

**PERFORMANCE REPORT – FQ3 & FQ4 2017-18**

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**1. EXECUTIVE SUMMARY**

- 1.1 The Council's Planning and Improvement Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the Policy and Resources Committee with the Customer Services Departmental performance report with the scorecards for Customer Services and Strategic Finance for FQ3 2017-18 (October - December) and FQ4 2017-18 (January – March)
- 1.2 It is recommended that the Policy and Resources Committee reviews the scorecards as presented.

PERFORMANCE REPORT – FQ3 & FQ4 2017-18

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## 2. INTRODUCTION

- 2.1 The Planning and Improvement Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the Departmental performance reports with associated scorecards for performance in FQ3 2017-18 (October - December) and FQ4 2017-18 (January – March).

## 3. RECOMMENDATIONS

- 3.1 It is recommended that the Committee reviews the scorecards as presented.

## 4. DETAIL

- 4.1 The performance scorecard for the Customer Services Department was extracted from the Council's Pyramid performance management system and is comprised of key performance indicators incorporating the four services that make up Customer Services. Likewise the scorecard for Strategic Finance comprises the key performance indicators for this service.

## 5. IMPLICATIONS

- |     |                   |  |
|-----|-------------------|--|
| 5.1 | Policy            | None   |
| 5.2 | Financial         | None   |
| 5.3 | Legal             | The Council has a duty to deliver best value under the Local Government Scotland Act 2003.           |
| 5.4 | HR                | None   |
| 5.5 | Equalities        | None   |
| 5.6 | Risk              | Ensuring performance is effectively scrutinised by members reduces reputational risk to the Council. |
| 5.7 | Customer Services | None   |

Douglas Hendry, Executive Director – Customer Services

**For further information contact:**

Jane Fowler, Head of Improvement and HR  
Kirsty Flanagan, Head of Strategic Finance

**Key Successes**

**Business Outcome BO05 Information and Support are available for everyone**

1. Increased Twitter (11,300), Facebook (8,676) and Instagram (1082) followers all above target.
2. Achieved 4 stars for better connected test for libraries functions for website

**Business Outcome BO18 Improved Lifestyle Choices are Enabled**

1. Successful external audit and re-certification to ISO 9001:2015 for the Catering and Cleaning Service
2. Successful Soil Association Bronze Food for Life Award inspection
3. Successful Inch by Inch Roadshow took place at Rothesay Joint Campus.

**Business Outcome BO23 Economic growth is supported**

1. Year to date we have paid 96.68% of invoices within 30 days – above target of 94.5%.
2. Percentage of contracts awarded to SMEs is 74% for the quarter (above target of 70%).

**Business Outcome BO32 Our workforce is supported to realise its potential**

1. Excellent satisfaction scores for corporate training delivered and eLearning materials (100%).

**Business Outcome BO30 We engage with our customers staff and partners/Business Outcome BO31 We have a culture of continuous improvement/Business Outcome BO32 Our workforce is supported to realise its potential**

1. Governance and Law Customer Excellence Award renewed with the retention of 5 compliance plus ratings and an additional plus rating awarded.

**Business Outcome BO28 Our processes and business procedures are efficient, cost effective and compliant/BO30 We engage with our customers, staff and partners/BO31 We have a culture of continuous improvement**

1. The Property Maintenance Team received a bronze award for its partnership delivery of contracts for property maintenance in East Argyll at the Excellence Awards.

## Short-term Operational Challenges

1. Dunoon Bid Ballot
2. Glasgow-Oban Train cancelled twice due to both weather conditions and breakdown. Staff successfully provided alternative transport in both cases.
3. On-line payment facility pilot in John Logie Baird and Rhu primary schools has taken up more operational time and resources than expected.
4. IHR - Staff sickness across and number of teams is having an impact on the service being able to meet demand.
5. Resolve and conclude Microsoft Licensing audit notified 2 October.

