ARGYLL AND BUTE COUNCIL   **POLICY AND RESOURCES**
                                                                                 COMMITTEE

CUSTOMER SERVICES   **20 AUGUST 2015**

PERFORMANCE REPORT FQ1 2015-16

1.0   EXECUTIVE SUMMARY

1.1 The Council's Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports.

1.2 This paper presents the Policy and Resources Committee with the Customer Services departmental performance report with the scorecards for Strategic Finance and Customer Services for FQ1 2015-16 (April - June 2015).

1.3 It is recommended that the Policy and Resources Committee reviews the scorecards as presented and agrees the removal of the now redundant measure 'Actual audit days as % of planned' from the Strategic Finance scorecard. Revised performance indicators for internal audit will be proposed to the Audit Committee, in the first instance, at its September 2015 meeting.

ARGYLL AND BUTE COUNCIL

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CUSTOMER SERVICES

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2.0 INTRODUCTION

2.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports.

2.2 This paper presents the Policy and Resources Committee with the Customer Services departmental performance report with the scorecards for Strategic Finance and Customer Services for FQ1 2015-16 (April – June 2015).

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee reviews the scorecards as presented and agrees the removal of the now redundant measure 'Actual audit days as % of planned' from the Strategic Finance scorecard. Revised performance indicators for internal audit will be proposed to the Audit Committee, in the first instance, at its September 2015 meeting.

4.0 DETAIL

4.1 The performance scorecard for the Customer Services department was extracted from the Council's Pyramid performance management system and is comprised of key performance indicators incorporating the four services that make up Customer Services. Likewise the scorecard for Strategic Finance comprises the key performance indicators for this service.

5.0 IMPLICATIONS

5.1	Policy	None
5.2	Financial	None
5.3	Legal	The Council has a duty to deliver best value under the Local Government Scotland Act 2003.
5.4	HR	None
5.5	Equalities	None
5.6	Risk	Ensuring performance is effectively scrutinised by members reduces reputational risk to the council.
5.7	Customer Service	None

Douglas Hendry, Executive Director – Customer Services

For further information contact:
Jane Fowler, Head of Improvement and HR
Steve Barrett, Head of Strategic Finance

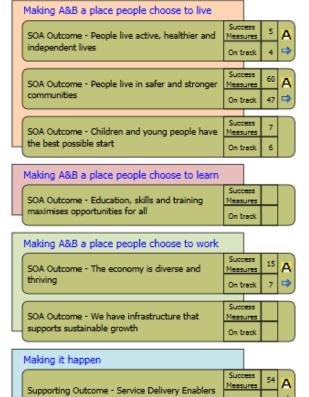| Performance Report for **Customer Services**	Period April – June 2015

Key Successes
1. Boundary Commission review Council response agreed and submitted
2. UK Parliamentary Election completed successfully
3. Judicial review for Loch Etive dismissed, Council decision notice upheld as valid, expenses to be recovered from Pursuer
4. The external surveillance audit of the catering quality management system identified no non-conformances together with several areas of good practice.
5. DWP wish to extend the Local Support Services Trial by further 3 months to end of November 2015.
6. Bid for Fraud and Error Maintenance Fund was successful and now starting to hit target thresholds for benefit savings.

Key Challenges
1. Work progressing on submission of Customer Excellence Award evidence for Governance and Law
2. Triennial Review of Civic Government licences taking place this summer
3. Delay to completion of Helensburgh Office Rationalisation Project
4. Managers continue to address both short term and long term absence in the Catering and Cleaning service
5. Work underway on Service Choices submissions
6. To finalise order for Scottish Wide Area Network in July, and achieve anticipated savings for Service Choices and the move into detailed implementation planning phase

Action Points to address the Challenges
1 Experienced team in place to prepare evidence for submission
2 Team have prepared a plan to deal with the volume of applications and maintain close liaison with key consultees
3 Practical completion has been granted by the consultant project manager, however there are still substantial matters requiring resolution before a certificate of occupation can be granted. Day to day scrutiny of on-site progress is being maintained by full-time clerk of works and the Projects Architectural Team are visiting the site twice weekly to agree any outstanding details/finishes and offer observations to be attended to by the contractor
4 Absence management is prioritised, and attendance review meetings are scheduled to tie in with other work in the localities to maximise efficiency
5 Key staff working on the necessary elements to make timeous submission of reports
6 Continue engagement with PathfinderNorth and Capita and service departments to determine best technology based on bandwidths being used and proposed prices, and finalise order by end of July. Commence implementation planning.

