

COMMITTEE	Finance, Policy & Resources
DATE	15 September 2015
DIRECTOR	Angela Scott
TITLE OF REPORT	Corporate Governance Performance Report
REPORT NUMBER:	CG/15/92
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

To present the Committee with (a) an overview of key performance information and ongoing improvement work, across the Corporate Governance Directorate and (b) the Risk Register for Corporate Governance.

2. RECOMMENDATION(S)

The Committee are asked to:

- (i) Note the content of the performance report;
- (ii) Note the Corporate Governance Risk Register.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from the report although some reported measures are aligned with our priority to improve the use of resources.

4. OTHER IMPLICATIONS

There are no other implications specifically arising from this report although measures are aligned to the improvement in staff and customer experience.

5. BACKGROUND/MAIN ISSUES

The report before the Committee comprises:

- An analysis of some significant performance areas, including contextual information;
- A summary 'scorecard' report detailing performance indicators, information on direction of travel and performance against targets, where these have been set.

The report provides performance information at the Directorate level and where necessary to the level of Head of Service. The Corporate Governance Service Performance Dashboard displays a wider range of information

including trend charts and comparison between the different areas of the service, as well as underlying information to support indicators in some cases. The Dashboard will be available to be viewed at the Committee to support any required in-depth analysis.

Performance measures have been aligned to the corporate drivers:

- Improving staff experience;
- Improving customer experience;
- Improving our use of resources;
- Delivering outcomes (*in development*)

The report also has appended to it the operational Risk Register for the Corporate Governance Directorate. This Register was submitted to the Audit, Risk and Scrutiny Committee on the 25th of June, 2015. The Audit, Risk and Scrutiny Committee noted the detail in the Register. The Risk Register will be reported to the Finance, Policy and Resources Committee twice a year.

The risks contained in the appended register have been identified and assessed through analysis of the service's functions, services and dependencies. Some risks detail the potential impacts of threats which could arise in any area of the Directorate such as workforce planning, health and safety, or business continuity. Other risks reflect specific threats to the effectiveness of our business, including the delivery of certain IT functions.

The register is a dynamic document and will be subject to regular review. As risks become controlled, they will be removed from the active review regime and new or emerging risks will be added, to ensure the service continues to monitor the operational environment and identify and manage risks to our success.

6. IMPACT

Public – The report is designed for information purposes and no Equalities and Human Rights Impact Assessment has been prepared.

Services are required to carry out regular reporting of performance to committees. Corporate Governance undertakes to report performance to the Committee and into the public domain. All performance reports form a part of our public performance reporting requirement, which is subject to annual assessment by Audit Scotland and which we are working to improve through our corporate lead on performance management.

The report impacts more widely than the internal management of performance. Our performance and improvement framework supports delivery of outcomes at the council-wide level and in the Single Outcome Agreement. Our performance frameworks also impact on our requirement for good governance and assurance frameworks across the Council Group, including Arms-Length External Organisations.

Our reporting of information to the Committee therefore supports our commitment to:

- Best Value;
- Improved Public Performance Reporting.

Corporate – Risk Registers form an important component of the system of risk management, notably in the structure of the system. The system of risk management impacts on all aspects of decision making across the Council. The Local Code of Corporate Governance tasks councils with six principles. Principle 4 requires that councils maintain transparent, informed decision-making which is subject to effective scrutiny and the management of risk. The various components of the system are regularly reported to the Committee with details of current practice and planned improvements.

7. MANAGEMENT OF RISK

The report identifies areas of performance which are aligned to the delivery of priorities. This delivery is subject to the management of risk. Appended to the Performance report is the operational Risk Register for the Corporate Governance Directorate. The Committee have the opportunity to assess the effectiveness of the controls in place to mitigate the risks to the service's operations.

8. BACKGROUND PAPERS

None

9. REPORT AUTHOR DETAILS

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10. REPORT

- 10.1 Timely, accurate performance data supports informed decision-taking, focuses resources on areas for improvement and assists with our commitment to the delivery of Best Value in public service activity. We aim to benchmark as much of our service activity as possible, mainly through our participation in the Scotland-wide Local Government Benchmarking Framework (LGBF) whilst also utilising our involvement in other benchmarking clubs where appropriate.
- 10.2 The Council receives an annual assessment of the strength of our Public Performance Reporting (PPR) arrangements from the Accounts Commission. This covers not only the breadth of services and functions for which we have a statutory requirement to report, but also the style, format and accessibility of the information we provide. Increasingly, auditors are requiring that a range of channels and performance information formats are used, to ensure that information reaches audiences in ways in which it is most useful, easy to understand and best illustrative of the Council's activities.
- 10.3 Research is to be undertaken later in the year to ascertain the types of performance information the public most wish to see, as well as the style of reports and the communication channels considered the most effective.

Feedback from this research will be used to improve the nature of our PPR activities going forward.

10.4 In order to provide the Committee with an effective analysis of performance and trend analysis in each report, it is intended to move to a quarterly reporting frequency.

10.5 The attached performance scorecard uses traffic light symbols to aid the better understanding of direction of travel, where possible:



denotes an indicator which is not meeting target performance;



denotes an indicator which is at risk of falling significantly below target performance;



denotes an indicator which is meeting target performance;



denotes an indicator which is based on data collection only and no performance target is appropriate or where no performance data has arisen in the reporting period.

10.6 Targets

Where possible, services are encouraged to set meaningful performance targets as a means of contextualising performance and driving improvement. These are frequently based on benchmarking activity.

10.7 Analysis of performance of specific interest

Housing Benefit Processing

Three of the four Housing Benefit claims processing indicators show an improving trend. The improved performance is a result of redesigning processes alongside the Department for Works and Pensions Performance Team, changes to work allocation methods and the introduction of individual and team performance management.

