EXECUTIVE COUNCIL

PUBLIC

Title of Report:	FIG Performance Management – Exception Reporting Q2 2016/17
Paper No:	14/17
Date:	25th January 2017
Responsible Director:	Head of Policy
Report Author:	Statistics and Performance Officer
Portfolio Holder:	The Honourable Michael Poole
Reason for Paper:	This paper is submitted to Executive Council to present a Performance Exception Report of Departmental Service Level Objectives for Quarter 2 of the 2016/17 Financial Year.
Publication:	Yes
Previous Papers:	Performance Report papers are produced quarterly. This is the second paper for the 2016/17 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 Q2 – Quarterly Performance Report and provides exception reporting information on the second quarter results for the 2016/17 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 your target equates to a "Green" score.

3.2 In total, 138 indicators were scheduled to be reported on in Q2. Data were received for 130 of those indicators (94%), including 4 contextual, or data only, values.

3.3 Honourable Members previously approved the proposed change in the presentation of performance data to an exception reporting format (21/16). Thus, this paper focuses specifically on the indicators that fail to meet their targets, in addition to those for which no data are submitted.

3.4 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.

3.5 The structure of the paper is as follows:

    i. Section 1: Headline Results for FIG Performance Management: Q2 2016/17
- 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 Q2 result

4.0 Background

4.1 Performance management in Government is an important process as it provides a means by which to measure the effectiveness and responsiveness of Government to meeting the needs of the community. Within Government the process is an essential tool to ensure that services are improving and being delivered efficiently.

4.2 Each department of Government produces a Business Plan setting out Service Level Objectives (SLOs). SLOs are specific, operational measures of achievement which can be monitored throughout the year.

4.3 Progress against all objectives is reported to the Chief Executive and the Head of Policy on a quarterly basis. The collation of the quarterly results and the production of the report is the responsibility of the Policy Unit.

5.0 Resource Implications

5.1 Financial Implications

    None.

5.2 Human Resource Implications

    None.

5.3 Other Resource Implications

    None

6.0   Legal Implications

None.

Headline results for FIG Performance Management: Q2 2016/17

1.0 Overview

Table 1: FIG Q1 KPI Indicator Status (n=138)

Red	Amber	Green	Data Only	Not Reported
8% (n=11)	5% (n=7)	78% (n=108)	3% (n=4)	6% (n=8)

1.1 In total, 138 indicators were due for update in Q2, of which data were available for 94% (Table 1). The proportion of KPIs achieving *green* or *amber* status was 83%, a slight increase on the previous quarter's performance. There number of PIs for which no data were available increased from 4 (3%) in Q1 to 8 (6%) in the current quarter, and is due to staff absences and delays in receiving data at the end of the reporting period.

2.0 Performance results

2.1 The graph below illustrates the performance results for each Directorate at the end of Q2. Three Directorates achieved *green* status for all of their indicators, and a further 8 Departments across FIG also succeeded in meeting all of their targets for Q2: IT Support within Central Services; Legal Services and Registry within Law & Regulation; Fisheries and Veterinary Services in Natural Resources; Archives within Policy; and within PWD the Quarry and Water Section both achieved all their Q2 targets.

