

**PERFORMANCE REPORT FQ1 2016-17**

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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 FQ1 2016-17 (April – June 2016).

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 FQ1 2016-17 (April – June 2016).

**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

Performance Report for <b>Customer Services</b>	Period <b>April – June 2016</b>
<p><b>Key Successes</b></p> <ol style="list-style-type: none"> <li>1. The Property Design Team was successful at the Council's Sustainable Design Awards and received a Commendation Award for works at Tayvallich PS.</li> <li>2. Positive external surveillance audit of the Catering Quality Management system.</li> <li>3. Scottish parliamentary election process completed successfully</li> <li>4. By election Oban North and Lorn ward –June 2016 completed successfully</li> <li>5. Reaccreditation of Customer Excellence Standard with full compliance and five plus ratings</li> <li>6. New PCIP (procurement capability improvement programme) assessment carried out and top F1 ranking achieved.</li> <li>7. Won top council task in UK wide Socitm Better Connected awards</li> <li>8. Finalist in IRRV 2016 Excellence in partnership working awards for Universal Support Delivered Locally trial</li> </ol>	
<p><b>Key Challenges</b></p> <ol style="list-style-type: none"> <li>1. Managing loss of the Asset Manager from the Estates Service and the subsequent difficulty in recruiting for this post.</li> <li>2. Delivery of New Carbon Management Plan – potential impact from Service Choices. Delay to delivery of the plan</li> <li>3. Ongoing work taking place to review school transport fleet during allocation of seats for start of new term in August.</li> <li>4. Review of the Catering and Cleaning Service with FMS Consultants is under way, final report due 22 July 2016.</li> <li>5. Boundary Commission review ongoing</li> <li>6. Manage transition to Scottish Wide Area Network and make contingency plans for sites now expected to overrun beyond September 2016</li> </ol>	
<p><b>Action Points to address the Challenges</b></p> <ol style="list-style-type: none"> <li>1. Options are being explored for the appointment of a replacement officer with wider commercial skills and experience to take forward the Council's Property Investment Strategy. In the short term, the Estates Team is being enhanced through the use of agency surveyors.</li> <li>2. A generic Carbon Management Plan which identifies the way forward, subject to the outcome of Service Choices is being developed. The new Plan will therefore recommend a flexible and incremental approach with more frequent short term targets informed by resource availability, adopting the reporting requirements of the Scottish Government.</li> <li>3. Working with colleagues in Education Services to ensure effective and efficient transport solutions.</li> <li>4. Service involvement in the FSM Consultant's review has taken place throughout the process, both DMT and the Transformation Working Group have been appraised of progress made.</li> <li>5. Election team will monitor progress and assess any issues that require action</li> <li>6. Continued engagement with Capita and Vodafone on contingency arrangements, and financial modelling of impact of delay.</li> </ol>	



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

### Customer Services Scorecard 2016-17

Scorecard owner

**Douglas Hendry**

FQ1 16/17

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

IMPROVEMENT					Status Trend	
Improvement Plan Outcomes CU	Total No	Off track	On track	Complete	A ↑	
Outcomes	63	1	24	38		
CARP Customer Services	Total No	Off track	On track	Complete	E →	
	4	0	0	4		
<b>Customer Service CU</b>	Number of consultations				0	
Customer Charter	Stage 1 complaints		0 %	E ↓		
Customer satisfaction 94 %	Stage 2 complaints		0 %	E ↓		
Customer Services Audit Recommendations	Overdue		Due in future	Future - off target		
	0 →		8 ↑	2 ↓		
CU Average Demand Risk	Score	6	Appetite	6	→	
CU Average Supply Risk	Score	6	Appetite	6	→	
<b>Health &amp; Safety</b>	Overdue	Rescheduled	Due in future	Complete		
Service H&S Plan Actions	0	0	14	1		
H&S Investigation Actions	0	0	0			

### RESOURCES

People	Benchmark	Target	Actual	Status Trend
Sickness absence CU		1.93 Days	2.07 Days	R ↑
PRDs % complete		90 %	98 %	E
Financial	Budget	Forecast		
Finance Revenue totals CU	£K 37,569	£K 37,569 E ↑		
Capital forecasts - current year CU	£K 26,126	£K 24,748 R ↑		
Capital forecasts - total project CU	£K 112,784	£K 112,867 A ↑		
Asset management red risks	6	On track	6	E →

**Customer Services Scorecard 2016-17**

FQ1 16/17

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SOA Outcome - The economy is diverse and thriving			
CS02 Businesses supported in claiming Non Domestic Rates relief	Success Measures	1	<b>R</b>
	On track	0	↓
CS03 Maximise opportunities for SME's to sell to the Council ...	Success Measures	5	<b>R</b>
	On track	2	
CS05 Increased value is delivered from procurement ...	Success Measures	4	
	On track	3	