Making A&B a place people choose to live

| SOA Outcome - People live active, healthier and independent lives | Success Measures | 5 | A |
| | On track | 4 | ⇒ |

| SOA Outcome - People live in safer and stronger communities | Success Measures | 60 | A |
| | On track | 47 | ⇒ |

| SOA Outcome - Children and young people have the best possible start | Success Measures | 7 | |
| | On track | 6 | |

Making A&B a place people choose to learn

| SOA Outcome - Education, skills and training maximises opportunities for all | Success Measures | | |
| | On track | | |

Making A&B a place people choose to work

| SOA Outcome - The economy is diverse and thriving | Success Measures | 15 | A |
| | On track | 7 | ⇒ |

| SOA Outcome - We have infrastructure that supports sustainable growth | Success Measures | | |
| | On track | | |

Making it happen

| Supporting Outcome - Service Delivery Enablers | Success Measures | 54 | A |
| | On track | 42 | ⇒ |

Argyll & Bute COUNCIL

Making Argyll and Bute a place people choose, to live, learn, work and do business

IMPROVEMENT

				Status Trend
Improvement Plan Outcomes CU	Total No	Off track	On track	Complete
Outcomes	63	29	32	2
CARP Customer Services	Total No	Off track	Due	Complete
	4	0	4	4	G

Customer Service CU		Number of consultations	0
Customer Charter	A ⬇	Stage 1 complaints	89 %	G ⬆
Customer satisfaction 88 %	G ⬆	Stage 2 complaints	100 %	G ⇒

Customer Services Audit Recommendations	R	Overdue	Due in future	Future - off target
		3 ⬇	21 ⬆	0 ⇒
CU Average Demand Risk	Score	6	Appetite	6	⇒
CU Average Supply Risk	Score	6	Appetite	6	⇒

P Priorities for 2015-17: Customer Services

RESOURCES

People	Benchmark	Target	Actual	Status Trend
Sickness absence CU		1.88 Days	2.03 Days	R ⬆
PRDs % complete		90 %	80 %	R

Financial	Budget	Forecast		
Finance Revenue totals CU	£K 39,693	£K 39,243	R ⬆
Capital forecasts - current year CU	£K 23,968	£K 19,263	R ⬇
Capital forecasts - total project CU	£K 119,249	£K 117,479	R ⬇

		Target	Actual	
Efficiency Savings CU	Actions on track	6	6	
	Savings	£K 241	£K 241	G ⬆
Asset Management - Customer Services 2015-16				G

5

SOA Outcome - The economy is diverse and thriving — A ⇨

Measure		Count	RAG
CS02 Businesses supported in claiming Non Domestic Rates relief	Success Measures	1	G
	On track	1	⇨
CS03 Maximise opportunities for SME's to sell to the Council ...	Success Measures	4	A
	On track	3	⇧
CS05 Increased value is delivered from procurement ...	Success Measures	5	R
	On track	0	⇩
GL10 Timely provision of Liquor Licences & Civic Government Licences to the public	Success Measures	5	A
	On track	3	⇩

SOA Outcome - Children and young people have the best possible start

Measure		Count	RAG
FS01 Children are healthier because nutritionally balanced school meals are available ...	Success Measures	6	G
	On track	6	⇨
GL06 The best interests of children at risk are promoted	Success Measures	1	
	On track		

SOA Outcome - People live active, healthier and independent lives — A ⇨

Measure		Count	RAG
CS01 Benefits paid promptly whilst minimising fraud	Success Measures	5	A
	On track	4	⇨

SOA Outcome - People live in safer and stronger communities — A ⇨

Measure		Count	RAG
FS02 Communities are safer ... through improved facilities	Success Measures	9	A
	On track	8	⇨
FS03 We contribute to the sustainability of the local area	Success Measures	6	G
	On track	6	⇨
FS04 School & public transport meets the needs of communities	Success Measures	3	G
	On track	3	⇨
GL01 Framework to support democratic decision making	Success Measures	12	A
	On track	9	⇨
GL02 Council compliance with governance & info arrangements	Success Measures	5	
	On track	2	
GL04 Improve quality of life & safety of residents & visitors	Success Measures	3	R
	On track	1	⇩
GL07 Community Councils are supported	Success Measures	5	A
	On track	3	⇨
GL08 Provision of high quality, timely legal advice	Success Measures	2	G
	On track	2	⇨
GL11 Communities and employees are prepared to deal with major incidents	Success Measures	3	G
	On track	3	⇨
IH01 We recognise and tackle discrimination and promote equality	Success Measures	3	G
	On track	3	⇨
IH02 Managers are enabled to manage health and safety effectively	Success Measures	8	A
	On track	7	⇨
IH05 The Gaelic language is supported and promoted	Success Measures	1	R
	On track	0	⇨

