

PERFORMANCE REPORT – FQ1 2017-18

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 FQ1 2017-18 (April - June).
- 1.2 It is recommended that the Policy and Resources Committee reviews the scorecards as presented.

PERFORMANCE REPORT – FQ1 2017-18

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 FQ1 2017-18 (April – June).

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

Key Successes

1. Local government and UK Parliamentary General Elections completed
2. Councillor induction programme successfully delivered
3. Customer Services Excellence accreditation renewed with an additional plus rating
4. Obtained Customer Services Excellence Accreditation for Customer & Support Services for first time, and re-attained corporate accreditation to improved standard
5. Completed upgrade of cash receipting system, roll out of new encrypted chip and pin terminals, and regained annual accreditation for online payments
6. Delivery of the final biomass installation at Lochgilphead Joint Campus resulting in the Council completing the programme of 10 biomass installations that will deliver energy savings of circa £165k per annum.
7. Successfully re-negotiated licences for the Idox system which Planning and Building Control use, with saving of £89k over 5 years
8. Successful commencement of the 2017/18 capital programme with tenders received and contracts awarded for the school summer break and design work in progress for works to be on-site during the October break
9. Successful re-tendering of School and Public Transport contracts for Mull and Kintyre

Key Challenges

1. Introduce paperless committee meetings
2. Update of constitution following decisions on new Political Management Arrangements
3. World War One commemoration event Islay
4. Assist Bid4Oban with planning for re-ballot
5. Progress replacement systems for council tax and benefits in order to provide improved online facilities and achieve service choices savings
6. Carry out re-structure of CSC & Registration in order to make service choices savings
7. Complete SWAN migration by end of July

Key improvement actions to address challenges

1. Experienced project team in place with clear project plan
2. Small team making changes as required
3. Liaison group established to support local group
4. Check ballot database, assess potential income from proposed charging structure, propose changes to Operating Agreement and new fee
5. Evaluate tender responses, award contract and plan implementation
6. Consult with staff and unions over new structure, match staff into new structure, identify redundancies and redeployments required.

<ul style="list-style-type: none"> 8. Assist H&SCP in planning for smooth transfer following termination of Mears home care contracts as of 23 September 2017; Support H&SCP in re-modelling housing support contracts from March 2018 9. Assist Strategic Finance in planning for separation of Leisure Trust 10. Implementation of Catering and Cleaning Innovations Project. 11. Transformation Activity/proposals for revenue budget strategy 12. Review of Council Fleet 	<ul style="list-style-type: none"> 7. Complete migration of last school site, order fallback business broadband circuits from BT, migrate all Internet traffic to SWAN 8. Provide on-going advice and assistance to H&SCP. 9. Obtain specification of changes required, amend General ledger interfaces, test changes for cash receipting (new Fund and VAT code) and debtors 10. Development team has been established to manage the project. 11. Transformation Board established and meeting on a regular basis, work streams agreed and being taken forward. 12. Being taken forward as part of the Transformation agenda.
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Customer Services Scorecard 2017-20 FQ1 17/18

Scorecard owned by: **Douglas Hendry**

[Click here for Full Scorecard](#)

Management Information

RESOURCES

<i>People</i>	<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status</i>	<i>Trend</i>
Sickness Absence CU		1.88 None	2.57 None	R	↓
CU % of PRDs completed		90 %	96 %	G	↑

<i>Financial</i>	<i>Budget</i>	<i>Forecast</i>	<i>Status</i>	<i>Trend</i>	
Finance Revenue totals CU	£K 14,097	£K 14,097	G	↑	
Capital forecasts - current year CU					
Capital forecasts - total project CU					
Asset management red risks	6	On track	3	G	→

IMPROVEMENT

		<i>Status Trend</i>				
Improvement Plan	Total No	Off track	On track	Complete		
Outcomes CU	Actions	24	1	19	4	
Customer Services Audit Recommendations	Overdue	0	Due in future	0	Future - off target	0
		→		↓		→
Customer Service CU	Customer satisfaction			93 %		↓
Customer Charter	Stage 1 Complaints			0 %	G	↓
Number of consultations	0	Stage 2 Complaints		0 %	G	↓