Graph 1: RAG Performance Outcomes for all Directorates, Q2 2016/17
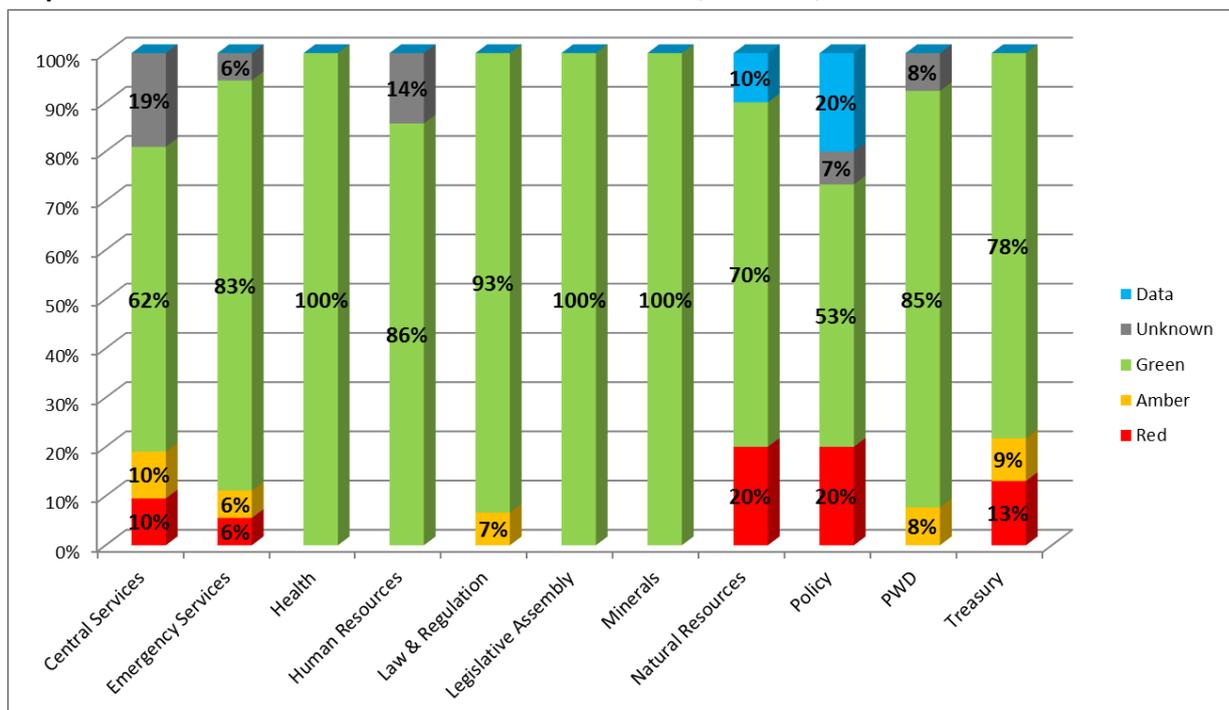
While the set of indicators has changed somewhat compared to the first quarter of the previous financial year, (135 KPIs in Q2 2015/16 compared to 138 in Q2 2016/17), Graph 2 provides an indication of overall FIG performance compared to the same period last year.

Significantly, the proportion of KPIs which had no data available decreased from 12% this time last year to 7% of KPIs for the current quarter. Fewer performance indicators declined in performance in this reporting period compared to the previous financial year, and almost 60% have maintained their performance level from the previous quarter.