Supporting Outcome - Service Delivery Enablers — A ⇨

Measure		Count	RAG
CS04 Income from local taxes and sundry debtors is maximised ...	Success Measures	5	A
	On track	4	⇨
CS06 IT applications & infrastructure available ... and meet business needs	Success Measures	8	G
	On track	8	⇧
CS07 Customers can access council services more easily ... service quality	Success Measures	11	A
	On track	7	⇨
GL03 Members enabled to deal with their caseload	Success Measures	1	R
	On track	0	⇩
GL05 Electors enabled to participate in the democratic process	Success Measures	2	G
	On track	2	
GL09 Provision of high quality ... legal documentation	Success Measures	2	G
	On track	2	⇧
IH03 Staff are supported to scrutinise performance and deliver continuous improvement ...	Success Measures	11	A
	On track	9	
IH04 Our customers and employees are informed and engaged	Success Measures	7	R
	On track	3	⇩
IH06 Employees have skills/attitudes to deliver efficient/effective services	Success Measures	7	G
	On track	7	

Departmental performance report for **Strategic Finance**	Period - April to June 2015

Key Successes

- Service is expected to be delivered within the allocated revenue budget for 2015-16 with full savings allocation achieved
- Unaudited accounts delivered on time and approved by Council by 30 June 2015
- Revised suite of reports for revenue, capital and treasury monitoring approved by the Policy and Resources Committee with the first full reporting period being for June 2015
- Preparation for Health and Social Care Integration underway with Community Services finance team split in preparation
- Routine budget monitoring reports issued to budget holders quickly, with Q1 reports being issued in 1 day instead of the target 4
- Investment returns for Q1 are 0.639% which is higher than the target 0.364%
- 100% of planned audits completed with 100% of actions being accepted by management
- Launched Association of Accounting Technicians (AAT) training programme with students commencing training in September 2015

Key Challenges

1. To take forward service improvement plan in conjunction with delivering ongoing service delivery and service demands of the Service Choices process. Service Improvement Plan is showing as complete for 5 actions with 10 others on track.
2. CIPFA Financial Management Model not scheduled to be carried out during 2015-16
3. Service user satisfaction survey reports 74% satisfaction against 76% target and public audit forum satisfaction rating is 77% compared to a target of 80%
4. Annual report on risk register is not on track
5. One audit recommendation overdue in relation to the Strategic Risk Register and the reporting of risk

Action Points to address the Challenges

1. Engagement by Strategic Finance Management Team in delivering action plans to address service improvements, actions have been delegated to appropriate managers and plans are being developed to ensure delivery.
2. Review of CIPFA FM model is underway to ensure appropriate use. Actions included within Service Improvement Plan to review how Customer feedback and satisfaction is obtained
3. No specific actions to address, but feedback from Customer satisfaction is being reviewed as part of the service improvement plan
4. Report delayed due to other priorities, annual report will be considered by SMT in August 2015 prior to submission to Committee
5. Audit recommendation will be actioned by 31 August 2015

Strategic Finance Scorecard 2015-16		FQ1 15/16

Click for full Outcomes

Corporate Support Team Scorecard

Departmental Support Team Scorecard

Internal Audit Team Scorecard

	Links to Enablers	
SF01 Effective planning, reporting and management of finance ...	ABC 7	A ⇨
SF02 Assurance...that financial and management controls are operating effectively	Links to Enablers ABC 7	G ⇧

RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence SF		1.9 Days	0.9 Days	G	⇧
PRDs SF		90 %	86 %	R	⇩

Financial	Budget	Forecast	Status	Trend
Finance Revenue totals SF	£K 1,907	£K 1,907	G	⇧
Capital forecasts - current year SF	£K 0	£K 0		
Capital forecasts - total project SF	£K 0	£K 0		

Efficiency Savings SF		Target	Actual	Status	Trend
	Actions on track	1	1	G	⇧
	Savings	£K 22	£K 22		