Customer Services Scorecard 2017-20

Scorecard owned by: **Douglas Hendry**

FQ4 16/17

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

[Click here for Council Scorecard](#)

Customer & Support Services

Facility Services

Governance & Law

Improvement & HR

Priorities for 2015-17: Customer Services

[Click here for Management Information](#)

Making A&B a place people choose to live

ABOIP Outcome No.5 - People live active, healthier and independent lives

[Related Business Outcomes](#)

ABOIP Outcome No.6 - People live in safer and stronger communities

[Related Business Outcomes](#)

ABOIP Outcome No.4 - Children and young people have the best possible start

[Related Business Outcomes](#)

Making A&B a place people choose to learn

ABOIP Outcome No.3 - Education, skills and training maximises opportunities for all

[Related Business Outcomes](#)

Making A&B a place people choose to work

ABOIP Outcome No.1 - The economy is diverse and thriving

[Related Business Outcomes](#)

ABOIP Outcome No.2 - We have infrastructure that supports sustainable growth

[Related Business Outcomes](#)

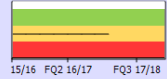
Making it happen

Supporting Outcome - Service Delivery Enablers

[Related Business Outcomes](#)

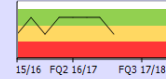
BO04 Benefits are paid promptly and accurately [CU Dept]

Aligns to ABOIP Outcome No. 5
Success Measure **A** ⇨



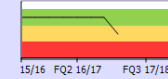
BO17 The support needs of children and their families are met [CU Dept]

Aligns to ABOIP Outcome No. 4
Success Measure **A** ↓



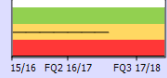
BO29 Health and safety is managed effectively [CU Dept]

Aligns to Council Outcome MIH
Success Measure **A** ↓



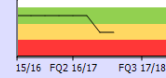
BO05 Information and support are available for everyone [CU Dept]

Aligns to ABOIP Outcome No. 5
Success Measure **A** ⇨



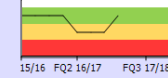
BO18 Improved lifestyle choices are enabled [CU Dept]

Aligns to ABOIP Outcome No. 4
Success Measure **A** ⇨



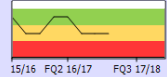
BO30 We engage with our customers, staff and partners [CU Dept]

Aligns to Council Outcome MIH
Success Measure **C** ↑



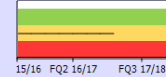
BO09 Our assets are safe, efficient and fit for purpose [CU Dept]

Aligns to ABOIP Outcome No. 6
Success Measure **A** ⇨



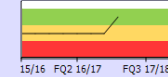
BO23 Economic growth is supported [CU Dept]

Aligns to ABOIP Outcome No. 1
Success Measure **A** ⇨



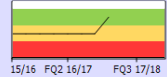
BO31 We have a culture of continuous improvement [CU Dept]

Aligns to Council Outcome MIH
Success Measure **C** ↑



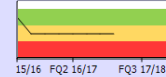
BO10 Quality of life is improved by managing risk [CU Dept]

Aligns to ABOIP Outcome No. 6
Success Measure **C** ↑



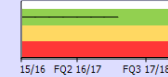
BO27 Infrastructure and assets are fit for purpose [CU Dept]

Aligns to Council Outcome MIH
Success Measure **A** ⇨



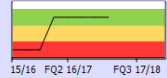
BO32 Our workforce is supported to realise its potential [CU Dept]

Aligns to Council Outcome MIH
Success Measure **C** ⇨



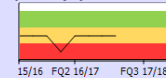
BO11 There is no place for discrimination and inequality [CU Dept]

Aligns to ABOIP Outcome No. 6
Success Measure **C** ⇨



BO28 Our processes and business procedures are efficient, cost effective and compliant [CU Dept]

