

PERFORMANCE REPORT FQ2 2014-15

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 and the Strategic Finance performance report with associated scorecard performance in FQ2 2014-15 (July - September 2014) and scorecards.
- 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 and the Strategic Finance performance report with associated scorecard performance in FQ2 2014-15 (July - September 2014) and scorecards.

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 of 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 |

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APPENDICES

Financial Quarter 2 Performance report and scorecard – Customer Services

Financial Quarter 2 Performance report and scorecard – Strategic Finance

Key Successes

1. Silver award obtained from Institute of Revenues Rating and Valuation for Excellence in Innovation category for implementation of Empty Homes and introduction of double council tax charge
2. Shortlisted for two GO procurement awards – team of the year and sustainability/corporate and social responsibility initiative of the year
3. Successful pilot of a Recruitment Fayre for catering, cleaning and driver/escort staff in Helensburgh and Lochgilphead, leading to the filling of 26 vacant posts.
4. Oban North and Lorn by election completed in July
5. Referendum process and count successfully completed
6. Updated action plan to address Accounts Commission findings completed and agreed by Council

Key Challenges

1. Progress purchase to pay project
2. Further by- elections required in Oban North and Lorn and South Kintyre
3. Community Council by elections process to be administered
4. The percentage of customers satisfied with the information provided by the Council remains red. The citizen’s panel which was planned to take place in May has been postponed and will now take place in November and will provide up to date information with regards to customer satisfaction.
5. 94% against a 95% target to meet press enquiry deadlines. This has been as a result of a high volume of press enquiries with very tight deadlines.
6. Staffing issues within HR Team due to turnover has resulted in failure to meet 3 targets this quarter:
 - 149 Advert requests received, 148 done within 2 days, only 1 outwith (3 days) has resulted in not meeting target of 100%.
 - 87 Successful Candidate Form's received, 68 were submitted after cut-off, and of these 47 candidates had already commenced work, and 9 were completed incorrectly which has resulted in HR not meeting target of 100%
 - 5025 correct pays, 37 incorrect pays of which 34 were Department error and 3 were Transactional Team error has resulted in not meeting 99.75% target.
7. Ensuring customers can access services easily and good quality of information provided.

Action Points to address the Challenges

1. New project plan determined with checkpoint stage early in new year
2. Election team in place to deliver both processes.
3. Area Governance team with input from election team delivering process.
4. Citizen's panel will take place in November
5. The slippage against the target of response to press enquiries target is minimal but action is being taken to discuss deadlines with reporters to ensure that their expectations are managed and that the deadlines they set are realistic.
6. Permanent recruitment to key posts following turnover has been actioned and training now underway. Additional checks to be put in place via Document Management System to address errors.
7. All new customer service staff have undertaken an extensive training programme which will improve call time and abandoned rates. Work continues with back office staff to ensure data is accurate and current.

Corporate Objective 1 - Working together to improve the potential of our people A →

CO1 Our children are nurtured so that they can achieve their potential. Department does not contribute directly to this Outcome

CO2 Our young people have the skills, attitudes and achievements to succeed throughout their ... C →

CO3 We have a skilled and competitive workforce capable of attracting employment to Argyll an... Department does not contribute directly to this Outcome

CO4 Our people are supported to live more active, healthier and independent lives. Department does not contribute directly to this Outcome

CO5 We work with our partners to tackle discrimination.

CO6 Vulnerable adults, children and families are protected and supported within their communities. A →

Corporate Objective 2 - Working together to improve the potential of our communities A →

CO7 The places where we live, work and visit are well planned, safer and successful. A →

CO8 Create opportunities for partners and communities to engage in service delivery. A →

CO9 The impact of alcohol and drugs on our communities, and on mental health ... is reduced. Department does not contribute directly to this Outcome

Customer Services Scorecard 2014-15 FQ2 14/15 Click for Full Outcomes

Corporate Objective 3 - Working together to improve the potential of our area A →

CO10 We create the right conditions where existing and new businesses can succeed. A →

CO11 Argyll and Bute has more new businesses operating in the area, creating more jobs. Department does not contribute directly to this Outcome

CO12 Our transport infrastructure meets the economic and social needs of our communities. C →

