

EXECUTIVE COUNCIL

PUBLIC

Title of Report:	FIG Performance Management – Exception Reporting Q2 2017/18
Paper No:	19/18
Date:	21 st February 2018
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 2 of the 2017/18 Financial Year.
Publication:	Yes
Previous Papers:	Performance Report papers are produced quarterly. This is the second 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 Q2 – Quarterly Performance Report and provides detail on the second 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, 131 indicators were scheduled to be reported on in Q2. Data were received for 129 of those indicators (98%), 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: Q2 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 Q2 result

3.4 The current set of performance indicators will be reviewed following the development of the new Islands Plan and FIG Corporate Plan in early 2018. The aim of the review is to reduce the number of PIs overall and to align 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. 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 193 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 early 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.

5.0 Resource Implications

5.1 Financial Implications

None.

5.2 Human Resource Implications

None.

6.0 Legal Implications

6.1 None.

Headline results for FIG Performance Management: Q2 2017/18

1.0 Overview

Table 1: FIG Q2 KPI Indicator Status (n=131)

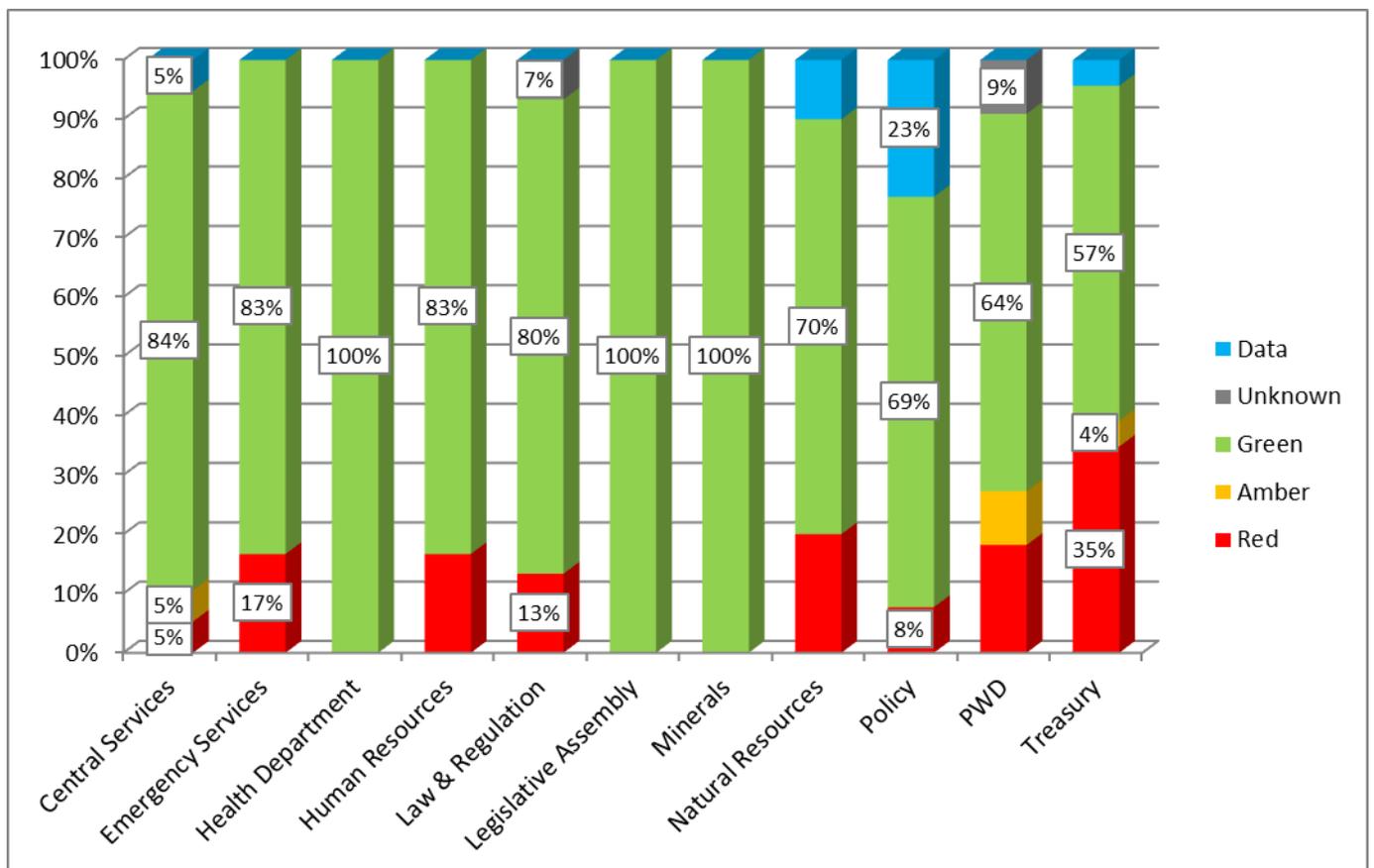
Red	Amber	Green	Data Only	Not Reported
15% (n=20)	2% (n=3)	76% (n=100)	5% (n=6)	2% (n=2)

