

PERFORMANCE REPORT – FQ2 2016-17

1. 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. This paper presents the Policy and Resources Committee with the Customer Services Departmental performance report with the scorecards for Customer Services and Strategic Finance for FQ2 2016-17 (July – September 2016).
- 1.2 It is recommended that the Policy and Resources Committee reviews the scorecards as presented.

PERFORMANCE REPORT – FQ2 2016-17

2. INTRODUCTION

- 2.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the Departmental performance reports with associated scorecards for performance in FQ2 2016-17 (July - September 2016).

3. RECOMMENDATIONS

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

4. 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. 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 Services | None |

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Performance Report for Customer Services	Period July – September 2016
<p>Key Successes</p> <ol style="list-style-type: none"> 1. Rothesay Harbour Judicial review determined in favour of Council 2. Boundary Commission decision provided status quo as per Council request 3. Successful delivery of Employee Excellence and Recognition Awards Event 4. Governance won the Excellence Gold Award for Local Matters building capacity in Community Councils 5. Catering Service won a Gold Award at the recent Employee Excellence Awards 2016 for their Catering IT Connectivity Project, in the category Service Innovation and Improvement 6. Short leeted for 4 Scottish GO (Government opportunities) Procurement Awards; Won Best Scottish entrant in IRRV (Institute of Rating, Revenues and Valuation) awards. Customer and Support Services won 4 golds, 1 silver and 1 bronze in council's Excellence and Recognition awards 7. Our data centres in Kilmory and Helensburgh have been showcased as top class in terms of total cost of ownership and power utilisation efficiency 	
<p>Key Challenges</p> <ol style="list-style-type: none"> 1. Local Government elections 2017 2. Community Council by elections October/November 2016 3. Review of Political Management Arrangements 4. Implementation of the Catering and Cleaning Innovation Project is underway, subject to the operational demands of the service at present. 5. Only 50% of sites migrated to new Scottish Wide Area Network by scheduled completion date of 21 September. Extension put in place with current contractor but this is expensive. 5 interim solutions agreed in order to ensure all sites installed before end of January 2017. 6. Big Lottery Fund are planning to issue a tender imminently for financial inclusion services in Argyll and Bute for the period Feb 2017 to Feb 2020 7. Support HSCP across a range of support services 	
<p>Action Points to address the Challenges</p> <ol style="list-style-type: none"> 1. Experienced team in place to deliver electoral process 2. Experienced team in place to deliver electoral process 3. Deliver options for consideration by Council 4. DMT and the Transformation Working Group have been appraised of progress made with initial Catering and Cleaning 	

Innovation work, and the delivery of this will be monitored in the coming weeks and months.

5. Close monitoring of progress with contractor. Additional resource put in place by BT Openreach and regular review now by their Chief Executive. Progress appears to have improved recently but targets for transitions in next quarter still look ambitious
6. Intend to lead a consortium bid involving local agencies to deliver these services. ITT response to be submitted by 7 November.
7. Ongoing collaboration with Chief Officer to take forward a number of opportunities

Changes to the Corporate Plan, Departmental Plan, Service Plans or Scorecards

Plan	Changes required	Lead	Date of change

Making A&B a place people choose to live

SOA Outcome - People live active, healthier and independent lives	Success Measures	9	A
	On track	7	→

SOA Outcome - People live in safer and stronger communities	Success Measures	28	A
	On track	26	→

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

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	10	A
	On track	4	→

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

Making it happen

Supporting Outcome - Service Delivery Enablers	Success Measures	62	
	On track	52	



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	A	↑
	63	0	22	41		
CARP Customer Services	Total No	Off track	On track	Complete	G	→
	4	0	0	4		
Customer Service CU	Number of consultations			1		
Customer Charter	Stage 1 complaints		69 %	R	↓	
Customer satisfaction	96 %	G	↑	Stage 2 complaints		100 % G →
Customer Services Audit Recommendations	R	Overdue	Due in future	Future - off target		
		1 ↓	6 ↓	0 ↑		
CU Average Demand Risk	Score	6	Appetite	6	→	
CU Average Supply Risk	Score	6	Appetite	6	→	
Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete		
Service H&S Plan Actions	0	0	15	7		
H&S Investigation Actions	0	0	2	2		

Customer Services Scorecard 2016-17

Scorecard owner

Douglas Hendry

FQ2 16/17

[Click for Full Outcomes](#)

P Priorities for 2015-17: Customer Services

RESOURCES				
People	Benchmark	Target	Actual	StatusTrend
Sickness absence CU		1.93 Days	1.72 Days	G ↑
PRDs % complete		90 %	98 %	G
Financial		Budget	Forecast	
Finance Revenue totals CU		£K 39,854	£K 39,854	G →
Capital forecasts - current year CU		£K 19,445	£K 19,719	A ↑
Capital forecasts - total project CU		£K 112,784	£K 113,012	A ↑
Asset management red risks	6	On track	3	G →

Customer Services Scorecard 2016-17

FQ2 16/17

Click for Full Scorecard

SOA Outcome - The economy is diverse and thriving A			
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	5	R
	On track	1	⬇
CS05 Increased value is delivered from procurement ...	Success Measures	4	A
	On track	2	⬇