Graph 2: Comparison of Long Trend Performance, Q2 15/16 v Q2 16/17
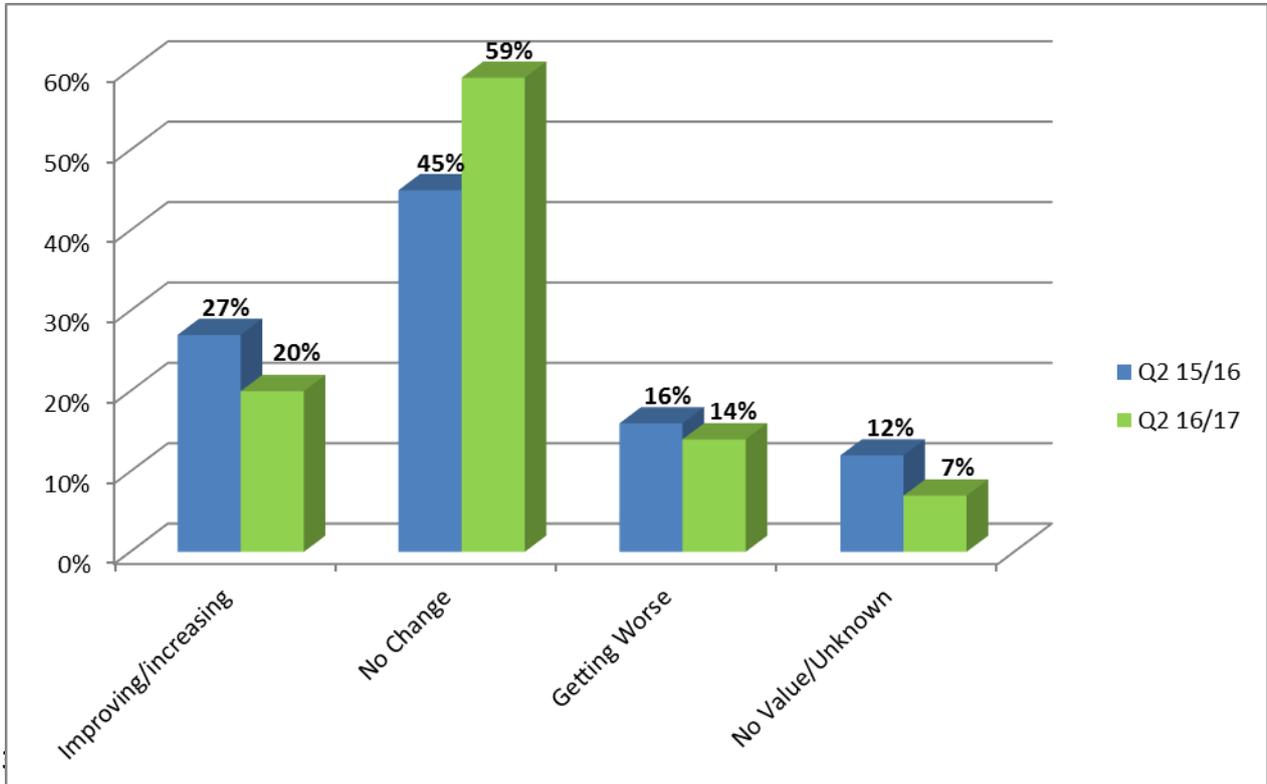
3.1 Changes from *Red* to *Green* Indicator Status

Nine indicators moved from red status to green in Q2. Within Central Services, revenue from commercial air transport at FIGAS increased significantly and exceeded the target figure for the second quarter.

For RFIP, a Police officer was onsite within 15 minutes at all urgent incidents outside of normal working hours, improving on the performance in Q1.
In Human Resources, the proportion of errors found in payroll returns reduced considerably from 4.8% in Q1 to 1.7% in Q2, marking the first time this KPI has been achieved since it was introduced in 2015.

The number of farm visits conducted by the Agriculture Department to improve agricultural extension increased substantially from 7 visits in Q1 to 34 farm visits in Q2, bringing the KPI from *red* to *green* status.

The proportion of non-emergency repairs carried out within target timeframes by Property & Municipal Services increased from 57% in Q1 to 85% in Q2, exceeding their target for the quarter and achieving *green* status again for the first time in several reporting periods.

Within Treasury, several PIs changed from *red* to *green* status. The SFC budget monitoring report KPI returned to *green* as it was submitted by the October deadline; all responses to internal and external audit documentation were processed on time (increasing from 50% in Q1 to 100% in Q2); all monthly

debtor statements were issued to departments on time; and arrears for the quarter were recorded at 14% of receivable income, a 15% decrease on Q1's arrears figure.

3.2 Changes from *Green* to *Red* Indicator Status

Five indicators changed from *green* to *red* in Q2. The amount of local training provided to retained fire fighters fell below target, falling from 101 training hours in Q1 to 41 hours in Q2.

One Natural Resources KPI from the Agriculture Department fell from *green* to *red* status, as the volume of articles and presentations produced decreased from 22 in the previous quarter to 13 in Q2.