Efforts are being made to ensure improvement continues and new targets for 2015/16 have been set as 9 days for change of circumstances, 20 days for new claims and 12 days for Right Time Indicator. These targets reflect significantly shorter timescales than the 2014/15 targets and embed the drive for continuing performance improvement in this service.

Business Rates collection rates

The collection rate for National Non-Domestic Rates (Business Rates) at July 2015 is significantly below the rate at July 2014. The rate of collection at July 2015 at 32.32% is 3.77% below the same time last year (Period 04 in 2014/15 was 36.09%).

The lower collection rate can largely be explained by the following:

1. A major account holder has not yet paid whilst they had paid by May 2014 in the previous reporting year. This account reflects around £4 million that is due.

2. There have been several new properties only recently brought on to the Valuation Roll and hence only just billed for 2015/16.
3. The economic issues currently affecting the oil sector have impacted on collection. One major payer which had settled by May in 2014, has not yet paid the rates due. They have until 30/09/15 to pay in full. This (and certain others) combine to reduce the collection rate to date. The real proof will be in October when the “pay in full” amounts are due.

Members’ Enquiries

Over the three month period, performance in responding to Members Enquiries within the 15 working day corporate standard has varied from between 100% to a low of 69.2%. Of the 4 enquiries which were not responded to within 15 working days in June, 2 were assigned to Finance and 2 were assigned to Legal and Democratic Services. The two Finance enquiries were a duplicate of each other, submitted by the constituent to two different councillors regarding the same issue therefore being classified as two late responses. The two Legal and Democratic Services enquiries were cross service enquiries, one of which remains unanswered. In July, Corporate Governance failed to respond to 2 enquiries within the corporate standard, one of which remains open and awaiting a response from the Legal team.

As part of the Members Enquiries improvement programme, and to gain a better understanding of why the corporate standard is not always being met, responding officers will be asked to provide a reason why they have not been able to provide a response within the 15 working day time frame, e.g. complexity of the enquiry/resolution, waiting for input from another service, information not available etc. This information will be recorded on Covalent and can be reported on in the future.

In addition, responding officers unable to provide a full response by the 15 working day deadline will be asked to provide an interim response, updating the Elected Member, and therefore constituent, on progress to date. The responding officer will also be required to provide a proposed response time.

Appendix 1

Corporate Governance Scorecard Report
















































Improving Staff Experience







Capacity

Absence

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Average number of days lost through sickness absence - Corporate Governance		6.6		6.7		6.8					
Average number of days lost through sickness absence - Customer Service & Performance		5		5.2		5.5					
Average number of days lost through sickness absence - Finance		6.6		7.1		7.3					
Average number of days lost through sickness absence - Human Resources		6.6		6.7		6.7					
Average number of days lost through sickness absence - Legal & Democratic Services		9		8.9		9.2					
Average number of days lost through sickness absence - Commercial & Procurement Services		6.2		4.9		3.3					

Establishment







Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Level of Staff Turnover (Corporate Governance) - Leavers		0.53%		0.53%		0.26%					
Level of Staff Turnover (Customer Service & Performance) - Leavers		0.4%		0%		0.77%					
Level of Staff Turnover (Finance) - Leavers		0%		0.79%		0%					
Level of Staff Turnover (Human Resources) - Leavers		0.82%		0.83%		0%					
Level of Staff Turnover (Legal & Democratic Services) - Leavers		2.17%		1.14%		0%					
Level of Staff Turnover (Commercial & Procurement Services) - Leavers		0%		0%		0%					
Establishment Control: Headcount - Corporate Governance		721		729		737					
Headcount of Agency Staff (Corporate Governance)		4		2		3					
Establishment Control: Full time equivalent (FTE) - Corporate Governance		662.9		671.2		677.9					
New Starts - Corporate Governance		12		11		9					
Leavers - Corporate Governance		4		4		2					
Agency Monthly Expenditure (Corporate Governance)		7.62%		17.3%		51.74%					
Agency Monthly Expenditure - Manual (Corporate Governance)		0		0		0					
Agency Monthly Expenditure - Other Hired (Corporate Governance)		0		0		0					
Overtime Monthly Expenditure (Corporate		12.65%		19.53%		26.34%					












Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Governance)											
Expenditure on Overtime (accumulative) - Corporate Governance		£30,175		£46,565		£62,815					
Expenditure on Agency (Corporate Governance)		£7,252		£16,475		£49,269					











Staff Engagement (*to be developed*)





Capability

Staff Performance Appraisals

Indicator	Target	2014		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status
Performance Review & Development (Total no of appraisals conducted) - Corporate Governance		551					
Performance Review & Development (Total no of appraisals conducted) - Customer Service & Performance		164					
Performance Review & Development (Total no of appraisals conducted) - Finance		188					
Performance Review & Development (Total no of appraisals conducted) - Human Resources		96					
Performance Review & Development (Total no of appraisals conducted) - Legal & Democratic Services		74					
Performance Review & Development (Total no of appraisals conducted) - Commercial & Procurement Services		27					
















Indicator	Target	2014		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status
Performance Review & Development (Total no of appraisals conducted) - Business Support		2					
Performance Review & Development (Average Objective Score) - Corporate Governance	10	10.31					
Performance Review & Development (Average Objective Score) - Customer Service & Performance	10	10.08					
Performance Review & Development (Average Objective Score) - Finance	10	10.17					
Performance Review & Development (Average Objective Score) - Human Resources	10	10.42					
Performance Review & Development (Average Objective Score) - Legal & Democratic Services	10	10.94					
Performance Review & Development (Average Objective Score) - Commercial & Procurement Services	10	10.47					
Performance Review & Development (Average Core Behaviour Score) - Corporate Governance	10	10.52					
Performance Review & Development (Average Core Behaviour Score) - Customer Service & Performance	10	10.36					
Performance Review & Development (Average Core Behaviour Score) - Finance	10	10.1					
Performance Review & Development (Average Core Behaviour Score) - Human Resources	10	10.74					





































