

PERFORMANCE REPORT FQ3 2014-15

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 and the Strategic Finance performance report with associated scorecard performance in FQ3 2014-15 (October - December 2014) and scorecards.
- 1.3 It is recommended that the Policy and Resources Committee reviews the scorecards as presented.

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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 and the Strategic Finance performance report with associated scorecard performance in FQ3 2014-15 (October - December 2014) and scorecards.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee reviews the scorecards as presented.

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 of 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 |

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APPENDICES

Financial Quarter 3 Performance report and scorecard – Customer Services

Financial Quarter 3 Performance report and scorecard – Strategic Finance

Performance Report for Customer Services	Period October – December 2014
<p>Key Successes</p> <ol style="list-style-type: none"> 1. The Argyll and Bute Manager programme was recognised with a Bronze COSLA Excellence Award for developing a workforce for the future. 2. The Council achieved bronze accreditation from Healthy Working Lives as part of our ongoing work to improve employee wellbeing. 3. Procurement Capability Assessment carried out and increased score of 72% achieved, up from 63% last year 4. Universal Support Delivered Locally trial well under way with triage being carried out at job centres, by ACHA, NHS and council. 5. Housing Benefit subsidy audit for 2013-14 signed off by Department of Work and Pensions with no changes 6. Successful pilot of free school meals for all P1-P3 pupils in preparation for full implementation from January 2015 7. Oban North and Lorn and South Kintyre by election completed 	
<p>Key Challenges</p> <ol style="list-style-type: none"> 1. Satisfaction with Argyll and Bute Manager e-learning modules has dipped resulting in overall satisfaction level falling below target. The face to face courses continue to attract very positive feedback, above the target. 2. Secure new IT services contract from Argyll Community Housing Association – tender submitted, and short leeted 3. Achieve re-accreditation for Public Services Network (expires 26 January 2015) 4. Delivery of carbon Management Plan target of 20% saving on CO2 emissions to a revised date of March 2015. 5. Preparation for the delivery of free school meals to all P1-P3 pupils from January 2015. 6. Tight timescales for procuring Mid Argyll School and local transport contracts due to previous operator’s notice to terminate. 7. Withdrawal of commercial transport service in Cowal area by operator, outwith Council control. 	
<p>Action Points to address the Challenges</p> <ol style="list-style-type: none"> 1. The team will review the feedback from the customer evaluations, identify the reasons for the lower levels of satisfaction and will build improvements to the e learning modules as appropriate. 2. Respond to clarifications and carry out post tender negotiations if selected 3. Submission made 24 December. Respond to enquiries. 4. Gap analysis undertaken and projects including 5 NPDO School Solar PV installations, up to 13 biomass installations and alternative waste collection, have been identified to meet the target. Where necessary, business cases to be developed with a view to securing savings in 2014/15 and delivering the projects on site in the summer of 2015. 5. Continuation of a multi service implementation group to scope out financial and operational issues, and ensure that the plans are on track to ensure P1-P3 free school meals are delivered 6. Working closely with Procurement Team to ensure no break in Service. 7. Working closely with local transport forum to ensure service disruption is minimised. 	

Corporate Objective 1 - Working together to improve the potential of our people A →

CO1 Our children are nurtured so that they can achieve their potential. Department does not contribute directly to this Outcome

CO2 Our young people have the skills, attitudes and achievements to succeed throughout their ... G →

CO3 We have a skilled and competitive workforce capable of attracting employment to Argyll an... Department does not contribute directly to this Outcome

CO4 Our people are supported to live more active, healthier and independent lives. Department does not contribute directly to this Outcome

CO5 We work with our partners to tackle discrimination.