## Key Challenges and Actions to address the Challenges

### Business Outcome BO09 Our assets are safe, efficient and fit for purpose

1. Challenge - At a late stage in delivery of the Argyll House Re-wire project, the procurement process did not deliver a tender capable of being accepted. This is likely to result in slippage in the capital programme  
1. Action - Report through capital monitoring and investigate options for advancing other capital projects.  
Completion Due Date: 31 March 2018
2. Challenge – Legionella Management - This could involve training of circa 600 members of staff to undertake low level tasks including flushing of infrequently used outlets and temperature monitoring and as such the scale will prevent delivery of all training by 31 March 2018.  
2. Action – Update Management Standard on Control of Legionella and Action Plan for submission to DMT in early February.  
Completion Due Date: Ongoing

### Business Outcome BO18 Improved Lifestyle Choices are Enabled

1. Challenge - Catering and Cleaning Innovation Project is in progress.  
1. Action - Catering and Cleaning Innovation Working Group continues to ensure that the project remains on track.  
Completion Due Date: On-going

### Business Outcome B027 Infrastructure and Assets are fit for purpose

1. Challenge: Finalise settlement with Capita for delays with Pathfinder North  
1. Action: Continue negotiation with Capita with assistance from Highland Council and CMS (lawyers)

Completion Due Date: 31 March 2018

**Business Outcome 28 Our processes and business procedures are efficient, cost effective and compliant**

1. Challenge – Introduce paperless committee meetings.

1. Action – Project has progressed to full roll out to all members and is now in a period of bedding in new processes.

Completion Due Date: 31 March 2018

2. Challenge - Review of Scheme for Community Councils.

2. Action – Experienced team in place to deliver revised scheme and elections arising therefrom.

Completion Due Date: 30<sup>th</sup> April 2018

3. Challenge - Complete preparations for go live of replacement council tax and benefits system in February 2018, and thereafter progress with  
online facilities

3. Action - Ensure project keeps on track and all issues addressed as required

Completion Due Date: Core system – February 2018; Portal first phase April 2018; second phase July 2018



## Customer Services Scorecard 2017-20 FQ3 17/18

Scorecard owned by: **Douglas Hendry**

[Click here  
for Full  
Scorecard](#)

### Management Information

#### RESOURCES

<i>People</i>		<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status</i>	<i>Trend</i>
Sickness Absence CU			1.88 None	2.50 None	<b>R</b>	↓
CU % of PRDs completed			90 %	96 %	<b>G</b>	↑

<i>Financial</i>		<i>Budget</i>	<i>Forecast</i>	<i>Status</i>	<i>Trend</i>
Finance Revenue totals CU		£K 40,302	£K 40,204	<b>A</b>	↓
Capital forecasts - current year CU		£K 24,953	£K 23,255	<b>R</b>	↓
Capital forecasts - total project CU		£K 97,118	£K 97,100	<b>A</b>	↑

Asset management red risks	6	On track	3	<b>G</b>	→
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#### IMPROVEMENT

						<i>Status</i>
Improvement Plan	Total No	Off track	On track	Complete		
Outcomes CU	Actions	24	0	17	7	<b>A</b> →

Customer Services Audit Recommendations	Overdue	Due in future	Future - off target
	0 ↑	2 ↓	1 ↓

<b>Customer Service CU</b>	Customer satisfaction	91 %	<b>G</b> ↓
Customer Charter	Stage 1 Complaints	76 %	<b>R</b> ↓
Number of consultations	3 Stage 2 Complaints	100 %	<b>G</b> →



# Customer Services Scorecard 2017-20

Scorecard owned by: Douglas Hendry

FQ3 17/18

'Making Argyll and Bute a place people choose to live, learn, work and do business'

[Click here for Council Scorecard](#)

Customer & Support Services

Facility Services

Governance & Law

Improvement & HR

Priorities for 2015-17: Customer Services

[Click here for Management Information](#)

## Making A&B a place people choose to live

**ABOIP Outcome No.5 - People live active, healthier and independent lives**

[Related Business Outcomes](#)

**ABOIP Outcome No.6 - People live in safer and stronger communities**

[Related Business Outcomes](#)

**ABOIP Outcome No.4 - Children and young people have the best possible start**

[Related Business Outcomes](#)

## Making A&B a place people choose to learn

**ABOIP Outcome No.3 - Education, skills and training maximises opportunities for all**

[Related Business Outcomes](#)

## Making A&B a place people choose to work

**ABOIP Outcome No.1 - The economy is diverse and thriving**

[Related Business Outcomes](#)

