops are in the process of being rolled out and it is anticipated that within the next 2 months the workforce will be able to operate as flexibly as possible and in a position to respond to any potential further lockdowns or restrictions.
- The project will need to be re-established taking on board the issues and opportunities arising from the current situation.

➤ **Stream 5: Income and Commercialisation**

- Prior to lockdown market research was being considered to test the income generating opportunities from sponsorship advertising of parks, community and leisure centres. Unfortunately COVID-19 has resulted in

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this area of work being impacted and a further review of the priorities for the income and commercialisation opportunities is required.

➤ **Stream 6: Service Efficiency - COMPLETE**

- All projects were delivered as part of previous budget saving exercises and any further service efficiency projects will come forward as new mandates.

➤ **Stream 7: Transforming Education**

- A report on the learning estate was submitted to Children and Young People's Services Committee on 4th March recommending approval of the Learning Estate Strategy and the appointment of a Service Manager post supported by a project officer and community support officer. A further report requesting approval to proceed will be taken to full Council in November 2020.
- A draft mandate was produced prior to lockdown proposing a programme of work under the banner of the "Innovative Learning Experience" incorporating national best practice guidance from the Digital Learning and Teaching Strategy for Scotland; How Good is Our School; and Skills 4.0. The mandate included tasks around virtual classrooms, learning management systems, devices used within the classroom, use of Glow and development of digital skills. As a result of changes brought about by COVID-19, the appointment of the Digital Deputy Head teacher and the significant funding from the Scottish Government to provide devices to those pupils who are digitally excluded the scope of the project will need to be reviewed.
- A draft business case has been produced and proposals for transforming the ASN service will be reported to the Education, Communities and Organisational Development Committee in November.

➤ **Stream 8: Transforming Children's Services**

- A draft business case containing proposals for the transformation of Children's Social Work Services has been produced and will be considered by CMT prior to being submitted to the Transforming Board.
- The Children's Services Plan will be discussed through the GIRFEC Leadership Group, and will continue to be a driver of multi-agency improvements to the lives of children in Moray.
- The Health and Social Care Partnership key project "Home First" also includes a particular work strand for Moray on children, aspiring to keep all looked after children within the county, and to repatriate out of county placed children where safe and effective to do so.