SOA Outcome - Children and young people have the best possible start			
FS01 Children are healthier because nutritionally balanced school meals are available ...	Success Measures	6	<b>G</b>
	On track	6	→
GL04 The best interests of children at risk are promoted	Success Measures	1	<b>G</b>
	On track	1	↑

SOA Outcome - People live active, healthier and independent lives			
CS01 Benefits paid promptly whilst minimising fraud	Success Measures	7	
	On track	5	
CS08 Financial and digital inclusion barriers are removed from disadvantaged citizens ...	Success Measures	3	<b>G</b>
	On track	3	→

Supporting Outcome - Service Delivery Enablers			
CS04 Income from local taxes and sundry debtors is maximised ...	Success Measures	6	<b>A</b>
	On track	5	
CS06 IT applications & infrastructure available ... and meet business needs	Success Measures	8	<b>A</b>
	On track	7	→
CS07 Customers can access council services more easily ... service quality	Success Measures	9	<b>A</b>
	On track	7	→
GL01 High quality support and governance enables open transparent decision making	Success Measures	7	
	On track	5	
GL02 Council compliance with governance & info arrangements	Success Measures	3	
	On track	0	
GL05 Provision of high quality, timely legal advice and documentation	Success Measures	4	<b>G</b>
	On track	4	↑
GL06 Timely provision of Liquor Licences & Civic Government Licences to the public	Success Measures	5	<b>G</b>
	On track	5	↑
IH03 Our customers and employees are informed and engaged	Success Measures	9	<b>A</b>
	On track	9	
IH04 Improve efficiency and delivery through systems and frameworks	Success Measures	2	<b>A</b>
	On track	2	
IH05 Performance, continuous improvement and organisational change is developed ...	Success Measures	2	<b>A</b>
	On track	2	→
IH06 Workforce has skills, knowledge and behaviours that support our culture and vision	Success Measures	6	<b>A</b>
	On track	5	
IH07 Provide high quality support services to our workforce	Success Measures	3	<b>R</b>
	On track	1	→

SOA Outcome - People live in safer and stronger communities			
FS02 Communities are safer ... through improved facilities	Success Measures	11	
	On track	8	
FS03 We contribute to the sustainability of the local area	Success Measures	5	<b>A</b>
	On track	5	↓
FS04 School & public transport meets the needs of communities	Success Measures	3	<b>G</b>
	On track	3	↑
GL03 Improved quality of life and reduced risks for residents and visitors	Success Measures	1	<b>G</b>
	On track	1	→
IH01 Managers are enabled to manage health and safety effectively	Success Measures	6	<b>G</b>
	On track	6	→
IH02 We recognise and tackle discrimination and promote equality	Success Measures	3	<b>G</b>
	On track	3	

**Key Successes**

1. Unaudited Accounts prepared by 30 June 2016 deadline.
2. Deadlines and workload expectations met despite reduced resource including submission of the Projected Outturn Budget Estimate (POBE) return.
3. Investment returns continue to exceed the benchmark rate of return.
4. Key resources allocated to support various projects/initiatives e.g. Devolved School of Management project, Leisure Trust, Health and Social Care Integration, Catering and Cleaning review, Street Lighting.
5. 9 out of 9 Planned Internal Audits were completed in the quarter.
6. Department has been awarded “Accredited Training Provider” status with the accounting qualifications – Chartered Institute of Public Finance and Accountancy (CIPFA), Association of Chartered Certified Accountants (ACCA) and Association of Accounting Technicians (AAT).
7. Delivered training to NHS colleagues on the Council’s budget monitoring processes and redesigned the monthly Social Work budget monitoring reports pack to enable the integration of Social Work financial information into the IJB’s consolidated financial performance reporting.

**Key Challenges**

1. Ensuring timely completion of Annual Audit plan given reduced resource.
2. Department operating with a number of staff on long term sick (none are work related). As the number of staff within the service is relatively small, this will disproportionately affect the sickness absence percentage.
3. Ensure Budget Forecasting is underpinned by robust assumptions.
4. Managing Customer expectations, deadlines and workload.
5. Planning the replacement of the finance reporting system, Discoverer, to ensure the deadline of June 2017 is met (Discoverer support no longer available beyond this date).
6. Delivering the detailed financial and non-financial information needed by the IJB’s Locality Planning Groups to support them to identify the key service improvements and redesigns necessary to meet the IJB’s strategic objectives.

**Action Points to address the Challenges**

1. The workload within Internal Audit continues to be reviewed and reallocated in order to deliver on the approved plan.
2. The expectations of service proactively managed as well as monitoring and reallocating tasks and priorities.
3. An internal review of the budget monitoring process and cost centre risk categories is being undertaken to ensure that focus is maintained on key areas of the Council’s business and that forecasts that feed into external returns are forecast timeously and as accurately as possible. Further, there is an Internal Audit planned in Quarter 2 focusing on accounting and budgeting

processes and in particular the forecast outturn position.

