

PERFORMANCE REPORT – FQ2 2017-18

1. EXECUTIVE SUMMARY

- 1.1 The Council's Planning and Improvement 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 2017-18 (July - September).
- 1.2 It is recommended that the Policy and Resources Committee reviews the scorecards as presented.

PERFORMANCE REPORT – FQ2 2017-18

2. INTRODUCTION

- 2.1 The Planning and Improvement 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 2017-18 (July - September).

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. Update of constitution following decisions on new Political Management Arrangements agreed By Council September 2017.
2. The new Health and Safety Management Standard for Health Surveillance was approved for adoption across the Council.
3. The HR team were notified during this quarter that they are finalists in the national Personnel Today awards for their innovative service re-design. Winners to be announced in November.
4. Automation has seen the successful roll out of online return to work interviews and direct input of timesheets in some services, which has reduced double handling of data and allow for faster processing of timesheet information.
5. Successful rollout of the Catering Management Software, Saffron for reporting financial and uptake information in all primary and secondary schools, Kilmory Staff Restaurant, Helensburgh and Lomond Civic Centre Café and Kilbowie Outdoor Centre.
6. The Procurement and Commissioning team were finalists for the Go Procurement Awards in the category of Sustainable Procurement.
7. The Procurement and Commissioning term were instrumental in supporting the transfer of care services following liquidation of key supplier.
8. Completed migration to SWAN network on 25 July and agreed principles of settlement with Capita for delay compensations.
9. Assisted Bid4Oban with successful re-ballot.
10. Appointed a new ICT compliance and security officer to drive up the effectiveness of our cyber security defences and keep us safe in view of the increasing level of threats.

Key Challenges

1. Introduce paperless committee meetings
2. World War One commemoration event Islay
3. Review of Scheme for Community Councils
4. Complete preparations for go live of new Leisure Trust ensuring all systems available by end October
5. Microsoft Licensing Audit notified starting 26 October
6. Assist PA23 BID to prepare for re-ballot
7. Replacement of council tax and benefits system in time for annual billing March 2018
8. Continuing support to H&SCP following ending of care at home service provider's contract and following service of an Improvement Notice from the Care Inspectorate on a care home

Key improvement actions to address challenges

1. Experienced project team in place with clear project plan
2. Liaison group established to support local group
3. Experienced team in place with clear project plan
4. Complete testing of Pecos and Payables IT systems interfaces.
5. Notify requisite parties, ensure licensing records to hand, runs scripts as required
6. Check and amend ballot database for new boundaries, assess potential income, propose changes to Operating Agreement and fee.
7. Ensure project keeps on track and all issues addressed as required.
8. Provide on-going support and advice to H&SCP

<p>9. Roll out of some automation work streams have been delayed due to system performance issues. This is critical to enabling the Service Choices Savings to be made.</p> <p>10. Catering and Cleaning Innovation Project is in progress.</p> <p>11. Transformation Activity/proposals for revenue budget strategy.</p> <p>12. Review of Council Fleet.</p>	<p>9. Work is underway with colleagues in IT to scope out the issues and identify and implement fixes which will allow the automation work stream to progress.</p> <p>10. Catering and Cleaning Innovation Working Group continues to ensure that the project remains on track.</p> <p>11. Transformation Board established and meeting on a regular basis, work streams agreed and being taken forward.</p> <p>12. Being taken forward as part of the Transformation agenda.</p>
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Customer Services Scorecard 2017-20 FQ2 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 Days	1.95 Days	R	↑
CU % of PRDs completed		90 %	95 %	G	↓
<i>Financial</i>	<i>Budget</i>	<i>Forecast</i>	<i>Status</i>	<i>Trend</i>	
Finance Revenue totals CU	£K 39,326	£K 39,326	G	→	
Capital forecasts - current year CU					
Capital forecasts - total project CU					
Asset management red risks	6	On track	3	G	→

IMPROVEMENT

						<i>Status</i>
Improvement Plan	Total No	Off track	On track	Complete		
Outcomes CU	Actions	24	0	19	5	A ↓
Customer Services Audit Recommendations	R	Overdue 1 ↓	Due in future 3 ↑	Future - off target 0 →		
Customer Service CU		Customer satisfaction	93 %	G	↓	
Customer Charter		Stage 1 Complaints	91 %	G	↓	
Number of consultations	2	Stage 2 Complaints	100 %	G	→	



Customer Services Scorecard 2017-20

Scorecard owned by: Douglas Hendry

FQ2 17/18

'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](#)

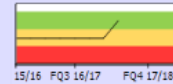
Making it happen

Supporting Outcome - Service Delivery Enablers [Related Business Outcomes](#)

BO04 Benefits are paid promptly and accurately [CU Dept]