**ABOIP Outcome No.2 - We have infrastructure that supports sustainable growth**

[Related Business Outcomes](#)

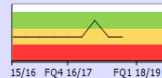
## Making it happen

**Supporting Outcome - Service Delivery Enablers**

[Related Business Outcomes](#)

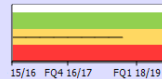
### BO04 Benefits are paid promptly and accurately [CU Dept]

Aligns to ABOIP Outcome No. 5  
Success Measure **A** ↓



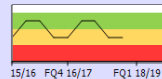
### BO05 Information and support are available for everyone [CU Dept]

Aligns to ABOIP Outcome No. 5  
Success Measure **A** ⇒



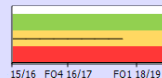
### BO09 Our assets are safe, efficient and fit for purpose [CU Dept]

Aligns to ABOIP Outcome No. 6  
Success Measure **A** ↓



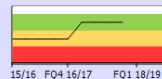
### BO10 Quality of life is improved by managing risk [CU Dept]

Aligns to ABOIP Outcome No. 6  
Success Measure **A** ⇒



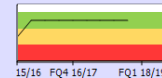
### BO11 There is no place for discrimination and inequality [CU Dept]

Aligns to ABOIP Outcome No. 6  
Success Measure **C** ⇒



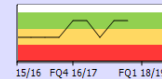
### BO17 The support needs of children and their families are met [CU Dept]

Aligns to ABOIP Outcome No. 4  
Success Measure **C** ⇒



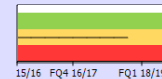
### BO18 Improved lifestyle choices are enabled [CU Dept]

Aligns to ABOIP Outcome No. 4  
Success Measure **C** ↑



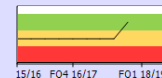
### BO23 Economic growth is supported [CU Dept]

Aligns to ABOIP Outcome No. 1  
Success Measure **A** ⇒



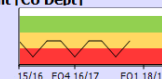
### BO27 Infrastructure and assets are fit for purpose [CU Dept]

Aligns to Council Outcome MIH  
Success Measure **A** ⇒



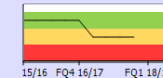
### BO28 Our processes and business procedures are efficient, cost effective and compliant [CU Dept]

Aligns to Council Outcome MIH  
Success Measure **R** ↓



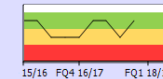
### BO29 Health and safety is managed effectively [CU Dept]

Aligns to Council Outcome MIH  
Success Measure **A** ⇒



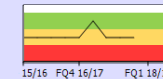
### BO30 We engage with our customers, staff and partners [CU Dept]

Aligns to Council Outcome MIH  
Success Measure **A** ↓



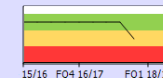
### BO31 We have a culture of continuous improvement [CU Dept]

Aligns to Council Outcome MIH  
Success Measure **A** ⇒



### BO32 Our workforce is supported to realise its potential [CU Dept]

Aligns to Council Outcome MIH  
Success Measure **C** ⇒



**Key Successes****Business Outcome BO04 Benefits are paid promptly and accurately**

1. Benefit Changes in circumstances year to date take an average of 5.50 days, below target of 6 days. Accuracy year to date is 98.3% better than target of 95%. 100% of community care grants processed within 15 days for year; 99.9% of crisis grants processed within 1 day.

**Business Outcome BO05 Information and support are available for everyone**

1. Currently the most followed Local Authority in Scotland on Instagram with 1886 followers having only launched in November last year.
2. Anti-poverty strategy drafted to support Council's ability to report at end of 2018-19 on child poverty actions.

**Business Outcome BO27 Infrastructure and assets are fit for purpose**

1. Handover and transition to the New Campbeltown Grammar school
2. Concluded Microsoft Licensing audit satisfactorily
3. Finalised settlement with Capita for delays with Pathfinder North

**Business Outcome BO28 Our processes and business procedures are efficient, cost effective and compliant**

1. Paperless Committee roll out has been completed successfully
2. Dunoon BID Count completed successfully
3. Completed go live of replacement council tax and benefits system in February 2018 as planned achieving saving in system costs.
4. The Energy and Building Services Team successfully concluded and arranged the sign off of a Heat Supply Agreement for the Heat from Sewer Project at Aqualibrium. This project is now likely to be the first Heat from Sewer project to be delivered in Scotland that has been funded by the Scottish Government. The project will ultimately deliver annual revenue savings for the heating at Aqualibrium.

