

EXECUTIVE COUNCIL

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Title of Report:	FIG Performance Management – Exception Reporting Q3 2017/18
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Responsible Director:	Director of Policy and Economic Development
Report Author:	Statistician & Social Policy Advisor
Portfolio Holder:	MLA Roger Spink
Reason for Paper:	This paper is submitted to Executive Council to present a Performance Exception Report of Departmental Service Level Objectives for Quarter 3 of the 2017/18 Financial Year.
Publication:	Yes
Previous Papers:	Performance Report papers are produced quarterly. This is the third such paper of the 2017/18 financial year.
List of Documents:	None

1.0 Recommendations

Honourable Members are invited to:

- (a) Review the reported quarterly results and raise any necessary performance results (positive or negative) that may be relevant to any Departments within their portfolio.
- (b) Approve the publication of this report and the supporting Annex which highlights performance against select key indicators of public interest.

2.0 Additional Budgetary Implications

2.1 None

3.0 Executive Summary

- 3.1 The attached paper details the headline results from the Q3 – Quarterly Performance Report and provides detail on the third quarter results for the 2017/18 financial year. The process of measuring the objectives is based on a RAG (Red, Amber, Green) system therefore if a Department is underperforming by 10% or more this equates to a “Red” score, underperforming by less than 10% equates to an “Amber” score and hitting or exceeding the target equates to a “Green” score.

- 3.2 In total, 127 indicators were scheduled to be reported on in Q3. Data were received for 126 of those indicators (99%), including 6 contextual, or data only, values.

This paper focuses specifically on the indicators that have failed to meet their targets, in addition to those for which no data are submitted. This approach provides a more concise report on FIG performance, and enables Honourable Members to quickly identify any Departments within their portfolio that are underperforming.

- 3.3 The structure of the paper is as follows:

- i. Section 1: Headline Results for FIG Performance Management: Q3 2017/18
 - The RAG status of all indicators is summarised
 - Performance trends are presented
 - Notable results and changes in indicator status are detailed
 - Summary information for contextual indicators is provided
- ii. Section 2: Exception Reporting – KPIs highlighted for action within relevant Directorates
 - KPIs achieving a *red* or *amber* status are detailed for each Directorate, in addition to indicators with missing data
 - A summary table of performance is provided for each highlighted KPI, to provide context to the Q3 result

- 3.4 The current set of performance indicators will be reviewed following the finalisation of the FIG Corporate Plan early in the 2018/19 financial year. The aim of the review is to reduce the number of PIs overall by identifying the most relevant and aligning them with FIG's strategic objectives.

4.0 Background

- 4.1 Performance management in Government is an important process as it provides a means to measure the effectiveness and responsiveness of Government in meeting the needs of the community and delivering on its commitments. Within Government the process is an essential tool to ensure that services are improving and being delivered efficiently.
- 4.2 Progress against all objectives is reported to Executive Council on a quarterly basis. The collation of the quarterly results and the production of the report is the responsibility of the Policy Unit.
- 4.3 Each department of Government produces a Business Plan setting out Service Level Objectives (SLOs) from which their performance indicators (PIs) are drawn. There are at present 190 active PIs across FIG which are monitored and reported on throughout the year. These PIs are, for the most part, operational measures of achievement and while this is an important aspect of monitoring the work outputs of Government and evaluating progress; it is accepted that the set of indicators needs to be streamlined and made to better reflect FIG's strategic goals.

- 4.4 In paper 164/17, Honourable Members approved the recommendation to restructure the PI set following the development of the new Islands Plan and FIG Corporate Plan in 2018. It is anticipated that this revised set of PIs will be brought on line for the first quarter of the 2018/19 financial year.

6.0 Resource Implications

6.1 Financial Implications

None.

6.2 Human Resource Implications

None.

