

PERFORMANCE REPORT FQ2 2015-16

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**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 FQ2 2015-16 (July - September 2015).
- 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 with the scorecards for Strategic Finance and Customer Services for FQ2 2015-16 (July - September 2015).

**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 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  
Kirsty Flanagan, Head of Strategic Finance

**Key Successes**

1. Governance and Law were awarded the Customer Services Excellence standard
2. Kate O'May has been nominated for the SQA Star award for SVQ Champion – 25th anniversary special award
3. Successful completion of maintenance contracts awarded for the school summer holidays.
4. Installation of solar pv on NPDO schools successfully completed with one exception to be installed at Rothesay Joint Campus in the October holiday.
5. Introduction of smart ticketing for transport to all pupils in Oban High School.
6. Council tax collections for 2015/16 to end of quarter 2 are above target at 57.33% (target 57.20%), up 0.44% on last year at this time.
7. Non Domestic Rates collections for 2015/16 to end of quarter 2 are above target at 67.98% (target 62.5%), up 0.42% on last year at this time.

**Key Challenges**

1. Delay to completion of Helensburgh Office Rationalisation Project.
2. Delivery of Carbon Management Plan target of 20% saving on CO<sub>2</sub> emissions.
3. Triennial Review of Civic Government licences taking place this summer
4. Community Council By-election process commenced
5. To finalise order for Scottish Wide Area Network and move into detailed implementation planning phase
6. Plan for new Scottish Welfare Fund operation from 1 April 2016
7. Plan for introduction of Universal Credit from March 2016 and reduced benefit cap levels (date to be announced)

**Action Points to address the Challenges**

1. 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 clerk of works and the Projects Architectural Team are visiting the site twice weekly to agree progress with the significant items required to obtain a Temporary Certificate of Occupation.
2. Gap analysis undertaken and projects including 5 NPDO School Solar PV installations (4 completed and Rothesay Joint Campus programmed for October holidays), up to 15 biomass installations (tenders returned with Full Business Case paper going to Council on 26<sup>th</sup> November) and alternative waste collection, have been identified to meet the target. Ultimately delivery will be dependent on Council approval of the Full Business Case.
3. Team have prepared a plan to deal with the volume of applications and maintain close liaison with key consultees, this is working effectively

4. Experienced team in place to deliver nomination administration and election process
5. Continued engagement with PathfinderNorth and Capita to ensure as many sites selected for early transition as possible, and engage with Vodafone to ensure contingency should migration take longer than expected.
6. Produce options appraisal for Scottish Welfare Fund delivery and take to Council.
7. Hold engagement meetings with DWP. Learn from early adopters such as Highland Council. Request scans for HB claimants potentially affected by benefit cap and engage with those households.



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

**Customer Services Scorecard 2015-16**

FQ2 15/16

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**P** Priorities for 2015-17: Customer Services

IMPROVEMENT					<i>Status Trend</i>	
Improvement Plan Outcomes CU	Outcomes	Total No	Off track	On track	Complete	<b>A</b> ↓
		63	4	49	10	
CARP Customer Services		Total No	Off track	On track	Complete	<b>G</b> →
		4	0	4	0	
<b>Customer Service CU</b>		Number of consultations			1	
Customer Charter	<b>A</b> →	Stage 1 complaints	100 %	<b>G</b> ↑		
Customer satisfaction 88 %	<b>G</b> ↑	Stage 2 complaints	100 %	<b>G</b> →		
Customer Services Audit Recommendations	<b>R</b>	Overdue	Due in future	Future - off target		
		1 ↑	19 ↓	0 →		
CU Average Demand Risk	Score	6	Appetite	6	→	
CU Average Supply Risk	Score	6	Appetite	6	→	

RESOURCES				
<i>People</i>	<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status Trend</i>
Sickness absence CU		1.88 Days	1.87 Days	<b>G</b> ↑
PRDs % complete		90 %	99 %	<b>G</b>
<i>Financial</i>	<i>Budget</i>	<i>Forecast</i>		
Finance Revenue totals CU	£K 39,562	£K 39,112		<b>R</b> ↓
Capital forecasts - current year CU	£K 21,113	£K 21,638		<b>A</b> ↑
Capital forecasts - total project CU	£K 118,677	£K 119,378		<b>A</b> ↑
Efficiency Savings CU	Actions on track Savings	Target	Actual	
		6	6	
		£K 241	£K 241	<b>G</b> →
Asset Management - Customer Services 2015-16				<b>G</b>