**Business Outcome BO23 Economic growth is supported**

1. For full year we have paid 96.46% of invoices within 30 days – above target of 94.5%.
2. 86% of council contracts awarded to SME businesses (above target of 70%).
3. 41% of suppliers bidding for council contracts are local businesses (above target of 16%)

**Business Outcome B031 We have a culture of continuous improvement**

1. Automation plan has been delivered to allow HR and OD service redesign to be implemented. During January to March the following automated/



streamlined processes have been rolled out:

- Manager Lead recruitment
- Online payslip
- 60% reduction in paper timesheet submission
- Online Temporary extensions

**Business Outcome BO32 Our workforce is supported to realise its potential**

1. The council's talent management team have been shortlisted in the S1Jobs Awards category for the best trainee/ apprenticeship scheme. Winners will be announced in April.

**Short-term Operational Challenges**

1. Review of Constitution to April 2018 Council
2. Support Members in uptake of Personal Development Plans
3. Complete corporate mail roll out in May
4. Finalise General Data Protection Regulation preparations for 25 May
5. Bus driver shortages in Lorn and the Isles, temporary transport contract put in place on Mull whilst carrying out recruitment drive, bank drivers from other areas used on a temporary basis in and around Oban.
6. QKr pilot in JLB and Rhu primary schools – the ongoing development and evaluation of the on-line payment facility has taken up more operational time and resources than expected both centrally and in kitchens, and the service specific business benefits have not been apparent.
7. The HROD team is running with a significant proportion of vacancies and sickness absence which is impacting on ability to meet peaks in demand.

**Key Challenges and Actions to address the Challenges**

**Business Outcome BO09 (Our assets are safe, efficient and fit for purpose).**

1. Challenge –Legionella Management - updated Management Standard on the Control of Legionella was agreed in principle by SMT the finer details have still to be agreed with client departments.
1. Action – Agree detail with Client Departments and update Management Standard accordingly.

Responsible Person: Andrew MacKrell/Craig Houston

Completion Due Date: On-going

**Business Outcome BO18: Improved Lifestyle Choices are Enabled**

1. Challenge -Catering and Cleaning Innovation Project is in progress.

1. Action -Catering and Cleaning Innovation Working Group continues to ensure that the project remains on track.

Responsible Person: Jayne Jones

Completion Due Date: On-going

**Business Outcome BO28 Our processes and business procedures are efficient, cost effective and compliant**

1. Challenge – Review Scheme for Community Councils
1. Action – Experienced team in place to deliver revised scheme and election arising therefrom

Responsible Person: Shirley MacLeod

Completion Due Date: 30<sup>th</sup> April 2018

2. Challenge: Recover from backlog in processing of council tax and benefits caused by 3 weeks downtime in migration to new system.
2. Action: Outsource of overflow work to Civica, overtime from staff, clearing of red flag indicators

Responsible Person: Fergus Walker

Completion Due Date: Aim to complete backlog by end of FQ1

3. Challenge: Complete preparations for go live of replacement online facilities for new council tax and benefits system
3. Action: Project team in place to ensure project keeps on track and all issues addressed as required within timeframe

Responsible Person: Fergus Walker

Completion Due Date: Portal first phase April 2018 for landlords; second phase July 2018

4. Challenge: Implement Barclay Review Non Domestic Rates changes for annual billing in April
4. Action: (1) Ensure new relief details in annual bills, (2) Targeted mailshots to businesses potentially eligible for new reliefs including application forms, (3) agree software amendment specification, test and implement updated software

Responsible Person: Fergus Walker

Completion Due Date: Portal first phase April 2018 for landlords; second phase July 2018

5. Challenge: Recover from backlog in processing of council tax and benefits caused by 3 weeks downtime in migration to new system.
5. Action: Outsource of overflow work to Civica, overtime from staff, clearing of red flag indicators

Responsible Person: Fergus Walker

Completion Due Date: Aim to complete recovery of backlog by end of FQ1

**Business Outcome BO33 Information and support are available for our communities**

1. Challenge – World War One Commemoration event Islay

1. Action – Officer Working Group liaising with key external partners and local organising committee to ensure successful delivery of project

Responsible Person: Charles Reppke/Angus Gilmour

Completion Due Date: 6<sup>th</sup> May 2018

2. Challenge - Transformation Activity/proposals for revenue budget strategy.

2. Action - Transformation Board established and meeting on a regular basis, work streams agreed and being taken forward.