7.0 Legal Implications

7.1 None.

Headline results for FIG Performance Management: Q3 2017/18

1.0 Overview

Table 1: FIG Q3 KPI Indicator Status (n=127)

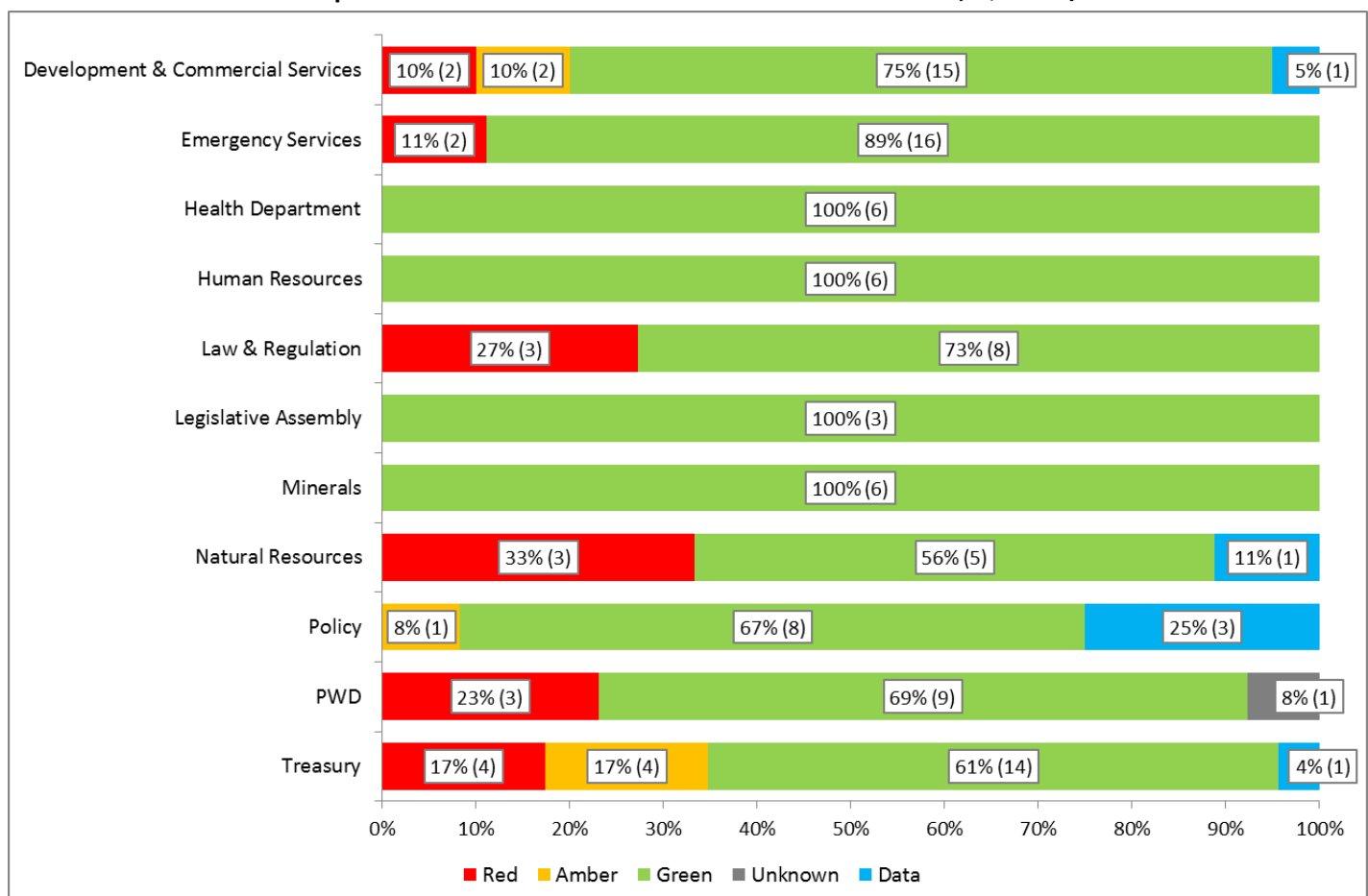
Red	Amber	Green	Data Only	Not Reported
13% (n=17)	6% (n=7)	76% (n=96)	5% (n=6)	1% (n=1)

1.1 In total, 127 indicators were due for update in Q3, of which data were available for 99% (Table 1 above). The proportion of KPIs achieving *green* or *amber* status was 82%; an increase on the Q2 total (78%) and is considerably higher than the same reporting period in 2016/17 (74%).

