

Annual Performance Review 2017-2018

Customer & Support Services

KEY SUCCESSES

Key Improvements from previous year's annual performance review

Business Outcome 27 - Infrastructure and assets are fit for purpose

1. Agreed and implemented new Microsoft licensing strategy and concluded subsequent Microsoft Licensing audit satisfactorily.
2. Completed migration to SWAN network by 25 July and subsequently finalised settlement with Capita for delays with Pathfinder North.
3. Time to fix faults for year is 2.9 hours well below target of 5.0 hours. Above budgeted income received for IT disposals. Capital programme fully delivered. Renegotiated Idox contract and achieved significant saving for that service. Achieved 97.3% success score on ICT projects above target of 82%.

Business Outcome 28 - Our processes are efficient, cost effective and compliant

1. 1 Completed go live of replacement council tax and benefits system in February 2018 as planned achieving saving in system costs.
2. Total sundry debt older than 3 months reduced to £889k below target of £900k having been above target since August. Recipients of music tuition can now pay for this by direct debit.
3. 264,510 online transactions for year above target of 230,000 despite loss of LiveArgyll and of Gandlake council tax e-billing system in last quarter. 78% of website visitors have successful visit (above target of 70%) and 77% find the information they are looking for easily. Following a fall in FQ1, the percentage of successfully routed self-service calls has risen to 80.5% for last 6 months of years (highest rate ever).
4. We achieved in excess of £3.1m in procurement savings in 2017-18.

Business Outcome 23 - Economic growth is supported

1. For full year we have paid 96.46% of invoices within 30 days – above target of 94.5%. 86% of council contracts awarded to SME businesses (above target of 70%). 41% of suppliers bidding for council contracts are local businesses (above target of 16%).
2. 79.5% of council contracts won by SMEs, well above target of 70%. 28.5% of all contract bidders are local suppliers (above target of 16%).

Business Outcome 04 - Benefits are paid promptly and accurately

1. Benefit changes in circumstances processed within average of 5.5 days below target of 6 days. 98.3% accuracy achieved, well above 94% target. 99.9% of crisis grants processed within 24 hours and 100% of community care grants within 15 days.
2. 98.5% of Discretionary housing payment fund for year spend during year, maximising payments to those in need.

Other Key Improvements during 2017/18**Business Outcome 28 - Our processes are efficient, cost effective and compliant**

1. Implementation of all service choices savings delivered on time according to plan.

Business Outcome 27 - Infrastructure and assets are fit for purpose

1. All Leisure Trust systems amended to support a new entity.
2. Progress made in improving PCI-DSS compliance with updated terminals for all card processing locations. Completed upgrade of cash receipting system.

Business Outcome 05 - Information and support are available for everyone

1. Net Hotjar web search facility and CLUDO user experience tool have boosted success rates on website, as has new SmartAssistance self-help tool and outreach proactive notification service.
2. New improved websites provided to 70 schools. Main website has new popular functions including traffic webcams, participatory budgeting, parking permits, rural resettlement fund applications and community participation requests.

Case Studies illustrating the positive contribution to our communities

Business Outcome 23 - Economic growth is supported

Businesses are supported in gaining non-domestic rates relief. In 2017-18 we granted relief of £13.4m up from £9.3m in 2016/17. We implemented the new transitional relief faster, and more smoothly than most others in Scotland and received a number of compliments about this excellent service. We have supported Bid4Oban and PA23 business improvement districts in successful re ballots.

Business Outcome 05 - Information and support are available for everyone

We work closely with registered social landlords, DWP, Skills Development Scotland, NHS, Citizens Advice, Bute Advice, AliEnergy and others through the Welfare Reform Working Group to mitigate the adverse impacts of welfare reform changes. We have ensure that the number of households affected by the benefit cap is reduced to 24. We have developed a comprehensive Anti-Poverty Strategy which will ensure this type of work is better co-ordinated and will deliver improved outcomes in future. We are working together to prepare for the introduction of Universal Credit Full Service from September 2018 and have put in place arrangements to deliver personal budgeting support and digital skills support.

Business Outcome 27 - Infrastructure and assets are fit for purpose

We have provided a participatory budgeting platform to allow communities to express their preferences. We have also delivered a new shellfish monitoring system.

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

We have assisted a number of care operators in the smooth transfer of services from one operator to another to ensure there was minimum disruption to clients, and that the same staff members could continue to provide services so far as possible. We helped to find new places for clients when care homes closed or were subject to enforcement action.

KEY CHALLENGES AND ACTIONS TO ADDRESS CHALLENGES

Key improvements from previous year's APR not completed plus any additional challenges that have been identified

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

Challenge

Regain 4 Star Socitm better connected rating.

Action

Work with the relevant Services for tasks where we received a rating of less than 4 stars to assist them in fixing the questions where we have failed and then re-submit to get an improved assessment.

Completion Date:31 August 2018

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

Challenge

Implement Barclay review changes for Non-Domestic Rates.

Action

Review and approve IT specification for changes required, design new application forms, update website, test new software, process all applications for new reliefs.

Completion Date:30 June 2018

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

Challenge

Obtain PCI-DSS (Payment Card Industry Data Security Standard) full accreditation.

Action

Complete provision of DTMF suppression of card details in all telephone processing of card payments and then submit accreditation applications.

Completion Date: 31 July 2018

Business Outcome 04 - Benefits are paid promptly and accurately

Challenge

Complete implementation of online facilities for new council tax and benefits system and address backlog in processing following implementation of new system.

Action

Go live with online portal initially for registered social landlords. Then extend access to all former Gandlake users. Then extend to general public offering registration via MyAccount if possible. Use external assistance plus overtime to catch up on backlog caused by 3 weeks downtime at busiest time of year.

Completion Date: 30 September 2018

Business Outcome 27 - Infrastructure and assets are fit for purpose

Challenge

Upgrade Kilmory server room where servers are now beyond expected life.

Action

Create specification of replacement equipment required, tender and award contract, and then implement new equipment.

Completion Date: 31 March 2019

CONSULTATION AND ENGAGEMENT

Supports Business Outcome 27 - Infrastructure and assets are fit for purpose

We asked (focus of consultation)	You said (customer response)	We did (improvement actions)
We asked about your satisfaction with IT facilities offered to staff.	You said that you would like access to a staff Wi-Fi for personal use at lunchtimes as data signals are still not good. Also there is insufficient bandwidth in some locations.	We have created a new staff Wi-Fi facility which will shortly go live. We are improving bandwidth at schools and offices as better connectivity becomes available.

Supports Business Outcome 05 - Information and support are available for everyone

We asked (focus of consultation)	You said (customer response)	We did (improvement actions)
What information would assist customers in having available on Tell Me Scotland platform.	You would like more alerts covering licensing and traffic/roads information and on councillor surgeries.	We have incorporated this into our outline business case for nil cost eAdvertising and TellMeScotland expansion and will work on these improvement ion 2018/19.

***Judy Orr, Head of Customer & Support Services
April 2018***

Customer & Support Services Scorecard 2017-20

Scorecard owned by: **Judy Orr** **FY 17/18**

[Click here for Full Outcomes](#)

[Customer Service Centre Team Scorecard](#)

[Procurement, Comm & Creditors Team Scorecard](#)

[Revenue & Benefits Team Scorecard](#)

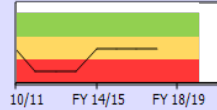
[ICT Team Scorecard](#)

[Click here for Customer Services Scorecard](#)

BO04 Benefits are paid promptly and accurately [CS]

Aligns to ABOIP Outcome No. 5

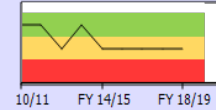
Success Measure **A** →



BO27 Infrastructure and assets are fit for purpose [CS]

Aligns to Council Outcome MIH

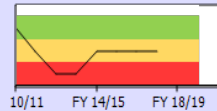
Success Measure **A** →



BO05 Information and support are available for everyone [CS]

Aligns to ABOIP Outcome No. 5

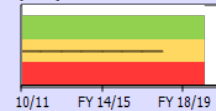
Success Measure **A** →



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

Aligns to Council Outcome MIH

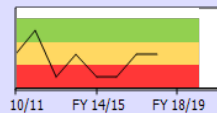
Success Measure **A** →



BO23 Economic growth is supported [CS]

Aligns to ABOIP Outcome No. 1

Success Measure **A** →



Management Information

RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence CS		6.0 Days	8.0 Days	R	↓
PDRs CS		90 %	98 %	G	↓
Financial	Budget	Forecast	Status	Trend	
Finance Revenue totals CS	£K 330	£K 330	G	→	
Capital forecasts - current year CS	£K 840	£K 847	A	↑	
Capital forecasts - total project CS	£K 9,162	£K 9,162	G	↑	

IMPROVEMENT

	Total No	Off track	On track	Complete	Status	Trend
CS Service Improvements 2017-20	11	0	4	7	A	
Customer and Support Services Audit Recommendations	0	0	0	0		→
Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete		
Service H&S Plan Actions	0	1	0	5		
H&S Investigation Actions	0	0	0	0		
Customer Service CS	Customer satisfaction	87 %				↓
Customer Charter	Stage 2 Complaints	85 %			G	↓
Number of consultations	6	Stage 2 Complaints	100 %		G	→