In Environmental Planning, the proportion of planning applications determined within the target timeframe fell to 31% in Q2 from 81% in the previous quarter. At present there is a limited building advice service due to the departure of the Building Advisor during Q1 and difficulties in recruiting for the post. However, a system of remote plan checking is expected to improve the service.

One indicator in Treasury changed from *green* to *red*; staff vacancies meant that the target for virement processing was not met for the quarter, falling from 100% in Q1 to 85% in Q2.

Within Treasury's Audit Section, staff absences impacted on ability to complete the annual audit plan. 37% of the plan has now been achieved, 6% less than expected by the end of Q2.

3.3 Changes from *Red* to *Amber* Indicator Status

The Audit indicator relating to follow-up of audit reports increased from 80% to 86% in Q2 and has now changed from *red* to *amber* status.

Within FIGAS, the KPI measuring passenger hour load factor for local flights increased from 3.1 in Q1 to 3.95 in Q2 and moves the KPI from *red* to *amber* status.

4.0 Contextual/data indicators

4.1 The number of planning applications received by Environmental Planning remained constant in Q2, with 26 applications received during the quarter. Similarly, building permit applications stayed at the same level as Q1, with 11 applications received. There were no regularisation or exemption notices issued during the quarter.

4.2 Two presentations and lectures were delivered by the Fisheries Department in Q2, three fewer than in the previous quarter.

5.0 Exception Reporting: KPIs Highlighted for Action within Relevant Directorates

5.1 Central Services

Directorate indicator status for Q2: Total number of KPIs = 21				
Red	**Amber**	**Green**	**Not Reported**	**Contextual**
10% (n=2)	10% (n=2)	62% (n=13)	19% (n=4)	0

Approximately two thirds of all KPIs for Central Services met their targets and achieved *green* status for this quarter. Two indicators fell into *red* status, and four had no data available for the reporting period.

Central Services – FIGAS

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

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	96%	100%	🔺	⬆	⬆
Q2 2016/17	95%	100%	🔺	⬆	⬇

- The OTP targets for Stanley Airport continue to sit in amber status, with 95% achieving the target for Q2, a slight decrease on the previous quarter.

Central Services – FIGAS

KPI: Achieve an annual increase in the passenger hour load factor a) local flights: 0.2 increase

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	3.10	4.14	🔴	⬇	⬇
Q2 2016/17	3.95	4.14	🔺	⬆	⬆

- Passenger load hour factor for local flights has improved compared to the previous period and has moved from *red* to *amber* status.

Central 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 2016/17	.00	8.00	🔴	⬇	▬
Q2 2016/17	.00	8.00	🔴	⬇	▬

- This KPI remains in *red* status, however will improve as the tourist season progresses.

Central Services - Post Office

KPI: Maintain or increase Philatelic Bureau income annually through to 2017

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	£33,022	£100,000	🔴	⬇	⬆
Q2 2016/17	data	£100,000	❓	❓	❓

- Q2 revenue figures were not available at the time of reporting.

Central Services - Stanley Leisure Centre

KPI: Reduce SLC annual deficit (operational) to £300K in 2016/17

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	£124,740	£101,623	🔴	⬆	⬆
Q2 2016/17	data	£203,245	❓	❓	❓

– Q2 revenue figures were not available at the time of reporting.

Central Services - Stanley Leisure Centre

KPI: Achieve 10% increase number of annual SLC user 'actions' in 2016/17

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	data	4675	❓	❓	❓
Q2 2016/17	1979	9350	🔴	❓	❓

– Although this KPI has not met its target, this quarter marks the first time data is available for the past year, as the electronic membership system in SLC has not been functional until now.

Central Services – Fox Bay

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

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	24,000	20,000	✅	⬇	⬆
Q2 2016/17	data	20,000	❓	❓	❓

– No figures were available at the time of reporting.