CO6 Vulnerable adults, children and families are protected and supported within their communities. A →

Corporate Objective 2 - Working together to improve the potential of our communities A →

CO7 The places where we live, work and visit are well planned, safer and successful. A →

CO8 Create opportunities for partners and communities to engage in service delivery. A →

CO9 The impact of alcohol and drugs on our communities, and on mental health ... is reduced. Department does not contribute directly to this Outcome

Customer Services Scorecard 2014-15 FQ3 14/15 [Click for Full Outcomes](#)

Corporate Objective 3 - Working together to improve the potential of our area A →

CO10 We create the right conditions where existing and new businesses can succeed. A →

CO11 Argyll and Bute has more new businesses operating in the area, creating more jobs. Department does not contribute directly to this Outcome

CO12 Our transport infrastructure meets the economic and social needs of our communities. G →

CO13 We contribute to a sustainable environment. G ↑

CO14 We make the best use of our built and natural environment. Department does not contribute directly to this Outcome

Corporate Objective 4 - Working together to improve the potential of our organisation A →

CO15 Our services are continually improving. A →

CO16 Our employees have the skills and attitudes to deliver efficient and effective services. A ↓

CO17 We provide good customer service. A ↑

...realising our potential together...

RESOURCES				
People	Benchmark	Target	Actual	Status Trend
Sickness absence CU		1.88 Days	2.35 Days	R ↓
PRDs % complete		90 %	90 %	G
Financial		Budget	Forecast	
Finance Revenue totals CU		£K 39,047	£K 38,344	R ↑
Capital forecasts - current year CU		£K 18,964	£K 19,298	A ↑
Capital forecasts - total project CU		£K 112,461	£K 111,095	R ↓
Efficiency Savings CU	Actions on track Savings	Target	Actual	G →
		19	16	
		£K 186	£K 186	
Asset Management - Customer Services 2014-15 G				

IMPROVEMENT					Status Trend
Improvement Plan Outcomes CU	Total No	Off track	On track	Complete	A →
Outcomes	68	8	0	17	
CARP Customer Services	Total No	Off track	Due	Complete	G →
	4	0	4	4	

Customer Service CU		Number of consultations		
Customer Charter	G →	Stage 1 complaints		
Customer satisfaction	87 % G ↓	Stage 2 complaints		
Customer Services Audit Recommendations	R	Overdue	Due in future	Future - off target
		3 ↓	15 ↑	0 →
CU Average Demand Risk	Score	4	Appetite	4 ↑
CU Average Supply Risk	Score	7	Appetite	7 ↓

CO2 Our young people have the skills, attitudes and achievements to succeed throughout their ...			G
FS01 Children are healthier ... nutritionally balanced school meals	Success Measures 6		G
	On track 6		→
CO5 We work with our partners to tackle discrimination.			
IH01 We recognise and tackle discrimination and promote equality	Success Measures 2		A
	On track 1		↓
CO6 Vulnerable adults, children and families are protected and supported within their communities.			
CS01 Benefits paid promptly whilst minimising fraud	Success Measures 6		A
	On track 5		→
GL06 The best interests of children at risk are promoted	Success Measures 1		G
	On track 1		→
CO7 The places where we live, work and visit are well planned, safer and successful.			
FS02 Communities are safer ... through improved facilities	Success Measures 9		A
	On track 7		↓
GL04 Improve quality of life & safety of residents & visitors	Success Measures 3		A
	On track 2		→
IH02 Communities and employees are prepared to deal with major incidents	Success Measures 3		A
	On track 2		↓
IH03 Employees/service users are not exposed to unacceptable H&S risks	Success Measures 5		A
	On track 3		↓
CO8 Create opportunities for partners and communities to engage in service delivery.			
GL05 Electors enabled to participate in the democratic process	Success Measures 2		G
	On track 2		→
GL07 Community Councils are supported	Success Measures 4		A
	On track 3		→

CO10 We create the right conditions where existing and new businesses can succeed.			A
CS02 Businesses supported in claiming Non Domestic Rates relief	Success Measures 2		G
	On track 2		→
CS03 Maximise opportunities for SME's to sell to the Council ...	Success Measures 4		R
	On track 1		→
CO12 Our transport infrastructure meets the economic and social needs of our communities.			
FS04 School & public transport meets the needs of communities	Success Measures 3		G
	On track 3		→
CO15 Our services are continually improving.			
CS05 Income from local taxes and sundry debtors is maximised ...	Success Measures 5		R
	On track 2		↓
CS06 Increased value is delivered from procurement ...	Success Measures 5		A
	On track 4		→
CS07 IT applications & infrastructure available ... and meet business needs	Success Measures 8		G
	On track 8		→
GL03 Members enabled to deal with their caseload	Success Measures 1		R
	On track 0		→
GL09 Provision of high quality ... legal documentation	Success Measures 2		G
	On track 2		→
IH04 Services and employees are supported to deliver improvement and change	Success Measures 10		A
	On track 6		→
IH05 Our customers and employees are informed and engaged	Success Measures 8		A
	On track 6		→
IH06 The Gaelic language is supported and promoted	Success Measures 1		G
	On track 1		→