1.1 In total, 131 indicators were due for update in Q2, of which data were available for 98% (Table 1 above). The proportion of KPIs achieving *green* or *amber* status was 78%; a slight increase on Q1 (75%) and is comparable to the same reporting period in 2016/17. KPIs for which no data were available at the time of reporting remained low at two indicators (2%) for the current quarter.

2.0 Performance results

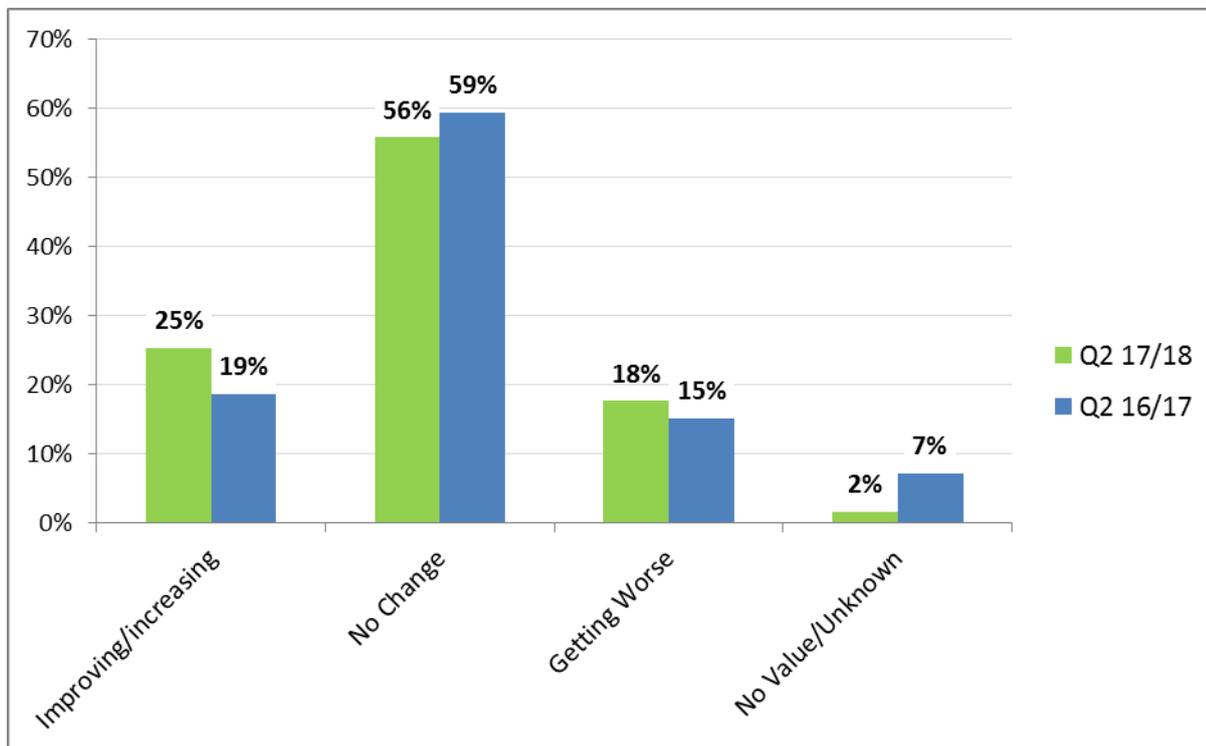
2.1 The graph below illustrates the performance results for each Directorate at the end of Q2. Three Directorates achieved *green* status for all of their indicators, and a further thirteen Departments across FIG also succeeded in meeting all of their targets for Q2: IT Support, the Post Office, SLC and Fox Bay within Central Services; Customs & Immigration within Emergency Services; Fisheries and Veterinary Services in Natural Resources; Registry in Law & Regulation, Archives and PR & Media in Policy & Economic Development; and the Quarry, Power and Water Sections within PWD.