Responsible Person: Douglas Hendry

Completion Due Date: On-going



## Customer Services Scorecard 2017-20

FQ4 17/18

Scorecard owned by: Douglas Hendry

[Click here  
for Full  
Scorecard](#)

### Management Information

#### RESOURCES

<i>People</i>		<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status</i>	<i>Trend</i>
Sickness Absence CU			1.88 None	3.51 None	<b>R</b>	↓
CU % of PRDs completed			90 %	82 %	<b>R</b>	↓
<i>Financial</i>		<i>Budget</i>	<i>Forecast</i>	<i>Status</i>	<i>Trend</i>	
Finance Revenue totals CU		£K 40,485	£K 40,093	<b>R</b>	↓	
Capital forecasts - current year CU						
Capital forecasts - total project CU						
Asset management red risks	6	On track	3	<b>G</b>	→	

#### IMPROVEMENT

		Total No	Off track	On track	Complete	<i>Status</i>
Improvement Plan Outcomes CU	Actions	24	0	8	16	<b>A</b> →
Customer Services Audit Recommendations		Overdue	Due in future	Future - off target		
		0 →	2 →	0 ↑		
<b>Customer Service CU</b>		Customer satisfaction	86 %	<b>G</b>	↓	
Customer Charter		Stage 1 Complaints	87 %	<b>G</b>	↑	
Number of consultations	3	Stage 2 Complaints	100 %	<b>G</b>	→	



# Customer Services Scorecard 2017-20

Scorecard owned by: **Douglas Hendry**

**FQ4 17/18**

*'Making Argyll and Bute a place people choose to live, learn, work and do business'*

[Click here for Council Scorecard](#)

Customer & Support Services

Facility Services

Governance & Law

Improvement & HR

Priorities for 2015-17: Customer Services

[Click here for Management Information](#)

