

**PERFORMANCE REPORT FQ4 2014-15**

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**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 with the scorecards for Strategic Finance and Customer Services for FQ4 2014-15 (January - March 2015).

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 with the scorecards for Strategic Finance and Customer Services for FQ4 2014-15 (January - March 2015).

**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 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 4 Performance report and scorecard – Customer Services

Financial Quarter 4 Performance scorecard – Strategic Finance

Performance Report for <b>Customer Services</b>	Period January – March 2015
<p><b>Key Successes</b></p> <ol style="list-style-type: none"> <li>1. Successful implementation of free school meals for all P1-P3 pupils from January 2015. The roll out and installation of IT equipment across all Primary school kitchens was achieved by the deadline of January 2015.</li> <li>2. Public Services Network Accreditation received for a further year.</li> <li>3. Four star rating achieved in the SOCITM Better Connected rating for council websites and are listed as one of the Top20 best-developed sites</li> </ol>	
<p><b>Key Challenges</b></p> <ol style="list-style-type: none"> <li>1. Local Government Boundary Commission review.</li> <li>2. UK Parliamentary Election.</li> <li>3. To maintain momentum with the delivery of the capital programme that is being considered by Council on 23rd April 2015 and in particular to manage pressure on resources resulting from the Helensburgh Office Project.</li> <li>4. Delivery of Carbon Management Plan target of 20% saving on CO2 emissions.</li> <li>5. Delay to completion of Helensburgh Office Rationalisation Project.</li> <li>6. Council tax collections below target for 2015-16.</li> <li>7. Recent High Court decision on discretionary housing payments will increase pressure on available funds.</li> <li>8. Service Choices.</li> </ol>	
<p><b>Action Points to address the Challenges</b></p> <ol style="list-style-type: none"> <li>1. Experienced team in place to support work of the Short Life Working Group.</li> <li>2. Experienced team in place to deliver election process.</li> <li>3. To update and evolve project plans, some at risk, to reflect developing circumstances and through proactive management mitigate any risk to the capital programme and thus ensure project delivery through appropriate deployment of staff resources.</li> <li>4. Gap analysis undertaken and projects including 5 NPDO School Solar PV installations (currently on site and Oban Joint Campus completed), up to 15 biomass installations and alternative waste collection, have been identified to meet the target. The savings have been identified in 2014/15. Ultimately delivery will be dependent on Council approval of the Full Business Case. Delivery of site works will be in 2015/2016, linked to capacity restrictions in the available Procurement Scotland Framework Contract.</li> </ol>	

5. The Design Team, Project Manager and Contractor are currently pursuing a range of mitigating actions in an effort to secure a revised final delivery of the project by 1st May 2015. Day to day scrutiny of on-site progress is being maintained by full-time clerk of works and the Projects Architectural Team are visiting the site twice weekly to agree any outstanding details/finishes and offer observations to be attended to prior to practical completion.
6. Analyse reasons for lower than expected collections (change in sheriff officer contract, additional charges on second homes, timing of single person discount review) and take corrective action to improve for 2015-16.
7. Consider affordability of current policy and amend as necessary to ensure spend kept within budget.
8. Process in place to assess and review impact of any proposed service reductions.

**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 ...	A ↓
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** FQ4 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.	G →
CO13 We contribute to a sustainable environment.	R ↓
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.	A →
CO17 We provide good customer service.	A ↑



...realising our potential together...

RESOURCES				
People	Benchmark	Target	Actual	Status Trend
Sickness absence CU		1.88 Days	2.89 Days	R ↓
PRDs % complete		90 %	94 %	G
Financial		Budget	Forecast	
Finance Revenue totals CU	£K 39,426	£K 38,821		R ↑
Capital forecasts - current year CU				
Capital forecasts - total project CU				
Efficiency Savings CU	Actions on track Savings	Target	Actual	G ↑
		19	19	
		£K 241	£K 241	
Asset Management - Customer Services 2014-15				

IMPROVEMENT					Status Trend
Improvement Plan Outcomes CU	Total No	Off track	On track	Complete	A →
	68	5	38	25	
CARP Customer Services	Total No	Off track	Due	Complete	G →
	4	0	4	4	

<b>Customer Service CU</b>	Number of consultations			3
Customer Charter	G →	Stage 1 complaints		
Customer satisfaction 86 %	G ↑	Stage 2 complaints		
Customer Services Audit Recommendations	R	Overdue	Due in future	Future - off target
		1 ↑	14 ↓	0 →
CU Average Demand Risk	Score	4	Appetite	4 ↑
CU Average Supply Risk	Score	8	Appetite	8 ↓

