

ABERDEEN CITY COUNCIL

COMMITTEE	Finance and Resources Committee
DATE	28 th September 2010
CORPORATE DIRECTOR	Stewart Carruth
TITLE OF REPORT	Corporate Governance Service – Performance Reporting
REPORT NUMBER	CG/10/173

1. PURPOSE OF REPORT

This is a report on the progress and performance of the Corporate Governance Service in implementing the approved Service Business Plan 2010/13.

2. RECOMMENDATION(S)

It is recommended that the Committee:-

- i. Note the reported progress and performance; and
- ii. Instruct such action as is considered appropriate.

3. FINANCIAL IMPLICATIONS

There are no direct implications arising from this report.

4. SERVICE & COMMUNITY IMPACT

The Corporate Governance Service's success in delivering its approved Service Business Plan will have considerable impact on the Council's services and the wider community.

5. OTHER IMPLICATIONS

None.

6. REPORT

6.1 Background

6.1.1 The Committee, at its meeting on 17th June 2010, approved the Service Business Plan 2010/13 for the Corporate Governance Service. The Service Business Plan includes a number of actions with corresponding performance indicators which will measure the impact of the actions.

6.1.2 The Corporate Policy & Performance Committee, at its meeting on 29th April 2010, agreed that Service Committees should receive and consider quarterly performance reports from the corresponding Service. The reports to include:

- progress with actions set out in the relevant Service Business Plan;
- all Statutory Performance Indicators which fall within the committee's remit;
- other Key Performance Indicators which the Service and / or the Committee deem necessary to manage performance;
- specifically, data showing actual and projected expenditure on revenue and capital budgets, as well as delivery of agreed savings; and
- the relevant Service Risk Register.

6.1.3 This report presents the first quarterly performance pack for the Corporate Governance Service.

6.2 Ongoing Development of Performance Data and Reporting

6.2.1 Members will appreciate that the 3 year Corporate Governance Service Business Plan represents significant change. The Service is committed to implementing and monitoring this change through improved use of actionable data. Work is ongoing to put in place processes which capture the "necessary" data as opposed to the "readily available". As a result a number of our agreed performance indicators remain in development. These will quickly become populated as systems are put in place to capture the data.

6.2.2 As set out within the Service Business Plan, the Corporate Governance Service intends to move its performance reporting towards a fully "Balanced Scorecard" over the coming months. A significant element of this "Balanced Scorecard" requires both self-evaluation and external qualitative feedback to be given by the service users of Corporate Governance. The following metrics are currently being developed and will become part of the Service's performance reporting when data is available:-

i. Self-evaluation

- "How Good is Our Council?" Rating
- "How Good is Our Management?" Rating
- "How Good are Our Processes?" Rating
- "How Good is our Leadership?" Rating
- "How Well do we Meet the Needs of Stakeholders?" Rating
- "How Good are Our Key Outcomes?" Rating

ii. Customer Feedback

- Customer Satisfaction with Corporate Governance Services
- Customer Satisfaction with ICT
- Customer Satisfaction with Finance
- % staff satisfaction with the Council as an employer

iii. Processes

- Accumulated increases in productivity

6.3 Exceptional Performance At September 2010

6.3.1 Significant steps have already been taken across the Corporate Governance Service towards implementing the 2010/13 Service Business Plan. Members will appreciate that the Service Business Plan commits the Service to many new actions and performance indicators, therefore progress and trend analysis is at an early stage. There are a small number of exceptional issues which the Service would specifically highlight:

Action Exceptions

1. We will ensure value for money by challenging spend through a Priority Based approach to budgeting and planning.

Exception Reason	Timescale	Progress	Status Note
Of exceptional current significance	31 Mar 2011	<div style="width: 70%; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">70%</div>	The work to produce a corporate business plan that bases its expenditure and future service delivery on achieving the accepted priorities of the council is progressing to the plan established for this work. Currently the work from all Services is being combined to create the corporate plan. This production will then be shared with elected members and taken for wider external engagement during October. Formal presentation of the proposed business plan will be to the Finance & Resources Committee on 2/12/10.