BO04 Benefits are paid promptly and accurately [CS]

Aligns to ABOIP Outcome No. 5
Success Measure A →

BO04 Benefits are paid promptly and accurately - Net £ Budget £ 1,641,169 G
Forecast £ 1,641,169

CS04_01-Right Time - All benefit claims are processed promptly. Actual 5.50 G
Target 8.00
Benchmark 7.00 Days ↓

CS04_02-Right Time - All benefit claims are processed promptly. Actual 22.24 Days R
Target 21.00 Days ↓
Benchmark

CS04_03-All benefit claims are processed accurately. Actual 98.3 % G
Target 94.0 % ↑
Benchmark 94.0 %

CS04_04-Scottish Welfare Fund claims processed promptly [Crisis Grants] Actual 99.9 % G
Target 99.0 % ↑
Benchmark

CS04_05-The annual spend of the Scottish Welfare Fund programme is maximised. Actual 95.9 % R
Target 97.5 % ↓
Benchmark 95.0 %

CS04_06-Distribute as much of the Discretionary Housing Payment [DHP] fund as possible to the most in need. Actual 98.5 % G
Target 95.0 % ↑
Benchmark 100.0 %

CS04_07-Scottish Welfare Fund claims processed promptly [CC Grants] Actual 100.0 % G
Target 90.0 % ↑
Benchmark 82.0 %

BO23 Economic growth is supported [CS]

Aligns to ABOIP Outcome No. 1
Success Measure A →

BO23 Economic growth is supported - Net £ Budget £ 1,061,147 G
Forecast £ 1,061,147

CS23_01-Increase the percentage of local suppliers that bid for business through the procurement portal Actual 28.5 % G
Target 16.0 % ↑
Benchmark 31.0 %

CS23_02-Increase the percentage of all Small Medium Enterprises [SMEs] that win council contracts Actual 79.5 % G
Target 70.0 % ↓
Benchmark 83.0 %

CS23_03-Increase the percentage of suppliers that are paid within 30 days. Actual 95.3 % G
Target 94.5 % ↑
Benchmark 93.8 %

CS23_04-Increase the total amount of Non-Domestic Rates (NDR) relief awarded. Actual £ 13,383,583 G
Target £ 11,563,383 ↑
Benchmark

CS23_05-The Net cost of Non-domestic Rates (NDR) discretionary relief remains within budget Actual £K 132 R
Target £K 106
Benchmark

CS23_06-Increase the number of tangible community benefits that are delivered through the contracts we award Actual 80.0 % G
Target 25.0 % ↑
Benchmark

Customer & Support Services Scorecard 2017-20

Scorecard owned by: **Judy Orr** FY 17/18

[Click here for Full Scorecard](#)

[Click here for Business Outcome 28](#)

BO05 Information and support are available for everyone [CS]

Aligns to ABOIP Outcome No. 5
Success Measure G ↑

BO05 Information and support are available for everyone - Net £ Budget
Forecast

CS05_01-Our anti-poverty strategy is developed and approved. Actual Complete G
Target On track

BO27 Infrastructure and assets are fit for purpose [CS]

Aligns to Council Outcome MIH
Success Measure A →

BO27 Infrastructure and assets are fit for purpose - Net £ Budget £ 3,503,568 G
Forecast £ 3,503,568

CS27_01-Support to Health and Social Care Partnership IJB with shared network services Actual On track to revised plan G
Target On track →

CS27_02-During specified core time [which is linked to the service requirements] the unscheduled application down-time will be minimised. Actual 0.28 % G
Target 0.80 % ↓
Benchmark 1.00 %

CS27_03-During specified core time [which is linked to the service] the unscheduled infrastructure down-time will be minimised. Actual 0.15 % G
Target 1.00 %
Benchmark 1.00 %

CS27_04-Our IT applications and databases are within one version of current.... Actual 95.37 % G
Target 85.00 % ↑
Benchmark

CS27_05-Maintain the average time to resolve ICT incidents. Actual 2.9 Hours G
Target 3.0 Hours ↑
Benchmark

CS27_06-Seasonal upgrades completed on time as requested by our users. Actual Yes G
Target On track →

CS27_07-Maintain our high average success score achieved for our IT projects Actual 97.3 % G
Target 82.0 % ↑
Benchmark 80.0 %

CS27_08-Maintain the annual scheduled replacement of our PCs, laptops and MACs. Actual On track G
Target On track →

CS27_09-IT capital programme projects are delivered on time and within budget Actual On track G
Target On track →

Customer & Support Services Scorecard 2017-20

Scorecard owned by: **Judy Orr**

FY 17/18

[Click here for Full Scorecard](#)

[Click here for Outcomes](#)

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

Aligns to Council Outcome
MIH

Success Measure
A →

BO28 Our processes and business procedures are efficient, cost effective and compliant - Net

Budget £ 2,042,267
Forecast £ 2,044,267

A

CS28_19-Maintain the low error rate of our Births, Marriages and Deaths registration service

Actual
Target
Benchmark

CS28_01-Maintain the high level of Non-Domestic Rates [NDR]
Actual 96.13 %
Target 97.50 %
Benchmark
R ↓

CS28_07-Maintain the level of website visitors that find the information they are looking for easily
Actual 77.0 %
Target 65.0 %
Benchmark 66.0 %
G

CS28_13-Reduce the percentage of face-to-face Customer Service Centre (CSC) contacts as a total of all customer interactions
Actual 12.2 %
Target 13.0 %
Benchmark 15.2 %
G ↑

CS28_20-Maintain the detection of incorrect Council Tax claims.
Actual £ 60,471
Target £ 69,000
Benchmark
R ↑

CS28_02-Increase the percentage of successfully routed self-service calls
Actual 78.1 %
Target 78.0 %
Benchmark 78.6 %
G ↓

CS28_08-Maintain the level of website visitors that had a successful visit.
Actual 78.0 %
Target 70.0 %
Benchmark 72.0 %
G

CS28_14-PCA - Procurement Capability Assessment score
Actual
Target 70.0 %
Benchmark 70.0 %

CS28_21-All 5 bank reconciliations are completed within 2 weeks of month end and have no unreconciled balances
Actual 100.0 %
Target 100.0 %
Benchmark
G →

CS28_03-Increase percentage of purchase transactions done through systems.
Actual 53.1 %
Target 55.0 %
Benchmark
R

CS28_09-Improve the percentage of employees that are satisfied with the content of our Intranet - The Hub
Actual 90 %
Target 90 %
Benchmark 90 %
G ↓

CS28_15-Reduce the average length of answered calls
Actual 3.47 minutes
Target 3.50 minutes
Benchmark 3.47 minutes
G ↑

CS28_22-Total debt older than 3 months will remain below target.
Actual £ 888,733
Target £ 900,000
Benchmark £ 862,000
G ↓

CS28_04-Our key or high risk contracts are actively managed to ensure quality of services is being provided
Actual 135
Target 100
Benchmark 123
G ↓

CS28_10-Our Website regains a 4-Star Better Connected score.
Actual 3
Target 4
Benchmark 3
R →

CS28_16-Reduced the number of 'calls abandoned' rate
Actual 5.8 %
Target 7.5 %
Benchmark 6.4 %
G ↑

CS28_23-Increase the percentage of Council Tax paid by Direct Debit.
Actual 78.06 %
Target 78.00 %
Benchmark 78.10 %
G ↓

CS28_05-Increase the percentage of all Council spend that is either under a contract or a Service Level Agreement
Actual 90.03 %
Target 90.00 %
Benchmark 88.60 %
G ↓

CS28_11-Increase the total number of all online transactions
Actual 66,128
Target 57,500
Benchmark 65,335
G ↑

CS28_17-Increase the percentage of calls that are dealt with at the first point of contact by the Customer Service Centres
Actual 91.2 %
Target 91.0 %
Benchmark 92.0 %
G ↓

CS28_24-Maintain the current cost of collecting Council Tax per chargeable dwelling.
Actual
Target £ 7.25
Benchmark £ 7.22

CS28_06-Improve the percentage of customers who are satisfied or very satisfied with the service
Actual
Target 90.0 %
Benchmark

CS28_12-Maintain the high level of Council Tax collection.
Actual 95.80 %
Target 95.50 %
Benchmark
G ↓

CS28_18-Increased the demand for civil marriages in Argyll & Bute.
Actual 504
Target 475
Benchmark 450
G ↓

CS28_25-Reduce the percentage of Agent handled telephone calls as a total of all customer interactions
Actual 23.5 %
Target 22.0 %
Benchmark 21.6 %
R ↓

Annual Performance Review 2017-2018

Facility Services

KEY SUCCESSES

Key Improvements from previous year's annual performance review

Business Outcome 09 - Our assets are safe, efficient and fit for purpose

1. The Fleet Review was completed as part of the Council's transformation projects.
2. Successful implementation of the Community Services and Facility Services Capital Programme.
3. Management Standard on the Control of Legionella agreed in principle by SMT.