2.0 Performance results

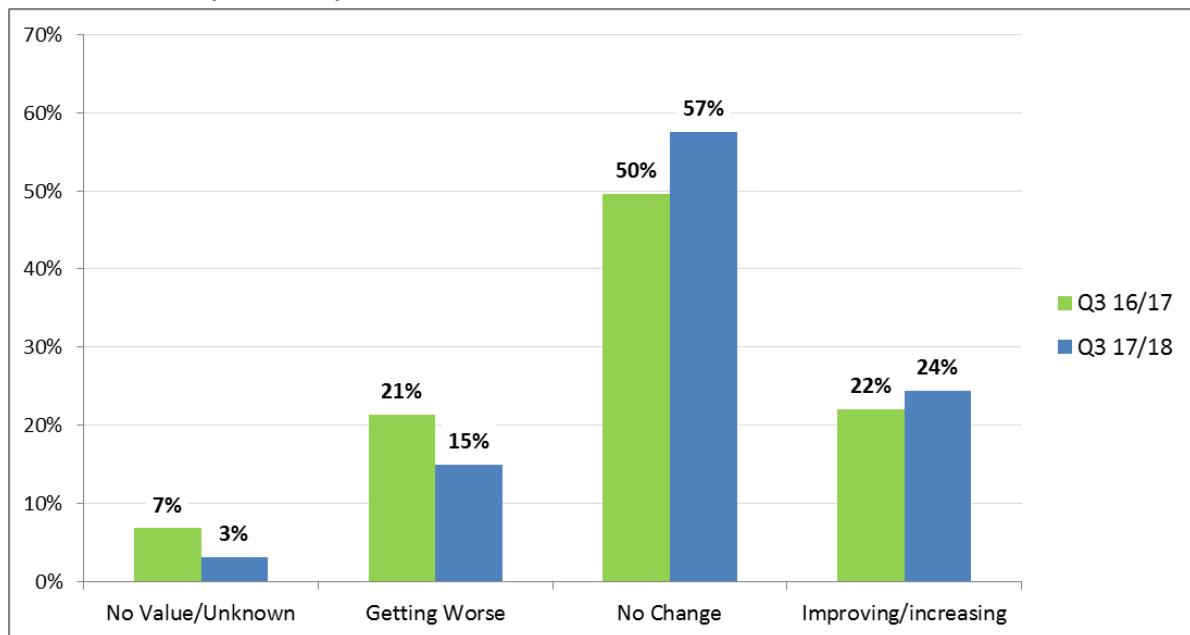
2.1 The graph below illustrates the performance results for each Directorate at the end of Q3. Four Directorates achieved *green* status for all of their indicators, and a further eleven Departments across FIG also succeeded in meeting all of their targets for Q3: IT Support, and the Post Office within Development and Commercial Services; Fire & Rescue within Emergency Services; Veterinary Services in Natural Resources; Registry in Law & Regulation, Archives and PR & Media in Policy & Economic Development; and the Quarry, Power, Water and Asphalt Sections within PWD.

Graph 1: RAG Performance Outcomes for all Directorates, Q3 2017/18



While the set of indicators has changed somewhat compared to the third quarter of the previous financial year, (131 KPIs in Q3 2016/17 compared to 127 in Q3 2017/18), Graph 2 below provides an indication of overall FIG performance compared to the same period last year. The majority of indicators (81%) in Q3 of 2017/18 either maintained or improved their performance level from the previous quarter, compared to 72% for the same period in 2016/17. It is important to note that the *Getting Worse* category reflects the values or levels achieved for each indicator, and not whether targets were achieved or missed. Also notable is that there are significantly fewer 'unknown' or missing data in the current reporting period; 9 indicators had no data submitted in Q2 16/17 compared to just 1 in Q3 2017/18.