Central 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 2016/17	20,000	20,000	✅	⬆	➖
Q2 2016/17	data	20,000	❓	❓	❓

– No figures were available at the time of reporting.

5.2 Emergency Services

Directorate indicator status for Q2: Total number of KPIs = 18				
Red	**Amber**	**Green**	**Not Reported**	**Contextual**
6% (n=1)	6% (n=1)	83% (n=15)	11% (n=1)	0

Two indicators within Emergency Services failed to meet their targets for Quarter 2 and one indicator within RFIP had no data available.

Emergency Services – Customs & Immigration

KPI: 95% of other invoices processed within 3 working days

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	96%	95%	✅	⬇	⬆
Q2 2016/17	86%	95%	⚠	⬇	⬇

– Operational commitments impacted on this KPIs performance. 186 invoices were processed in the quarter; 159 within 3 days and the remainder within 4 days.

Emergency Services – Fire & Rescue

KPI: Provide up to 104 hours of local training per annum for all retained staff. Avg. of at least 8 hours/month per officer

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	101	26	✅	⬇	⬇
Q2 2016/17	41	52	🛑	⬇	⬇

– Significantly fewer hours training were provided this quarter.

Emergency Services - RFIP

KPI: To achieve a 100% detection rate for all serious crime

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	data	100%	❓	❓	❓
Q2 2016/17	data	100%	❓	❓	❓

– As in Q1, no data is available for the quarter as the case is still under investigation.

5.3 Human Resources

Directorate indicator status for Q2: Total number of KPIs = 7				
Red	**Amber**	**Green**	**Not Reported**	**Contextual**
0	0	86% (n=6)	14% (n=1)	0

All indicators for which data were available met their targets for the quarter. As in Q1, the KPI measuring manager satisfaction with casework was not reported on and is being reviewed by the DHR.

Human Resources

KPI: Response rate to satisfaction survey from managers after casework

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	data	60%	❓	❓	❓
Q2 2016/17	data	70%	❓	❓	❓

– KPI to be reviewed by Director of HR

5.4 Law & Regulation

Directorate indicator status for Q2: Total number of KPIs = 15				
Red	**Amber**	**Green**	**Not Reported**	**Contextual**
0	7% (n=1)	93% (n=14)	0	0

Just a single indicator in Regulatory Services failed to achieve *green* status during the quarter, and is detailed below.

Law & Regulation – Regulatory Services

KPI: All Camp Aerodromes inspected in accordance with Departmental Procedures

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	45%	25%	✅	⬇	⬇
Q2 2016/17	48%	50%	⚠	⬇	⬆

- This indicator narrowly missed its target for Q2 however it is expected that performance will improve in subsequent quarters.

5.5 Natural Resources

Directorate indicator status for Q2: Total number of KPIs = 9				
Red	**Amber**	**Green**	**Not Reported**	**Contextual**
20% (n=2)	0	70% (n=7)	0	11% (n=1)

Maintaining the performance in previous quarters, 70% of Natural Resources indicators met their targets for Q1. The two KPIs that achieved *red* status are detailed here.

Natural Resources – Agriculture

KPI: Improved agricultural extension through articles written and presentations given

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	22	19	✅	⬆	⬆
Q2 2016/17	13	19	🛑	⬇	⬇

- The volume of articles and presentations produced decreased from 22 in the previous quarter to 13 in Q2.

KPI: Improved business skills through benchmarking

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	2	25	🛑	⬆	⬆
Q2 2016/17	0	25	🛑	⬇	⬇

- As in previous quarters, this KPI continues to miss its target due to staff shortages.

5.6 Policy

Directorate indicator status for Q2: Total number of KPIs = 15				
Red	**Amber**	**Green**	**Not Reported**	**Contextual**
20% (n=3)	**0**	**53% (n=8)**	**7% (n=1)**	**20% (n=3)**

Two indicators within Environmental Planning and one in PR & Media did not meet their targets for the quarter. Figures were not available for one PR & Media KPI.