Business Outcome 18 – Improved Lifestyle Choices are Enabled

1. Implementation of the Catering and Cleaning Innovation Project.
2. School meals uptake remains above the Scottish average for both free and paid meal uptake (primary and secondary schools).

Other Key Improvements during 2017/18

Business Outcome 09 - Our assets are safe, efficient and fit for purpose

1. Successful re-tendering of School and Public Transport contracts for Mull and Kintyre.
2. The proportion of GIA that is in satisfactory condition, which was 88.6% in 2015/16 has changed to 92.1% for 2016/17 (reported in 2017/18). This is greater than the target of 80%.
3. 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.
4. Central Repairs (Emergency, Planned and Statutory Maintenance Works) budget fully expended at financial year end and as agreed with Client Departments.

Business Outcome 18 – Improved Lifestyle Choices are Enabled

1. Successful rollout of the Catering Management Software, Saffron for reporting financial and uptake information in all primary and secondary schools, Kilmory Staff Restaurant, Helensburgh and Lomond Civic Centre Café and Kilbowie Outdoor Centre.
2. Successful external audit and recertification of the Catering Management System to ISO9001:2015.
3. Successful Soil Association Bronze Food for Life Award inspection.

Case Studies illustrating the positive contribution to our communities**Business Outcome 09 - Our assets are safe, efficient and fit for purpose**

The Property Design Team's technical input into the New Schools Project means that the projects at Kirn PS, Campbeltown GS and Oban HS have been delivered and Dunoon PS remains on track for delivery in 2019-20, ensuring that pupils will benefit from a learning environment appropriate for the 21st century.

Business Outcome 09 - Our assets are safe, efficient and fit for purpose

The Property Maintenance Team's partnership approach to term maintenance contracts has resulted in locally based contractors being awarded contracts resulting in significant benefit to the Argyll and Bute economy. In addition, training and employment opportunities are being provided to Argyll and Bute residents through the community benefit requirements of these contracts.

KEY CHALLENGES AND ACTIONS TO ADDRESS CHALLENGES

Key challenges from previous year's APR not completed plus any additional challenges that have been identified

Business Outcome 09 - Our assets are safe, efficient and fit for purpose

Challenge

Delivery of new Carbon Management Plan is not yet complete.

Action

It is expected that the information provided by contributing services for mandatory climate change reporting can be used to allow completion by FQ2 2018/2019.

Completion Date FQ2 2018/19

Business Outcome 09 - Our assets are safe, efficient and fit for purpose

Challenge

Identifying effective transport solutions for new ASN applications.

Action

Work with colleagues in Strategic Finance and Education to explore and cost all possible transport solutions.

Completion Date: On Going

Business Outcome 09 - Our assets are safe, efficient and fit for purpose

Challenge

Potential for SEPA Non Compliances with associated budgetary impact.

Action

Undertake a survey programme to identify potential non compliances (e.g. foul sewage direct to sea; non registered septic tanks). Continue to develop a programme to address issues and work with SEPA and investigate potential for funding the surveys from savings derived from challenging Scottish Water's asset information and associated charges.

Completion Date: On Going

Business Outcome 09 - Our assets are safe, efficient and fit for purpose

Challenge

Reduction in Capital Funding may impact on sustainability of the Property Design Team in its current form

Action:

Potential fee income being established from the approved capital programme and options being considered for the way forward

Completion Date: On Going

Business Outcome 09 - Our assets are safe, efficient and fit for purpose

Challenge

Legionella Management – Create and implement a structured Council wide training programme for key staff.

While the updated Management Standard on the Control of Legionella was agreed in principle by SMT the finer detail of how temperatures are recorded and how infrequently used outlets are flushed needs to be agreed with Client Departments. This could involve training of circa 600 members of staff to undertake low level tasks and the scale of the task will prevent delivery of all training in the short term.

Action

Agree detail with Client Departments and update Management Standard accordingly.

Completion Date: On Going

Business Outcome 18 – Improved Lifestyle Choices are Enabled

Challenge

Catering and Cleaning Innovation Project is in progress.

Action

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

Completion Date On Going

Business Outcome 09 - Our assets are safe, efficient and fit for purpose

Challenge

Implementation of the transformation Option which combines the light and heavy fleet, and reviews the job roles of staff within the School and Public Transport Team

Action

Work with the Fleet Manager and the Job Evaluation Team (or HR Team) to ensure the smooth transition for staff and service delivery

Completion Date: On Going

CONSULTATION AND ENGAGEMENT**Supports Business Outcome 18 – Improved Lifestyle Choices are Enabled**

We asked (focus of consultation)	You said (customer response)	We did (improvement actions)
Pupils to assist in preparing the Primary school menus vis focus groups.	Some dishes are more popular than others, and this needs to be balanced with nutritional requirements.	Produced menus incorporating pupil, parent and teacher feedback.

***Malcolm MacFadyen, Head of Facility Services
April 2018***

Facility Services Scorecard 2017-20

Scorecard owned by: **Malcolm MacFadyen** FY 17/18

[Click here for Full Outcomes](#)

[Catering & Cleaning Team Scorecard](#)

[Property Services Team Scorecard](#)

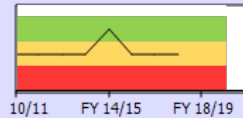
[Integrated Transport Team Scorecard](#)

[Click here for Customer Services Scorecard](#)

BO09 Our assets are safe, efficient and fit for purpose [FS]

Aligns to ABOIP Outcome No. 6

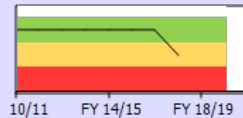
Success Measure **A** →



BO18 Improved lifestyle choices are enabled [FS]

Aligns to ABOIP Outcome No. 4

Success Measure **A** ↓



Management Information

RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence FS		9.1 Days	12.2 Days	R	↓
PDRs FS		90 %	98 %	G	↑

Financial	Budget	Forecast	Status	Trend
Finance Revenue totals FS	£K 279	£K 279	G	→
Capital forecasts - current year FS	£K 24,113	£K 22,408	R	↑
Capital forecasts - total project FS	£K 87,956	£K 87,938	A	↓

IMPROVEMENT

	Total No	Off track	On track	Complete	Status	Trend
FS Service Improvements 2017-20 Actions	3	0	1	2	G	

Facility Services Audit Recommendations	Overdue	Due in future	Future - off target	Status	Trend
	0	0	0	G	→

Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete
Service H&S Plan Actions	0	3	7	4
H&S Investigation Actions	0	0	0	0

Customer Service FS	Customer satisfaction	97 %	Status	Trend
Customer Charter	Stage 1 Complaints	100 %	G	→
Number of consultations	Stage 2 Complaints	100 %	G	→

Facility Services Scorecard 2017-20

Scorecard owned by: **Malcolm MacFadyen** FY 17/18

[Click here for Full Scorecard](#)

B009 Our assets are safe, efficient and fit for purpose [FS]

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

FS09_01-All statutory tests, inspections and remedial maintenance for Council Properties are carried out.
Actual Complete **G**
Target Complete →
Benchmark Complete

FS09_02-The total mileage incurred by pool cars deployed for staff business use increases each year.
Actual 63,463 miles **R**
Target 65,134 miles ↓
Benchmark 47,000 miles

FS09_03-Deliver the Council's property related carbon reduction target
Actual 89 % **R**
Target 100 %
Tonnage to Date Tonnes 1,019

FS09_04-Legionella Management - Deliver a structured Council wide training programme
Actual On track to revised plan **G**
Target Complete
Benchmark On track to revised plan

FS09_05-Our customer satisfaction reports show improved cleaning standards are rated good or above....
Actual 97 % **G**
Target 90 % ↓
Benchmark 85 %

FS09_06-Our school transport is regularly inspected.
Actual 48 **G**
Target 48 →
Benchmark 48

B009 Our assets are safe, efficient and fit for purpose - Net

£ Budget £ 11,459,109 **G**
Forecast £ 11,459,109

FS09_07-The average age of the light vehicle fleet is maintained at below 5 years.
Actual 4.1 **G**
Target 5.0 ↓
Benchmark 3.5

FS09_08-The average subsidy per passenger accessing council funded public transport is maintained...
Actual £ 1.84 **G**
Target £ 2.03 ↑
Benchmark £ 2.00

FS09_09-[08A].... operational buildings are maintained to a satisfactory condition.
Actual 96.8 % **G**
Target 80.0 % ↑
Benchmark

FS09_10-[08B]....ensures that operational buildings are suitable for their current use
Actual 73.7 % **G**
Target 65.0 % ↑
Benchmark

FS09_11-The Council's Property Capital Plan is delivered on time [for projects managed by Property Services]
Actual On track **G**
Target Complete →
Benchmark On track

B018 Improved lifestyle choices are enabled [FS]

Aligns to ABOIP Outcome No. 4
Success Measure **A** ↓

B018 Improved lifestyle choices are enabled - Net £ Budget £ 359,035 **G**
Forecast £ 359,035

FS18_01-Achieve acceptable nutrition levels for all measurable vitamins and minerals by providing two Primary menu changes per year....
Actual On track **G**
Target On track →
Benchmark On track

FS18_02-Quality meals are provided to all pupils, within managed cost margins
Actual 3.15 % **G**
Target 5.00 % ↓
Benchmark 2.44 %

Annual Performance Review 2017-2018

Governance and Law

KEY SUCCESSES

Key Improvements from previous year's annual performance review

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

1. Roll out of Records Management Plan.
2. Deliver new PMA including roll out of paperless meetings, project shortlisted for SOLAR award in recognition of improvement in service delivery.