## Making A&B a place people choose to live

**ABOIP Outcome No.5 - People live active, healthier and independent lives** [Related Business Outcomes](#)

**ABOIP Outcome No.6 - People live in safer and stronger communities** [Related Business Outcomes](#)

**ABOIP Outcome No.4 - Children and young people have the best possible start** [Related Business Outcomes](#)

## Making A&B a place people choose to learn

**ABOIP Outcome No.3 - Education, skills and training maximises opportunities for all** [Related Business Outcomes](#)

## Making A&B a place people choose to work

**ABOIP Outcome No.1 - The economy is diverse and thriving** [Related Business Outcomes](#)

**ABOIP Outcome No.2 - We have infrastructure that supports sustainable growth** [Related Business Outcomes](#)

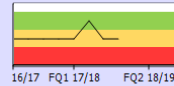
## Making it happen

**Supporting Outcome - Service Delivery Enablers** [Related Business Outcomes](#)

### BO04 Benefits are paid promptly and accurately [CU Dept]

Aligns to ABOIP Outcome No. 5

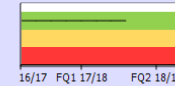
Success Measure **A** →



### BO17 The support needs of children and their families are met [CU Dept]

Aligns to ABOIP Outcome No. 4

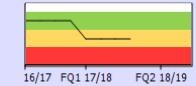
Success Measure **C** →



### BO29 Health and safety is managed effectively [CU Dept]

Aligns to Council Outcome MIH

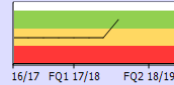
Success Measure **A** →



### BO05 Information and support are available for everyone [CU Dept]

Aligns to ABOIP Outcome No. 5

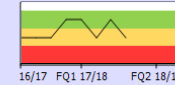
Success Measure **C** ↑



### BO18 Improved lifestyle choices are enabled [CU Dept]

Aligns to ABOIP Outcome No. 4

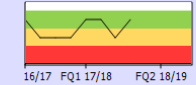
Success Measure **A** ↓



### BO30 We engage with our customers, staff and partners [CU Dept]

Aligns to Council Outcome MIH

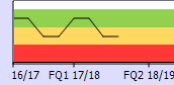
Success Measure **C** ↑



### BO09 Our assets are safe, efficient and fit for purpose [CU Dept]

Aligns to ABOIP Outcome No. 6

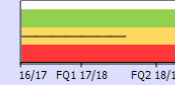
Success Measure **A** →



### BO23 Economic growth is supported [CU Dept]

Aligns to ABOIP Outcome No. 1

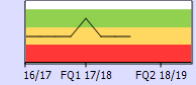
Success Measure **A** →



### BO31 We have a culture of continuous improvement [CU Dept]

Aligns to Council Outcome MIH

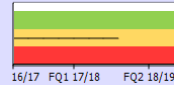
Success Measure **A** →



### BO10 Quality of life is improved by managing risk [CU Dept]

Aligns to ABOIP Outcome No. 6

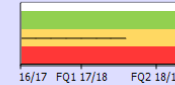
Success Measure **A** →



### BO27 Infrastructure and assets are fit for purpose [CU Dept]

Aligns to Council Outcome MIH

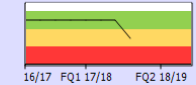
Success Measure **A** →



### BO32 Our workforce is supported to realise its potential [CU Dept]

Aligns to Council Outcome MIH

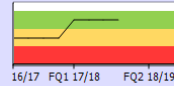
Success Measure **A** ↓



### BO11 There is no place for discrimination and inequality [CU Dept]

Aligns to ABOIP Outcome No. 6

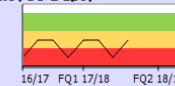
Success Measure **C** →



### BO28 Our processes and business procedures are efficient, cost effective and compliant [CU Dept]

Aligns to Council Outcome MIH

Success Measure **A** ↑



Departmental Performance Report for: Strategic Finance	Period: October to December 2017
<b>Key Successes</b>	
<b>Business Outcome BO28 – Our processes and business procedures are efficient, cost effective and compliant.</b>	
<ol style="list-style-type: none"> <li>1. Audit Scotland has highlighted the need for local authorities to develop medium to long term financial strategies due to the challenges facing local government. Our Medium to Long Term Financial Strategy was approved by the Policy and Resources Committee on 19 October 2017.</li> <li>2. Investment returns continue to exceed the benchmark rate of return – for the period to end of December 2017 return was 0.541% which compares favourably with the target of 7 day LIBID (London Interbank Bid Rate – the rate which banks are willing to borrow from other banks) which was 0.357%. As at the end of December 2017 the level of investment was £79.5m.</li> <li>3. As part of the work of the Transformation Board, further management/operational savings were identified for 2018-19 and reported to the Council meeting on 26 October 2017, these will be implemented as part of normal business.</li> <li>4. Checking of the financial settlement highlighted distribution error in respect of supporting people that the Scottish Government agreed to correct, resulting in an additional £2m added to our 2018-19 settlement.</li> <li>5. Created new company within the financial system to account for Live Argyll, set up new monthly reporting and completed mini year end to ensure that transactions around the Trust go live were accounted for correctly.</li> <li>6. The new Chief Internal Auditor commenced in post and revised our audit approach to incorporate audit work programmes more aligned to control objectives, a more robust review process and a revised report template which provides greater clarity over audit conclusions.</li> <li>7. The Audit and Scrutiny Committee held a development day to consider our approach to scrutiny and a new scrutiny framework was drafted and shared with members of the committee for comment. This will be further developed in Q4.</li> </ol>	
<b>Short-term Operational Challenges</b>	
<ol style="list-style-type: none"> <li>1. Staff absence and vacancies are having an impact on the service, particularly during the busy budget preparation time and there is difficulty recruiting to temporary positions.</li> <li>2. The Money Skills Argyll Project team has undertaken a review of the project’s delivery model and outcomes following the end of the first year of the contract with the Big Lottery Fund. The review has highlighted issues in the project’s structure which are hampering service delivery. The team is working closely with our project partners as well as colleagues from the Big Lottery Fund and other projects in the wider program to redesign the project in order to improve its efficiency and effectiveness.</li> </ol>	
<b>Key Challenges and Actions to address the Challenges</b>	
<b>Business Outcome BO28 – Our processes and business procedures are efficient, cost effective and compliant.</b>	
<ol style="list-style-type: none"> <li>1. Challenge - Ensure next year’s budget estimates are underpinned by robust figures and assumptions.</li> <li>1. Action - Budget preparation is well underway, focus will be on the finer detail following further confirmation of the funding.</li> </ol> <p>Completion Due Date: Budget meeting 22 February 2018</p>	

