









2022-23 Quarter to September Governance, Strategy and Performance Report - Service Plan




Strategic Outcomes A Sustainable Council: that provides valued services to our communities							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Strat-1.1	Final element of the Governance Review, role of the Audit and Scrutiny committee to be agreed.	1	Business of the council is more strategic, corporate and efficiently progressed Clearer focus on performance and priorities of the council as a whole Reduce bureaucracy, streamline decision making processes, reduce material going to committee. Meetings more focused on strategic issues	30-Sep-2022	Report has been delayed, however is drafted and now due to Moray Council on 07 December 2022.	90%	
GSP22-23.Strat-1.2	Refresh the role of council leaders	1	Governance structure aligned to management structure.	30-Sep-2022	Approval was given at the Moray Council committee on 10th August 2022 in refreshing the role of the Council leaders	100%	
GSP22-23.Strat-2.1	Improve the quality and clarity of service performance reporting	1	Service plans show outcome focus with measures that aid performance monitoring and drive improvement. Each service has set of core performance measures /indicators linked to priorities. Agreed timing for service performance reports to committee are met	31-Mar-2023	2022-23 Quarter 1 summary reports complete and sent to HoS/DCEs in October (slippage due to other priorities). Quarter 2 scheduled to go to November committee cycle. Member comments from last round of reporting around providing contextual data for % PIs and organisational learning from complaints.	40%	
GSP22-23.Strat-2.2	Roll out of Performance Management Framework	1	Continuous improvement based on evidence. Review of core performance measures linked to corporate plan priorities in place.	31-Mar-2023	Framework largely embedded, some work to do around incorporating LOIP into quarterly cycle, ensure annual reporting against strategies and account for elements of good governance such as self-assessment, reviews, audits and inspection etc.	40%	



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GSP22-23.Strat-2.3	Refine key corporate indicators that reflect strategic priorities and corporate plan	1	Open and clearly understood performance reporting that enables improvement to be strategically driven. Committee reports on wider corporate performance include external benchmarking data and identify opportunities for improvement at least annually.	31-Mar-2023	Corporate Plan currently under review and at an early stage but aim to have in draft in autumn 2022.	15%	
GSP22-23.Strat-3.1	Continue working with Community Planning Partners to determine clear outcome and milestones and performance reporting	1	Community planning partners and Councillors will be able to monitor progress in relation to this plan. One annual cycle of reporting of new indicators to CPP.	31-Dec-2022	LOIP currently under review, agreement by CPOG to retain existing reporting arrangements until review complete.	20%	
GSP22-23.Strat-3.2	Continue work to implement robust performance management	1	Robust performance management and reporting framework in place for LOIP. Increased number of evidence based indicators in LOIP Annual Report to the CPP Board.	31-Dec-2022	Quarterly report embedded and calendar of reporting to reflect Framework requirements in place. Some work remains to incorporate strategies and ensure their reporting per the framework.	40%	
GSP22-23.Strat-3.3	Review indicators for LOIP and a mechanism for reporting these to the Board under Performance Management Framework	1	Progress is made in delivering the planned priorities and outcomes in the LOIP. Improved set of core performance measures linked to LOIP priorities in place.	30-Apr-2023	LOIP currently under review, agreement by CPOG to retain existing reporting arrangements until review complete.	20%	
GSP22-23.Strat-4.1	Modernisation and Improvement – Customer Services Redesign of customer contact / face to face.	1	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.	31-Dec-2022	HQ Annexe reception area now open for appointment only meetings. The new senior customer service advisors have been appointed and are now in post. Recruitment for the additional advisors has started with one position been appointed. Further recruitment will need to take place to reach the targeted staff levels. The new Interchange pages are now live to support both Customer Services and library staff.	75%	
GSP22-23.Strat-4.2	Encourage “digital first” interaction with customers where possible.	1	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.	31-Dec-2022	A recent 4 week customer survey on their experience with the Contact Centre received 383 responses. Responses were very positive with over 90% saying they were satisfied or very satisfied with their experience. Over 95% were also satisfied or very satisfied with the staffs professionalism and understanding. The review of the responses will be used to identify future initiatives to develop improved opportunities for a digital first approach. Project mandate being developed to consider the use of Artificial Intelligence tools on the website to improve online support and encourage customers to self-serve where possible.	50%	


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GSP22-23.Strat-4.3	Expand library information hub model from Forres to other locations.	1	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.	31-Dec-2022	Customer Services change management plan consultation period has been completed and work to implement the plan has now commenced. Training programme being updated refreshed for reassigned and new staff. New Interchange pages being developed to help support Customer Services and Library staff. Working closely with library staff to expand the information hub model. Recruitment started for a project co-ordinator post.	15%	
GSP22-23.Strat-5.1	Review the Council's Customer Charter when new model has been rolled out.	1	Customers are clear how to get in touch with the Council and any expectations on them.	31-Dec-2022	Initial review of the current charter has begun.	5%	

Strategic Outcomes
Our People: Provide opportunities for people to be the best they can be



Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Strat-6.1	Review Money Advice Service to establish sustainable funding model for service beyond March 2023	1	Future financial stability for Money advice service.	31-Mar-2023	The SPF is 100% funding (EU funding was 80%) so there will potentially be no cost to the council. The high level submission to the Scottish Government has been made. Following SG approval redesign of the existing EU service to meet the aims of the SPF will be taken forward - Council still awaiting outcome from Scottish Government as at end of September 2022. Redesign of council funded provision to ensure that it can provide a "universal" service to the rest of the people in Moray that won't fall within the parameters of the SPF is being worked on.	10%	