CO13 We contribute to a sustainable environment. A ↑

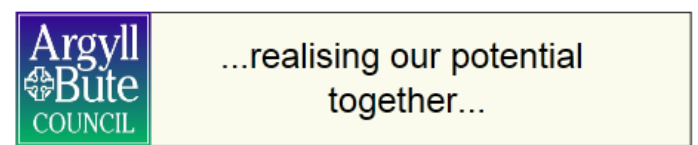
CO14 We make the best use of our built and natural environment. Department does not contribute directly to this Outcome

Corporate Objective 4 - Working together to improve the potential of our organisation A →

CO15 Our services are continually improving. A →

CO16 Our employees have the skills and attitudes to deliver efficient and effective services. C →

CO17 We provide good customer service. R ↓



| RESOURCES | | | | | |
|---|------------------|------------|-----------|--------|-------|
| People | Benchmark | Target | Actual | Status | Trend |
| Sickness absence CU | | 1.88 Days | 1.66 Days | C | ↑ |
| PRDs % complete | | 90 % | 95 % | C | |
| Financial | Budget | Forecast | | | |
| Finance Revenue totals CU | £K 38,965 | £K 38,241 | R | | ↓ |
| Capital forecasts - current year CU | £K 21,228 | £K 18,659 | R | | ↓ |
| Capital forecasts - total project CU | £K 105,466 | £K 106,463 | A | | ↑ |
| Efficiency Savings CU | Actions on track | Target | Actual | C | → |
| | Savings | 19 | 16 | | |
| | | £K 186 | £K 186 | | |
| Asset Management - Customer Services 2014-15 C | | | | | |

| IMPROVEMENT | | | | | Status | Trend |
|------------------------------|----------|----------|-----------|----------|----------|-------|
| Improvement Plan Outcomes CU | Outcomes | Total No | Off track | On track | Complete | A → |
| | | 68 | 2 | 53 | 13 | |
| CARP Customer Services | | Total No | Off track | Due | Complete | C → |
| | | 4 | 0 | 4 | 4 | |

| Customer Service CU | | Number of consultations | | | |
|---|----------|-------------------------|---------------|---------------------|---|
| Customer Charter | R → | Stage 1 complaints | 92 % | C | ↑ |
| Customer satisfaction | 93 % C ↑ | Stage 2 complaints | 100 % | C | → |
| Customer Services Audit Recommendations | | Overdue | Due in future | Future - off target | |
| | | 0 → | 10 → | 0 ↑ | |
| CU Average Demand Risk | Score | 6 | Appetite | 6 | → |
| CU Average Supply Risk | Score | 6 | Appetite | 6 | → |

| | | | | | |
|--|------------------|---|--|----------|---|
| CO2 Our young people have the skills, attitudes and achievements to succeed throughout their ... | | | | G | ➔ |
| F501 Children are healthier ... nutritionally balanced school meals | Success Measures | 6 | | G | |
| | On track | 6 | | | ➔ |
| CO5 We work with our partners to tackle discrimination. | | | | | |
| IH01 We recognise and tackle discrimination and promote equality | Success Measures | 2 | | G | |
| | On track | 2 | | | ➔ |
| CO6 Vulnerable adults, children and families are protected and supported within their communities. | | | | A | ➔ |
| CS01 Benefits paid promptly whilst minimising fraud | Success Measures | 6 | | A | |
| | On track | 5 | | | ➔ |
| GL06 The best interests of children at risk are promoted | Success Measures | 1 | | G | |
| | On track | 1 | | | ➔ |
| CO7 The places where we live, work and visit are well planned, safer and successful. | | | | A | ➔ |
| F502 Communities are safer ... through improved facilities | Success Measures | 9 | | G | |
| | On track | 9 | | | ➔ |
| GL04 Improve quality of life & safety of residents & visitors | Success Measures | 3 | | A | |
| | On track | 2 | | | ➔ |
| IH02 Communities and employees are prepared to deal with major incidents | Success Measures | 3 | | G | |
| | On track | 3 | | | ➔ |
| IH03 Employees/service users are not exposed to unacceptable H&S risks | Success Measures | 5 | | G | |
| | On track | 5 | | | ➔ |
| CO8 Create opportunities for partners and communities to engage in service delivery. | | | | A | ➔ |
| GL05 Electors enabled to participate in the democratic process | Success Measures | 2 | | G | |
| | On track | 2 | | | ➔ |
| GL07 Community Councils are supported | Success Measures | 4 | | A | |
| | On track | 2 | | | ➔ |