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

1. Delivery of Local Government and UK parliamentary elections, including comprehensive induction programme for new and returning Elected Members, the development of an Elected Member handbook and a Guidance booklet to encourage Candidates to stand for Election.
2. Review Scheme of Community Councils.
3. Commence review of Licensing Policy for completion in 18/19.

Other Key Improvements during 2017/18

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

1. Achieved external reaccreditation of Customer Service Excellence Award which highlighted that there had been considerable effort to enhance service delivery in a number of areas, justifying the award of 6 compliance pluses against the assessment criteria. The Governance and Law Team was also awarded a silver excellence award in recognition of service delivery to support a new council.
2. Debt recovery team continued to successfully deal with overdue sundry debts; overall sum paid/resolved on debts passed to Legal Services in 12 months to 28 February 2018 amounted to £1.76 M.

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

1. Achieved budget saving of £ 653.62 in delivery of public space CCTV contract. This is additional to the substantial reduction in running costs of £25k realised in 16/17 compared with the previous costs for running this service achieved by reviewing maintenance contracts and other process improvements

Case Studies illustrating the positive contribution to our communities

Business Outcome 31 - We have a culture of continuous improvement

The Area Governance team worked closely with Community Councils through a two stage process of consultation to amend and deliver a revised Scheme for the Establishment of Community Councils.

Business Outcome 28 and 10 - Our processes and business procedures are efficient, cost effective and compliant, and Quality of life is improved by managing risk

A process of review of fixed public space CCTV provision was carried out to ensure the systems continue to provide the level of public safety and reassurance sought by communities and our partners in Police Scotland. Following the review the maintenance contract has been re- procured, contributing to the savings detailed above whilst maintaining levels of community protection.

Business Outcome 23 - Economic growth is supported

The service has worked closely with local and national partners to deliver the WW100 Scotland Commemoration event on Islay in May 2018.

KEY CHALLENGES AND ACTIONS TO ADDRESS CHALLENGES

Key improvements from previous year's APR not completed plus any additional challenges that have been identified

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

Challenge

Improvement in response times for casebook inquiries

Action

Improvement in response times for casebook inquiries

Completion Date: July 2018

Business Outcome 33 - Information and support are available for our communities

Challenge

Undertake Community Council elections on new Scheme and arrange first meetings

Action

Plan in place to deliver elections and to attend all constituted community councils to assist with establishment of the new Community Council

Completion Date: July 2018

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

Challenge

Budget Reconstruction process

Action

Service complete templates and participate in corporate processes to support this review programme

Completion Date: Autumn 2018?

CONSULTATION AND ENGAGEMENT

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

We asked (focus of consultation)	You said (customer response)	We did (improvement actions)
Legal services conducted a telephone survey of customers in August/September 2017, and asked how satisfied customers were with the services provided by the Legal Services team.	Customers said they were generally satisfied with the services provided but that presentation of advice was sometimes overly complicated.	We viewed an online seminar on the presentation of advice and now ensure advice is presented in as straightforward a way as possible.

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

We asked (focus of consultation)	You said (customer response)	We did (improvement actions)
In the same survey Legal Services asked customers how satisfied they were with the timelines of responses to requests for advice.	Customers said they were generally satisfied but occasionally had to wait too long for advice.	We now ensure that if, for reasons beyond our control, the provision of advice is to be delayed, we advised clients of this and provide an estimate of when advice will be available.

***Charles Reppke, Head of Governance and Law
April 2018***

Governance & Law Scorecard 2017-20

Scorecard owned by: Charles Reppke FY 17/18

[Click here for Customer Services Scorecard](#)

[Click here for Full Outcomes](#)

Central Governance Team Scorecard

Area Governance Team Scorecard

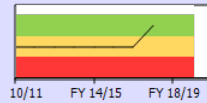
Legal Corporate Team Scorecard

Legal Commercial Team Scorecard

BO10 Quality of life is improved by managing risk [GL]

Aligns to ABOIP Outcome No.
6

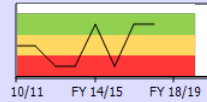
Success Measure
C ↑



BO17 The support needs of children and their families are met [GL]

Aligns to ABOIP Outcome No.
4

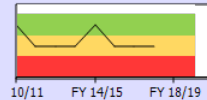
Success Measure
C →



BO23 Economic growth is supported [GL]

Aligns to ABOIP Outcome No.
1

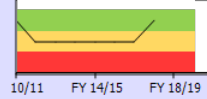
Success Measure
A →



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

Aligns to Council Outcome
MIH

Success Measure
C ↑



Management Information

RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence GL		6.0 Days	8.4 Days	R	↓
PDRs GL		90 %	94 %	C	↑

Financial

	Budget	Forecast	Status	Trend
Finance Revenue totals GL	£K 225	£K 225	C	→
Capital forecasts - current year GL				
Capital forecasts - total project GL				

IMPROVEMENT

GL Service Improvements 2017-20	Total No	Off track	On track	Complete	Status
Actions	4	0	1	3	A

Governance and Law Audit Recommendations	Overdue	Due in future	Future - off target	Status
	0	1	0	→

Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete
Service H&S Plan Actions	0	0	1	1
H&S Investigation Actions	0	0	0	0

Customer Service GL	Customer satisfaction	78 %	Status	Trend
Customer Charter	Stage 2 Complaints	100 %	C	→
Number of consultations	Stage 2 Complaints	100 %	C	→

Governance & Law Scorecard 2017-20

Scorecard owned by: Charles Reppke FY 17/18

Click here for Full Scorecard

BO10 Quality of life is improved by managing risk [GL]

Aligns to ABOIP Outcome No. 6
Success Measure

BO10 Quality of life is improved by managing risk - Net
Budget £ 127,657
Forecast £ 127,657

GL10_01-Number of Anti-social Behaviour cases resolved within agreed timescale of 13 weeks
Actual 100.00 %
Target 80.00 %
Benchmark

BO17 The support needs of children and their families are met [GL]

Aligns to ABOIP Outcome No. 4
Success Measure

BO17 The support needs of children and their families are met - Net
Budget £ 33,698
Forecast £ 33,698

Percentage of Children's Panel members /Area Support team that are satisfied with the Council support
Actual 78 %
Target 75 %
Benchmark 77 %
Annual Measure

GL17_01-Number of fully trained & serving Children's Panel members
Actual 47
Target 45
Benchmark

BO23 Economic growth is supported [GL]

Aligns to ABOIP Outcome No. 1
Success Measure

BO23 Economic growth is supported - Net
Budget £ -136,167
Forecast £ -136,167

GL23_01-The percentage of taxi license & civic government licenses with no objections or representation...processed within 50 working days
Actual 71 %
Target 95 %
Benchmark

GL23_02-The percentage of Personal liquor licenses with no objections...determined within 32 working days
Actual 95.6 %
Target 95.0 %
Benchmark

GL23_03-The percentage of extended hours liquor license applications that are determined within 32 working days
Actual 100 %
Target 100 %
Benchmark

GL23_04-The percentage of occasional liquor license applications that are determined within 32 working days
Actual 100 %
Target 100 %
Benchmark

GL23_05-The percentage of applications for new Civic Government Licences with no objections or representations...determined within 32 working days [except Taxi]
Actual 97.6 %
Target 100.0 %
Benchmark

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

Aligns to Council Outcome MIH
Success Measure

BO28 Our processes and business procedures are efficient, cost effective and compliant - Net
Budget £ 1,819,799
Forecast £ 1,819,799

GL28_01-Percentage of responses made within the timescales for subject access requests under the Data Protection Act
Actual
Target 100 %
Benchmark 100 %

GL28_02a-Percentage of draft minutes published and action mandates issued within a week - Central Committees
Actual 99 %
Target 96 %
Benchmark 98 %

GL28_03-Percentage of Members very satisfied or satisfied with member services support
Actual 90 %
Target 90 %
Benchmark 80 %

GL28_04-% of Members satisfied with new casebook facility for managing constituency workload
Actual
Target 60 %
Benchmark
Annual Measure

GL28_05-The performance standards set by the Electoral Commission are met
Actual 10.00
Target 10.00
Benchmark 10.00

GL28_06-Percentage of Community Councils who feel supported by the service
Actual 75.0 %
Target 75.0 %
Benchmark
Annual Measure

GL28_07-Percentage of responses made within the timescales for Freedom of Information requests
Actual 96 %
Target 100 %
Benchmark 96 %

GL28_08-Percentage of complaints resolved by frontline (Stage 1) resolution
Actual
Target 75.0 %
Benchmark

GL28_09-The percentage of substantive responses for all urgent requests for legal advice ...within one working day
Actual 100 %
Target 100 %
Benchmark 100 %

GL28_10-The percentage of responses for non-urgent requests for legal advice ...within 20 working days ...with no extension agreement
Actual 100 %
Target 100 %
Benchmark 100 %

GL28_11-All property transactions....are completed by agreed date.
Actual 100 %
Target 100 %
Benchmark 100 %

GL28_12-Section 75 Planning agreements are registered within 4 months from receipt of titles
Actual 100 %
Target 100 %
Benchmark 100 %

Annual Performance Review 2017-2018

Improvement and HR

KEY SUCCESSES

Key Improvements from previous year's annual performance review

Business Outcome 32 - Our Workforce is supported to realise its potential

1. 40% of managers have completed the Argyll and Bute Manager programme against a target of 20%. The programme was reviewed and relaunched in 2016 and whilst the first cohorts are still completing the various e-learning modules on the programme, feedback from the refreshed face to face elements has been excellent. Impact assessments for those completing the course will be undertaken during 2018/19.