2. We will deliver a positive customer experience through a customer service centre at the new corporate headquarters and an improved combined telephone contact centre.

Exception Reason	Timescale	Progress	Status Note
Of exceptional current significance	31 Mar 2012	<div style="width: 25%; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">25%</div>	<u>Customer Contact Centre</u> Building works are scheduled to be complete by the end of October 2010. Analysis of IT requirements undertaken, tender documentation prepared and issued and tender responses received. Evaluation of responses is ongoing.

Performance Indicator Exceptions

1. Value of efficiencies achieved from Improved Procurement (£000)

Exception Reason	Performance significantly above target	Value	£2,100,000	Target	£1,467,000
Analysis	<p>The reported performance shows a significantly greater level of savings from improved procurement than target. The figures above are for the financial year 2009/10. A further target of £1,178,000 has been set for the current financial year. £818,000 has been delivered to date and the current end of year forecast is £1,200,000.</p>				

2. Average number of days lost through sickness absence - Corporate Governance

Exception Reason	Performance below target	Current Value	12.9	Target	10
Benchmarking	<p>The PI is compared with all other Scottish local authorities. 2009/10 comparative data is not yet available. 2008/09 data shows a Scottish average of 12.5 days. The Corporate Governance Service, therefore, is broadly similar to the national average.</p>				
Analysis	<p>Action has been taken to amend the policy, management arrangements and monitoring of absence. The number of days and incidences of absence at which point formal action is required has been reduced. In addition, officers are improving the timeliness and detail of the information available to managers to monitor absence. The Corporate Management Team has recently reviewed a detailed breakdown of absence and actions are being directed on the basis of this information.</p>				

7. REPORT AUTHOR DETAILS

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8. BACKGROUND PAPERS

None

Combined Actions and PIs

Report Type: Actions Report
Report Author: Martin Murchie
Generated on: 09 September 2010



1. We make best use of the financial resources available to us, delivering improvement in our service priorities in the most cost effective manner

Action	Timescale		Status	Progress	
We will ensure value for money by challenging spend through a Priority Based approach to budgeting and planning.	31 Mar 2011			<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #add8e6; text-align: center;">70%</div>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Council-wide efficiencies as a percentage of revenue budget	2%	2.32%			
Corporate Governance Service efficiencies as a percentage of revenue budget	-	-	-	-	-

Action	Timescale		Status	Progress	
We will market test and benchmark our services against best in class across a range of sectors.	31 Mar 2012			<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #add8e6; text-align: center;">10%</div>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Cost of overall accountancy function per £1,000 of net expenditure	-	£6.37	-	-	-
Cost of overall human resources function per £1,000 of net expenditure	£6.48	£6.48		-	-
Total Cost of Ownership per ICT workstation	£1,039.00	£1,154.14		-	-
Internal Audit cost per £1m expenditure	£861.00	£664.00			

Gross administration cost per benefit case	£36.00	£41.47			
Cost of collecting council tax per dwelling	£12.75	£12.98			
The percentage of Council Tax collected during the year, net of reliefs and rebates (SPI)	39.29%	51%			

Action	Timescale		Status	Progress	
We will ensure Best Value in projects through a programme management framework.	31 Mar 2011			<input type="text" value="20%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
No of projects delivered where anticipated business benefits have been achieved as a % of those delivered within the time period	100%	80%			
No of projects delivered within agreed budget as a % of those delivered within the time period	100%	90%			
No of projects delivered within agreed timescale as a % of those delivered within the time period	100%	90%			

Action	Timescale		Status	Progress	
We will review business processes to support delivery to the Council's customers.	31 Mar 2011			<input type="text" value="10%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
% of council spend that is "support services" PI in development					
The percentage of residents very or quite satisfied with the council	48%	46%			

Action	Timescale		Status	Progress	
We will work with our partners to identify and deliver efficiencies from effective procurement.	31 Mar 2011			<input type="text" value="68%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Value of efficiencies achieved from Improved Procurement (£000)	£1,467,000	£2,100,000			