Indicator	Target	2014		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status
Performance Review & Development (Average Core Behaviour Score) - Legal & Democratic Services	10	11.2					
Performance Review & Development (Average Core Behaviour Score) - Commercial & Procurement Services	10	11.65					
Performance Review & Development (No of outstanding appraisals) - Corporate Governance		220					
Performance Review & Development (No of outstanding appraisals) - Customer Service & Performance		96					
Performance Review & Development (No of outstanding appraisals) - Finance		68					
Performance Review & Development (No of outstanding appraisals) - Human Resources		24					
Performance Review & Development (No of outstanding appraisals) - Legal & Democratic Services		14					
Performance Review & Development (No of outstanding appraisals) - Commercial & Procurement Services		18					
Performance Review & Development (No of outstanding appraisals) - Business Support		0					
Performance Review & Development (No of appraisals rejected by employee) - Corporate Governance		3					
Performance Review & Development (No of appraisals rejected by employee) - Customer Service & Performance		2					




Indicator	Target	2014		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status
Performance Review & Development (No of appraisals rejected by employee) - Finance		0					
Performance Review & Development (No of appraisals rejected by employee) - Human Resources		1					
Performance Review & Development (No of appraisals rejected by employee) - Legal & Democratic Services		0					
Performance Review & Development (No of appraisals rejected by employee) - Commercial & Procurement Services		0					

Staff Health, Safety and Wellbeing



















Human Resources Policies











Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Number of staff invoking the grievance procedure - New (Corporate Governance)		0		0		0					
Number of staff invoking the grievance procedure - Ongoing (Corporate Governance)		0		0		0					
Number of staff invoking the grievance procedure - Completed (Corporate Governance)		0		0		0					
Number of staff through the disciplinary procedure - New (Corporate Governance)		0		0		0					
Number of staff through the disciplinary procedure - Ongoing (Corporate Governance)		2		2		1					

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Number of staff through the disciplinary procedure - Completed (Corporate Governance)		0		0		0					
No of staff whose performance is being managed - New (Corporate Governance)		0		2		0					
No of staff whose performance is being managed - Ongoing (Corporate Governance)		2		1		3					
No of staff whose performance is being managed - Completed (Corporate Governance)		0		1		0					
No of Long Term Sickness Cases - New (Corporate Governance)		4		2		2					
No of Long Term Sickness Cases - Ongoing (Corporate Governance)		5		4		4					
No of Long Term Sickness Cases - Completed (Corporate Governance)		3		5		2					
No of staff in short-term stages of Maximising Attendance - New (Corporate Governance)		0		0		1					
No of staff in short-term stages of Maximising Attendance - Ongoing (Corporate Governance)		1		1		0					
No of staff in short-term stages of Maximising Attendance - Completed (Corporate Governance)		0		0		1					
Bullying & Harassment Cases - New (Corporate Governance)		0		0		0					
Bullying & Harassment Cases - Ongoing (Corporate Governance)		0		0		0					

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Bullying & Harassment Cases - Completed (Corporate Governance)		0		0		0					

Incidents and Near Misses

























Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Health & Safety Employee Reportable by Directorate - Corporate Governance								0		0	
Health & Safety Employee Non Reportable by Directorate - Corporate Governance								0		3	
Health & Safety 3rd Party Reportable by Directorate - Corporate Governance								0		0	
Health & Safety 3rd Party Non Reportable by Directorate - Corporate Governance								0		0	
Health & Safety Total Near Miss by Directorate - Corporate Governance								5		4	
Health & Safety Employee Near Miss by Primary Type (Violence) - Corporate Governance								0		0	
Health & Safety Employee Near Miss by Primary Type (Vandalism) - Corporate Governance								0		0	
Health & Safety Employee Near Miss by Primary Type (Inappropriate Communication) - Corporate Governance								3		4	
Health & Safety Employee Near Miss by Primary Type (Security) - Corporate Governance								0		0	

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Health & Safety Employee Near Miss by Primary Type (Other) - Corporate Governance								2		0	
Health & Safety Injury/Incident Forms Raised (0-6 days) - Corporate Governance								0		3	
Health & Safety Injury/Incident Forms Raised (07-10 days) - Corporate Governance								0		0	
Health & Safety Injury/Incident Forms Raised (11-15 days) - Corporate Governance								0		0	
Health & Safety Injury/Incident Forms Raised (Over 15 days) - Corporate Governance								0		0	































Improving Customer Experience

Capacity




Customer Contact Centre

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Total Number of Calls taken across all queues		23,856		22,729		24,145					
Overall % of all calls in Contact Centre answered within 60 seconds	75%	70.1%		79.62%		69.07%					
Number of Council Tax Calls		7,820		6,593		7,092					
% of Council Tax Calls answered within 60 seconds	75%	47.45%		71.79%		64.9%					
Number of Housing & Council Tax Benefit Calls		2,509		2,114		2,259					
% of Housing & Council Tax Benefit Calls answered within 60 seconds	75%	52.72%		66.64%		65.59%					
Number of Scottish Welfare Fund Calls (crisis loans)		1,312		1,170		1,323					
% of Scottish Welfare Fund Calls (crisis loans) answered within 60 seconds	75%	78.94%		87.67%		76.64%					