Policy – Environmental Planning

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

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	81%	80%	✅	⬇	⬇
Q2 2016/17	31%	80%	🛑	⬇	⬇

– The proportion of planning applications determined within the target timeframe fell to 31% in Q2 from 81% in the previous quarter. At present there is a limited building advice service due to the departure of the Building Advisor during Q1 and difficulties in recruiting for the post. However, a system of remote plan checking is expected to improve the service.

Policy – Environmental Planning

KPI: Building permit applications determined within 2 months of application

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	17%	85%	🛑	⬇	⬇
Q2 2016/17	64%	85%	🛑	⬇	⬆

- As detailed for the KPI above, limitations in the building advice service had impacted on this KPIs performance.

Policy – PR & Media

KPI: Increase Twitter follower growth by 1000 users annually

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	297	250	✅	⬇	⬇
Q2 2016/17	431	500	🛑	⬇	⬆

- The number of new twitter followers was less than expected for Q2.

Policy – PR & Media

KPI: Annual budget of £157,060 not to be exceeded.

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	£48,946.17	£69,335.00	✅	⬆	⬆
Q2 2016/17	No data	£138,670.00	❓	❓	❓

- No expenditure data were available at the time of reporting.

5.7 PWD

Directorate indicator status for Q2: Total number of KPIs = 13				
Red	**Amber**	**Green**	**Not Reported**	**Contextual**
0	8% (n=1)	85% (n=11)	8% (n=1)	0

All but one indicator were submitted by each Department within PWD, and one Power Station indicator achieved *amber* status.

PWD – Housing

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

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	No data	5%	❓	❓	❓
Q2 2016/17	No data	4%	❓	❓	❓

- The monitoring of this indicator has moved from Treasury to PWD, and as in Q1 no information was available at the time of reporting.

PWD – Power Station

KPI: Fuel displacement by wind power

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	31.74	33	🔺	⬇	⬇
Q2 2016/17	31.82	33	🔺	⬇	⬆

- As in Q1, the target for the quarter was not achieved, but the result remains within the tolerance level.

5.8 Treasury

Directorate indicator status for Q2: Total number of KPIs = 23				
Red	**Amber**	**Green**	**Not Reported**	**Contextual**
13% (n=3)	9% (n=2)	78% (n=18)	0	0

Over three quarters of all Treasury indicators achieved their targets during Q2. As in Q1, significant staff shortages and work backlogs from previous periods have resulted in the Tax Office indicators failing to meet their targets.

Treasury - Audit

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

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	24%	21%	✅	⬇	⬇
Q2 2016/17	37%	43%	🛑	⬇	⬆

- Staff absences during the quarter impacted on this indicators performance.

Treasury - Audit

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

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	80%	90%	🔴	⬆	⬇
Q2 2016/17	86%	90%	🔺	⬇	⬆

- After slipping into *red* status in Q1, this indicator's performance has again improved to an *amber* performance level in Q2.

Treasury - Taxation

KPI: Personal Tax Returns received on time are assessed or queried within 4 weeks

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	89%	90%	🔺	⬆	⬆
Q2 2016/17	89%	90%	🔺	⬆	➖

- Performance remains constant for this indicator, again reaching *amber* status in Q2. 905 of 1,016 returns have been processed for the year to date.

Treasury – Taxation

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

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	61%	90%	🔴	⬆	⬆
Q2 2016/17	57%	90%	🔴	⬆	⬇

- This indicator's performance continues to fall due to staffing and backlog issues. 41 of 74 returns were processed on time during the quarter (58 of 102 returns for the year to date).

Treasury – Treasury

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

	Value	Target	Status	Long Trend	Short Trend
Q1 2016/17	100%	100%	✅	⬆	⬆
Q2 2016/17	85%	100%	🔴	⬇	⬇

- This target was missed due to staff vacancies. However, 100% of the sample was processed within 5 working days.