1. Challenge - Implement Scrutiny Framework

2. Action - Present finalised framework to the Audit and Scrutiny Committee and commence scrutiny work.

Completion Due Date: Framework to be agreed at March Committee (20 March 2018) and scrutiny to commence after this time.

2. Challenge - Progress with restructuring proposals for Strategic Finance to ensure we have a service that is fit for purpose to support the organisation.

3. Action - Finalise new structure and liaise with Trade Unions prior to implementation.

Completion Due Date: For implementation Summer 2018.

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**Business Outcome BO05 – Information and support are available for everyone**

1. Challenge - Implementing a new Client Management System for the Money Skills Argyll Project.

1. Action - The MSA project team is working with the selected vendor and the Council's IT staff to configure and implement the system as quickly as possible, having to work around the school Easter holidays and financial year end in doing so.

Completion Due Date: Targeting to have the system live by the end of April 2018.

## Strategic Finance Scorecard 2017-20

Scorecard owned by: **Kirsty Flanagan**

**FQ3 17/18**

[Click here for Full Outcomes](#)

[Corporate Support Team Scorecard](#)

[Departmental Support Team Scorecard](#)

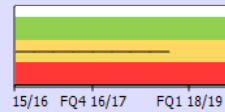
[Internal Audit Team Scorecard](#)

[Click here for Council Scorecard](#)

### BO05 Information and support are available for everyone [SF]

Aligns to ABOIP Outcome No. 5

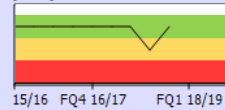
Success Measure **A** →



### BO28 Our processes and business procedures are efficient, cost effective and compliant [SF]

Aligns to Council Outcome MIH

Success Measure **A** ↓



## Management Information

### RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence SF		1.5 Days	1.8 Days	<span style="color: red;">R</span>	↑
PRDs SF		90 %	97 %	<span style="color: green;">G</span>	↑

### Financial

	Budget	Forecast	Status	Trend
Finance Revenue totals SF				
Capital forecasts - current year SF				
Capital forecasts - total project SF				

Council Efficiency Savings 2016-17	Annual Target	£ 5,187,000	→
Delivered	On track to be delivered	£ 0	

### IMPROVEMENT

Status

SF Service Improvements 2017-20	Total No Actions	Off track	On track	Complete
	8	8		
Strategic Finance Audit Recommendations	Overdue	Due in future	Future - off target	
	0 →	0 ↓	0 →	
Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete
Service H&S Plan Actions	0	0	0	0
H&S Investigation Actions	0	0	0	0
Customer Service SF	Customer satisfaction	98 %	<span style="color: green;">G</span>	↓
Customer Charter	Stage 2 Complaints	100 %	<span style="color: green;">G</span>	→
Number of consultations	Stage 2 Complaints	100 %	<span style="color: green;">G</span>	→