4. Where staff are required for particular projects, over and above normal day to day work, for example Leisure Trust, workload will be reviewed and reallocated in order to ensure that resources are available for Council priorities.
5. Link with Project Board to ensure cross departmental review of replacement options for Discoverer, establish a budget and clear timeframe.
6. Joint working with colleagues from across the finance and planning functions supporting the IJB to develop the systems, processes and procedures necessary to meet the needs of the Locality Planning Groups.

Strategic Finance Scorecard 2016-17  
 Scorecard owned by **Kirsty Flanagan**

FQ1 16/17

Click for full Outcomes

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

Links to Council Outcome MiH

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

Links to Council Outcome MiH

Corporate Support Team Scorecard

Departmental Support Team Scorecard

Internal Audit Team Scorecard

### RESOURCES

People	Benchmark	Target	Actual	Status Trend
Sickness absence SF		1.5 Days	3.3 Days	<b>R</b> ↑
PRDs SF		90 %	100 %	<b>G</b> →
Financial	Budget	Forecast		
Finance Revenue totals SF	£K 1,774	£K 1,774		<b>G</b> ↑
Capital forecasts - current year SF	£K 0	£K 0		
Capital forecasts - total project SF	£K 0	£K 0		

### IMPROVEMENT

					Status Trend	
SF Service Improvement Plan 2015-16	Actions	Total No	Off track	On track	Complete	
		15	4	0	11	
Strategic Finance Audit Recommendations	Overdue	Due in future	Future - off target			
	0 →	0 ↓	0	0	0 →	
Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete		
Service H&S Plan Actions						
H&S Investigation Actions	0	0	0			
CARP Strategic Finance	Total No	Off track	On track	Complete		
	1	0	0	1	<b>G</b> →	
<b>Customer Service SF</b>	Number of consultations				0	
Customer Charter	Stage 1 complaints		100 %		<b>G</b> →	
Customer satisfaction 92 %	<b>G</b> ↑	Stage 2 complaints		100 %	<b>G</b> →	
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 Council Outcome MiH					
SF01 Council Finances Managed Effectively - Net	£	Budget	£ 1,538,690				
		Forecast	£ 1,538,690				
Unaudited accounts summary and snapshot complete by 30 June	Status	Complete		CIPFA VFM % rating public audit forum - practice	Actual	70 %	
	Target	Complete			Target	70 %	
Unaudited accounts complete by 30 June	Status	Complete		% rating public audit forum - commissioner satisfaction	Actual	82 %	
	Target	Complete			Target	80 %	
Annual Efficiency statement produced by 30 June	Status	Complete		SF user satisfaction survey	Actual	73 %	
	Target	Complete			Target	73 %	
Audited accounts complete by 30 September	Status	On track		% investment returns	Actual	0.7669 %	
	Target				Target	0.3622 %	
Audited accounts summary and snapshot prepared by 15 October	Status	On track		Average loans fund rate	Actual	5.5000 %	
	Target				Target	5.5000 %	
Revenue and Capital Budget Preparation Timetable	Status	On track		Annual treasury assessment against good practice	Actual	90 %	
	Target				Target	90 %	
Comprehensive budget monitoring reports within 20 days of month end	Status	On track		Annual review of treasury management practice statements	Actual	100 %	
	Target	On track			Target	100 %	
Zero qualifications in audit certificate	Status	On track		Budgetary outlook reviewed/updated each quarter	Status	On track	
	Target				Target	On track	

Strategic Finance Scorecard 2016-17

FQ1 16/17

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SF02 Assurance...that financial and management controls are operating effectively		Links to Council Outcome MiH		
SF02 Internal Audit - Net	£	Budget	£ 235,444	
		Forecast	£ 235,444	
% of audits in the audit plan completed	Actual	100 %		
	Target	100 %		
	Benchmark	100 %		
Risk management policy and manual reviewed by 31 March	Status	On track		
	Target	On track		
Final audit plan approved by 31 March	Status	On track		
	Target			
% of audit recommendations accepted.	Actual	100 %		
	Target	100 %		
	Benchmark	100 %		
Annual report on risk management	Status	Complete		
	Target			
Risks are incorporated in approved service plans	Status	Complete		
	Target	Complete		
Bi-annual reports on strategic and operational risk registers	Status	On track		
	Target	On track		
Continuous Monitoring Programme report to Audit Committee	Status	On track		
	Target	On track		
Participation in National Fraud Initiative - data completion	Status	On track		
	Target	On track		
Draft audit risk assessment complete by December	Status	On track		
	Target	On track		
Internal Audit Client Feedback Survey	Actual			
	Target			
	Benchmark			