Action	Timescale	Status	Progress		
We will develop and implement an approach to measuring productivity.	31 Mar 2011		<input type="text" value="5%"/>		
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
The percentage of all invoices paid within 30 calendar days (SPI)	88.5%	64.7%			








Action	Timescale	Status	Progress		
We will implement and embed a model of self-evaluation across the Council to improve understanding of our business and to co-ordinate our effort for external inspection.	31 Mar 2011		<input type="text" value="8%"/>		






Action	Timescale	Status	Progress		
We will modernise the Internal Audit function in partnership with an external provider to provide added value through each audit.	31 Mar 2011		<input type="text" value="50%"/>		
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Satisfaction with Internal Audit	90%	88%			
Tangible improvements in performance resulting from Audit Recommendations	PI in development				
Internal Audit cost per £1m expenditure	£861.00	£664.00			







Action	Timescale	Status	Progress		
We will further develop and improve our risk management policy to better manage risk	31 Mar 2011		<input type="text" value="10%"/>		

Action	Timescale	Status	Progress		
We will improve our corporate ICT infrastructure to support the business in cost effective ways.	31 Mar 2012		<input type="text" value="2%"/>		
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Implementation of ICT enabled flexible working - % of Employees who have flexible working facilities as a % of total employees.	20%	6.25%			

Major computer application uptime	99.5%	99.72%			
Total Cost of Ownership per ICT workstation	£1,039.00	£1,154.14			

Action	Timescale		Status	Progress	
We will implement a Human Resources shared service centre.	31 Mar 2011			<input type="text" value="50%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Customer Satisfaction with HR	100%	52.7%			
Cost of overall human resources function per £1,000 of net expenditure	£6.48	£6.48			

Action	Timescale		Status	Progress	
We will implement a Finance shared service centre.	31 Mar 2011			<input type="text" value="50%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Cost of overall accountancy function per £1,000 of net expenditure		£6.37			

Action	Timescale		Status	Progress	
We will maintain strong governance and ensure the probity of all actions taken by the Council.	31 Mar 2013			<input type="text" value="0%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Unsuccessful Legal Challenges					
	PI in development				

2. We have a flexible, skilled and motivated workforce

Action	Timescale		Status	Progress	
We will develop a flexible Corporate Workforce Plan which aligns our workforce with available budget and our priorities.	31 Mar 2012			<input type="text" value="50%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Level of Staff Turnover (Corporate)		1.29%			
Level of Vacancies (Corporate)					

Action	Timescale		Status	Progress	
We will ensure that effective succession planning is in place.	31 Mar 2013			<input type="text" value="30%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Level of Vacancies (Corporate)					
Number of internal candidates appointed to promoted posts		5			

Action	Timescale		Status	Progress	
We will review the range of skills on a service by service basis and ensure there are high skilled and motivated employees.	31 Mar 2012			<input type="text" value="5%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Average number of days lost through sickness absence - Corporate (SPI)	10	15.87			
Average number of days lost through sickness absence - Corporate Governance (SPI)	10	12.9			
Level of Vacancies (Corporate)					
% appraisal development needs met					
	PI in development				
% appraisal objectives met					
	PI in development				

Level of ICT User Competence - Scored 1 to 7 (SOCITM 10)	5				
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Action	Timescale		Status	Progress	
We will undertake an organisational wide review of the business needs of the new departments and allocate support staff with the right skills to each of the departments.	31 Mar 2013			<input type="text" value="15%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Headcount of Agency Staff - Corporate Governance		22.4			
Headcount of Agency Staff Council wide		512			

Action	Timescale		Status	Progress	
We will develop and implement a flexible Customer Services Model to enable efficient and high quality service delivery, ensuring skilled and motivated employees.	31 Mar 2012			<input type="text" value="22%"/>	

Action	Timescale		Status	Progress	
We will improve knowledge management and sharing within the Directorate and with our partners.	31 Mar 2011			<input type="text" value="0%"/>	