Customer Service Centre

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Total Number of Visitors in Corporate Governance queues		3,939		6,690		4,438					
Total % of customers seen within 10 minutes in Corporate Governance queues	80%	71%		84%		86%					
Number of Visitors for Council Tax Queue		822		755		928					
% of customers for Council Tax queries seen within 10 minutes		65%		88%		89%					
Number of Visitors for Housing & Council Tax Benefits Queue		1,382		1,359		1,447					
% of customers for Housing & Council Tax Benefit queries seen within 10 minutes		78%		75%		79%					
Number of Visitors for Accord and Sports Queue		518		581		619					
% of customers for Accord and Sports queries seen within 10 minutes		75%		91%		92%					
Number of Visitors for Payments Queue		131		113		124					
% of customers for Payment queries seen within 10 minutes		88%		93%		95%					

























Regional Communications Centre

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Total no of calls offered to the Regional Communications Centre		57,954		47,661		49,661					

Switchboard











Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Total no of calls offered to the Switchboard		19,396		21,562		24,232					

Online Transactions






Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Online transactions by type - Jobs Online		Data not yet available									
Online fault reporting - Benefit Fraud		10		3		0					
Online payments - Community Charge		0		0		0					
Online payments - Business Rates		14		6		9					
Online payments - Council Tax		9,793		7,974		8,634					
Online payments - Housing Benefit Overpayments		83		83		67					
Online payments - Primary School Meal Payments		314		305		18					
Online Service Applications & Activities - Accord Card Top Ups		1,227		1,948		56					
Online Service Applications & Activities - Council Tax Applications		710		872		1,015					







What our customers are saying

Satisfaction with complaints handling



Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Complaint Customer Satisfaction - Access to the Complaints Handling Policy		66.67%		65%		70%					
Complaint Customer Satisfaction - Empathy (Understanding the customer's perspective)		66.67%		60%		40%					
Complaint Customer Satisfaction - Clarity & basis of decision		37.5%		80%		52.38%					
Complaint Customer Satisfaction - Positive treatment by staff		61.11%		75%		80.95%					
Complaint Customer Satisfaction - Timescales & providing updates		58.82%		80%		75%					

Complaints handling



















Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
The total number of complaints received (Corporate Governance)										34	
% Stage 1 resolved within time - Corporate Governance	100%									52%	
% Stage 2 resolved within time - Corporate Governance	100%									83.33%	
Number of complaints made with regards to customer service - Corporate Governance										9	
Number of complaints made with regards to quality of service provided - Corporate Governance										14	

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Number of complaints made with regards to employee behaviour - Corporate Governance										3	
Number of complaints made with regards to policy - Corporate Governance										5	
Number of complaints made with regards to procedure - Corporate Governance										3	
Number of complaints made with regards to Equalities - Corporate Governance										0	
% of complaints resolved within time (Corporate Governance)	100%									58.07%	
% of complaints upheld against closed (Stage 1 & 2 combined) - Corporate Governance										54.84%	
% of complaints not upheld against closed (Stage 1 & 2 combined) - Corporate Governance										29.03%	
% of complaints partially upheld against closed (Stage 1 & 2 combined) - Corporate Governance										16.13%	



Compliments











Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/16		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Compliments received by Corporate Governance								10		2	

Members Enquiries







Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Percentage of Members' Enquiries dealt within 15 working days - Corporate Governance	100%	100%		69.2%		77.8%					
Percentage of Members' Enquiries dealt within 15 working days - CG Commercial & Procurement Services	100%	None		None		None					
Percentage of Members' Enquiries dealt within 15 working days - CG Finance	100%	100%		78%		75%					
Percentage of Members' Enquiries dealt within 15 working days - CG Human Resources and Customer Services	100%	None		None		100%					
Percentage of Members' Enquiries dealt within 15 working days - CG IT & Transformation	100%	None		100%		None					
Percentage of Members' Enquiries dealt within 15 working days - CG Legal and Democratic Services	100%	100%		33%		75%					

IT Helpdesk Satisfaction

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Helpdesk Survey - Availability of IT services in the last month which enabled employee to do their job (Rated - Strongly Agree)				28%							
Helpdesk Survey - Availability of IT services in the last month which enabled employee to do their job (Rated - Agree)				62%							











Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Helpdesk Survey - Availability of IT services in the last month which enabled employee to do their job (Rated - Disagree)				5%							
Helpdesk Survey - Availability of IT services in the last month which enabled employee to do their job (Rated - Strongly Disagree)				1%							
Helpdesk Survey - Problems resolved quickly and kept informed of progress (Rated - Strongly Agree)				28%							
Helpdesk Survey - Problems resolved quickly and kept informed of progress (Rated - Agree)				58%							
Helpdesk Survey - Problems resolved quickly and kept informed of progress (Rated - Disagree)				10%							
Helpdesk Survey - Problems resolved quickly and kept informed of progress (Rated - Strongly Disagree)				1%							
Helpdesk Survey - Found the Helpdesk easy to deal with (Rated - Strongly Agree)				35%							
Helpdesk Survey - Found the Helpdesk easy to deal with (Rated - Agree)				55%							
Helpdesk Survey - Found the Helpdesk easy to deal with (Rated - Disagree)				1%							
Helpdesk Survey - Found the Helpdesk easy to deal with (Rated - Strongly Disagree)				3%							



Satisfaction with Customer Service & Contact Centres

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Customer Satisfaction with Customer Contact Centre (Rating: Scale of 1-5 where 1 is poor, 5 is excellent)		4.27		4.15		4.02					
Customer Satisfaction with Customer Service Centre (Rating: Scale of 1-5 where 1 is poor, 5 is excellent)		4.91		4.43		4.27					