Customer Services Scorecard 2014-15		FQ4 14/15	Click for Full Scorecard
Scorecard owner			
CO17 We provide good customer service.			
CS08 Customers can access council services more easily ... service quality	Success Measures 11		G
	On track 7		↓
GL01 Framework to support democratic decision making	Success Measures 10		A
	On track 7		→
GL02 Council compliance with governance & info arrangements	Success Measures 5		R
	On track 2		↓
GL10 Timely provision of Liquor Licences & Civic Government Licences to the public	Success Measures 5		A
	On track 4		→
CO16 Our employees have the skills and attitudes to deliver efficient and effective services.			
GL08 Provision of high quality, timely legal advice	Success Measures 2		G
	On track 2		→
IH07 Employees have skills/attitudes to deliver efficient/effective services	Success Measures 4		A
	On track 3		↓
CO13 We contribute to a sustainable environment.			
CS04 Reduced spend on postage and bulk reprographics	Success Measures 1		G
	On track 1		↓
FS03 We contribute to the sustainability of the local area	Success Measures 5		G
	On track 5		→

Departmental performance report for Strategic Finance	period Financial Quarter 3 2014-15
<p>Key Successes</p> <ul style="list-style-type: none"> • 6 out of 7 measures for service outcome SF02: Assurance is provided that financial and management controls are operating effectively are on target. • 16 out of 23 measures for service outcome SF01 Effective planning, reporting and management of finance, risk and money and capital market transactions are on target. • Budget and PRDs on target 	
<p>Key Challenges</p> <ol style="list-style-type: none"> 1. At 31 December actual days of internal audit input were 80% of those planned compared to a target of 90%. 2. 7 of 23 measures for service outcome SF01 Effective planning, reporting and management of finance, risk and money and capital market transactions are not on target – see below. 3. Preparation of summary unaudited accounts, summary budget report and in year summary reports have not progressed as planned in first half of year but are now being addressed. 4. Decided not to proceed with CIPFA FM Model analysis this year as we need to review how we collect data for this. 5. Commissioner satisfaction score 77% compared to target of 80%. 6. Treasury management good practice assessment not yet completed pending completion of treasury management improvement plan from last review. 7. Slight delay in completing financial quarter 3 reviews of operational risk registers. 	
<p>Action Points to address the Challenges</p> <ol style="list-style-type: none"> 1. Scheduling of internal audit activity through the second half of the financial year should see actual days of internal audit input be at least in line with 90% of those planned. 2. Comments on action to address the 7 measures off track for outcome SF01 Effective planning, reporting and management of finance, risk and money and capital market transactions are set out below. 3. Focussed work has now been carried out on summary financial reports (unaudited, budget and in year reports) and these will be ready for the next cycle of reporting. 4. Review of process for completing CIPFA FM Model due for completion in financial quarter 4. 5. No action proposed but will review once commissioner satisfaction assessment for this year received from benchmarking club. 6. Complete treasury management improvement plan then review good practice assessment. 7. Quarterly review of operational risk registers now complete so no action proposed. 	