Action	Timescale		Status	Progress	
We will conduct a systematic review of structures across the component teams of the Directorate, to ensure the design and number of posts properly reflects the needs and priorities of the directorate and our customers and stakeholders.	31 Mar 2011			<input type="text" value="20%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
% of council spend that is "support services" PI in development					





3. We listen to, and are responsive to, our customers, shaping our services around their needs and focusing our resources where they are most needed


Action	Timescale		Status	Progress	
We will systematically engage internal customers, external customers and our partners, embedding their feedback to shape the services we deliver.	31 Mar 2011			<input type="text" value="30%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
% who feel they can influence what happens in their neighbourhood	27%	26%			

Action	Timescale		Status	Progress	
We will develop a channel management strategy, routing customer facing services through the most appropriate customer contact channels to demonstrate enhanced customer service and improved efficiency.	31 Mar 2014			<input type="text" value="0%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
The percentage of residents who are satisfied with the Customer Service provided by the Council	67%	67%			
Total number of enquiries across all centralised customer service channels		2906806			
Total number of online transactions		11066			
% of telephony queries resolved at the first point of contact (calculated using the Customer Contact Centre data)	75%	96.1%			
% of face-to-face queries resolved at the first point of contact (calculated using the stats gathered by the Customer Service Centre and Customer Access Points)	75%	97.3%			

Action	Timescale		Status	Progress	
We will manage contracts and supplier performance to ensure we maximize value and efficiency in the goods and services we procure and to ensure they meet the needs of our customers and services.	31 Mar 2011			<input type="text" value="25%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Procurement - Quality, Price, Time and Service PI in development					

Action	Timescale	Status	Progress		
We will engage with our supplier base to effectively manage relationships so that the Council is perceived as an attractive business partner.	31 Mar 2011		40%		
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Procurement - Supplier Rating of Council as an Attractive Partner PI in development					
Procurement - Supplier Response to Tenders PI in development					

Action	Timescale	Status	Progress		
We will deliver a positive customer experience through a customer service centre at the new corporate headquarters and an improved combined telephone contact centre.	31 Mar 2012		25%		
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
The percentage of residents who are satisfied with the Customer Service provided by the Council	67%	67%			

Action	Timescale	Status	Progress		
We will continue to engage with other Services across the Council regarding Government Priorities and embed feedback to shape the Service and focus resources where needed.	31 Mar 2011		25%		

4. We work closely with our partners, including local communities, to deliver a single set of outcomes for all the citizens of Aberdeen

Action	Timescale		Status	Progress	
We will actively engage with existing community planning partners and build new relationships, to develop an innovative service planning and delivery model based on the Total Place movement.	31 Mar 2011			<input type="text" value="20%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
Council-wide efficiencies as a percentage of revenue budget	2%	2.32%			
The percentage of residents very or quite satisfied with the council	48%	46%			
% who feel they can influence what happens in their neighbourhood	27%	26%			
% of adult residents stating their neighbourhood as a 'very good' or 'fairly good' place to live	90%	89%			

Action	Timescale		Status	Progress	
We will implement our Single Equalities Scheme, embedding equalities in all the services we deliver.	31 Mar 2013			<input type="text" value="30%"/>	
Performance Measures	Target	Value	Traffic Light Icon	Long Trend	Short Trend
% of residents agreeing that they are fairly treated in their contact with the Council (+ no replies)	91%	91%			

Action	Timescale		Status	Progress	
We will develop an approach to measuring social return on investment and implement on key investment projects.	31 Mar 2011			<input type="text" value="3%"/>	

Action	Timescale		Status	Progress	
We will engage with neighbouring authorities to investigate the possibility of shared legal and democratic services.	31 Mar 2012			<input type="text" value="0%"/>	

Action	Timescale		Status	Progress	
We will network with professionals located in other public and private bodies to share professional research and benchmarking for our organisation.	31 Mar 2011			<input type="text" value="10%"/>	