| | | | | | |
|---|------------------|----|--|----------|---|
| CO10 We create the right conditions where existing and new businesses can succeed. | | | | A | ➔ |
| CS02 Businesses supported in claiming Non Domestic Rates relief | Success Measures | 2 | | G | |
| | On track | 2 | | | ➔ |
| CS03 Maximise opportunities for SME's to sell to the Council ... | Success Measures | 4 | | R | |
| | On track | 1 | | | ↓ |
| CO12 Our transport infrastructure meets the economic and social needs of our communities. | | | | G | ➔ |
| F504 School & public transport meets the needs of communities | Success Measures | 3 | | G | |
| | On track | 3 | | | ➔ |
| CO15 Our services are continually improving. | | | | A | ➔ |
| CS05 Income from local taxes and sundry debtors is maximised ... | Success Measures | 5 | | A | |
| | On track | 3 | | | ➔ |
| CS06 Increased value is delivered from procurement ... | Success Measures | 5 | | A | |
| | On track | 4 | | | ➔ |
| CS07 IT applications & infrastructure available ... and meet business needs | Success Measures | 8 | | G | |
| | On track | 8 | | | ➔ |
| GL03 Members enabled to deal with their caseload | Success Measures | 1 | | R | |
| | On track | 0 | | | ➔ |
| GL09 Provision of high quality ... legal documentation | Success Measures | 2 | | G | |
| | On track | 2 | | | ↑ |
| IH04 Services and employees are supported to deliver improvement and change | Success Measures | 10 | | A | |
| | On track | 7 | | | ➔ |
| IH05 Our customers and employees are informed and engaged | Success Measures | 8 | | A | |
| | On track | 5 | | | ➔ |
| IH06 The Gaelic language is supported and promoted | Success Measures | 1 | | G | |
| | On track | 1 | | | ➔ |

| | | | |
|---|------------------|-----------|--|
| Customer Services Scorecard 2014-15 | | FQ2 14/15 | Click for Full Scorecard |
| Scorecard owner | | | |
| CO17 We provide good customer service. | | | R |
| | | | ↓ |
| CS08 Customers can access council services more easily ... service quality | Success Measures | 12 | R |
| | On track | 5 | ↓ |
| GL01 Framework to support democratic decision making | Success Measures | 10 | A |
| | On track | 8 | ➔ |
| GL02 Council compliance with governance & info arrangements | Success Measures | 5 | A |
| | On track | 3 | ➔ |
| GL10 Timely provision of Liquor Licences & Civic Government Licences to the public | Success Measures | 5 | A |
| | On track | 4 | ➔ |
| CO16 Our employees have the skills and attitudes to deliver efficient and effective services. | | | G |
| | | | ➔ |
| GL08 Provision of high quality, timely legal advice | Success Measures | 2 | G |
| | On track | 2 | ➔ |
| IH07 Employees have skills/attitudes to deliver efficient/effective services | Success Measures | 4 | G |
| | On track | 4 | ➔ |
| CO13 We contribute to a sustainable environment. | | | A |
| | | | ↑ |
| CS04 Reduced spend on postage and bulk reprographics | Success Measures | 1 | R |
| | On track | 0 | ➔ |
| F503 We contribute to the sustainability of the local area | Success Measures | 5 | G |
| | On track | 5 | ↑ |