**Customer Services Scorecard 2015-16**

FQ2 15/16

Click for Full Scorecard

SOA Outcome - The economy is diverse and thriving <span style="float:right">A</span>			
CS02 Businesses supported in claiming Non Domestic Rates relief	Success Measures	1	<span style="color:green">G</span>
	On track	1	<span style="color:blue">➡</span>
CS03 Maximise opportunities for SME's to sell to the Council ...	Success Measures	4	<span style="color:red">R</span>
	On track	1	<span style="color:blue">⬇</span>
CS05 Increased value is delivered from procurement ...	Success Measures	5	<span style="color:red">R</span>
	On track	2	<span style="color:blue">⬇</span>
GL10 Timely provision of Liquor Licences & Civic Government Licences to the public	Success Measures	5	<span style="color:green">G</span>
	On track	5	<span style="color:blue">⬆</span>

SOA Outcome - Children and young people have the best possible start <span style="float:right">G</span>			
FS01 Children are healthier because nutritionally balanced school meals are available ...	Success Measures	6	<span style="color:green">G</span>
	On track	6	<span style="color:blue">➡</span>
GL06 The best interests of children at risk are promoted	Success Measures	1	<span style="color:green">G</span>
	On track	1	<span style="color:blue">➡</span>

SOA Outcome - People live active, healthier and independent lives <span style="float:right">A</span>			
CS01 Benefits paid promptly whilst minimising fraud	Success Measures	5	<span style="color:green">A</span>
	On track	4	<span style="color:blue">➡</span>

SOA Outcome - People live in safer and stronger communities <span style="float:right">A</span>			
FS02 Communities are safer ... through improved facilities	Success Measures	9	<span style="color:green">A</span>
	On track	7	<span style="color:blue">➡</span>
FS03 We contribute to the sustainability of the local area	Success Measures	6	<span style="color:green">G</span>
	On track	6	<span style="color:blue">➡</span>
FS04 School & public transport meets the needs of communities	Success Measures	3	<span style="color:green">G</span>
	On track	3	<span style="color:blue">➡</span>
GL01 Framework to support democratic decision making	Success Measures	12	<span style="color:green">A</span>
	On track	9	<span style="color:blue">➡</span>
GL02 Council compliance with governance & info arrangements	Success Measures	5	<span style="color:green">A</span>
	On track	3	<span style="color:blue">➡</span>
GL04 Improve quality of life & safety of residents & visitors	Success Measures	2	<span style="color:green">G</span>
	On track	2	<span style="color:blue">➡</span>
GL07 Community Councils are supported	Success Measures	5	<span style="color:green">A</span>
	On track	3	<span style="color:blue">➡</span>
GL08 Provision of high quality, timely legal advice	Success Measures	2	<span style="color:green">G</span>
	On track	2	<span style="color:blue">➡</span>
GL11 Communities and employees are prepared to deal with major incidents	Success Measures	3	<span style="color:green">G</span>
	On track	3	<span style="color:blue">➡</span>
IH01 We recognise and tackle discrimination and promote equality	Success Measures	3	<span style="color:green">G</span>
	On track	3	<span style="color:blue">➡</span>
IH02 Managers are enabled to manage health and safety effectively	Success Measures	8	<span style="color:green">A</span>
	On track	8	<span style="color:blue">➡</span>
IH05 The Gaelic language is supported and promoted	Success Measures	1	<span style="color:green">A</span>
	On track	1	<span style="color:blue">⬆</span>





Supporting Outcome - Service Delivery Enablers <span style="float:right">A</span>			
CS04 Income from local taxes and sundry debtors is maximised ...	Success Measures	5	<span style="color:green">G</span>
	On track	5	<span style="color:blue">⬆</span>
CS06 IT applications & infrastructure available ... and meet business needs	Success Measures	8	<span style="color:green">G</span>
	On track	8	<span style="color:blue">➡</span>
CS07 Customers can access council services more easily ... service quality	Success Measures	15	<span style="color:green">A</span>
	On track	9	<span style="color:blue">➡</span>
GL03 Members enabled to deal with their caseload	Success Measures	1	<span style="color:red">R</span>
	On track	0	<span style="color:blue">➡</span>
GL05 Electors enabled to participate in the democratic process	Success Measures	2	<span style="color:green">G</span>
	On track	2	<span style="color:blue">➡</span>
GL09 Provision of high quality ... legal documentation	Success Measures	2	<span style="color:green">A</span>
	On track	1	<span style="color:blue">⬇</span>
IH03 Staff are supported to scrutinise performance and deliver continuous improvement ...	Success Measures	11	<span style="color:green">A</span>
	On track	7	<span style="color:blue">➡</span>
IH04 Our customers and employees are informed and engaged	Success Measures	7	<span style="color:green">A</span>
	On track	4	<span style="color:blue">⬆</span>
IH06 Employees have skills/attitudes to deliver efficient/effective services	Success Measures	7	<span style="color:green">G</span>
	On track	7	<span style="color:blue">⬆</span>