Graph 1: RAG Performance Outcomes for all Directorates, Q2 2017/18



While the set of indicators has changed somewhat compared to the first quarter of the previous financial year, (140 KPIs in Q2 2016/17 compared to 131 in Q2 2017/18), Graph 2 below provides an indication of overall FIG performance compared to the same period last year. The short trend performance is relatively stable across the two time periods; while the proportion of KPIs 'getting worse' appears to be higher now than in Q2 2016/17, this reflects the values or levels achieved for each indicator, and not whether targets were achieved or missed. A notable result is that there are significantly fewer 'unknown' or missing data; 10 indicators had no data submitted in Q2 16/17 compared to just 2 in the current reporting period.

Graph 2: Comparison of Short Trend Performance, Q2 16/17 v Q2 17/18



3.0 Notable performance results and changes in indicator status from Q1 17/18 to Q2 17/18

3.1 Red to Green Status

- Within Central Services, FIGAS increased the passenger load hour factor for local flights to 4.35 for Q2. This marks the first time this performance indicator has met its target since it was introduced.
- The RFIP attended all callouts in the Stanley area within the target time of 15 minutes, returning to *green* status for this quarter.
- RFIP recorded no repeat incidents of anti-social behaviour in Q2, returning to the zero-incident trend of the past few years.
- Within PWD, the Water Section increased performance in relation to potable water supply. No major leaks occurred during the quarter, and water storage increased from 100% of demand in Q1 to 120% of demand in Q2; meeting its target.
- The final indicator which moved from *red* to *green* status was within Treasury, where arrears were calculated to be 17% of receivable income. This is a significant decrease on the 59% result for Q1, and marks a return to *green* status for the first time since the same period last year.

3.2 Green/Amber to Red Status

Planning and Building Services:

- The number of planning applications determined within 5 weeks of being advertised fell from 81% in Q1 to 41% in Q2. This was due to the new Planning Officer having recently taken up their post, and still undergoing training in Planning Department practices.

Emergency Services:

- In RFIP, the 80% detection rate for all non-serious crimes was not achieved, as investigations were ongoing at the quarter-end.
- The total number of training hours provided by the Fire & Rescue Department during the quarter fell slightly short of the target, with 43 of the 52 target hours delivered.

Natural Resources:

- The number of articles and presentations delivered by the Agriculture Department in order to improve agricultural decreased from 26 in Q1 to 12 in Q2; seven outputs fewer than planned.

Treasury:

- In Treasury, one indicator moved from *green* to *red* status. Not all bank reconciliations for the quarter were undertaken within the target timeframe due to staff training and software issues. However, actions are currently being taken to rectify this.