Business Outcome 29 - Health and Safety is managed effectively

1. The Health and Safety team invested significant time and effort in developing new e-learning packages to support face to face health and safety training for managers at the Council. This will standardise the training and reduce the amount of officer time required to deliver face to face training and gives employees greater flexibility in completing training.
2. The team has assisted Roads and Amenity Services in assessing the safety of new shift working arrangements for waste collection in Lomond and Cowal. This has involved the assessment of new waste collection routes which have been introduced to enable collection using fewer vehicles. Waste collection is one of the riskier activities the Council undertakes and this work has been successfully concluded.

Business Outcome 5 - Information and support are available for everyone

1. The Communications Team responded to over 1,700 media enquiries, issued over 300 press releases and increased our use of social media as part of our work to inform people about the work and services of the Council.
2. Even more communities are now getting their news and information about the Council online - the number of people following the Council on corporate social media sites has increased to 20,000.
3. The Team launched an Argyll and Bute Instagram account which, in 14 weeks, became the most followed council Instagram site in Scotland.
4. The Communications Team carried out and reported on a wide ranging consultation exercise on the budget with communities and individuals across Argyll and Bute to inform the budget decisions taken by the Council.

Other Key Improvements during 2017/18

Business Outcome 32 - Our Workforce is supported to realise its potential

1. The council has a target to offer 60 modern apprenticeship places by 2020. To date 42 Modern Apprentices have so far been offered with 91% of our apprentices who have already completed going on to a positive destination. The majority (70%) secured further employment with the Council.

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

1. The Employee Relations team have (following a successful pilot) taken on responsibility for conducting disciplinary investigations. This has reduced the average length of time taken to complete a disciplinary investigation from 13.1 weeks to 4.4 weeks. Subsequently this has reduced time for employees under investigation, increased productivity in front line services who no longer have to make time to carry out investigations, and reduced the potential cost of paying employees who are suspended pending disciplinary investigation.

Business Outcome 29 - Health and Safety is managed effectively

1. In Q1 a customer satisfaction survey undertaken by the Corporate Health and Safety Team across all Council Services who had recently contacted the Health and Safety Team highlighted that 90% of our customers had received good customer care and the same percentage identified that they found the health and safety advisory service very useful.
2. The Corporate Health and Safety Team developed a new management standard on health surveillance which was published on the Hub.
3. The Corporate Health and Safety Team performed vibration testing and assessment of hand held tools to enable Road and Amenity Services to comply with the Control of Vibration at Work Regulations (2005). This was a significant piece of work. 396 hand held tools were assessed and then further assessment was carried out to enable the introduction of £150k worth of new hand held equipment. Following HSE advice on the application of vibration limit values, all hand held equipment was re-assessed to ensure compliance with regulatory expectations.
4. The Health and Safety team supported Roads and Amenity Services with recommendations following a depot fire in Oban. The team continues to support the service to implement improvements in the new location.
5. The Corporate Health and Safety Team supported Road and Amenity Services at 2 Health and Safety Executive (HSE) visits. The H&S assurances ensured mitigation of risk to the organisation.
6. A review of legionella management arrangements and execution of the legionella action plan was undertaken and a number of areas for improvement were identified. The Health and Safety Manager worked with the Head of Facility Services to revise their current policy and management arrangements, enabling the Head of Facility Services to focus on creating a new action plan to implement the outcomes of legionella risk assessments and ensure that all staff with responsibilities for legionella management are trained and made competent.

7. A new health and safety audit programme was developed and agreed.
8. The Health and Safety Impact Assessment Process agreed by SMT in January 2017 has begun to bed in to Council processes and the work of key forums where strategic decisions are taken such as the Transformation Board. This will ensure that risk is assessed and mitigation put in place.

Case Studies illustrating the positive contribution to our communities

Business Outcome 31 - We have a culture of continuous improvement

The HR and OD team provide essential support to front line services but there is a cost associated with providing these support services. The HR and OD team have spent the last two years reviewing and redesigning their service. The team have streamlined processes through a programme of automation and improvement, put in place a structure which will best serve the council's strategic objectives in relation to Culture and talent management and transformation and improvement. The project reduced the cost of delivering the service by over £0.5million winning 3 internal excellence awards including the overall provosts award and receiving recognition through shortlisting for national awards for excellence in public sector HR. By reducing the cost of delivering vital back office services the HR and OD team have contributed to the council's overall savings protecting budget for the front line services delivered directly to our communities.

Business Outcome 32 - Our workforce is supported to realise its potential

Last year the Council's training centre was successful in securing a contract from skills development Scotland which generated income (reducing the overall cost of delivering our services) to deliver our Modern apprenticeships in house. This year the Training Centre has been successful in securing additional contracts to deliver external modern apprenticeships generating further income and creating opportunities for residents of Argyll to undertake Modern Apprenticeships. Additionally the Council's in house first aid and personal safety training delivery has been commercialised offering quality accredited first aid training at competitive prices to local groups and businesses.

Business Outcome 15 - Argyll and Bute is Open for Business

The Council's Instagram site has turned interest in Argyll into promotion of Argyll. Using images and photos taken by employees and members of the public, we are demonstrating the area as a great place to live, work and visit. Data analytics show that we are reaching people across the world, of working age-group and above. At a time when budgets are stretched, we have developed an effective, cost-free promotional resource for the Council and Argyll and Bute.

KEY CHALLENGES AND ACTIONS TO ADDRESS CHALLENGES

Key improvements from previous year's APR not completed

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

Challenge

Performance on payroll and transactional processing timescales and other operational activities have dipped below target during the course of 2017/18. This is directly related to the fact that the team was implementing a significant programme of change associated with automation while trying to deliver business as usual. This was further compounded by unprecedented levels of sickness absence and a limited pool of trained and experienced staff in the labour market to fill these gaps.

Action

The implementation of automation actions has streamlined processes creating efficiencies which can be built on going forward. Training plans are in place via workforce planning and growing our own to ensure that in the longer term there is a suitable pipeline of experienced staff who can cover periods of leave such as maternity and sickness absence. Wellbeing actions are also being developed to improve the overall wellbeing of the team.

Completion Date March 2019

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

Challenge

There was a high level of cancellations for Corporate Training, despite the programme having been procured on the basis of PRD requests and corporate priorities such as stress awareness and stress management. This resulted in the finite training budget being prevented from having the greatest impact.

Action

The Corporate training programme will be reviewed in 2018/19 to remove courses that were poorly attended and assess the most appropriate courses to deliver with the reduced budget that will have the greatest impact on the organisation's performance and improvement.

Completion Date March 2019

Business Outcome 30 – we engage with our customers, staff and partners

Challenge

The Communications manager commissioned an assessment of our internal communication channels to address the issues arising from employee surveys. These highlighted that non networked staff are not receiving corporate information and are not engaging in feedback. Networked staff have identified a high volume of information and made comment on which types of information they find useful. Actions were developed on this, but they were not implemented due to staffing issues throughout the year.

Action

A detailed action plan will be developed and delivered, monitored by the Communications Manager and the internal corporate communications groups. This will be a priority for action in 2018/19.

Completion Date March 2019

Business Outcome 29 - Health and Safety is managed effectively

Challenge

The small team of professionals has been affected by long term absence.

Action

Activity has been focussed on high risk, mostly operational areas. This has delayed strategic development of the health and safety management system and the planned audit programme.

Completion Date September 2018

Business Outcome 29 - Health and Safety is managed effectively

Challenge

There is currently a backlog of activity relating to Scottish Fire and Rescue Service correspondence, due to absence in the team.

Action

The Corporate Health and Safety Manager has prioritised increasing the team's accredited fire safety resource and so an additional team members can perform fire risk assessments.

Completion Date June 2018

CONSULTATION AND ENGAGEMENT

Supports Business Outcome 29 - Health and Safety is managed effectively

We asked (focus of consultation)	You said (customer response)	We did (improvement actions)
How effective and useful you found the health and safety advisory service.	93% of our customers told us that they had received good customer care and when they contacted us for help, found the health and safety advisory service to be useful.	Investigated all suggestions received and responded to each.