Graph 2: Comparison of Short Trend Performance, Q3 16/17 v Q3 17/18



3.0 Notable performance results and changes in indicator status from Q2 17/18 to Q3 17/18

3.1 Red to Green Status

Six indicators shifted from *red* to *green* status in Q3:

- Within Development and Commercial Services, FIGAS revenue from commercial air transport operations for the year to date rose to £106,218 in Q3, exceeding the target by 23%.
- The number of local training hours provided by the Fire & Rescue Service for all retained staff exceeded the target 78 hours, returning to *green* status for this quarter.
- The 100% detection rate for all serious crime was achieved by RFIP during Q3 following the conclusion of investigations conducted throughout previous quarters.
- Within Human Resources, the number of errors found in payroll returns fell from 4% in Q2 to 2% in Q3, achieving *green* status for the first time in this financial year.
- Two indicators with the Taxation Department moved from *red* to *green* status in Q3. The first was in relation to the processing of Personal Tax Returns; all returns received on time since the 2nd March were processed within the 4 week deadline. This quarter marked the first time the performance target was achieved during the financial year, and reflects the considerable work done by Department staff. The second indicator concerned the processing of Personal Tax Returns relating to the 2016 Tax Year. As no returns were applicable for this quarter, this target was in effect achieved.

3.2 Green/Amber to Red Status

Six indicators changed from *green* to *red* status, and one from *green* to *amber*:

Development and Commercial Services:

- At FIGAS, no scenic flying was carried out this year due to a lack of resources. As a result, the indicator measuring the passenger hour load factor for tourist flights was not achieved.
- Potable water levels for Fox Bay residents fell below the minimum required on one occasion during the quarter. The water tank was accidentally drained in early March when a tap was left on overnight, however the full storage level was restored within 3 days.
- The number of user actions at SLC dropped significantly to 7,531 actions in Q3, from a high of 18,218 in Q2. However, good weather during the quarter and the fact it was tourist season is likely to have impacted on the result.

Emergency Services:

- In Customs and Immigration, 84% of work and residence permit applications were processed within 8 days; falling short of the 90% target. 76 applications took longer than 8 days, however, of the 473 applications received in the quarter; 42% were processed in 3 days or less.

Natural Resources:

- The Fisheries Department has a target of 20% of finfish fishing vessels to be inspected at sea each quarter. However none of these vessel inspections were carried out in Q3 as weather conditions and other responsibilities took the patrol vessel away from its usual boarding duties.

Public Works Department:

- For Q3, 75% of listed buildings maintained were determined to be in a 'good reasonable condition'. This was the first time during this financial year that the 90% target was not met.

Treasury:

- Within Audit, one indicator moved from *green* to *red* status. None of the planned managed audits were completed during Q3, however work has commenced on one managed audit and the remaining five have been timetabled for Q4.

4.0 Contextual/data indicators

- 4.1 The number of planning applications received by Environmental Planning decreased slightly from 29 in Q2 to 20 applications in Q3. Similarly, building permit applications fell from 26 applications in Q2 to 21 in Q3. There were no regularisation or exemption notices issued during the quarter.
- 4.2 Five presentations and lectures were delivered by the Fisheries Department over the course of the quarter.
- 4.3 In the Post Office, philatelic income for Q3 was calculated to be £73,276, bringing it to £161,810 for the financial year to date.
- 4.4 The average number of days taken to process Personal Tax Returns decreased significantly from 34 days in Q2 to 15 days on average in Q3.

5.0 Exception Reporting: KPIs Highlighted for Action within Relevant Directorates

5.1 Central Services

Directorate indicator status for Q3: Total number of KPIs = 20				
Red	Amber	Green	Not Reported	Contextual
10% (n=2)	10% (n=2)	75% (n=15)	0	5% (n=1)

85% of the KPIs in Development & Commercial Services met or exceeded their targets in Q3.

Development & Commercial Services – Fox Bay

KPI: Ensure there is a minimum of 20,000 litres of water available to cater for residents' needs

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	100,000	20,000			
Q2 2017/18	100,000	20,000			
Q3 2017/18	19,320	20,000			

- The water tank was accidentally drained in early March when a tap was left on overnight, however the full storage level was restored within 3 days.

Development & Commercial Services - FIGAS

KPI: Achieve On Time Performance (OTP) targets for Stanley Airport, 100% within 25 mins

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	92%	100%			
Q2 2017/18	96%	100%			
Q3 2017/18	95%	100%			

Development & Commercial Services - FIGAS

KPI: Achieve an annual increase in the passenger hour load factor b) tourist flights: 0.6 increase

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	0	0			
Q2 2017/18	0	0			
Q3 2017/18	0	8			

- No scenic flying was carried out this year due to a lack of resources.