Departmental Performance Report for: Strategic Finance	Period: January to March 2018
<b>Key Successes</b>	
<p>Business Outcome BO28 – Our processes and business procedures are efficient, cost effective and compliant.</p> <ol style="list-style-type: none"> <li>1. The Council set a balanced budget at its meeting on 22 February 2018 – officers within Finance spend a significant amount of time supporting the Council during the budget process.</li> <li>2. Preparations in place for the year-end, planning timetable reported to the Council’s audit committee.</li> <li>3. Investment returns continue to exceed the benchmark rate of return – for the period to end of March 2017 return was 0.618% which compares favourably with the target of 7 day LIBID (London Interbank Bid Rate – the rate which banks are willing to borrow from other banks) which was 0.362%.</li> <li>4. New scrutiny framework incorporating a scrutiny prioritisation process was approved by the Audit and Scrutiny Committee at its meeting on 20 March 2018.</li> <li>5. Following a review of operational risk registers a new process and format was approved by SMT and will be implemented from Q4 2017-18.</li> </ol>	
<b>Short-term Operational Challenges</b>	
<ol style="list-style-type: none"> <li>1. Staff absence and vacancies are having an impact on the service and there is difficulty recruiting to temporary positions.</li> <li>2. A meeting was recently held between the Money Skills Argyll (MSA) partnership and representatives from the Big Lottery Fund (BIG) regarding issues which need addressing if the project is to continue and deliver on its objectives. A number of action points were agreed and proposals needs to be submitted to BIG to resolve the issues and positively move the project forward.</li> </ol>	
<b>Key Challenges and Actions to address the Challenges</b>	
<p>Business Outcome BO28 – Our processes and business procedures are efficient, cost effective and compliant.</p> <ol style="list-style-type: none"> <li>1. Challenge: Preparation of year end accounts for 2017-18 within statutory timescale.  1. Action: Year-end account preparation is well underway and resource will be focused to ensure that tasks are completed within planned timeframe.  Completion Due Date: Council on 28 June 2018</li> <li>2. Challenge: Audit and Scrutiny Committee to agree the first scrutiny topic.  2. Action: Chief Officers and Members have been asked for potential scrutiny topics and the Chief Internal Auditor will assess these through the scrutiny prioritisation process and present to Members at the June Committee meeting.  Completion Due Date: Audit and Scrutiny Committee on 19 June 2018.</li> <li>3. Challenge: Progress with restructuring proposals for Strategic Finance to ensure we have a service that is fit for purpose to support the organisation.  3. Action: Finalise new structure and liaise with Trade Unions prior to implementation.</li> </ol>	

Completion Due Date: For implementation Summer 2018.

Business Outcome BO05 – Information and support are available for everyone

1. Challenge: Implementing a new Client Management System for the Money Skills Argyll Project.
1. Action: The MSA project team is working with the selected vendor and the Council's IT staff to configure and implement the system as quickly as possible, having to work around the school Easter holidays and financial year end in doing so.

Completion Due Date: Revised target to have the system live by the end of May 2018.

## Strategic Finance Scorecard 2017-20

Scorecard owned by: **Kirsty Flanagan** FQ4 17/18

[Click here for Full Outcomes](#)

[Corporate Support Team Scorecard](#)

[Departmental Support Team Scorecard](#)

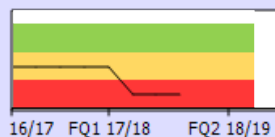
[Internal Audit Team Scorecard](#)

[Click here for Council Scorecard](#)

### BO05 Information and support are available for everyone [SF]


Aligns to ABOIP Outcome No. 5

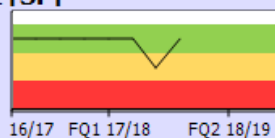
Success Measure  →



### BO28 Our processes and business procedures are efficient, cost effective and compliant [SF]



Aligns to Council Outcome MIH

Success Measure  ↑



## Management Information


### RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence SF		1.5 Days	2.8 Days		↓
PRDs SF		90 %	93 %		↓

Financial	Budget	Forecast	Status	Trend
Finance Revenue totals SF				
Capital forecasts - current year SF				
Capital forecasts - total project SF				



Council Efficiency Savings 2016-17	Annual Target	£ 5,187,000	→
Delivered	On track to be delivered	£ 0	

### IMPROVEMENT

SF Service Improvements 2017-20	Total No	Off track	On track	Complete	Status
Actions	8	4	0	4	

Strategic Finance Audit Recommendations	Overdue	Due in future	Future - off target	Status
	0 →	0 →	0 →	

Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete
Service H&S Plan Actions				
H&S Investigation Actions	0	0	0	0

Customer Service SF	Customer satisfaction	Status
Customer Charter	Stage 2 Complaints 100 %	 →
Number of consultations	Stage 2 Complaints 100 %	 ↑