Aligns to ABOIP Outcome No. 5

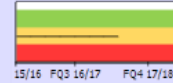
Success Measure **G** ↑



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

Aligns to ABOIP Outcome No. 5

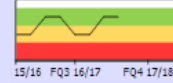
Success Measure **A** →



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

Aligns to ABOIP Outcome No. 6

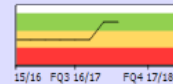
Success Measure **G** →



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

Aligns to ABOIP Outcome No. 6

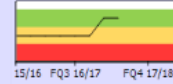
Success Measure **G** →



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

Aligns to ABOIP Outcome No. 6

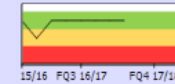
Success Measure **G** →



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

Aligns to ABOIP Outcome No. 4

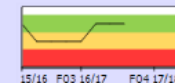
Success Measure **G** →



BO18 Improved lifestyle choices are enabled [CU Dept]

Aligns to ABOIP Outcome No. 4

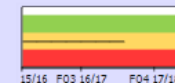
Success Measure **G** →



BO23 Economic growth is supported [CU Dept]

Aligns to ABOIP Outcome No. 1

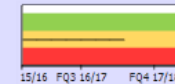
Success Measure **A** →



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

Aligns to Council Outcome MIH

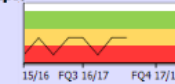
Success Measure **A** →



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

Aligns to Council Outcome MIH

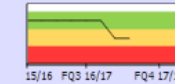
Success Measure **A** →



BO29 Health and safety is managed effectively [CU Dept]

Aligns to Council Outcome MIH

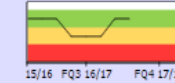
Success Measure **A** →



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

Aligns to Council Outcome MIH

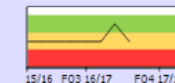
Success Measure **G** →



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

Aligns to Council Outcome MIH

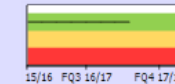
Success Measure **A** ↓



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

Aligns to Council Outcome MIH

Success Measure **G** →



Key Successes

- External Audit of Annual Accounts completed by 30 September deadline and unqualified Audit Certificate received.
- External Audit's Annual Audit Report was a positive report – this will be reported to Council in November 2017.
- Medium to Longer Term Financial Strategy prepared. Was reported and approved by Policy and Resources Committee on 19 October 2017.
- Investment returns continue to exceed the benchmark rate of return – the rate of return for the 2nd Quarter was 0.531% 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.
- 7 out of 8 planned audits were completed within the Quarter, with the 8th audit concluded and published in the first week of October.
- Finance staff prepared the finance template required by Government in respect of the Early Learning and Childcare 1140 hours by the deadline of 29 September – this was a significant piece of work that took a great deal of finance time.
- The formal launch of the Money Skills Argyll Service took place on 18 August 2017 (following the soft launch on 17 July 2017).
- Successfully recruited a new Chief Internal Auditor who joins the service on 24 October 2017 and comes with 13 years' experience of working in Audit Scotland, mainly in the local government sector.

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. The member of staff has now been granted ill health retiral and will retire in Quarter 3.
2. Carry out the Money Skills Argyll financial audits for the first time ensuring that partners are completing the necessary information required to allow an accurate assessment of the monies to be paid to the partners, in line with BLF and ESF requirements.
3. Procuring a software system to support the Money Skills Advice Project and developing a robust payment calculation mechanism for payments to suppliers.
4. The Leisure Trust goes live in October and new company has been set up in the Council's financial system to support the Trust. A mini-year will be required to ensure transactions are accounted for either within the Council's ledger (prior to October) and the Trusts ledger (after October). The budgets will then need reviewed to ensure that they are apportioned correctly between the Council and the Trust – this is a significant piece of work.

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. 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.
3. Procurement Specification almost complete and will be further refined following the first month's audit to ensure that we include the correct specification to get a system fit for purpose.
4. A list of tasks and an action plan has been created and regular meetings are scheduled between Finance and the General Manager of the Trust. This task will be prioritised within the Service to ensure that expenditure and income is accounted for within the correct company as soon as possible.

Strategic Finance Scorecard 2017-20

Scorecard owned by: **Kirsty Flanagan** FQ2 17/18

Click here
for Full
Outcomes

Corporate
Support
Team
Scorecard

Departmental
Support
Team
Scorecard

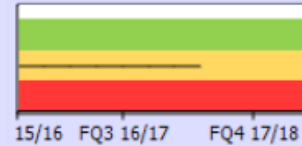
Internal
Audit
Team
Scorecard

Click here
for Council
Scorecard

BO05 Information and support are available for everyone [SF]

Aligns to
ABOIP
Outcome
No.
5

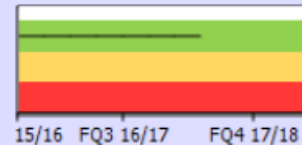
Success Measure
A →



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

Aligns to
Council
Outcome
MIH

Success Measure
G →



Management Information

RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence SF		1.5 Days	3.3 Days	R	↑
PRDs SF		90 %	87 %	R	↓

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

Status

SF Service Improvements 2017-20	Total No	Off track	On track	Complete
Actions	8	8		
Strategic Finance Audit Recommendations	Overdue	Due in future	Future - off target	
	0 →	8 ↑		

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

Customer Service SF	Customer satisfaction	100 %	G →
Customer Charter	Stage 2 Complaints	100 %	G →
Number of consultations	Stage 2 Complaints	100 %	G →