| Departmental performance report for Strategic Finance | period Financial Quarter 2 2013-14 |
|--|------------------------------------|
| <p>Key Successes</p> <ul style="list-style-type: none"> • 6 out of 7 measures for service outcome SF02: Assurance is provided that financial and management controls are operating effectively are on target. • 15 out of 23 measures for service outcome SF01 Effective planning, reporting and management of finance, risk and money and capital market transactions are on target. • Budget and PRDs on target | |
| <p>Key Challenges</p> <ol style="list-style-type: none"> 1. At 30 September actual days of internal audit input were 80% of those planned compared to a target of 90%. 2. 8 of 23 measures for service outcome SF01 Effective planning, reporting and management of finance, risk and money and capital market transactions are not on target – see below. 3. Preparation of summary unaudited accounts, summary budget report and in year summary reports have not progressed as planned in first half of year but are now being addressed. 4. Medium term financial strategy not reviewed until financial quarter 3. 5. Decided not to proceed with CIPFA FM Model analysis this year as we need to review how we collect data for this. 6. Commissioner satisfaction score 77% compared to target of 80%. 7. Treasury management good practice assessment not yet completed pending completion of treasury management improvement plan from last review. 8. Slight delay in completing financial quarter 2 reviews of operational risk registers but now complete. 9. 1 audit recommendation overdue in relation to the formatting of payroll budget reports. | |
| <p>Action Points to address the Challenges</p> <ol style="list-style-type: none"> 1. Scheduling of internal audit activity through the second half of the financial year should see actual days of internal audit input be at least in line with 90% of those planned. 2. Comments on action to address the 8 measures off track for outcome SF01 Effective planning, reporting and management of finance, risk and money and capital market transactions are set out below. 3. Focussed work has now been carried out on summary financial reports (unaudited, budget and in year reports) and these will be ready for the next cycle of reporting. 4. Medium term financial strategy reviewed in financial quarter 3 – reported to 18 December Policy and Resources Committee. | |

5. Review of process for completing CIPFA FM Model due for completion in financial quarter 4.
6. No action proposed but will review once commissioner satisfaction assessment for this year received from benchmarking club.
7. Complete treasury management improvement plan then review good practice assessment.
8. Quarterly review of operational risk registers now complete so no action proposed.
9. Audit recommendation will be actioned by 31 December 2014.

Strategic Finance Scorecard 2014-15 FQ2 14/15

Click for full Outcomes

| | | |
|---|-------------------------------|------------|
| SF01 Effective planning, reporting and management of finance ... | Links to Council Outcome CO15 | A → |
| SF02 Assurance...that financial and management controls are operating effectively | Links to Council Outcome CO15 | A → |

Corporate Support Team Scorecard

Departmental Support Team Scorecard

Internal Audit Team Scorecard

LG Benchmarking Framework

RESOURCES

| People | Benchmark | Target | Actual | Status Trend |
|--------------------------------------|--------------------------|----------|------------|--------------|
| Sickness absence SF | | 0.6 Days | 2.0 Days | R ↓ |
| PRDs SF | | 90 % | 99 % | G ↑ |
| Financial | Budget | Forecast | | |
| Finance Revenue totals SF | £K 1,871 | £K 1,871 | G → | |
| Capital forecasts - current year SF | £K 0 | £K 0 | | |
| Capital forecasts - total project SF | £K 0 | £K 0 | | |
| Efficiency Savings SF | Actions on track Savings | Target | Actual | |
| | | 5 | | |

IMPROVEMENT Status Trend

| | | | | | |
|--|-------------------------|---------------|---------------------|------------|------------|
| SF Service Improvement Plan 2014-15 | Total No | Off track | On track | Complete | |
| Actions | 8 | 8 | | | |
| Strategic Finance Audit Recommendations R | Overdue | Due in future | Future - off target | | |
| | 1 ↑ | 6 ↑ | 0 | → | |
| CARP Strategic Finance | Total No | Off track | Due | Complete | G → |
| | 1 | 0 | 1 | 1 | |
| Customer Service SF | Number of consultations | | | 0 | |
| Customer Charter G → | Stage 1 complaints | | 0 % | R ↓ | |
| Customer satisfaction 100 % G → | Stage 2 complaints | | 100 % | G → | |
| SF Average Demand Risk | Score | 9 | Appetite | 9 | → |
| SF Average Supply Risk | Score | | Appetite | | |