Jane Fowler, Head of Improvement and HR

26 April 2018

Improvement & HR Scorecard 2017-20

Scorecard owned by: Jane Fowler

FY 17/18

[Click here for Full Outcomes](#)

[HR&OD Team Scorecard](#)

[Communications Team Scorecard](#)

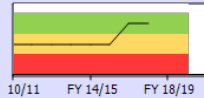
[Health & Safety Team Scorecard](#)

[Click here for Customer Services Scorecard](#)

BO05 Information and support are available for everyone [IH]

Aligns to ABOIP Outcome No. 5

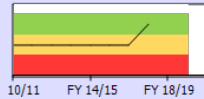
Success Measure



BO11 There is no place for discrimination and inequality [IH]

Aligns to ABOIP Outcome No. 6

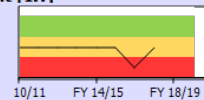
Success Measure



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

Aligns to Council Outcome MIH

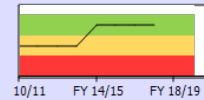
Success Measure



BO29 Health and safety is managed effectively [IH]

Aligns to Council Outcome MIH

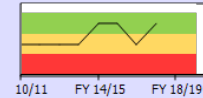
Success Measure



BO30 We engage with our customers, staff and partners [IH]

Aligns to Council Outcome MIH

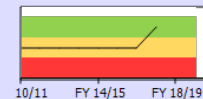
Success Measure



BO31 We have a culture of continuous improvement [IH]

Aligns to Council Outcome MIH

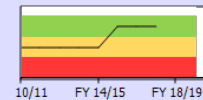
Success Measure



BO32 Our workforce is supported to realise its potential [IH]

Aligns to Council Outcome MIH

Success Measure



Management Information

RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence IH		6.0 Days	12.2 Days		
PRDs IH		90 %	92 %		

Financial

	Budget	Forecast	Status	Trend
Finance Revenue totals IH	£K 128	£K 128		

Capital forecasts - current year IH

Capital forecasts - total project IH

IMPROVEMENT

	Total No	Off track	On track	Complete	Status	Trend
IH Service Improvements 2017-20	6	0	2	4		

Improvement & HR Audit Recommendations	Overdue	Due in future	Future - off target	Status	Trend
	0	0	0		

Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete
Service H&S Plan Actions	0		1	1
H&S Investigation Actions	0	0	0	0

Customer Service IH	Customer satisfaction	97 %	Status	Trend	
Customer Charter	Stage 2 Complaints	100 %			
Number of consultations	0	Stage 2 Complaints	100 %		

Improvement & HR Scorecard 2017-20

Scorecard owned by: Jane Fowler FY 17/18

[Click here for Full Scorecard](#)

BO05 Information and support are available for everyone [IH]

Aligns to ABOIP Outcome No. 5
Success Measure

BO05 Information and support are available for everyone - Net £ Budget Forecast

IHR05_01-Maintain the number of positive news promotions that are issued.	Actual	130	
	Target	119	
	Benchmark	75	

IHR05_02-Issue Gaelic press releases to promote the language	Actual	25	
	Target	24	
	Benchmark	24	

BO11 There is no place for discrimination and inequality [IH]

Aligns to ABOIP Outcome No. 6
Success Measure

BO11 There is no place for discrimination and inequality - Net £ Budget Forecast

IHR11_01-Publish an Equalities Mainstreaming report	Actual	Complete	
	Target	On track	

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

Aligns to Council Outcome MIH
Success Measure

BO28 Our processes and business procedures are efficient, cost effective and compliant - Net £ Budget Forecast £ 1,002,817

IHR28_02-All HR contracts are issued within 5 working days of receipt of the Successful Candidate Form	Actual	86 %	
	Target	100 %	
	Benchmark	98 %	

IHR28_03-Workforce plans that reflect the future needs of the organisation are in place and up to date.	Actual	Complete	
	Target	On track	

IHR28_01-Maintain the 'Cost per Employee' of the HR service in line with CIPFA Benchmarking	Actual	339	
	Target	349	
	Benchmark	349	

BO29 Health and safety is managed effectively [IH]

Aligns to Council Outcome MIH
Success Measure

BO29 Health and safety is managed effectively - Net £ Budget Forecast £ 290,643

IHR29_01-Health and safety competence assessments for contractors are carried out within 10 working days	Actual	100 %	
	Target	100 %	
	Benchmark		

IHR29_02-Percentage of accidents and incidents assessed and where applicable is initiated within 1 working day.	Actual	100 %	
	Target	100 %	
	Benchmark	100 %	

IHR29_03-Corporate Health and Safety Plan	Actual		
	Target	On track	

BO30 We engage with our customers, staff and partners [IH]

Aligns to Council Outcome MIH
Success Measure

BO30 We engage with our customers, staff and partners - Net £ Budget Forecast £ 214,981

IHR30_01-Increase Facebook followers.	Actual	9,840	
	Target	6,425	
	Benchmark		

IHR30_02-Increase Twitter followers.	Actual	11,800	
	Target	7,682	
	Benchmark		

IHR30_03-Communication enquiries are dealt with promptly and within deadlines.	Actual	92.7 %	
	Target	92.0 %	
	Benchmark	95.4 %	

BO31 We have a culture of continuous improvement [IH]

Aligns to Council Outcome MIH
Success Measure

BO31 We have a culture of continuous improvement - Net £ Budget Forecast £ 733,157

IHR31_01-A Council-wide Self-evaluation programme is implemented according to agreed timescale.	Actual	Complete	
	Target	On track	

BO32 Our workforce is supported to realise its potential [IH]

Aligns to Council Outcome MIH
Success Measure

BO32 Our workforce is supported to realise its potential - Net £ Budget Forecast £ 731,073

IHR32_01-Percentage of respondents that are satisfied with the Corporate courses delivered based on completed evaluation forms	Actual	100 %	
	Target	85 %	
	Benchmark	85 %	

IHR32_02-Maintain the number of modern apprenticeships created & commenced	Actual		
	Target	On track	

IHR32_03-Undertake an annual Learning Needs Analysis to ensure the future skill needs of the organisation can be met	Actual	Complete	
	Target	On track	

IHR32_04-Actions in the Grow Our Own work plan are implemented on time	Actual	Complete	
	Target	On track	

IHR32_05-Implement the Peoples Strategy	Actual		
	Target	On track	

Annual Performance Review 2017-2018

Strategic Finance

KEY SUCCESSES

Key Improvements from previous year's annual performance review

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

1. Medium to longer term financial strategy was approved by Policy and Resources Committee on 19 October 2017.
2. Investment returns continue to exceed the benchmark rate of return. As part of the preparation for the introduction of the Markets in Financial Instruments Directive II on 3 January 2018 the Council exercised its option to opt up to Professional Status to allow the treasury management function to continue to access Money Market Funds and other financial instruments.
3. New scrutiny framework incorporating a scrutiny prioritisation process was approved by the Audit and Scrutiny Committee at its meeting on 20 March 2018
4. Following a review of operational risk registers a new process and format was approved by SMT and implemented in Q4 2017-18.
5. 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.
6. Two staff undertaking CIPFA Accountancy exams have continued to pass their exams with one receiving a prize for the best mark in one of the subjects. As it is difficult to recruit to accountancy positions, growing our own is really important for future workforce planning.

Business Outcome 05 – Information and support are available for everyone

1. The formal launch of the Money Skills Argyll Service took place on 18 August 2017 (following the soft launch on 17 July 2017).

Other Key Improvements during 2017/18

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

1. The External Audit of Annual Accounts was completed by 30 September deadline and unqualified Audit Certificate received.
2. Positive External Audit Annual Audit Report received and reported to council in November 2017.
3. 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.
4. All PRDs for the service, with the exception of staff of maternity or extended sick leave were completed.

Case Studies illustrating the positive contribution to our communities

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

The creation of the accounting processes for the new Leisure Trust was a significant piece of work, particularly as this transfer happened during the financial year. We engaged consultants to assist with some of the technical set up of the Council's main financial system, and the setting up of a separate company with our ledger to ensure that the Leisure Trust accounting is kept separate from the Council. A significant amount of staff time was involved in the set up and also the mini-year end to ensure that the transactions were accounted for correctly when the Trust went live. Financial processes are now in place to provide the Leisure Trust with routine financial reports and information.

KEY CHALLENGES AND ACTIONS TO ADDRESS CHALLENGES

Key improvements from previous year's APR not completed

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

Challenge

Implement a redesigned structure for Strategic Finance, ensuring that during transition we still provide an effective service to the Council.

Action

Consultation with Trade Unions and staff and the progress implementation including job evaluations and recruitment to new posts.

Completion Date: 30 September 2018

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

Challenge

Development of a Capital Strategy to comply with revised Prudential and Treasury Management Codes.

Action

Preparation of Capital Strategy as part of budget process.

Completion Date: 28 February 2019

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

Challenge

Streamline our Treasury Management processes with a view to moving this to paperless.

Action

Review current procedures and introduce electronic signatures.

