

PERFORMANCE REPORT – FQ3 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 FQ3 2016-17 (October – December 2016).
- 1.2 It is recommended that the Policy and Resources Committee reviews the scorecards as presented.

PERFORMANCE REPORT – FQ3 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 FQ3 2016-17 (October – December 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 |

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 Customer Services	Period October – December 2016
Key Successes <ol style="list-style-type: none"> 1. Community Council by election process completed successfully 2. Gold award for empowering local democracy at Excellence awards 3. Cleaning Service was a finalist in the category of 'Most Improved Building Cleaning Performance' at the Association of Public Sector Excellence (APSE) Performance Networks Awards 2016. 4. Successful delivery of the Employee Awards and Learning Awards – Films of the event are now available on the Hub 5. Won highly commended local authority procurement team of the year at the GO procurement awards on 9 November. 6. Average time to fix IT incidents at lowest ever level – at 2.6 hours for December 7. Channel shift to digital channels continues to rise above targets with 64,497 online transactions in quarter up from 40,780 for FQ3 previous year. 	
Key Challenges <ol style="list-style-type: none"> 1. Local government Elections 2017 and new Council induction. 2. Service Choices budget reductions for 2017/18 3. Review of Planning Performance Management Framework 4. Implementation of Community Empowerment Act 5. Implementation of Transformation Programme 6. Short Life Working Group review of Political Management Arrangements 7. Continued work with the HSCP to ensure that the support services are as efficient as possible, by developing joint working, joint processes and exploring co-location 8. Still 39 sites to migrate to Scottish Wide Area Network at end of December (after planned completion date of 21 September). Contingency plans in place but expensive. 9. To create new governance, structures and procedures to support the financial inclusion services contract awarded from Big Lottery Fund 	
Action Points to address the Challenges <ol style="list-style-type: none"> 1. Experienced team in place to deliver electoral process and induction for new Council. 2. Corporate process in place to ensure delivery of service savings 3. A new approach has been developed and the initial stage of service planning and the implementation of business outcomes is 	

now underway.

4. Cross-departmental project team established to deliver the various elements of the Act.
5. Project Board in place to identify and drive forward transformation projects
6. Short Life Working Group fully supported to consider options for future Political Management Arrangements model
7. Continued close collaboration with HSCP management is essential to maximising efficiencies and opportunities for the HSCP and the council
8. Close monitoring of progress with contractor. Interim solutions agreed for certain sites. Assistance from Legal with damages claim.
9. Back to back contracts to be put in place, staff to be recruited and implementation plan finalised.

Making A&B a place people choose to live

SOA Outcome - People live active, healthier and independent lives	Success Measures	9	A
	On track	8	→
SOA Outcome - People live in safer and stronger communities	Success Measures	28	
	On track	23	
SOA Outcome - Children and young people have the best possible start	Success Measures	7	⬆
	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	6	→
SOA Outcome - We have infrastructure that supports sustainable growth	Success Measures		
	On track		

Making it happen

Supporting Outcome - Service Delivery Enablers	Success Measures	62	A
	On track	51	→



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 ↓
Outcomes	63	1	19	43	
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				92 % G ↑
Customer satisfaction	96 %	G ↑	Stage 2 complaints		100 % G →
Customer Services Audit Recommendations	R	Overdue	Due in future	Future - off target	
		2 ↓	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	2	2	
H&S Investigation Actions	0	0	2	2	

Customer Services Scorecard 2016-17

Scorecard owner

Douglas Hendry

FQ3 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	2.12 Days	R ↓
PRDs % complete		90 %	97 %	G
Financial	Budget	Forecast		
Finance Revenue totals CU	£K 39,924	£K 39,464		R ↓
Capital forecasts - current year CU	£K 19,057	£K 19,355		A ↑
Capital forecasts - total project CU	£K 112,772	£K 113,119		A ↑
Asset management red risks	6	On track	6	G →

Customer Services Scorecard 2016-17

FQ3 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	2	→
CS05 Increased value is delivered from procurement ...	Success Measures	4	A
	On track	3	→

SOA Outcome - Children and young people have the best possible start			
G			
→			
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	5	→
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	A
	On track	3	↓
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	G
	On track	5	↑
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			
FS02 Communities are safer ... through improved facilities	Success Measures	10	A
	On track	7	→
FS03 We contribute to the sustainability of the local area	Success Measures	5	
	On track	4	
FS04 School & public transport meets the needs of communities	Success Measures	3	A
	On track	2	↓
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	→

