

Finance and Integrated Service Support Performance Report Q1 2014/15



01 Progress in delivery of strategic outcomes

Financial Stewardship Achievements

- a) Completion of the 2013/14 Unaudited Financial Statements;
- b) Completion of the 2013/14 Final Outturn reports to Council as part of the robust scrutiny of Financial Performance;
- c) Further report to Council on financial prospects for 2015/16 and 2016/17 showing a significant under spend for the year and updated transformational savings.

Challenges and Actions

- a) Refined budget projections, the impact of the Council Transformation Programme and the financial implications of investment decisions / priorities for 2015/16 and 2016/17 with further reports to Council over Autumn/Winter 2014;
- b) Complete statutory Audited Financial Statements by 30 September 2014;
- c) Prepare financial monitoring projections for 2014/15 and continue to work with service managers to maintain effective control over expenditure, in particular apply a financial discipline regime to release 2014/15 under spends from future years budgets.;
- d) Continued financial support for the Council Transformation Programme. Help shape and lead all strands of the programme, continue to revise savings profiles and regularly update on application of the fund;
- e) Strengthen financial stewardship in a climate of reducing budgets and increasing service provision.

Procurement Achievements

- a. Continued program towards improvement for 2014 Procurement Capability Assessment and securing savings through procurement.

Challenges and Actions

- a) To deliver & demonstrate savings through procurement - Continue to review & monitor performance.
- b) To deliver Purchase to Pay Project - Complete tasks in project plan on time.
- c) To deliver a robust contract and supplier management tool - Roll out guidance and training to contract owners, work closely with Scottish Government in developing national online tool.
- d) Increase Procurement Capability Assessment score in 2014

People Strategy Achievements

- a) Approval and implementation of the management review 2014.
- b) People Strategy 2 is being developed and consulted on and will be presented to Council in Autumn 2014.
- c) Mi Future is working successfully alongside the management review. The total number of people who have entered SWITCH since its commencement in April 2013 is 44. Of that 12 are now in jobs, 6 have taken VSER and there are currently 26 employees in SWITCH out on placement.
- d) Voluntary Severance Early Release (VSER) has supported the necessary reduction in staffing levels as part of efficiency savings

Supporting Transformational Change

- a) Robust Delivery Plan for Transformation programme to deliver the Financial Strategy in place. 7 Strands of activity now have signed off Project Definition Documents that set out the scope, timescale and targets. Transformational activity also being monitored through the Delivery plan.
- b) Revised Council Transformational Strategy signed off at Council in June 2014
- c) Council wide Management Structure was approved at Council in May 2014 and implemented for 30 June 2014.
- d) ISS (Phase 2) Customer First work is being developed alongside a review of the remaining staffing establishment within Integrated Service Support and Finance.
- e) HR Improvement Plan agreed and detailed plans are underway to progress.

Challenges and Actions

- a) Continue to work with Strategic Leadership Group and Business Transformation Steering Group to deliver options to address budget gap.
- b) Ongoing scrutiny and monitoring off all activity in the Programme.

- c) Implement the Management Review.
- d) Align Integrated Health and Social Care and School Catchment Review into the overall Transformation Programme for increased visibility and reporting.

02. Emerging Challenges

Challenges and Actions

- a) Maintaining financial stability through delivery of the actions set out in the financial strategy and transformation programme.
- b) Developing longer term budget projections and proposals to address the anticipated budget shortfalls.
- c) Investing in our workforce in a continued period of financial constraint, ensuring the second people strategy has a direct and positive impact on service delivery.

Suggested changes to priorities

FISS.S.5.1 - Wording to be changed to Develop and implement a second people strategy which will deliver excellent communities through our employees.

FISS.S.5.2 - Wording to be changed to MiFuture to support Organisational Change.

FISS.S.6.09 - Action to be reworded - Complete the implementation of Purchase to Pay in service areas as set out in the Project Plan for 2014/15

FISS.S.6.10 - Complete the implementation of Total Document Management project in service areas as set out in the Project Plan for 2014/15

FISS.S.6.13 - Action to be removed

FISS.S.6.14 - Action to be removed

Finance and Integrated Service Support PI summary









01.1 Outcomes and Customer Feedback

Priority	Indicator	2013/14	Q1 2013/14	Q1 2014/15				Annual Target 2014/15	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	1	1	4		Q1 2014/15: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	2	2	0		Q1 2014/15: On Target		5	Number of complaints complete at Stage 1	2
									Number of working days for Stage 1 complaints to be Completed	0
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	0	0	0		Q1 2014/15: No complaints		20	Number of complaints complete at Stage 2	0
									Number of working days for Stage 2 complaints to be Completed	0
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	100%	100%	100%		Q1 2014/15: On target - 2 complaints complete with within 5 working days		95%	Number of complaints complete at Stage 1	2
									Number of complaints at stage 1 responded to within 5 working days	2
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	0%	100%	0%		Q1 2014/15: No complaints		95%	Number of complaints complete at Stage 2	0
									Number of complaints at stage 2 responded to within 20 working days	0