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

SOA Outcome - People live active, healthier and independent lives A			
CS01 Benefits paid promptly whilst minimising fraud	Success Measures	6	A
	On track	4	➡
CS08 Financial and digital inclusion barriers are removed from disadvantaged citizens ...	Success Measures	3	G
	On track	3	➡

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

SOA Outcome - People live in safer and stronger communities A			
FS02 Communities are safer ... through improved facilities	Success Measures	10	A
	On track	8	➡
FS03 We contribute to the sustainability of the local area	Success Measures	5	A
	On track	5	➡
FS04 School & public transport meets the needs of communities	Success Measures	3	G
	On track	3	➡
GL03 Improved quality of life and reduced risks for residents and visitors	Success Measures	1	G
	On track	1	➡
IH01 Managers are enabled to manage health and safety effectively	Success Measures	6	G
	On track	6	➡
IH02 We recognise and tackle discrimination and promote equality	Success Measures	3	G
	On track	3	➡

Key Successes

- External Audit of Annual Accounts completed by 30 September deadline and unqualified Audit Certificate received.
- External Audit's Annual Audit Report was in general a positive report – this will be reported to Council in November 2016.
- Following a review of the likely Loans Fund interest payments and receipts, a saving in Loans Charges of £500k has been identified for 2016-17 and a recurring saving of £250k. The saving is a direct result of good borrowing and investment decisions in addition to low interest rates for borrowing.
- Investment returns continue to exceed the benchmark rate of return – the rate of return to be reported to Policy and Resources Committee for the period to end of August was 0.651% which compares favourably with the target of 7 day LIBID (London Interbank Bid Rate – the rate which banks are willing to borrow from other banks) which was 0.139%.
- The Capital Plan was updated to reflect changes in funding and costs of major projects.

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, particularly for next year's budget is underpinned by robust figures and assumptions.
4. Continue to provide high quality service with reduced resources.
5. Production of medium to longer term financial strategy for the Council.

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 users proactively managed as well as monitoring and reallocating tasks and priorities.
3. Budget preparation is underway for 2017-18 and departmental teams are working with budget holders to confirm staffing establishment and confirm existing cost/demand pressures and inflation estimates included within the budgetary outlook or others that require to be added in.
4. Management Team meeting scheduled for 1 November to discuss how we will deliver our service in the future and also workforce planning meeting arranged with HR on 2 November.
5. Medium term financial outlook has been produced and this will be the starting point for the financial strategy.

Strategic Finance Scorecard 2016-17

FQ2 16/17

Scorecard owned by **Kirsty Flanagan**

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	2.9 Days	R	↑
PRDs SF		90 %	93 %	G	↓

Financial	Budget	Forecast	Status	Trend
Finance Revenue totals SF	£K 1,790	£K 1,790	G	➔
Capital forecasts - current year SF	£K 0	£K 0		
Capital forecasts - total project SF	£K 0	£K 0		

Efficiency Savings 2016-17		Annual Target	Status	Trend
On track to be delivered	£ 2,484,200	£ 5,187,000	G	➔
Delivered		£ 1,627,000		

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 ➔	9 ↑	0 ➔		
Health & Safety		Overdue	Due in future	Rescheduled		
Service H&S Plan Actions						
H&S Investigation Actions		0	0	0		

CARP Strategic Finance	Total No	Off track	On track	Complete	G ➔
	1	0	0	1	

Customer Service SF	Number of consultations			
Customer Charter	Stage 1 complaints	100 %	G	➔
Customer satisfaction 95 % G ↑	Stage 2 complaints	100 %	G	➔

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

Strategic Finance Scorecard 2016-17
FQ2 16/17

Click for full Scorecard

SF01 Effective planning, reporting and management of finance ...		Links to Council Outcome MiH					
SF01 Council Finances Managed Effectively - Net	£	Budget	£ 1,530,903				
		Forecast	£ 1,530,903				
Unaudited accounts summary and snapshot complete by 30 June	Status	Complete		CIPFA VFM % rating public audit forum - practice	Actual	70 %	
	Target				Target	70 %	
Unaudited accounts complete by 30 June	Status	Complete		% rating public audit forum - commissioner satisfaction	Actual	82 %	
	Target				Target	80 %	
Annual Efficiency statement produced by 30 June	Status	Complete		SF user satisfaction survey	Actual	73 %	
	Target				Target	73 %	
Audited accounts complete by 30 September	Status	Complete		% investment returns	Actual	0.6478 %	
	Target	Complete			Target	0.2036 %	
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	Complete		Budgetary outlook reviewed/updated each quarter	Status	On track	
	Target	Complete			Target	On track	

SF02 Assurance...that financial and management controls are operating effectively		Links to Council Outcome MiH		
SF02 Internal Audit - Net	£	Budget	£ 259,149	
		Forecast	£ 259,149	
% 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	Complete		
Risks are incorporated in approved service plans	Status	Complete		
	Target	On track		
Bi-annual reports on strategic and operational risk registers	Status	On track		
	Target	Complete		
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		