Statutory Compliance

Freedom of Information Requests



Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
% of Freedom of Information requests replied to within timescale (Commercial & Procurement Services)	85%	100%		75%							
% of Freedom of Information requests replied to within timescale (Corporate Governance)	85%	100%		89%							
% of Freedom of Information requests replied to within timescale (Legal & Democratic Services)	85%	100%		75%							
% of Freedom of Information requests replied to within timescale (Finance - Incl Revenues and Benefits)	85%	100%		100%							
% of Freedom of Information requests replied to within timescale (Human Resources & Customer Services)	85%	100%		100%							



Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
% of Freedom of Information requests replied to within timescale (IT & Transformation)	85%	100%		100%							

Data Breaches















Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Data Breaches Reported - IT & Transformation								0		0	
Data Breaches Reported - Finance								0		2	
Data Breaches Reported - Human Resources & Customer Services								1		0	
Data Breaches Reported - Legal & Democratic Services								0		1	
Data Breaches Reported - Commercial & Procurement Services								0		0	
Data Breaches Reported - Corporate Governance								1		3	

Subject Access Requests

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
% of Subject Access Requests responded to within 40 calendar days - Corporate Governance										None	
Subject Access Requests - Response not Given as a % of total (Corporate Governance)										None	




Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
% of Third Party SAR responded to within 40 calendar days - Corporate Governance										None	
Third Party SAR - Response not Given as a % of total (Corporate Governance)										None	

Environmental Information Requests




Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
% of Environmental Information Requests replied to within timescale (Commercial & Procurement Services)	85%	100%		100%							
% of Environmental Information Requests replied to within timescale (Corporate Governance)	85%	100%		100%							
% of Environmental Information Requests replied to within timescale (Corporate Governance - More than One)	85%	None		None							
% of Environmental Information Requests replied to within timescale (Legal & Democratic Services)	85%	None		None							
% of Environmental Information Requests replied to within timescale (Finance)	85%	100%		None							
% of Environmental Information Requests replied to within timescale (Human Resources & Customer Services)	85%	None		None							
% of Environmental Information Requests replied to within timescale (IT & Transformation)	85%	None		None							

Use of Resources
















Revenue






















Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
% spend against Revenue Budget (Corporate Governance)		15.55%		23.34%		32.4%					

Capital

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
% spend against Capital budget (total) - Corporate Governance		0.83%		1.03%		2.03%					

Insurance













Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
No of Insurance Claims received (Employee Liability) - Corporate Governance		0		0		0					
No of Insurance Claims received (Motor Liability) - Corporate Governance		0		1		0					
No of Insurance Claims received (Public Liability) - Corporate Governance		0		0		0					
Cost of Insurance Claims received (Employee Liability) - Corporate Governance		£0		£0		£0					
Cost of Insurance Claims received (Motor Liability) - Corporate Governance		£0		£7257		£0					

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Cost of Insurance Claims received (Public Liability) - Corporate Governance		£0		£0		£0					
No of settled Insurance Claims (Employee Liability) - Corporate Governance		0		0		0					
No of settled Insurance Claims (Motor Liability) - Corporate Governance		0		0		0					
No of settled Insurance Claims (Public Liability) - Corporate Governance		0		0		0					
Cost of settled Insurance Claims (Employee Liability) - Corporate Governance		£0		£0		£0					
Cost of settled Insurance Claims (Motor Liability) - Corporate Governance		£0		£0		£0					
Cost of settled Insurance Claims (Public Liability) - Corporate Governance		£0		£0		£0					











Delivering Outcomes
















IT & Transformation

IT Helpdesk

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Helpdesk calls resolved within agreed timescales	82%	81%		80%		80%					
% of ICT Helpdesk Calls responded to within timescale (Priority A - 1 day)		50%		80%		100%					
% of ICT Helpdesk Calls responded to within timescale (Priority B - 3 days)		76%		76%		78%					
% of ICT Helpdesk Calls responded to within timescale (Priority C - 10 days)		89%		87%		82%					




Finance

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Cost of overall accountancy function per £1,000 of net expenditure	£6.36	£5.88 2014/15 – annual indicator									
Correct amount of Housing Benefit paid to customer	95%	88.87%		91.11%		91.13%					
Budget Holder Meetings - Corporate Governance (Including Office of the Chief Executive)	100%							88.64%		90.24%	
Committee Reports Reviewed by Finance Partners - Finance Policy & Resources								20		13	
The percentage of Council Tax collected during the year, net of reliefs and rebates (95% (annual target)	26.08%		34.66%		43.63%					

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
In Year Business Rates Collected	98% (annual target)	10.29%		18.84%		32.32%					
Cost of collecting Business Rates		£36.25 2014/15 – annual indicator									
Average Number of Days to Process New Benefit Claims	20	20.51		19.68		18.65					
Right Time Indicator - Average number of time taken in calendar days to process all new claims and change events in Housing Benefit/Council Tax Benefit	12	10.52		9.72		9.62					
Average Number of Days to Process Change of Circumstances	9	8.73		8.02		8.03					
% of new claims decided within 14 days of receiving all information	90%	84.28%		86.99%		88.32%					
Gross administration cost per benefit case	£42.00	£41.96 2014/15 – annual indicator									
Cost of collecting council tax per dwelling	£9.65	£9.06 2014/15 – annual indicator									




Human Resources & Customer Services

Human Resources Service Centre

Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
Human Resources Service Centre (First 24 Hour Resolution)	75%	83.9%		84%		86.3%					
Cost of overall human resources function per £1,000 of net expenditure		£6.14 2014/15 – annual indicator									