01.2 Making the Best Use of our Resources

Priority	Indicator	2013/14	Q1 2013/14	Q1 2014/15				Annual Target 2014/15	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	N/A	£ 5.352 m	£ 5.536 m		Q1 2014/15: On Target £82,000 underspend		£ 5.618 m		
04. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	8.26	3.79	1.62		Q1 2014/15: On Target		8.26	Number of days lost (cumulative)	468.9
									Average number of FTE in service (year to date)	289.33

01.3 Corporate Health

Priority	Indicator	2013/14	Q1 2013/14	Q1 2014/15				Annual Target 2014/15	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
05. Complete all service priorities	% of service priority actions on target / completed, of the total number	90%	100%	100%					Number of divisional & corporate priority actions	21
									Number of divisional & corporate priority actions on tgt/completed	21
08. Improve PI performance	% of PIs that are on target/ have reached their target.	100%	100%	75%					Number on tgt/ tgt achieved	3
									Number of PI's	4
09. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%					Number of high risks reviewed in the last quarter	2
									Number of high risks	2
06. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	91.88 %	93.37 %	94.55 %		Q1 2014/15: On Target		90%	Number received (cumulative)	605
									Number paid within 30 days (cumulative)	572

01.4 Improving for the Future






Priority	Indicator	2013/14	Q1 2013/14	Q1 2014/15				Annual Target 2014/15	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
10. Implement improvement plans	% of internal/external audit/BVR actions on target/ completed, of the total.	74.19 %	66.67 %	83.33 %					Number of on tgt/ completed actions	5
									Number of outstanding actions	6
11. Fully implement the Competency Framework	% employees assessed as performing as fully effective or exceptional (Competency Framework / P&DR Scheme)		87.9%	77.51 %		Q1 2014/15: Data only			Number of employees assessed as performing as fully effective or exceptional (Competency Framework / P&DR Scheme)	255
									total number of employees	329






Finance and Integrated Service Support Action report










03. Service Priorities

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.1	01. SMP AHC - Staying at home - increased flexibility of local services/support	Develop the financial and resource arrangements required to support the Integration of Health and Social care, developing an action plan and implementing actions in the shadow year	31-Mar-2015		25%	Q1 2014/15: On Target. Work is ongoing to support the Integration of Health and Shadow Board and develop financial arrangements.
FISS.S.2.1	02. SMP SG - Support the local economy through the Midlothian economy recovery plan	Adopt a revised Procurement Strategy which places greater emphasis on social responsibility requirements such as training opportunities, living wage etc , imbeds the Public Sector Procurement portal	31-Mar-2015		15%	Q1 2014/15: On Target Revised Procurement Strategy in development but has been delayed through unforeseen circumstances. An update will be provided in Q2
FISS.S.2.2	02. SMP SG - Support the local economy through the Midlothian economy recovery plan	Continue to work with Local service providers to help them secure public sector contracts.	31-Mar-2015		25%	Q1 2014/15: On Target Attended and presented at Ministerial Visit - Local Employers Event on 11th June 2014. Bi-annual supplier engagement events and drop in surgeries throughout the year being arranged.
FISS.S.3.1	03. SMP IOM - Increased positive destinations for adults and young people	Work with Services to develop service specific workforce plans which increase apprenticeship opportunities and prioritise	31-Mar-2015		10%	Q1 2014/15: Work is ongoing to develop service workforce plans following implementation of management review.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
		any external recruitment to those leaving learning.				
FISS.S.4.1	04. SMP IOM - Engagement with local employers	Adopt a revised Procurement Strategy which places greater emphasis on social responsibility requirements such as apprenticeships, and other opportunities for young people leaving learning	31-Mar-2015		25%	Q1 2014/15: On Target Revised Procurement Strategy in development. An update will be provided in Q2. Draft Community Benefit Guidance completed and awaiting feedback from relevant stakeholders.
FISS.S.5.1	05. Ensure equality of opportunity as an employer	Develop and implement a second people Strategy and the actions targeted for 2014/15 to ensure that our workforce is positive, motivated, high achieving, well led and well managed.	31-Mar-2015		25%	Q1 2014/15: Wording to be changed to Develop and implement a second people strategy which will deliver excellent communities through our employees. Draft People Strategy 2 has been drafted and will be presented to Council in Autumn 2014.
FISS.S.5.2	05. Ensure equality of opportunity as an employer	Embed MiFuture to ensure that Switch and IJM (the internal jobs market) support flexibility as our workforce reduces and our service requirements change to ensure that our workforce matches the needs of services and service users	31-Mar-2015		25%	Q1 2014/15 Reword action to - continue to develop MiFuture programme to support Organisational Change and workforce reductions arising from transformational change. Q1 2014/15: The Management Review Process was supported through MiFuture. SWITCH continues to support redeployment and continuing to target vacancies at existing workforce.
FISS.S.6.01	06. Ensure sustainable strategy for the delivery of Council Services	Deliver robust corporate governance and scrutiny by ensuring that the internal audit plan encompasses the Councils corporate risks and complete the actions in the 2014/15 plan	31-Mar-2015		15%	Q1 2014/15: The Internal Audit plan from 13/14 is not budgeted to be completed until end of June 2014. This therefore impacts on the current year's audit plan. Work is now underway on the 14/15 plan.
FISS.S.6.02	06. Ensure sustainable strategy for the delivery of	Strengthen our Maximising Attendance policies and	31-Mar-2015		25%	Q1 2014/15: On target. Short Term trigger levels were reduced - Managers responding positively to new