Aligns to Council Outcome MIH
Success Measure **A** ⇨



Key Successes

- Unaudited Accounts prepared by 30 June deadline.
- Annual Efficiency Statement reported to Council advising that we exceeded the 3% target, securing 4.04% of efficiency savings for 2016-17.
- The 2016-17 outturn position was finalised in May 2017 and the performance against budget for financial year 2016-17 was an overall underspend of £2.883m (1.16%). The year-end underspend was largely expected and planned for during the year and includes savings as a result of diligent management around vacancy savings, enhanced contract management and decisions around borrowing.
- Investment returns continue to exceed the benchmark rate of return – the rate of return for the 1st Quarter was 0.540% 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 0.112% for the period.
- 8 out of 8 planned audits were completed within the Quarter.
- Updated the ledger hierarchy in line with the new Business Outcomes adopted by the Council.
- Three senior staff within the service successfully completed and passed “BTEC Level 7 Advanced Professional Certificate in Finance Business Partnering”.

Key Challenges

1. Department operating with one senior member of staff on long term sick. As the number of staff within the service is relatively small, this will disproportionately affect the sickness absence percentage.
2. Draft of medium to longer term plan to be prepared. Need to ensure that this is underpinned by robust assumptions, making clear what they are. This is difficult as we have received one year settlements in recent years.
3. Supporting services in identifying future transformation opportunities.
4. Arranging for the Money Skills Argyll Service to be up and running smoothly prior to the formal launch on 18 August 2017 (soft launch took place 17 July 2017).
5. Supporting the new Audit and Scrutiny committee.

Key improvement actions to address challenges

1. The expectations of service users proactively managed as well as clear prioritisation of tasks. Temporary arrangements are also in place to cover workload.
2. Set of principles agreed that will underpin the plan. Undertook a review of another Council’s medium to longer term financial strategy that received positive comments as part of Best Value review to see what we can learn.
3. Review of staff workload to ensure that staff are able to be released to support Council wide initiatives.
4. The Contract Manager is working to a project plan and, with the Financial Inclusion Coordinator, will work closely with the partner providers, the Council’s European Team and BLF to ensure that the project runs as smoothly as possible and the highest standards of customer service are delivered.
5. Development of a Scrutiny workplan / programme in consultation with Management and Members of the Committee.

Strategic Finance Scorecard 2017-20

Scorecard owned by: **Kirsty Flanagan** **FQ1 17/18**

Click here for Full Outcomes

Corporate Support Team Scorecard

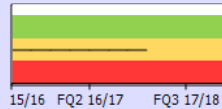
Departmental Support Team Scorecard

Internal Audit Team Scorecard

BO05 Information and support are available for everyone [SF]

Aligns to ABOIP Outcome No.
5

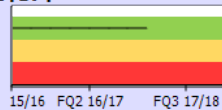
Success Measure
A →



BO28 Our processes and business procedures are efficient, cost effective and compliant [SF]

Aligns to Council Outcome MIH

Success Measure
C →



Management Information

RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence SF		1.5 Days	5.3 Days	R	↓
PRDs SF		90 %	97 %	C	↓

Financial	Budget	Forecast	Status	Trend
Finance Revenue totals SF				
Capital forecasts - current year SF				
Capital forecasts - total project SF				

Council Efficiency Savings 2016-17	Annual Target	£ 5,187,000	→
Delivered	On track to be delivered	£ 0	

IMPROVEMENT

SF Service Improvements 2017-20	Total No	Off track	On track	Complete	Status Trend
Actions	8	8			

Strategic Finance Audit Recommendations	Overdue	Due in future	Future - off target	Status Trend
	0	2	0	→

Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete
Service H&S Plan Actions	0	0	0	0
H&S Investigation Actions				

Customer Service SF	Customer satisfaction	100 %	C	↑
Customer Charter	Stage 1 Complaints			
Number of consultations	Stage 2 Complaints			