Performance Report for <b>Strategic Finance</b>	Period July – September 2015
<b>Key Successes</b> <ol style="list-style-type: none"><li>1. Produced an unqualified set of annual accounts</li><li>2. Received a positive External Audit Report</li><li>3. Successfully completed Service Choices Stage 3</li></ol>	
<b>Key Challenges</b> <ol style="list-style-type: none"><li>1. Supporting development of alternative options to deliver a balanced budget.</li></ol>	
<b>Action Points to address the Challenges</b> <ol style="list-style-type: none"><li>1. Continuous monitoring of budget outlook.</li></ol>	

Strategic Finance Scorecard 2015-16

FQ2 15/16

Click for full Outcomes









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

Corporate Support Team Scorecard
















Departmental Support Team Scorecard

Internal Audit Team Scorecard

**RESOURCES**

People	Benchmark	Target	Actual	Status Trend
Sickness absence SF		1.6 Days	0.9 Days	 
PRDs SF		90 %	98 %	 
Financial	Budget	Forecast		
Finance Revenue totals SF	£K 1,907	£K 1,907		
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	 
		1	1	
		£K 22	£K 22	

**IMPROVEMENT**

					Status Trend	
SF Service Improvement Plan 2015-16	Actions	Total No	Off track	On track	Complete	 
		15	5	1	9	
Strategic Finance Audit Recommendations	Overdue	Due in future	Future - off target			
	0 	2 	0			
CARP Strategic Finance	Total No	Off track	On track	Complete	 	
	1	0	1	0		
<b>Customer Service SF</b>	Number of consultations				0	
Customer Charter	Stage 1 complaints	100 %	 			
Customer satisfaction 88 %  	Stage 2 complaints	100 %	 			
SF Average Demand Risk	Score	9	Appetite	9		
SF Average Supply Risk	Score	8	Appetite	8		



SF01 Effective planning, reporting and management of finance ...		Links to Enablers ABC 7					
SF01 Council Finances Managed Effectively - Net <b>£</b>	Budget	£ 1,653,238		% rating public audit forum - practice	Actual	70 %	
	Forecast	£ 1,653,238			Target	70 %	
Unaudited Accounts Summarised Report by 30 June	Status	Complete		% rating public audit forum - satisfaction	Actual	77 %	
	Target				Target	80 %	
Annual accounts prepared on time and without qualification	Status	Yes		SF user satisfaction survey - quarterly	Actual	74 %	
	Target	Yes			Target	76 %	
Audited Accounts Summary Report by 15 October	Status	On track		% investment returns	Actual	0.6446 %	
	Target				Target	0.3613 %	
Budget Summary Report by 31 March	Status	On track		Average loans fund rate	Actual	5.5000 %	
	Target				Target	5.5000 %	
Summary Financial Report - Quarterly	Status	On track		Rate for new long term loans	Actual	0.0000 %	
	Target	On track			Target	4.5000 %	
Budget Preparation Timetable	Status	On track		Annual treasury assessment against good practice	Actual	90 %	
	Target				Target	90 %	
Medium Term Financial Strategy Review Regularly	Status	On track		Annual review of treasury management practice statements	Actual	100 %	
	Target	On track			Target	100 %	
Budget Monitoring Process	Status	On track		ARCHIVE Annual review of risk management policy etc - by 31 March	Actual	Yes	
	Target	On track			Target	Yes	
No of days to distribute monthly routine reports to budget holders	Actual	1.0 Days		ARCHIVE Risks are incorporated in service plans	Actual	Yes	
	Target	4.0 Days			Target	Yes	
% of direct expenditure fully costed with perf measures	Actual	100.0 %			Actual	Yes	
	Target	100.0 %			Target	Yes	
CIPFA FM Assessment	Status	Delayed not rescheduled			Actual	Yes	
	Target	On track			Target	Yes	

Strategic Finance Scorecard 2015-16		Click for full Scorecard	
FQ2 15/16			
SF02 Assurance...that financial and management controls are operating effectively		Links to Enablers ABC 7	
SF02 Internal Audit - Net <b>£</b>	Budget	£ 253,277	
	Forecast	£ 253,277	
Audit risk assessment prepared by 31 January	Status	On track	
Annual Audit Plan	Status	On track	
	Target	On track	
Annual audit plan approved by 31 March	Status	On track	
	Target		
% of audit recommendations accepted.	Actual	100 %	
	Target	100 %	
Annual report on risk management	Actual	100 %	
	Target	100 %	
Percentage qualified staff	Status	Complete	
	Target	Complete	
Percentage qualified staff	Actual	60 %	
	Target	60 %	
Percentage qualified staff	Actual	60 %	
	Target	60 %	