Service Level Outcomes
Improvement and Modernisation programme - governance review



Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Serv-5.1	Enable hybrid committee meeting to improve quality meetings and access to them	1	Make it easier for Councillors and officers to participate remotely.	30-Sep-2022	Hybrid system now installed and in use for all council meetings.	100%	
GSP22-23.Serv-5.2	Update Virtual meetings protocol and train Chairs in new way of working	1	Ensure participants have suitable technology.	31-Aug-2022	Updated virtual meetings protocol approved at meeting of Council held on 29 June 2022. Chairs being trained 'on the job' with support of Committee Services Officers	100%	






Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Serv-5.3	Involve users in developing system and carry out satisfaction survey to gauge success	1	Positive user satisfaction survey.	31-Mar-2023	As the system only went live on 18 May it is too early to look to undertake a satisfaction survey. Work will be ongoing in familiarising users as the new system beds in with a view to surveying users later in the year/early next year.	0%	



Service Level Outcomes Management Structure

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Serv-7.1	Integrate Business Continuity under management of Internal Audit management processes	1	Business Continuity embedded within our risk management processes so the Council is better prepared for future risks.	31-May-2022	Business Continuity and Risk Management Officer in post.	100%	
GSP22-23.Serv-8.1	Progress the transition of Information Governance team from Education Resources and Communities to Governance, Strategy and Performance	1	Ensure sufficient staffing and reporting for Heritage and Archives to stay with ER+C.	31-May-2022	Information Governance Team now transferred to Governance, Strategy and Performance.	100%	

Service Level Outcomes National requirement

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Serv-1.1	Training for staff in new Customer Complaints policy and process	1	Current procedures are reviewed and updated. Widespread knowledge of the new system and adherence to it. Fewer complaints upheld up by SPSO for failure to follow procedure – monitored in annual Complaints Report.	30-Apr-2023	A high percentage of investigators have now been trained for Housing and Property, Environmental Services, Finance and Education and Social Care. We have an ODL on Clive that is mandatory for staff to complete In June 2022, Complaints Officer did a presentation of our Complaints Handling Procedure training nationally at the LACHN meeting (also attended by SPSO) and at the request of all other councils, shared our training presentation for their use. Complaints Officer scheduled to deliver CHP training to all school Head Teachers and QIOs on 17th November 2022.	75%	
GSP22-23.Serv-1.2	Re-establish EDCAF to refine and develop Equality Outcomes	1	Measurable outcomes agree for relevant services and reported through committee. Equality outcomes agreed reported through performance reporting.	30-Apr-2023	The equality outcomes have been set and incorporated into an equality scorecard on Pentana. A number of the services are now reporting directly to the RIOs who update the equality outcomes through the scorecard. Further meetings will, for the time being, be done in smaller groups focusing on the outcomes of specific services.	40%	

Service Level Outcomes Ongoing digital transformation								
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon	
GSP22-23.Serv-1.3	Reflect revised structure in Pentana and further develop system design and functionality for users	1	Performance monitoring software used to its full potential. Increased use of software by users to monitor performance.	31-Mar-2023	Although there has been some discussion, this significant area of work has not progressed as hoped in the last 6 months due to competing priorities. Time set aside in late November to make a start.	15%		
GSP22-23.Serv-1.4	Review content and design of Your Moray	1	Community Planning webpages refreshed and promoted.	31-Mar-2023	This has not progressed as yet. A revisit of existing data in order to update content will be the initial work in autumn before reviewing the design.	5%		
GSP22-23.Serv-2.1	Complete benefit e-form	1	Efficiency saving through increased use of online self-service and e-forms.	30-Apr-2023	Development of e-form has commenced with initial discussions held between the service and ICT occurring in September and October.	10%		
GSP22-23.Serv-6.1	Registrars: transfer of administration of burial grounds records to the Lands and Parks service	1	Reduce double handling and allow funerals to be arranged more quickly with a view to useable records for all cemeteries online.	31-Dec-2022	Work progressing well, however, due a staffing long term absence this will likely impact on progress. The situation will be reviewed at the end of October.	30%		
GSP22-23.Serv-9.1	Increase number of services using digital document management system (Sharepoint)	1	This longer term outcome will bring benefits with homeworking and remote access to documents. Improved records management procedures	31-Mar-2024	New SharePoint site under development for Educational Resources a basic library structure is being developed to meet the initial demands of the services. As Microsoft develop the SharePoint solution future developments to expand its use to Education and Social Work needs to be considered and prioritised as part of the Improvement and Modernisation programme.	5%		

Service Level Outcomes Strategic Planning								
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon	
GSP22-23.Serv-3.1	Mid-point review of Local Outcome Improvement Plan	1	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.	31-Mar-2023	Profiling data and complete and templates from existing priority managers complete, community engagement to be carried out and update of existing plan ongoing. CSU session with CPOG scheduled for October meeting. Work coordinated through the CP/LOIP working group.	40%		
GSP22-23.Serv-4.1	Revisit Corporate Plan priorities drawn out from LOIP review	1	Corporate Plan reflecting council issues and priorities from LOIP review	31-Mar-2023	This work will inform both LOIP and Corporate Plan. Session with CMT / SMT in September on refreshing the priorities. Work coordinated through the CP/LOIP working group.	30%		

Service Level Outcomes
Workforce Development to meet demands and deliver priorities

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP22-23.Serv-10.1	Service improves the ERDP experience and holds accurate records, including continuous professional development (CPD) – from mandatory training through to service and job specific learning	1	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	31-Mar-2023	Annual cycle of CPD on schedule for all to be completed by for reporting year.	50%	