Completion Date: 31 December 2018

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

Challenge

Ensure that our systems and process are set up to enable us to comply with “Making VAT Digital” legislation by 1 April 2019.

Action

Liaise with our VAT advisors and review our current processes/software to ensure that we are able to comply with requirements.

Completion Date: 31 March 2018

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

Challenge

Post implementation review of the financial monitoring report pack.

Action

Feedback from Members as to the usefulness and user friendliness of the financial monitoring pack. Creation of a new report to monitor delivery of the savings options agreed as part of the budget in February 2018.

Completion Date: 31 August 2018

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

Challenge

Review revenue budget monitoring risk matrix to ensure that there is sufficient attention to high risk areas.

Action

Risk matrix to be reviewed and risks categories to be updated and engagement meetings with budget holders are focused on the high risk areas.

Completion Date: 31 March 2019

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

Challenge

Review improvements to capital monitoring processes.

Action

Complete a review of the current capital monitoring process and create an action plan to implement the improvements.

Completion Date: 30 September 2018

Business Outcome 05 – Information and support are available for everyone

Challenge

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

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 Date: 30 June 2018

CONSULTATION AND ENGAGEMENT

Supports Business Outcome 28 – Our processes and business procedures are efficient, cost effective and compliant.

We asked (focus of consultation)	You said (customer response)	We did (improvement actions)
Sought the views of our citizens as part of the budget process.	A good response was received to the budget consultation.	The findings from the consultation exercise were considered by Members.

Supports Business Outcome 28 – Our processes and business procedures are efficient, cost effective and compliant.

We asked (focus of consultation)	You said (customer response)	We did (improvement actions)
Client surveys at the end of each internal audit.	Responses are generally positive.	Each area of improvement is discussed at the Internal Audit Team development sessions to improve on future audit experiences.

Kirsty Flanagan, Head of Strategic Finance
11 May 2018

Strategic Finance Scorecard 2017-20

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

[Click here for Full Outcomes](#)

[Corporate Support Team Scorecard](#)

[Departmental Support Team Scorecard](#)

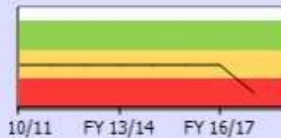
[Internal Audit Team Scorecard](#)

[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		6.0 Days	13.1 Days	R	↑
PRDs SF		90 %	93 %	G	↓

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	Status	Trend
Delivered	On track to be delivered	£ 0	→

IMPROVEMENT

	Total No	Off track	On track	Complete	Status
SF Service Improvements 2017-20 Actions	8	4	0	4	R
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					
H&S Investigation Actions	G	0	0	0	0
Customer Service SF	Customer satisfaction	98 %			G ↑
Customer Charter	Stage 2 Complaints	100 %			G →
Number of consultations	Stage 2 Complaints	100 %			G →

Strategic Finance Scorecard 2017-20

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

[Click here for Full Scorecard](#)

BO05 Information and support are available for everyone [SF]

Aligns to ABOIP Outcome No. 5

Success Measure  

BO05 Information and support are available for everyone - Net

£

Budget Forecast

SF05_01-The Big Lottery Fund project delivers on the agreed outcomes

Actual Red 


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

Aligns to Council Outcome MIH



Success Measure  

BO28 Our processes and business procedures are efficient, cost effective and compliant - Net


£

Budget £ 1,679,917
Forecast £ 1,679,917 

SF28_01-Production of Unaudited Accounts

Actual Complete 
Target On track 



SF28_08-Participate in formal annual benchmarking for Accountancy

Actual Complete 
Target On track

SF28_15-Risks Management Overview Report approved.

Actual
Target On track



SF28_02-Production of Audited Accounts

Actual On track 
Target On track 



SF28_09-Return on investment of surplus funds at least equal to 7 day money market LIBID [London Interbank Bid] rate

Actual 0.5457 % 
Target On track 



SF28_16-Review of Strategic Risk Register

Actual Complete 
Target On track 



SF28_03-Annual Efficiency Statement Produced

Actual Complete 
Target On track 



SF28_10-Review treasury management practice (TMP) statements

Actual 100 % 
Target On track 

SF28_17-Percentage of audits completed in audit plan.


Actual 100 % 
Target On track 

SF28_04-Budget outlook reviewed and updated



Actual On track 
Target On track 

SF28_11-Investment Strategy Produced



Annual Measure

Actual Complete 
Target On track


SF28_18-Percentage of audit recommendations accepted by management.

Actual 100 % 
Target On track 



SF28_05-Revenue and capital monitoring reports prepared.

Actual Complete 
Target On track 



SF28_12-Treasury Management Report produced

Actual Complete 
Target On track



SF28_19-Planned number of days Continuous Monitoring Programme complete

Actual On track 
Target On track 



SF28_06-Comprehensive financial monitoring pack prepared

Actual On track 
Target On track 


SF28_13-Risk management policy, strategy and guidance manual reviewed

Actual Complete 
Target On track 



SF28_20-Effective participation in National Fraud Initiative - data completion

Actual Complete 
Target On track 


SF28_07-Distribution of routine reports to budget holders

Actual On track 
Target On track

SF28_14- Annual Risk Assurance Statements completed by Services

Actual On track 
Target On track 

SF28_21-Medium to Longer Term Financial Plan reviewed and updated

Actual Complete 
Target On track

1. Departmental Performance Report for: Customer Services

Period: April – June 2018

Key Successes	
<p>Business Outcome 05 Information and support are available for everyone</p>	
<p>1. 4 stars achieved in annual Socitm Better Connected assessment of council website (only 5 in Scotland and 39 in UK achieved this)</p>	
<p>Business Outcome BO23 Economic growth is supported</p>	
<p>1. For FQ1 we have paid 97.29% of invoices within 30 days – above target of 95.0%. 76.9% of council contracts awarded to SME businesses (above target of 75%). 34.1% of suppliers bidding for council contracts are local businesses (above target of 20%)</p>	
<p>2. All new NDR reliefs processed and awarded for end of June (day nursery; transitional relief; renewables relief) – additional £1.3m relief awarded)</p>	
<p>Business Outcome 28 Our processes and business procedures are efficient, cost effective and compliant</p>	
<p>1. Collections of NDR at end of June are 49.08% well above target of 32% and above previous year's 37.63%</p>	
<p>Business Outcome 30 People are informed and engaged</p>	
<p>1. We have continued to develop use of our social media channels: our followers on Facebook, Twitter and Instagram continue to increase; and we have re-launched use of the council's Linked-in site as an opportunity to promote jobs and the area as a good place to work.</p>	
<p>Business Outcome 32 Our workforce are supported to realise their potential</p>	
<p>1. The Council's training centre has received no less than three external verification visits from SQA during the period April to June. All of these have rated the centre as having significant strengths. This ensures our candidates are supported with the highest possible quality of learning experience and provides an excellent platform from which to expand our commercial activities.</p>	
<p>Key Challenges and Actions Completed In Previous Quarter</p>	
<p>Business Outcome 28 Our processes and business procedures are efficient, cost effective and compliant</p>	
<p>1. General Data Protection Regulation arrangements implemented to ensure compliance with the new legislation.</p>	
<p>2. Review of Scheme for Community Councils concluded and main election and by election completed.</p>	
<p>3. Roll out of corporate mail system was completed – now live for all services within scope.</p>	

Business Outcome 33 Information and support are available for our communities

1. World War One commemoration event on Islay completed with very positive feedback

Short-term Operational Challenges		
<ol style="list-style-type: none"> 1. QKr pilot in JLB and Rhu primary schools – the ongoing pilot 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. The decision has been made by the project board to discontinue the pilot. 2. Vacancies/sickness absence and leave across Facility Services and Improvement and HR continue to be an issue – recruitment taking place /work plans being revised and staff being redirected to priority areas. 3. Benefit Changes in circumstances quarter to date have taken an average of 12.27days, above target of 6 days. With introduction of new system, we are not confident that all changes are being included in this measure as volumes are well down on previous year. Data is being verified. Backlog at end of June similar to previous year. Benefit new claims YTD have taken an average of 22.85 days above target of 21 days. (Although month of June was within target at 20.12 days). 4. Members uptake of Personal Development Plans has been low to date. 5. Arrangements for Victoria Cross ceremonies on Islay and in Helensburgh. 		
Key Challenges and Actions to address the Challenges		
Business Outcome BO09 (Our assets are safe, efficient and fit for purpose)		
<ol style="list-style-type: none"> 1. Challenge – While the updated Management Standard on the Control of Legionella was agreed in principle by SMT the finer detail of how temperatures are recorded and how infrequently used outlets are flushed needs to be agreed with Client Departments. This could involve training of circa 600 members of staff to undertake low level tasks and the scale of the task will prevent delivery of all training in the short term. Action – Agree detail with Client Departments and update Management Standard accordingly. 		
Carried Forward From Previous Quarter – Y	Completion Due Date: Ongoing	Responsible Person: Andrew MacKrell/Craig Houston
Key Challenges and Actions to address the Challenges		
<ol style="list-style-type: none"> 2. Challenge – Increase in cost of transport contracts 		

Action – work with Procurement Team in an effort to mitigate the increase in costs.