IMPROVEMENT

Status Trend

SF Service Improvement Plan 2015-16 Actions	Total No	Off track	On track	Complete	
	15	0	10	5	A

Strategic Finance Audit Recommendations R	Overdue	Due in future	Future - off target
	1 ⇩	2 ⇩	0 ⇨

CARP Strategic Finance	Total No	Off track	Due	Complete	
	1	0	1	1	G

Customer Service SF	Number of consultations	0		
Customer Charter	Stage 1 complaints	100 %	G	⇨
Customer satisfaction 69 % R ⇩	Stage 2 complaints	100 %	G	⇨

SF Average Demand Risk	Score	9	Appetite	9	⇨
SF Average Supply Risk	Score	8	Appetite	8	⇨

Click for full Scorecard

SF01 Effective planning, reporting and management of finance ...

Links to Enablers: ABC 7 — A ➡

SF01 Council Finances Managed Effectively - Net £

Budget	£ 1,664,564	G	⬆
Forecast	£ 1,664,564		

Item			Status
Unaudited Accounts Summarised Report by 30 June	Status	Complete	G ⬆
	Target	Complete	
Annual accounts prepared on time and without qualification	Status	Yes	G ➡
	Target	Yes	
Audited Accounts Summary Report by 15 October	Status	On track	G ⬆
	Target		
Budget Summary Report by 31 March	Status	On track	G ⬆
	Target		
Summary Financial Report - Quarterly	Status	On track	G ➡
	Target	On track	
Budget Preparation Timetable	Status	On track	G ⬆
	Target		
Medium Term Financial Strategy Review Regularly	Status	On track	G ➡
	Target	On track	
Budget Monitoring Process	Status	On track	G ➡
	Target	On track	
No of days to distribute monthly routine reports to budget holders	Actual	1.0 Days	G ➡
	Target	4.0 Days	
	Benchmark	4.0 Days	
% of direct expenditure fully costed with perf measures	Actual	100.0 %	G ➡
	Target	100.0 %	
	Benchmark		
CIPFA FM Assessment	Status	Delayed not rescheduled	R ➡
	Target	On track	

Second column metrics

Metric			Status
% rating public audit forum - practice	Actual	70 %	G ➡
	Target	70 %	
	Benchmark	80 %	
% rating public audit forum - satisfaction	Actual	77 %	R ➡
	Target	80 %	
	Benchmark	80 %	
SF user satisfaction survey - quarterly	Actual	74 %	R ➡
	Target	76 %	
	Benchmark	76 %	
% investment returns	Actual	0.639 %	G ⬇
	Target	0.364 %	
	Benchmark	0.364 %	
Average loans fund rate	Actual	5.500 %	G ➡
	Target	5.500 %	
	Benchmark	4.400 %	
Rate for new long term loans	Actual	0.000 %	G ➡
	Target	4.500 %	
	Benchmark		
Annual treasury assessment against good practice	Actual	90 %	G ➡
	Target	90 %	
	Benchmark	90 %	
Annual review of treasury management practice statements	Actual	100 %	G ➡
	Target	100 %	
	Benchmark	100 %	
Annual review of risk management policy etc - by 31 March	Actual	Yes	G ➡
	Target	Yes	
	Benchmark	Yes	
Risks are incorporated in service plans	Actual	Yes	G ➡
	Target	Yes	
	Benchmark	Yes	
Annual report on risk registers	Status	Not on track	R ⬆
	Target	Complete	
Quarterly report on risk registers	Status	On track	G ➡
	Target	On track	

SF02 Assurance...that financial and management controls are operating effectively

Links to Enablers: ABC 7 — G ⬆

SF02 Internal Audit - Net £

Budget	£ 241,951	G	⬇
Forecast	£ 241,951		

Item			Status
Audit risk assessment prepared by 31 January	Status	On track	G ⬆
	Target		
Annual audit plan approved by 31 March	Status	On track	G ⬆
	Target		
% of audits completed compared to planned	Actual	100 %	G ➡
	Target	100 %	
	Benchmark	100 %	
Actual audit days as % of planned — **Update!**	Actual	to be removed	
	Benchmark	90 %	
% of audit recommendations accepted.	Actual	100 %	G ➡
	Target	100 %	
	Benchmark	100 %	
Annual Assessment of IA Good Practice	Actual	90	G ➡
	Target	90	
	Benchmark	90	
Internal Audit Client Feedback Survey	Latest	100 %	G ➡
	Target	100 %	
	Benchmark	100 %	