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
	Council Services	interventions with an emphasis on early intervention to reduce overall sickness absence. Adopt revised policies and deliver on the actions planned for 2014/15				measures and acting upon them appropriately
FISS.S.6.03	06. Ensure sustainable strategy for the delivery of Council Services	Achieve the targets set out in our procurement Contract Delivery Plan to deliver cashable savings	31-Mar-2015		25%	Q1 2014/15: All contract delivery currently on target against plan. Several one-off tender exercises have also been identified and are being delivered. All cashable savings will be identified & monitored as and when delivered. Continuing to contribute towards national contract delivery as appropriate.
FISS.S.6.04	06. Ensure sustainable strategy for the delivery of Council Services	Completion of the unaudited Statutory Accounts for 2013/14 to ensure that we maintain strong financial management and stewardship	31-Mar-2015		100%	Q1 2014/15: Complete: Unaudited accounts were completed in June, approved by Council on 24th June and submitted to the Accounts Commission in advance of the statutory deadline of 30th June.
FISS.S.6.05	06. Ensure sustainable strategy for the delivery of Council Services	Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2013/14	31-Mar-2015		50%	Q1 2014/15: On Target to conclude Audit as planned.
FISS.S.6.06	06. Ensure sustainable strategy for the delivery of Council Services	Deliver quarterly financial reports an commentary to Council	31-Mar-2015		25%	Q1 2014/15: On Target: Final Outturn reports for areas were presented to Council on 24th June. This contributes to the priority of maintaining robust stewardship. The reports give CMT and members a full assessment of the financial health of the Council, highlight performance issues against budget, emerging pressures and an update on the Council's useable reserves strategy.
FISS.S.6.07	06. Ensure sustainable strategy for the delivery of Council Services	Implement a financial strategy for 2015/16 to 2016/17 to support Council setting the 2015/16 Council	31-Mar-2015		25%	Q1 2014/15: On Target: An update on the financial strategy was presented to Council on 24th June.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
		tax and a balanced budget				
FISS.S.6.08	06. Ensure sustainable strategy for the delivery of Council Services	Provide a regular and robust assessment of savings arising from BTB programme and costs of the programme activities	31-Mar-2015		25%	Q1 2014/15: On Target: The latest position on Business Transformation Funds utilisation and savings achieved to date against targets was incorporated in the Final Outturn Report to Council. This gives visibility on the value of funds invested in the Transformation programme and the resultant budgetary savings. Investing in Business Transformation approved workstreams contributes to the longer term financial sustainability of the Council.
FISS.S.6.09	06. Ensure sustainable strategy for the delivery of Council Services	Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools live	31-Mar-2015		25%	Q1 2014/15: Re-word action to - Complete the implementation of Purchase to Pay in service areas as set out in the Project Plan for 2014/15 Q1 2014/15 On Target : Completed implementation for 30 primary schools early June 2014. Commenced implementation for Travel Team and Adult & Social Care
FISS.S.6.10	06. Ensure sustainable strategy for the delivery of Council Services	Achieve the actions set out in the Total Document Management project plan	31-Mar-2015		25%	Q1 2014/15: Re- word action to - Complete the implementation of Total Document Management project in service areas as set out in the Project Plan for 2014/15 Q1 2014/15 On Target : Document Management System Live in HR early June 2014. HR Document review and data migration to be completed by end July 2014. Development of Intranet Portal ongoing. Commenced implementation of Purchase to Pay Integration.
FISS.S.6.11	06. Ensure sustainable strategy for the delivery of Council Services	Introduce the Council's Managed Print Service	31-Mar-2015		25%	Q1 2014/15: On Target : Current state audits have been completed for all locations. Print Strategy has been produced and approved by CMT. Intranet portal has been developed and is available to users. Pilot of new devices was introduced on Midlothian House Ground Floor and continues to be used for testing. Existing photocopiers in Fairfield House were replaced by new Xerox MFD's mid June 2014. The removal of remaining print devices from Fairfield House is planned for late July 2014. Consultation