Legal & Democratic Services

Committee Services


Indicator	Target	May 2015		Jun 2015		Jul 2015		Q4 2014/15		Q1 2015/16	
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Status
% of decision sheets issued to officers within 2 working days	100%									90.91%	
% of decision sheets published within 4 workings days	100%									91.67%	
% of draft minutes issued within 3 weeks	100%									81.82%	

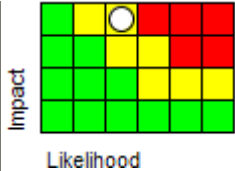
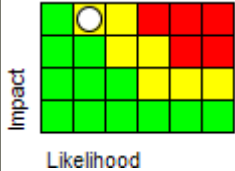
Legal Services *(to be developed)*

Commercial & Procurement Services *(to be developed)*

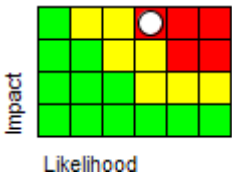
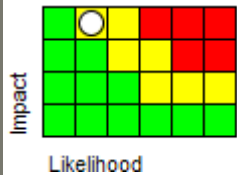
Appendix 2

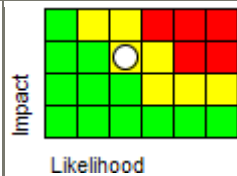
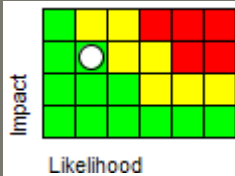
Corporate Governance Risk Register (as reported to Audit, Risk & Scrutiny Committee on 25th June 2015).

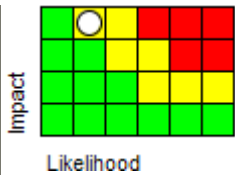
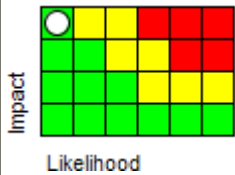
Title	Current Risk Matrix
Corporate Governance Operational Risk Profile	 <p>A 4x4 risk matrix grid. The vertical axis is labeled 'Impact' and the horizontal axis is labeled 'Likelihood'. The grid contains the following values in circles: Row 1: (1,1)=2, (1,2)=4, (1,3)=1, (1,4)=Red; Row 2: (2,1)=2, (2,2)=1, (2,3)=2, (2,4)=Red; Row 3: (3,1)=Green, (3,2)=Green, (3,3)=Yellow, (3,4)=Yellow; Row 4: (4,1)=Green, (4,2)=Green, (4,3)=Green, (4,4)=Green.</p>

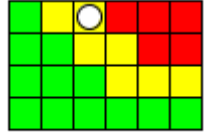
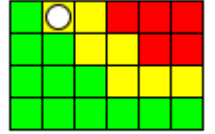
Title		Risk Factors	Potential Impact	Current Risk Matrix	Residual Risk Matrix
The absence of a statutory duty to hold Business Continuity Plans compromises the quality and reliability of the Plans and the testing of them.		Inadequate disaster recovery planning and business continuity arrangements across the range of Corporate Governance business critical functions. Business Continuity Plans are not tested regularly or subject to timely review	The Service suffers a breakdown in key systems (IT, Financial, HR, Legal and Commercial and Procurement. Potential for serious harm / loss of life to members of the community. Inability to collect income or make required payments. Litigation. Prosecution. Reputational damage		
Description	The Council is bound by legislation and in its role as a corporate body as a public service provider. Effective disaster recovery and business continuity arrangements are essential to ensure business as usual is possible at the earliest point following a critical incident			Low	Very Low
Internal Controls	Internal audit arrangements covering business continuity planning. BCPs are now in place regarding all of the Directorate's critical functions.			Very serious	Very serious
Mitigating Actions	<p>The Council has a Business Continuity Policy document. This also contains a template to assist Services to produce Business Continuity Plans for critical functions.</p> <p>Critical functions have been agreed by CMT based on one or more of the following criteria being met. Functions which have a significant impact on:</p>				

	1. Human welfare or the environment 2. The finances of the Council 3. The Council's statutory obligations 4. The Council's reputation 5. The Council's ability to respond to emergencies Rigorous testing regime to support continuing fit for purpose. Non-critical BCPs to be reported to Committee and review regime for critical BCPs to be devised.				
Assigned To	Martin Allan	Latest Note Date	September 2015	Latest Note	Risk re-assessed and updated in liaison with the Emergency Planning Officer for inclusion into revised CG Operational Risk Register 01/09/15.

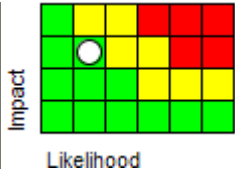
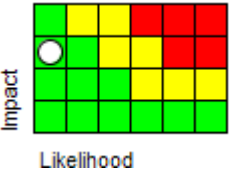
Title		Risk Factors	Potential Impact	Current Risk Matrix	Residual Risk Matrix
Absence of effectively maintained and managed Contracts Register		Absence of effectively maintained contracts register. Contract expirations not properly managed. Poor contractor relationship management. Poor contract management skills. Absence of effective health surveillance scrutiny.	Costs become prohibitive. Emergency sourcing of additional support required. Inability to support essential services. Censure by regulatory bodies. Reduced pool of tenderers.		
Description	Significant proportion of the service's resources are bound up in contractual activity. The service and Council are at risk of exposure to financial loss, legal challenge and reputational damage.			Significant	Very Low
Internal Controls	Contract Register regularly updated. Standing Orders for Contracts & Procurement in place with defined authorisation levels.			Very serious	Very serious
Mitigating Actions	Contracts Register being updated for completion 15/16. Updated Procurement Standing Orders, Guidance Documents and Templates, which will include contract management procedures. Additional training for all identified staff involved in Procurement at any level within Services. (PACE, Procurement Achieving Commercial Excellence – programme of work to introduce a hybrid Business Model for Procurement).				
Assigned To	Craig Innes	Latest Note Date	September 2015	Latest Note	Risk re-assessed for Operational Risk Register September 2015.