Strategic Finance Scorecard 2014-15 FQ3 14/15

Click for full Outcomes

SF01 Effective planning, reporting and management of finance ...	Links to Council Outcome CO15	A
SF02 Assurance...that financial and management controls are operating effectively	Links to Council Outcome CO15	A

Corporate Support Team Scorecard

Departmental Support Team Scorecard

Internal Audit Team Scorecard

RESOURCES

People	Benchmark	Target	Actual	Status Trend
Sickness absence SF		0.6 Days	1.0 Days	R ↑
PRDs SF		90 %	94 %	G ↓
Financial		Budget	Forecast	
Finance Revenue totals SF		£K 1,871	£K 1,871	G →
Capital forecasts - current year SF		£K 0	£K 0	
Capital forecasts - total project SF		£K 0	£K 0	
Efficiency Savings SF	Actions on track Savings	Target	Actual	
		5		

IMPROVEMENT Status Trend

SF Service Improvement Plan 2014-15	Actions	Total No	Off track	On track	Complete	
		8	8			
Strategic Finance Audit Recommendations	Overdue	Due in future	Future - off target			
	0 ↑	5 ↓	0	→		
CARP Strategic Finance	Total No	Off track	Due	Complete		
	1	0	1	1	G →	
Customer Service SF		Number of consultations				
Customer Charter	G →	Stage 1 complaints	100 %	G ↑		
Customer satisfaction		Stage 2 complaints	100 %	G →		
SF Average Demand Risk	Score	9	Appetite	9	→	
SF Average Supply Risk	Score		Appetite			

SF01 Effective planning, reporting and management of finance ...		Links to Council Outcome CO15	A			Strategic Finance Scorecard 2014-15		Click for full Scorecard	
SF01 Council Finances Managed Effectively - Net	£	Budget £ 1,649,728 Forecast £ 1,649,728	G	% rating public audit forum - practice	Actual 70 % Target 70 % Benchmark 80 %	G			
Annual accounts prepared on time and without qualification		Status Yes Target Yes	G	% rating public audit forum - satisfaction	Actual 77 % Target 80 % Benchmark 80 %	R			
Unaudited Accounts Summarised Report by 30 June		Status Not on track Target	R	SF user satisfaction survey - quarterly	Actual 74 % Target 73 % Benchmark 76 %	G			
Audited Accounts Summary Report by 30 November		Status Not on track Target Complete	R	% investment returns	Actual 0.736 % Target 0.355 % Benchmark 0.355 %	G			
Budget Summary Report by 31 March		Status Not due Target	G	Average loans fund rate	Actual 5.500 % Target 5.500 % Benchmark 5.140 %	G			
Summary Financial Report - Quarterly		Status Delayed and rescheduled Target On track	R	Rate for new long term loans	Actual 0.000 % Target 5.500 % Benchmark	G			
Budget Preparation Timetable		Status Not due Target	G	Annual treasury assessment against good practice	Actual 0 % Target 90 % Benchmark 90 %	R			
Medium Term Financial Strategy Review Regularly		Status On track Target On track	G	Annual review of treasury management practice statements	Actual 100 % Target 100 % Benchmark	G			
Budget Monitoring Process		Status On track Target On track	G	Annual review of risk management policy etc - by 31 March	Actual Yes Target Yes Benchmark Yes	G			
No of days to distribute monthly routine reports to budget holders		Actual 1.5 Days Target 4.0 Days Benchmark	G	Risks are incorporated in service plans	Actual Yes Target Yes Benchmark Yes	G			
% of direct expenditure fully costed with perf measures		Actual 100.0 % Target 100.0 % Benchmark 100.0 %	G	Annual report on risk registers	Status Not on track Target	R			
CIPFA FM Assessment		Status Delayed not rescheduled Target On track	R	Quarterly report on risk registers	Status On track Target On track	G			
SF02 Assurance...that financial and management controls are operating effectively		Links to Council Outcome CO15	A						
SF02 Internal Audit - Net	£	Budget £ 221,753 Forecast £ 221,753	G						
Audit risk assessment prepared by 31 January		Status Complete Target	G						
Audit Plan approved by 31 March		Status Complete Target	G						
% of audits completed compared to planned		Actual 100 % Target 100 % Benchmark 100 %	G						
Actual audit days as % of planned		Actual 84 % Target 90 % Benchmark 90 %	R						
% of recommendations accepted 2010 onwards		Actual 100 % Target 100 % Benchmark 100 %	G						
Annual Assessment of IA Good Practice		Actual 90 Target 90 Benchmark 90	G						
Internal Audit Client Feedback Survey		Actual Target 100 % Benchmark 100 %							