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
						meetings with schools has commenced and will resume following the summer break.
FISS.S.6.12	06. Ensure sustainable strategy for the delivery of Council Services	Provide Finance and Human Resource support to the Business Transformation Programme to ensure that targets are met and savings are delivered	31-Mar-2015		50%	Q1 2014/15: On Target New management structure planned to be in place by 1st July 2014 to support the delivery of council wide transformation programme. Alignment of accountants to support each strand and detailed resource requirements being scoped for support from HR/Mi Future
FISS.S.6.13	06. Ensure sustainable strategy for the delivery of Council Services	Develop staff training and development to help promote excellence across the division in order to meet the needs of the service.	31-Mar-2015		0%	Q1 2014/15: Action to be deleted
FISS.S.6.14	06. Ensure sustainable strategy for the delivery of Council Services	Promote a Divisional culture of collaborative working and 360° feedback in order to improve communication and staff involvement	31-Mar-2015		0%	Q1 2014/15: Action to be deleted

Finance and Integrated Service Support PI Report

















03. Service Priorities

PI Code	Priority	PI	2013/14	Q1 2013/14	Q1 2014/15			Annual Target 2014/15	Benchmark
			Value	Value	Value	Status	Short Trend		
FISS.S.5.1a	05. Ensure equality of opportunity as an employer	Percentage of actions in the second People Strategy plan that are completed or on target	100%	45%	0%			Q1 2014/15: Second People Strategy plan will commence September 2014.	
FISS.S.6.3a	06. Ensure sustainable strategy for the delivery of Council Services	Percentage of actions in the Contract Delivery Plan that are completed or on target		100%				Q1 2014/15: Plans on target	100%
FISS.S.6.9a	06. Ensure sustainable strategy for the delivery of Council Services	Percentage of actions in the Purchase to Pay project plan that are completed or on target		100%				Q1 2014/15: Plans on target	100%
FISS.S.6.10a	06. Ensure sustainable strategy for the delivery of Council Services	Percentage of actions in the Total Document Management project plan that are completed or		100%				Q1 2014/15: Plans on target	100%

PI Code	Priority	PI	2013/14	Q1 2013/14	Q1 2014/15			Annual Target 2014/15	Benchmark
			Value	Value	Value	Status	Short Trend		
		on target							

04. Local Government Benchmarking Framework

PI Code	Priority	PI	2013/14	Q1 2013/14	Q1 2014/15			Annual Target 2014/15	Benchmark
			Value	Value	Value	Status	Short Trend		
CORP01		Central Support services as a % of Total Gross expenditure			N/A			14/15: Annual measure, data will be available in Q4	2012/13 Rank 7 TOP Quartile
CORP02		Corporate and democratic core costs per 1,000 population			N/A			14/15: Annual measure, data will be available in Q4	2012/13 Rank 28 Bottom Quartile
CORP03b		The Percentage of council employees in top 5% of earners that are women	54.7%	45.5%	46.5%			Q1 2014/15: Data only indicator	2012/13 Rank 23 Third Quartile
CORP06		Sickness Absence Days per Employee (All employees)	8.73	2.37	2.56			14/15: Off Target. Slight increase compared with same period last year, it is anticipated that this will even out throughout the year, most likely as a result of recent changes to the Management Structure.	2012/13 Rank 7 TOP Quartile
CORP06aiii		Average days lost per employee (Teachers) (CUMULATIVE)	5.25		1.51			Q1 2014/15: Absence reduction for teachers has been sustained year on year - slight increases now and again.	
CORP06biii		Average days lost per employee (All other local government)	10.05	2.67	2.96			Q1 2014/15: Slight increase compared with same period last year, it is anticipated that this will even out throughout the year, most likely as a	

PI Code	Priority	PI	2013/14	Q1 2013/14	Q1 2014/15			Annual Target 2014/15	Benchmark	
			Value	Value	Value	Status	Short Trend			Note
		employees except Teachers) (CUMULATIVE)						result of recent changes to the Management Structure.		
CORP08		Percentage of invoices sampled and paid within 30 days	93.4%	95.0%	95.1%			Q1 2014/15: Target Achieved : % total value of invoices paid within 30 days is 95.81%	95.0%	2012/13 Rank 9 Second Quartile