| | | | | | | | | | |
|--|---|-------------------------------|-------------------------|---|---|-----------|--------------|---|---|
| SF01 Effective planning, reporting and management of finance ... | | Links to Council Outcome CO15 | A | | | | | | |
| SF01 Council Finances Managed Effectively - Net | £ | Budget | £ 1,649,728 | G | % rating public audit forum - practice | Actual | 70 % | G | |
| | | Forecast | £ 1,649,728 | | | Target | 70 % | | → |
| Annual accounts prepared on time and without qualification | | Actual | Yes | G | % rating public audit forum - satisfaction | Benchmark | 80 % | → | |
| | | Target | Yes | | | Actual | 77 % | | R |
| | | Benchmark | Yes | | | Target | 80 % | | |
| Unaudited Accounts Summarised Report by 30 June | | Status | Not on track | R | SF user satisfaction survey - quarterly | Benchmark | 80 % | → | |
| | | Target | | | | Actual | 74 % | | G |
| | | Target | | | | Target | 73 % | | |
| Audited Accounts Summary Report by 30 November | | Status | On track | G | % investment returns | Benchmark | 76 % | ↑ | |
| | | Target | | | | Actual | 0.661 % | | G |
| | | Target | | | | Target | 0.353 % | | |
| Budget Summary Report by 31 March | | Status | Not on track | R | Average loans fund rate | Benchmark | 0.353 % | ↓ | |
| | | Target | | | | Actual | 5.500 % | | G |
| | | Target | | | | Target | 5.500 % | | |
| Summary Financial Report - Quarterly | | Status | Delayed and rescheduled | R | Rate for new long term loans | Benchmark | 5.140 % | → | |
| | | Target | On track | | | Actual | 0.000 % | | G |
| | | Target | On track | | | Target | 5.500 % | | |
| Budget Preparation Timetable | | Status | On track | G | Annual treasury assessment against good practice | Benchmark | 0 % | R | |
| | | Target | | | | Actual | 90 % | | → |
| | | Target | | | | Target | 90 % | | |
| Medium Term Financial Strategy Review Regularly | | Status | Not on track | R | Annual review of treasury management practice statements | Benchmark | 90 % | → | |
| | | Target | Not on track | | | Actual | 100 % | | G |
| | | Target | Not on track | | | Target | 100 % | | |
| Budget Monitoring Process | | Status | On track | G | Annual review of risk management policy etc - by 31 March | Benchmark | 90 % | → | |
| | | Target | On track | | | Actual | Yes | | G |
| | | Target | On track | | | Target | Yes | | |
| No of days to distribute monthly routine reports to budget holders | | Actual | 2.0 Days | G | Risks are incorporated in service plans | Benchmark | Yes | G | |
| | | Target | 4.0 Days | | | Actual | Yes | | → |
| | | Benchmark | | | | Target | Yes | | |
| % of direct expenditure fully costed with perf measures | | Actual | 100.0 % | G | Annual report on risk registers | Benchmark | Yes | ↑ | |
| | | Target | 100.0 % | | | Status | Complete | | G |
| | | Benchmark | 100.0 % | | | Target | | | |
| CIPFA FM Assessment | | Status | Delayed not rescheduled | R | Quarterly report on risk registers | Benchmark | 100.0 % | ↓ | |
| | | Target | On track | | | Status | Not on track | | R |
| | | Target | On track | | | Target | Not on track | | |

| | | | |
|---|---|-------------------------------|-----------|
| Strategic Finance Scorecard 2014-15 | | Click for full Scorecard | |
| FQ2 14/15 | | | |
| SF02 Assurance...that financial and management controls are operating effectively | | Links to Council Outcome CO15 | A |
| SF02 Internal Audit - Net | £ | Budget | £ 221,753 |
| | | Forecast | £ 221,753 |
| Audit risk assessment prepared by 31 January | | Status | Complete |
| | | Target | |
| Audit Plan approved by 31 March | | Status | Complete |
| | | Target | |
| % of audits completed compared to planned | | Actual | 100 % |
| | | Target | 100 % |
| | | Benchmark | 100 % |
| Actual audit days as % of planned | | Actual | 80 % |
| | | Target | 90 % |
| | | Benchmark | 90 % |
| % of recommendations accepted 2010 onwards | | Actual | 100 % |
| | | Target | 100 % |
| | | Benchmark | 100 % |
| Annual Assessment of IA Good Practice | | Actual | 90 |
| | | Target | 90 |
| | | Benchmark | 90 |
| Internal Audit Client Feedback Survey | | Actual | 100 % |
| | | Target | 100 % |
| | | Benchmark | 100 % |