CO2 Our young people have the skills, attitudes and achievements to succeed throughout their ...			<b>A</b>	➔
F501 Children are healthier ... nutritionally balanced school meals	Success Measures	6	<b>A</b>	
	On track	5		⬇️
CO5 We work with our partners to tackle discrimination.				
IH01 We recognise and tackle discrimination and promote equality	Success Measures	2	<b>G</b>	
	On track	2		⬆️
CO6 Vulnerable adults, children and families are protected and supported within their communities.				
CS01 Benefits paid promptly whilst minimising fraud	Success Measures	6	<b>A</b>	
	On track	5		➔
GL06 The best interests of children at risk are promoted	Success Measures	2	<b>A</b>	
	On track	1		➔
CO7 The places where we live, work and visit are well planned, safer and successful.				
F502 Communities are safer ... through improved facilities	Success Measures	9	<b>A</b>	
	On track	8		➔
GL04 Improve quality of life & safety of residents & visitors	Success Measures	3	<b>A</b>	
	On track	2		⬆️
IH02 Communities and employees are prepared to deal with major incidents	Success Measures	3	<b>G</b>	
	On track	3		⬆️
IH03 Employees/service users are not exposed to unacceptable H&S risks	Success Measures	5	<b>G</b>	
	On track	5		⬆️
CO8 Create opportunities for partners and communities to engage in service delivery.				
GL05 Electors enabled to participate in the democratic process	Success Measures	2	<b>A</b>	
	On track	1		⬇️
GL07 Community Councils are supported	Success Measures	4	<b>G</b>	
	On track	4		➔

CO10 We create the right conditions where existing and new businesses can succeed.			<b>A</b>	➔
CS02 Businesses supported in claiming Non Domestic Rates relief	Success Measures	2	<b>G</b>	
	On track	2		➔
CS03 Maximise opportunities for SME's to sell to the Council ...	Success Measures	4	<b>R</b>	
	On track	1		➔
CO12 Our transport infrastructure meets the economic and social needs of our communities.				
F504 School & public transport meets the needs of communities	Success Measures	3	<b>G</b>	
	On track	3		➔
CO15 Our services are continually improving.				
CS05 Income from local taxes and sundry debtors is maximised ...	Success Measures	5	<b>A</b>	
	On track	3		⬆️
CS06 Increased value is delivered from procurement ...	Success Measures	5	<b>A</b>	
	On track	4		➔
CS07 IT applications & infrastructure available ... and meet business needs	Success Measures	8	<b>A</b>	
	On track	7		⬇️
GL03 Members enabled to deal with their caseload	Success Measures	1	<b>G</b>	
	On track	1		⬆️
GL09 Provision of high quality ... legal documentation	Success Measures	2	<b>A</b>	
	On track	1		⬇️
IH04 Services and employees are supported to deliver improvement and change	Success Measures	10	<b>A</b>	
	On track	5		➔
IH05 Our customers and employees are informed and engaged	Success Measures	8	<b>A</b>	
	On track	6		➔
IH06 The Gaelic language is supported and promoted	Success Measures	1	<b>G</b>	
	On track	1		➔

<b>Customer Services Scorecard 2014-15</b>		FQ1 15/16	<b>Click for Full Scorecard</b>
Scorecard owner			
CO17 We provide good customer service.			
➔			
CS08 Customers can access council services more easily ... service quality	Success Measures	15	<b>A</b>
	On track	11	➔
GL01 Framework to support democratic decision making	Success Measures	10	<b>A</b>
	On track	7	➔
GL02 Council compliance with governance & info arrangements	Success Measures	5	<b>R</b>
	On track	2	➔
GL10 Timely provision of Liquor Licences & Civic Government Licences to the public	Success Measures	5	<b>G</b>
	On track	5	⬆️
CO16 Our employees have the skills and attitudes to deliver efficient and effective services.			
➔			
GL08 Provision of high quality, timely legal advice	Success Measures	2	<b>G</b>
	On track	2	➔
IH07 Employees have skills/attitudes to deliver efficient/effective services	Success Measures	4	<b>A</b>
	On track	3	➔
CO13 We contribute to a sustainable environment.			
➔			
CS04 Reduced spend on postage and bulk reprographics	Success Measures	1	<b>R</b>
	On track	0	⬇️
F503 We contribute to the sustainability of the local area	Success Measures	5	<b>A</b>
	On track	4	⬇️

Strategic Finance Scorecard 2014-15

FQ4 14/15

Click for full Outcomes

SF01 Effective planning, reporting and management of finance ...	Links to Council Outcome CO15	<b>R</b> ↓
SF02 Assurance...that financial and management controls are operating effectively	Links to Council Outcome CO15	<b>A</b> →

Corporate Support Team Scorecard

Departmental Support Team Scorecard

Internal Audit Team Scorecard

**RESOURCES**

<i>People</i>		<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status Trend</i>
Sickness absence SF			2.4 Days	1.5 Days	<b>G</b> ↓
PRDs SF			90 %	95 %	<b>G</b> ↑
<i>Financial</i>		<i>Budget</i>	<i>Forecast</i>		
Finance Revenue totals SF		£K 1,871	£K 1,871 <b>G</b> →		
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	<b>G</b> →	
		1	1		
		£K 22	£K 22		

**IMPROVEMENT**

					<i>Status Trend</i>
SF Service Improvement Plan 2014-15	Total No	Off track	On track	Complete	
	8	6	0	2	
Strategic Finance Audit Recommendations	Overdue	Due in future	Future - off target		
	0 →	5 →	0 →		
CARP Strategic Finance	Total No	Off track	Due	Complete	<b>G</b> →
	1	0	1	1	
<b>Customer Service SF</b>	Number of consultations				0
Customer Charter	Stage 1 complaints				
Customer satisfaction	Stage 2 complaints				
SF Average Demand Risk	Score		Appetite		
SF Average Supply Risk	Score		Appetite		