4.0 Contextual/data indicators

- 4.1 The number of planning applications received by Environmental Planning decreased slightly from 32 in Q1 to 29 in Q2. Meanwhile, building permit applications jumped significantly from 8 applications in Q1 to 26 in Q2. There were no regularisation or exemption notices issued during the quarter.
- 4.2 As in Q1, four presentations and lectures were delivered by the Fisheries Department.
- 4.3 In the Post Office, philatelic income for Q2 was £49,147. This is the second quarter that income was recorded as a data indicator and not measured against a target. This change was made as income levels are determined by circumstances beyond the control of the Post Office.
- 4.4 The average number of days taken to process Personal Tax Returns was 34 days in Q2; an increase on the 28 day average during Q1.

5.0 Changes since the previous reporting period

- 5.1 The Head of Communications is now in post and in the process of establishing a new overarching communications strategy for FIG, which will affect how digital activities are conducted and assessed for effectiveness. As a result, the KPI measuring Twitter growth for PR & Media will no longer be monitored in its current form and is excluded from this report.
- 5.2 Within Legal Services, the KPI monitoring the establishment of the Revised Law Project is also now deactivated following the successful completion of the work. A project closure report was submitted to ExCo at the end of September 2017, and the up-to-date laws of the Falkland Islands are now freely accessible online.

6.0 Exception Reporting: KPIs Highlighted for Action within Relevant Directorates

6.1 Central Services

Directorate indicator status for Q2: Total number of KPIs = 19				
Red	Amber	Green	Not Reported	Contextual
5% (n=1)	5% (n=1)	84% (n=16)	0	5% (n=1)

84% of the KPIs in Central Services met their targets and achieved *green* status in Q2; a considerable increase on the previous quarter (75%).

Central Services - FIGAS

KPI: Achieve £115,000 in revenue from commercial air transport operations in 2017/18

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	£23,866	£28,750			
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18	£43,883	£57,500			

- Revenue for Q2 fell short of the target by approximately 25%.

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

- Target narrowly missed in Q2, resulting in amber status.

6.2 Emergency Services

Directorate indicator status for Q2: Total number of KPIs = 18				
Red	Amber	Green	Not Reported	Contextual
17% (n=3)	0	83% (n=15)	0	0

Three indicators within Emergency Services did not meet their targets for Quarter 2; those achieving red status are detailed here.

Emergency Services – Fire & Rescue

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

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18	27	26			
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18	43	52			

- The total number of training hours provided during the quarter fell slightly short of the target.

Emergency Services – RFIP

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

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

- As in Q1, investigations are ongoing.

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%		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18		66%	80%		

- As in Q1, investigations are ongoing.

6.3 Human Resources

Directorate indicator status for Q2: Total number of KPIs = 6				
Red	Amber	Green	Not Reported	Contextual
17% (n=1)	0	83% (n=5)	0	0

One of the six HR indicators did not achieve its target. The KPI measuring manager satisfaction with casework will not be included in the KPI set until it is reviewed by the DHR.

Human Resources

KPI: Reduction in errors found in payroll returns

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18		5.20%	2.50%		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18		3.70%	2.50%		

- 1,867 individual payments were processed in Q2 payruns; 69 errors were identified.

6.4 Law and Regulation

Directorate indicator status for Q2: Total number of KPIs = 15				
Red	Amber	Green	Not Reported	Contextual
13% (n=2)	0	80% (n=12)	7% (n=1)	0

80% of Law & Regulation KPIs met their Q2 targets. The two achieving *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%		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18			80%		

- Due to lack of support staff, it was not possible for the Department to prioritise monitoring of this KPI in Q2.

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%		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18		10%	50%		

- The loss of a staff member during the quarter has made it difficult to achieve airstrip inspections, however it is expected that further progress towards meeting this target will be made once a new staff member is trained in the role in February.

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

- Three external audit findings were raised and one remains outstanding. This will be completed now that the Regulator is now in post.