Development & Commercial Services - FIGAS

KPI: Achieve 10% increase number of annual SLC user 'actions' in 2017/18

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	17116	9000			
Q2 2017/18	18218	18000			
Q3 2017/18	7531	27000			

- Significant decrease compared to Q2; good weather during the quarter and the fact it was tourist season is likely to have impacted on the result.










5.2 Emergency Services

Directorate indicator status for Q3: Total number of KPIs = 18				
Red	Amber	Green	Not Reported	Contextual
11% (n=2)	0	89% (n=16)	0	0

Two indicators within Emergency Services did not meet their targets for Quarter 3; those achieving red status are detailed here.

Emergency Services – Customs & Immigration










KPI: 95% of work / residence permit applications processed within 8 working days of receipt

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	99%	95%			
Q2 2017/18	100%	95%			
Q3 2017/18	84%	95%			

- 76 applications took longer than 8 days, however, of the 473 applications received in the quarter; 42% were processed in 3 days or less.

Emergency Services – RFIP

KPI: To achieve an 80% detection rate for all other crimes that are not serious crimes

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	100%	80%			
Q2 2017/18	66%	80%			
Q3 2017/18	46%	80%			

- There were 16 crimes not finalised for this quarter; if those crimes were excluded the detection rate for completed crimes is 84%.










5.3 Law and Regulation

Directorate indicator status for Q3: Total number of KPIs = 11				
Red	Amber	Green	Not Reported	Contextual
27% (n=3)	0	73% (n=8)	0	0

Almost three quarters of Law & Regulation KPIs met their Q3 targets. The three that achieved *red* status are detailed below.

Law & Regulation – Legal Services

KPI: Decision on criminal charges to be made within 5 working days of completed criminal investigation file being presented

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	71%	80%			
Q2 2017/18		80%			
Q3 2017/18	59%	80%			

- Monitoring of this KPI resumed in Q3, however staff shortages and workloads have impacted on the result.

Law & Regulation – Regulatory Services

KPI: All Camp Aerodromes inspected in accordance with Departmental Procedures

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	0%	25%			
Q2 2017/18	10%	50%			
Q3 2017/18	45%	75%			

- 18 airstrips remain to be inspected before the end of June. However, a programme has been agreed with FIGAS and this should be achievable. Staff shortages and a very busy FIGAS season have impacted on this result.

Law & Regulation – Regulatory Services

KPI: 95% of all external audit findings resolved within given timeframes or acceptable rectification actions plans in place

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	0%	95%			
Q2 2017/18	66%	95%			
Q3 2017/18	66%	95%			

- Three external audit findings were raised by ASSI in April 2017 and two have been closed. The third relates to the formalisation of the separation of civil aviation and non-civil aviation regulatory activities; this will be completed now that the Regulator has been recruited.

5.4 Natural Resources

Directorate indicator status for Q3: Total number of KPIs = 9				
Red	Amber	Green	Not Reported	Contextual
33% (n=3)	0	56% (n=5)	0	11% (n=1)

Three Natural Resources KPIs did not achieve their targets in Q3.

Natural Resources – Agriculture

KPI: Improved agricultural extension through articles written and presentations given

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	26	19			
Q2 2017/18	12	19			
Q3 2017/18	13	19			

- 13 Wool Press articles were produced by DoA staff during the quarter.

Natural Resources – Agriculture

KPI: Improved business skills through benchmarking

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	0	25			
Q2 2017/18	0	25			
Q3 2017/18	0	25			

- As in previous reporting periods, this indicator has yet to be achieved due to staffing issues.

Natural Resources – Agriculture

KPI: 80% Fishing Vessels inspected at sea (Annually): Finfish (20% per quarter)

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	48%	20%			
Q2 2017/18	50%	20%			
Q3 2017/18	0%	20%			

- No Finfish vessel inspections were carried out in Q3 as weather conditions and other responsibilities took the patrol vessel away from its usual boarding duties.

5.5 Policy and Economic Development

Directorate indicator status for Q3: Total number of KPIs = 12				
Red	Amber	Green	Not Reported	Contextual
0	8% (n=1)	67% (n=8)	0	25% (n=3)

One indicator within Environmental Planning did not meet its target for the quarter.