Title		Risk Factors	Potential Impact	Current Risk Matrix	Residual Risk Matrix
Risk that financial stewardship is not robust or organisational transformation and innovation is hindered by finance capability.		Skills deficit. Workforce attrition. Inability to support transformational change. The Finance Service does not innovate or adapt to the needs of new organisational requirements. Skills sets do not meet new requirements. Organisational resistance to transformation.	The service and organisation does not meet legislative and stewardship requirements and customer needs. The ability of the service to meet its objectives is negatively impacted.		
Drivers					
Inadequate controls or systems to enable finance to meet stewardship requirements and be responsive to external change impacting the organisation.					
Description	Service failures can lead to inability to provide core services and to carry out key functions. The Council is undergoing a programme of transformational change. Finance needs to provide services adequate to support those changes.			Low	Very Low
Internal Controls	Internal audit of key financial systems.			Serious	Serious
Mitigating Actions	Reinforce performance management and resource management. Implement workforce planning requirements for core finance functions.				
Assigned To	Steve Whyte	Latest Note Date	28 May 2015	Latest Note	Residual risk added in as very low - serious per J Hashmi which means the risk has reached residual status..

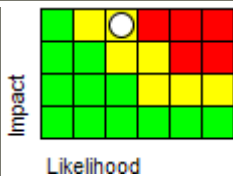
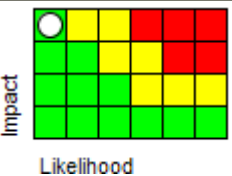
Title		Risk Factors	Potential Impact	Current Risk Matrix	Residual Risk Matrix
Risk that essential overnight system back-up arrangements are unsuccessful		Poor internal and external ICT processes. Driver: No back up is available or tested.	Systems failure		
Description	Serious impact on the delivery of services and core functions if failure occurs.			Very Low	Almost Impossible
Internal Controls	Robust back-up monitoring arrangements Ad-hoc test recovery of systems			Very serious	Very serious
Mitigating Actions	Full audit of backup arrangements for all systems. Annual test restore of critical systems. Test recoveries of specific Novell storage.				
Assigned To	Sandra Massey	Latest Note Date	September 2015	Latest Note	Mitigating actions reviewed with risk owner 2/9/15-no change to current risk.

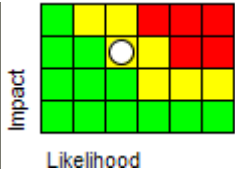
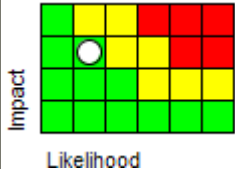
Title	Risk Factors	Potential Impact	Current Risk Matrix	Residual Risk Matrix
Risk of major business IT systems failure	Virus attack - inadequate protection in terms of firewall and other barriers to the internal systems. Systems are unsupported. Systems are no longer fit for purpose. Risk of systems failure and communication network failure due to power fluctuations. Loss of data due to inadequate backup facility or procedure. poorly trained, poorly skilled IT staff that lack sufficient knowledge. Poor IT management practices and lack of proper processes for storage and back up of data in all areas of business. Lack of facilities and keeping IT systems in poor environments.	Poor customer experience. Poor staff experience. Poor use of resources. Customers are unable to access the customer service centre. Staff may not get paid on time. The Council is unable to complete its financial duties or manage its budget. Suppliers may not get paid. The Council is unable to manage its contracts and suppliers. The Council is unable to manage its workforce.		
Drivers				
Absence of a Council wide IT strategy and supporting governance resources and expertise to manage the full life cycle of IT systems.				

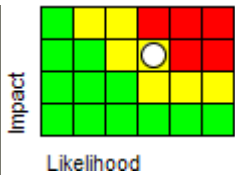
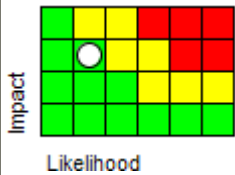
Description	Corporate Governance business systems are critical to the provision of services and the performance of statutory functions.			Low	Very Low
Internal Controls	Robust and customer-led governance structures. Adoption of an enterprise approach to the whole IT eco-system. A full contracts register with a forward plan of contract expiry and renewal. Business continuity plans and disaster recovering. Customer-led business systems reviews. Adoption of best practice security controls. Training and development for all staff in IT operations.			Very serious	Very serious
Mitigating Actions	Review how Council provides IT services to ensure best practise throughout the organisation. Understanding the customer needs and reviewing these systematically. Ensure total cost of ownership. Sound contract and supplier management. Best practice change controls. Best practice life cycle management.				
Assigned To	Simon Haston	Latest Note Date	September 2015	Latest Note	Risk scoped to replace previous systems failure risk around poor security and operational arrangements.