6.5 Natural Resources

Directorate indicator status for Q2: Total number of KPIs = 10				
Red	Amber	Green	Not Reported	Contextual
20% (n=2)	0	70% (n=7)	0	10% (n=1)

Over two thirds of Natural Resources indicators met their targets for Q2.

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		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18		12	19		

- 12 Wool Press articles were produced during the quarter.

Natural Resources – Agriculture

KPI: Improved business skills through benchmarking

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

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

6.6 Policy & Economic Development

Directorate indicator status for Q2: Total number of KPIs = 10				
Red	Amber	Green	Not Reported	Contextual
8% (n=1)	0	69% (n=9)	0	23% (n=3)

Over two thirds of Policy indicators met their targets for Q2. One KPI within Environmental Planning and Building Services missed its target for the quarter.

Policy & Economic Development – 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% 		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18		41%	80% 		

- 12 of 29 applications determined within timeframe in Q2. Target was not met as the Planning Officer has recently taken up their post and is still undergoing training in the practices of the Planning Department.

6.7 PWD

Directorate indicator status for Q2: Total number of KPIs = 11				
Red	Amber	Green	Not Reported	Contextual
18% (n=2)	9% (n=1)	64% (n=7)	9% (n=1)	0

As in previous reporting periods, the indicator relating to rent arrears was not submitted for Q2. Seven of the eleven PWD KPIs met their targets, and two scored *red* status for the quarter.

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% 		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18		50%	85% 		

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% 		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18			4% 		

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% 		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18		74%	85% 		

6.8 Treasury

Directorate indicator status for Q2: Total number of KPIs = 23				
Red	Amber	Green	Not Reported	Contextual
35% (n=8)	4% (n=1)	57% (n=13)	0	4% (n=1)

Just over half of Treasury indicators achieved their targets for Q2. As in Q1, significant staff shortages and work backlogs from previous periods have resulted in many of the Tax and Audit Section indicators missing their targets.

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% 		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18		19%	43% 		

- Indicator previously calculated to reflect work in progress; CIA has now revised calculation method to reflect work completed to draft report stage. Q1 figure has been amended (was previously 17%).
- Q2 result: The audit plan did not take into account the gap between the departure of the former CIA and the arrival of the new CIA or the Internal Auditor's annual leave. There are 100 more days in the plan than are available to complete it. A revised plan will be put forward for approval.

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% 		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18		80%	90% 		

- One follow-up not completed on time due to late receipt of information.

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% 		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18		67%	90% 		

- One follow-up was due in Q1. This was not completed on time due to resourcing issues. This is the one out of five follow-ups that have not been completed on time by the end of 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 2017/18		54%	90% 		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18		1%	90% 		

- 3 of 255 returns processed within 4 weeks. 220 of these were returns included 65 relating to one company where returns were submitted but additional information was required from employer. A further 155 returns were submitted to the TO at the deadline for submission.

Treasury - Taxation

KPI: Personal Tax Returns relating to the 2016 Tax Year are assessed or queried within the specified timeframe

	Value	Target	Status	Long Trend	Short Trend
Q1 2017/18		93%	90% 		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18		21%	90% 		

- 55 of 203 returns were processed within 6 weeks. As above, a number of returns related to one company, or returns submitted at the deadline.

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% 		
	Value	Target	Status	Long Trend	Short Trend
Q2 2017/18		62%	90% 		

- Only 72 of 82 returns received during the quarter were on time, Q2 being the busiest quarter for CT. KPI met for 44 of these (61%). Of the 28 cases where the KPI was not met 20 has prior assessments outstanding and the other 8 will be considered when resources allow. The KPI was also met for 6 of the 10 cases which were received late so are out of scope for the KPI.

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

- A number of internal audit points are in the process of being addressed, but are contingent on IT issues, staff resourcing, and co-operation with other organisations which are all being worked on.

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

- 4 virements in December were processed slightly outside target, in 4 working days.

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

- Reconciliations have not been completed within one working day due to staff training and dynamics issues. Actions are currently being taken to rectify this.