DPED – Planning & Building Services

KPI: Planning applications determined within 5 weeks of being advertised in the Penguin News

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	81%	80%			
Q2 2017/18	41%	80%			
Q3 2017/18	75%	80%			

- Additional planning applications were validated during the latter part of Q3, this means that they have been in the system less than 5 weeks. To determine these therefore within 5 weeks of being advertised in the PN would be unachievable. These 5 applications have not been included within the above figures.

5.6 PWD

Directorate indicator status for Q3: Total number of KPIs = 13				
Red	Amber	Green	Not Reported	Contextual
23% (n=3)	0	69% (n=9)	8% (n=1)	0

As in previous reporting periods, processes are not in place to allow for the indicator relating to rent arrears to be monitored. Nine of the thirteen PWD KPIs met their targets.

PWD – Housing

KPI: 85% Government locally allocated dwellings available for re-let within 4 weeks of vacancy

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	60%	85%			
Q2 2017/18	50%	85%			
Q3 2017/18	70%	80%			










PWD – Housing

KPI: Gross rent arrears do not exceed % of gross annual rent to date

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18		5%			
Q2 2017/18		4%			
Q3 2017/18		2%			










PWD – Property & Municipal

KPI: 85% of non-emergency repairs carried out within 3 working days of notification

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	14%	85%			
Q2 2017/18	74%	85%			
Q3 2017/18	70%	85%			

PWD – Property & Municipal

KPI: 85% of non-emergency repairs carried out within 3 working days of notification

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	95%	90%			
Q2 2017/18	90%	90%			
Q3 2017/18	75%	90%			










5.7 Treasury

Directorate indicator status for Q3: Total number of KPIs = 23				
Red	Amber	Green	Not Reported	Contextual
17% (n=4)	17% (n=4)	61% (n=14)	0	4% (n=1)

Over three quarters of Treasury indicators achieved *green* or *amber* status in Q3.

Treasury - Audit










KPI: Complete a significant proportion of the agreed annual audit plan

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	2%	21%			
Q2 2017/18	19%	43%			
Q3 2017/18	46%	64%			

- There was a longer than anticipated gap between departure of the former Chief Internal Auditor and the recruitment of the current post holder. The audit plan has been revised and it is anticipated the target will be met at the end of the financial year.

Treasury - Audit










KPI: Complete the managed audits on which external audit place reliance

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	100%	100%			
Q2 2017/18	0%	0%			
Q3 2017/18	0%	25%			

- Work has commenced on one of the managed audits; the other five audits have been timetabled for Q4

Treasury - Audit










KPI: Audit report followed up (where appropriate) within 12 months of issue

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	0%	90%			
Q2 2017/18	80%	90%			
Q3 2017/18	88%	90%			

- One follow-up report this year has been late. Others issued to date have been on time. Performance recorded against this target is likely to fall. due to the staffing situation and the review of the follow-up process identified in additional audits that need follow-up.

Treasury - Audit










KPI: Draft reports issued within 10 working days of the completion of fieldwork

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	0%	90%			
Q2 2017/18	67%	90%			
Q3 2017/18	86%	90%			

- One draft audit report was not completed on time due to late receipt of information. It is anticipated that the remaining audit reports will be completed on time.

Treasury - Taxation










KPI: Corporation Tax returns received and initial queries sent within 6 weeks

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	60%	90%			
Q2 2017/18	62%	90%			
Q3 2017/18	89%	90%			

- 36 of 38 returns received in the quarter were on time. 32 of those were dealt with within the target timeframe.










Treasury - Treasury

KPI: Agreed actions from audit recommendations implemented in line with deadlines

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	71%	90%			
Q2 2017/18	75%	90%			
Q3 2017/18	75%	90%			

Treasury - Treasury










KPI: 100% of virements/AISE to be processed within 3 working days

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	100%	100%			
Q2 2017/18	93%	100%			
Q3 2017/18	96%	100%			

- Of the 89 virements processed in the quarter, 3 were processed in 4 working days and one virement, which was in query, processed in 5.

Treasury - Treasury

KPI: Bank reconciliations undertaken within one working day of receipt of bank statement.

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	100%	100%			
Q2 2017/18	50%	100%			
Q3 2017/18	50%	100%			

- Reconciliations have not been completed within one working day due to staff training and dynamics issues. However it is anticipated all will be up to date by the end of the month.