Title		Risk Factors	Potential Impact	Current Risk Matrix	Residual Risk Matrix
Risk that software licensing agreements are infringed		<p>Driver: No resources or controls are in place to manage software.</p> <p>Poor or inadequate monitoring of license agreements.</p> <p>Single point of failure re "Software Librarian".</p>	<p>Financial implications</p> <p>Poor relationship with providers</p> <p>Legal challenge</p>		
Description				Very Low	Almost Impossible
Internal Controls	<p>Robust monitoring of licensing arrangements. Good liaison with software providers. Dedicated role of Software Librarian to ensure accurate record keeping of software licences.</p> <p>Review of licenses completes through Windows XP PC Replacement/upgrade project.</p>			Serious	Serious
Mitigating Actions	<p>Desktop Lockdown controls to block unauthorised downloading of unlicensed software.</p> <p>Integrate purchasing records with licencing records within Asset Register.</p> <p>Review of licenses being undertaken as laptops built for Smarter Working.</p> <p>ICT Management to review contingency for single point of failure.</p> <p>Procurement of the integrated service management tool.</p>				
Assigned To	Sandra Massey	Latest Note Date	September 2015	Latest Note	<p>Integrated Service Management tool procurement in progress.</p> <p>Additional license control added as</p>

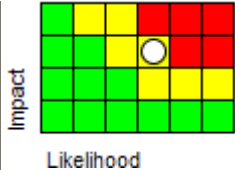
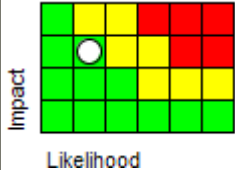
					internal control.
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Title		Risk Factors	Potential Impact	Current Risk Matrix	Residual Risk Matrix
Risk that transition to new data centre leads to failure of Council systems.		New provider is not available in time. Resources not available at the tight time to manage transition effectively.	Operational timescales for successor datacentre implementation are impacted negatively.		
Drivers					
Data centre facilities are not available to manage Council IT systems.					
Description	Risk refers to the transition ATOS provision to new datacentre provision following the end of the ATOS contract.			Low	Almost Impossible
Internal Controls	Council have completed a tender exercise and an award of contract is pending. On target to transition in time to exit ATOS contract.			Very serious	Very serious
Mitigating Actions	A full time resource has been appointed by both ATOS and the Council. On award of contract resources will be sought from new provider.				
Assigned To	Simon Haston	Latest Note Date	September 2015	Latest Note	Update on progress of managing risk contained in attached sheet.

Title		Risk Factors	Potential Impact	Current Risk Matrix	Residual Risk Matrix
Risk that workforce planning, recruitment, retention, training and development do not support the improvement agenda		Inadequate arrangements for linking workforce planning to business need. Knowledge capture processes not in place or implemented. Recruitment processes inadequate in terms of skills match. Training approaches not matched to business need. Poor employee development opportunities.	Poor service delivery standards. Inability to retain key staff. Excessive use of agency / consultancy resources. Council not seen as employer of first choice. Insufficient Succession Planning.		
Description	Workforce planning impacts directly across the service with notable dependencies in Customer Services Operations, IT, Finance (inc Revenues and Benefits), Legal & Democratic Services, Human Resources and Commercial and Procurement.			Low	Very Low
Internal Controls	PBB Workforce Stream; Workforce Planning Strategy. Service Workforce Plans			Serious	Serious
Mitigating Actions	Effective implementation of the Workforce Plan across all parts of the Service.				
Assigned To	Ewan Sutherland	Latest Note Date	September 2015	Latest Note	Update contained under potential impact.

Title		Risk Factors	Potential Impact	Current Risk Matrix	Residual Risk Matrix
Risk that Health, Safety and Wellbeing incidents including cases of ill health, are not recorded, reported, reviewed and monitored and that areas for improvement are not identified and implemented.		Incidents and work related ill health are not reported. Identified improvements resulting from lessons learned are not identified and implemented. The electronic accident / incident / absence recording and reporting system is not comprehensively used. Realistic targets are not set. Actions to prevent a reoccurrence are not implemented. Compliance is not monitored. The 'Plan, Do, Check, Act' approach based on known and potential significant risk is not adopted.	Non – compliance with HSE legislation / guidance, initiatives and corporate Health and Safety policy. Increased costs to the organisation relating to employee absence. Criminal prosecution resulting in fines or imprisonment. Reputational damage. Compensation claims Attendance levels impacting service delivery.		
Description	To improve the health, Safety and Wellbeing culture, it is important that available recording, reporting and monitoring mechanisms are enforced and that post incident activity includes lessons learnt and effective improvements.			Significant	Very Low
Internal Controls	Audit of H&S processes effectiveness - management assurance.			Serious	Serious
Mitigating	Investigation of all accidents and incidents, recording, reporting, reviewing and learning lessons.				

Actions	Review of related risk assessments. Discuss findings and identified improvements at Corporate Health and Safety Committee. Use of and further development of of electronic reporting and recording accident system to assist in analysis and ability to access days lost and related costs. H&S trends highlighted at Directorate H&S Group and at SMT. Processes and compliance monitored through audits and management assurance. Implementation of Maximising Attendance Improvement Plan for Corporate Governance including implementation of target reduction, evidenced through performance indicators. Creating a Directorate that is 'H&S risk intelligent.'				
Assigned To	Mary Agnew	Latest Note Date	29 May 2015	Latest Note	Risk re-scoped in discussion with risk owner.

Title		Risk Factors	Potential Impact	Current Risk Matrix	Residual Risk Matrix
Risk of the Council losing its representation within National Collective Bargaining arrangements through the SLGP not being able to secure an agreement with COSLA on these arrangements.		Negotiations between the SLGP and COSLA over the cost of participation in collective bargaining are not successful.	The Council experiences loss of influence in national collective bargaining, leading to exposure to potentially disadvantageous terms in national pay awards.		
Description	The Council ended its membership of COSLA on 31 March 2015. The risk reflects that that we are currently bound contractually in collective bargaining and require to ensure the new arrangements through the SLGP retain a negotiating place in national collective bargaining so that the Council's position is safeguarded as far as possible.			Significant	Very Low
Internal Controls				Serious	Serious
Mitigating Actions	Proceed through SLGP to negotiate a cost-effective solution.				
Assigned To	Ewan Sutherland	Latest Note Date	10 Jun 2015	Latest Note	Risk scoped in discussion with HR Manager.