Quarterly performance report for Strategic Finance	Period October - December 2016
<p>Key Successes</p> <ul style="list-style-type: none"> • Following a review of the likely Loans Fund interest payments and receipts, a saving in Loans Charges of £900k has been identified for 2016-17. The saving is a direct result of good borrowing and investment decisions in addition to low interest rates for borrowing. A saving of £750k has also been identified for 2017-18 of which £250k is recurring into future years. • 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 December was 0.579% 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 0.116%. • Staff within Strategic Finance have worked with colleagues in Development and Infrastructure to attract a £400k interest free loan to support the Street Lighting LED Project £300k of which was drawdown in December. • Value for Money User Satisfaction saw a small improvement on last year with each individual question scoring higher. • Medium Term Financial Outlook was presented to Policy and Resources Committee in October and December with the most up to date estimates at that time. 	
<p>Key Challenges</p> <ol style="list-style-type: none"> 1. Continue to provide high quality service with reduced resources. As we are approaching budget time and then financial year-end, reduced resources together with sickness absence makes these pressure points particularly challenging. 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. Ensuring timely completion of Annual Audit Plan given reduced resource. 5. Production of medium to longer term financial strategy for the Council. 	
<p>Action Points to address the Challenges</p> <ol style="list-style-type: none"> 1. Feedback from Management Team meeting held on 1 November to discuss how we will deliver our service in the future is being evaluated to form the basis of service changes to ensure the continued delivery of high quality services. 2. The expectations of service users proactively managed as well as clear prioritisation of tasks. There are two posts where the post holder is on long term sickness absence and these have both been filled on a temporary basis to ensure continuity of service. 3. Budget preparation is progressing well and over this quarter the staffing establishment was confirmed as well as cost/demand pressures and inflation estimates. 4. The workload within Internal Audit continues to be reviewed and reallocated in order to deliver on the approved plan. 5. SMT held a session in December to consider key principles that would underpin the medium to longer term financial strategy and a report will be prepared for Council asking them to agree that officers undertake work to develop a medium to longer term financial strategy incorporating these principles. 	

Strategic Finance Scorecard 2016-17

Scorecard owned by **Kirsty Flanagan**

FQ3 16/17

Click for full Outcomes

Corporate Support Team Scorecard

Departmental Support Team Scorecard

Internal Audit Team Scorecard

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

RESOURCES

People

Benchmark

Target

Actual

StatusTrend

Sickness absence SF

1.5 Days

3.7 Days

PRDs SF

90 %

95 %

Financial

Budget

Forecast

Finance Revenue totals SF

£K 1,790

£K 1,790

Capital forecasts - current year SF

£K 0

£K 0

Capital forecasts - total project SF

£K 0

£K 0

Council Efficiency Savings 2016-17

Annual Target

£ 5,187,000

On track to be delivered

£ 1,440,900

Delivered

£ 2,727,200

IMPROVEMENT

Status Trend

SF Service Improvement Plan 2015-16

Actions

Total No

Off track

On track

Complete

Strategic Finance Audit Recommendations

Overdue

Due in future

Future - off target

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

Customer Service SF

Number of consultations

Customer Charter

Stage 1 complaints

100 %

Customer satisfaction

94 %

Stage 2 complaints

100 %

SF Average Demand Risk

Score

9

Appetite

9

SF Average Supply Risk

Score

8

Appetite

8

Strategic Finance Scorecard 2016-17 FQ3 16/17		Click for full Scorecard	
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	On track	
	Target		
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	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	Complete	

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	
	Target		
Unaudited accounts complete by 30 June	CIPFA VFM % rating public audit forum - practice		
	Actual	70 %	
	Target	70 %	
% rating public audit forum - commissioner satisfaction	Benchmark	80 %	
	Actual	82 %	
	Target	80 %	
Annual Efficiency statement produced by 30 June	Benchmark	80 %	
	Actual	73 %	
	Target	73 %	
Audited accounts complete by 30 September	Benchmark	76 %	
	Actual	0.5806 %	
	Target	0.1205 %	
Audited accounts summary and snapshot prepared by 15 October	Benchmark	0.1205 %	
	Actual	5.5000 %	
	Target	5.5000 %	
Revenue and Capital Budget Preparation Timetable	Benchmark	4.8300 %	
	Actual	90 %	
	Target	90 %	
Comprehensive budget monitoring reports within 20 days of month end	Benchmark	90 %	
	Actual	100 %	
	Target	100 %	
Zero qualifications in audit certificate	Benchmark	100 %	
	Status	On track	
	Target	On track	