Carried Forward From Previous Quarter – N

Completion Due Date: 31 July 2018

Responsible Person Janne Leckie/Christine Todd

Key Challenges and Actions to address the Challenges		
Business Outcome BO18: Improved Lifestyle Choices are Enabled		
1. Challenge -Catering and Cleaning Innovation Project is in progress. 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		
Carried Forward From Previous Quarter – Y	Completion Due Date: On-going	Responsible Person: Jayne Jones
Key Challenges and Actions to address the Challenges		
Business Outcome 28 Our processes and business procedures are efficient, cost effective and compliant		
1. Challenge – 2 nd By Election for Community Councils Action – Arrange further process to constitute last three community councils		
Carried Forward From Previous Quarter – N	Completion Due Date: 30th September 2018	Responsible Person: Shirley MacLeod
Key Challenges and Actions to address the Challenges		
2. Challenge: Address performance data for benefits change in circumstances following move to new system. Performance stats show huge increase in average no. of days to process, but document management system shows backlog in line with previous year – nothing older than 1 week unstarted. Action: Assess data being measured and compare to DWP SHBE stats. Maintain improvement in processing of new claims to bring that performance indicator back on target.		
Carried Forward From Previous Quarter – Y	Completion Due Date: 31st July 2018	Responsible Person: Fergus Walker

Key Challenges and Actions to address the Challenges		
<p>3. Challenge: Meet target for Customer Service Centre call abandon rates Action: Maintain improvement in call handling for next quarter throughout summer holiday period – using additional hours where necessary from part-time staff</p>		
Carried Forward From Previous Quarter – N	Completion Due Date: 31 September 2018	Responsible Person: Bob Miller
Key Challenges and Actions to address the Challenges		
<p>4. Challenge: Complete preparations for go live of remaining new online facilities for new council tax and benefits system by end of FQ2 2018. Resolve mismatches in authentication with MyAccount for forenames, and fix last bug in OpenPortal “My details” update. Prepare launch materials and launch to ex Gandlake users by direct invite and publicise generally to all new users. Action: Obtain fixes from supplier, test and implement.</p>		
Carried Forward From Previous Quarter – Y	Completion Due Date: 31 September 2018	Responsible Person: Fergus Walker
Key Challenges and Actions to address the Challenges		
Business Outcome 33 Information and support are available for our communities		
<p>1. Challenge - Transformation Activity/proposals for revenue budget strategy. Action - Transformation Board established and meeting on a regular basis, work streams agreed and being taken forward.</p>		
Carried Forward From Previous Quarter – Y	Completion Due Date: On-going	Responsible Person: Douglas Hendry



Customer Services Scorecard
2017-20
FQ1 18/19
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					
CU % of PRDs completed		90 %	85 %	R	↓
<i>Financial</i>	<i>Budget</i>	<i>Forecast</i>	<i>Status Trend</i>		
Finance Revenue totals CU					
	£K 45,565	£K 45,648	A	↑	
Capital forecasts - current year CU					
Capital forecasts - total project CU					
Asset management: red risks	6	On track	4		

IMPROVEMENT

				<i>Status</i>	
<i>Improvement Plan</i>	<i>Total No</i>	<i>Off track</i>	<i>On track</i>	<i>Complete</i>	
Outcomes CU	Actions	25	1	14	10 A
Customer Services Audit Recommendations		Overdue	Due in future	Future - off target	
Customer Service CU		Customer satisfaction		94 %	C ↑
Customer Charter		Stage 1 Complaints		0 %	C ↓
Number of consultations		0	Stage 2 Complaints	0 %	C ↓



Departmental Performance Report for: Strategic Finance

Period: April to June 2018

Key Successes

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

1. Unaudited Accounts prepared by 30 June deadline.
2. Annual Efficiency Statement reported to Council advising that we exceeded the 3% target, securing 4.14% of efficiency savings for 2017-18.
3. The 2017-18 outturn position was finalised in May 2017 and the performance against budget for financial year 2017-18 was an overall underspend of £2.567m (1.03%). The year-end underspend included savings as a result of diligent management around vacancy savings, enhanced contract management and decisions around borrowing, as well as increased Council Tax Income and additional funding, offset by the Council's share of the HSCP overspend and an overspend in winter maintenance.
4. Investment returns continue to exceed the benchmark rate of return – the rate of return for the 1st Quarter was 0.760% 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 0.361% for the period.
5. All audits planned within Quarter 1 were completed (7 in total).
6. Audit and Scrutiny Committee agreed new scrutiny manual at their meeting in June which provides guidance to Council Officers and Elected Members on the Council's approach to scrutiny.
7. Following agreement on the new scrutiny framework approved in March 2018, this was used to agree the first scrutiny topic and work will commence on this in September 2018. Scrutiny training has been scheduled for the end of August for both Members and Audit staff.

Business Outcome BO05 – Information and support are available for everyone

1. Implemented a new client Management System for the Money Skills Argyll Project which simplifies the client data for the service and streamlines the activity which provides a much more effective and efficient way of tracking activity, identifying payments and reporting against the KPIs.

Key Challenges and Actions Completed In Previous Quarter

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

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.
 1. Completion Due Date: Council on 28 June 2018
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.
2. Completion Due Date: Audit and Scrutiny Committee on 19 June 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.

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

Short-term Operational Challenges

1. Staff absence and vacancies are having an impact on the service and there is difficulty recruiting to temporary positions. A new structure for the service has been agreed and recruitment to the new structure has commenced.
2. Need to clarify with Big Lottery Fund the situation regarding the operational budget available to the programme in light of performance on the project to date. This will inform the decision to recruit to the vacant contract manager post.
3. Training on scrutiny for both Members and staff before embarking on first scrutiny review.
4. The revenue forecast outturn position as at the end of June is a forecast overspend of £2.801m of which £2.389m relates to Social Work Services within the Health and Social Care Partnership.

Key Challenges and Actions to address the Challenges

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

1. Challenge: Close monitoring of the forecast outturn position to bring the forecast overspend position within budget or as close to within budget as is possible.
1. Action: Council Services actively pursuing options to reduce any forecast overspend. Liaison with the new Chief Financial Officer of the IJB on the recovery plan and provide support and assistance to reduce the forecast overspend position. Also will discuss the accounting treatment for Social Work overspend with External Audit as part of the audit process.

Carried Forward From Previous Quarter – Y/N

No

Completion Due Date:

Will be ongoing throughout the year, but engagement with the new CFO in July/August with a particular focus on recovery plan.

Responsible Person

Kirsty Flanagan

Key Challenges and Actions to address the Challenges

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

- 2. Challenge: Scrutiny Training for both Members and staff
- 2. Action: Tender process completed and training provider now agreed.

Carried Forward From Previous Quarter – Y/N No	Completion Due Date: Training scheduled for 27&28 August 2018	Responsible Person Laurence Slavin, Chief Internal Auditor
Key Challenges and Actions to address the Challenges		
Business Outcome BO28 – Our processes and business procedures are efficient, cost effective and compliant.		
3. Challenge: Progress with restructuring proposals for Strategic Finance to ensure we have a service that is fit for purpose to support the organisation, whilst at the same time providing business as usual service.		
3. Action: Implementation of new structure and liaison with Trade Unions.		
Carried Forward From Previous Quarter – Y/N Yes	Completion Due Date: Implementation commenced, aim to have all posts in place by October 2018. New Finance Manager appointed by end of July.	Responsible Person Kirsty Flanagan, Head of Strategic Finance
Key Challenges and Actions to address the Challenges		
Business Outcome BO05 – Information and support are available for everyone		
4. Challenge: Working with local Money Skills Argyll Partnership to deliver as much benefit to the area as we can and Working with the other Lead Partners in the Programme and Big Lottery Fund to improve the overall programme to make it more sustainable and deliverable.		
4. Action: Actively engage with Big Lottery Fund and other Partners to resolve issues with the programme.		
Carried Forward From Previous Quarter – Y/N No	Completion Due Date: Ongoing, but meetings scheduled for mid-August	Responsible Person David Forshaw, Principal Accountant

Strategic Finance Scorecard 2017-20

Scorecard owned by: **Kirsty Flanagan** **FQ1 18/19**

[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: ↻ →

Management Information

RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence SF					
PRDs SF		90 %	93 %	↻	↓

Financial	Budget	Forecast	Status	Trend
Finance Revenue totals SF	£K 1,643	£K 1,643	↻	→
Capital forecasts - current year SF				
Capital forecasts - total project SF				

IMPROVEMENT

	Total No	Off track	On track	Complete	Status
SF Service Improvements 2017-20	5	5			
Strategic Finance Audit Recommendations		Overdue	Due in future	Future - off target	
Health & Safety		Overdue	Rescheduled	Actions in Plan	Complete
Service H&S Plan Actions					
H&S Investigation Actions					
Customer Service SF		Customer satisfaction	100 %		↑
Customer Charter		Stage 2 Complaints			↻
Number of consultations	1	Stage 2 Complaints			↻