

Departmental Performance Report for: Customer Services**Period: April – June 2018****Key Successes****Business Outcome BO05 Information and support are available for everyone**

1. 4 stars achieved in annual Socitm Better Connected assessment of council website (only 5 in Scotland and 39 in UK achieved this)

Business Outcome BO23 Economic growth is supported

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%)
2. All new NDR reliefs processed and awarded for end of June (day nursery; transitional relief; renewables relief) – additional £1.3m relief awarded)

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

1. Collections of NDR at end of June are 49.08% well above target of 32% and above previous year's 37.63

Business Outcome BO30 We engage with our customers and staff

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.

Business Outcome BO32 Our workforce is supported to realise its potential

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.

Key Challenges and Actions Completed In Previous Quarter**Business Outcome BO28 Our processes and business procedures are efficient, cost effective and compliant**

1. General Data Protection Regulation arrangements implemented to ensure compliance with the new legislation.
2. Review of Scheme for Community Councils concluded and main election and by election completed.
3. Roll out of corporate mail system was completed – now live for all services within scope.

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

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

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
1. **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

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

2. **Challenge** - Increase in cost of transport contracts
2. **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		
<p>3. Challenge - Catering and Cleaning Innovation Project is in progress</p> <p>3. Action - Catering and Cleaning Innovation Working Group continues to ensure that the project remains on track.</p>		
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 BO28 Our processes and business procedures are efficient, cost effective and compliant		
<p>4. Challenge - 2nd By-election for Community Councils</p> <p>4. Action - Arrange further process to constitute last three community councils</p>		
Carried Forward From Previous Quarter – N	Completion Due Date: 30 September 2018	Responsible Person: Shirley MacLeod
Key Challenges and Actions to address the Challenges		
Business Outcome BO28 Our processes and business procedures are efficient, cost effective and compliant		
<p>5. 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 un-started.</p> <p>5. Action - Access data being measured and compare to DWP SHBE stats. Maintain improvement in processing of new claims to being that performance indicator back on target.</p>		

Carried Forward From Previous Quarter – Y	Completion Due Date: 31 July 2018	Responsible Person: Fergus Walker
Key Challenges and Actions to address the Challenges		
Business Outcome BO28 Our processes and business procedures are efficient, cost effective and compliant		
<p>6. Challenge – Meet target for Customer Service Centre call abandon rates</p> <p>6. Action – Maintain improvement in call handling for next quarter throughout summer holiday period – using additional hours where necessary form part-time staff</p>		
Carried Forward From Previous Quarter – N	Completion Due Date: 30 September 2018	Responsible Person: Bob Miller
Key Challenges and Actions to address the Challenges		
Business Outcome BO28 Our processes and business procedures are efficient, cost effective and compliant		
<p>7. Challenge – Complete preparation 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.</p> <p>7. Action – Obtain fixes from supplier, test and implement.</p>		
Carried Forward From Previous Quarter – Y	Completion Due Date: 30 September 2018	Responsible Person: Fergus Walker
Key Challenges and Actions to address the Challenges		
Business Outcome BO33 Information and support is available for our communities		
<p>8. Challenge - Transformation Activity / proposals for revenue budget strategy</p> <p>8. 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		1.88 Days	3.77 Days		R	↓
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>
Improvement Plan	Total No	Off track	On track	Complete	
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	↓



Customer Services Scorecard 2017-20

Scorecard owned by: Douglas Hendry

FQ1 18/19

'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

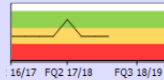
Supporting Outcome - Service Delivery Enablers

Related Business Outcomes

BO04 Benefits are paid promptly and accurately [CU Dept]

Aligns to ABOIP Outcome No. 5

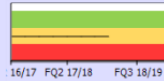
Success Measure **A** →



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

Aligns to ABOIP Outcome No. 5

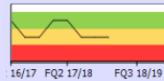
Success Measure **A** →



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

Aligns to ABOIP Outcome No. 6

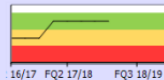
Success Measure **A** →



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

Aligns to ABOIP Outcome No. 6

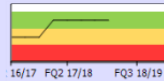
Success Measure **C** →



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

Aligns to ABOIP Outcome No. 6

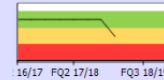
Success Measure **C** →



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

Aligns to ABOIP Outcome No. 4

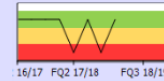
Success Measure **A** ↓



BO18 Improved lifestyle choices are enabled [CU Dept]

Aligns to ABOIP Outcome No. 4

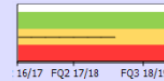
Success Measure **C** ↑



BO23 Economic growth is supported [CU Dept]

Aligns to ABOIP Outcome No. 1

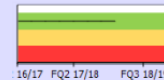
Success Measure **A** →



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

Aligns to Council Outcome MIH

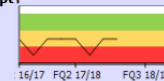
Success Measure **C** →



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

Aligns to Council Outcome MIH

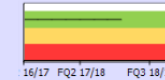
Success Measure **A** →



BO29 Health and safety is managed effectively [CU Dept]

Aligns to Council Outcome MIH

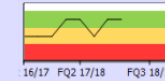
Success Measure **C** →



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

Aligns to Council Outcome MIH

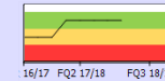
Success Measure **C** →



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

Aligns to Council Outcome MIH

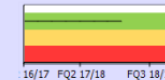
Success Measure **C** →



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

Aligns to Council Outcome MIH

Success Measure **C** →



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.

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.

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 – N

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 – N

Completion Due Date: Training scheduled for 27th & 28th August 2018

Responsible Person: Laurence Slavin

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 organization 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

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.

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 the issues with the programme.

Carried Forward From Previous Quarter – N

Completion Due Date: On-going, but meetings scheduled for mid-August.

Responsible Person: David Forshaw

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](#)

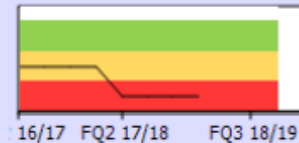
[Internal Audit Team Scorecard](#)

[Click here for Council Scorecard](#)

BO05 Information and support are available for everyone [SF]

Aligns to ABOIP Outcome No. 5

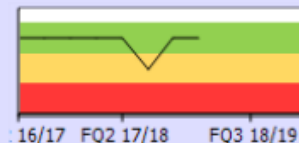
Success Measure **R** →



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

Aligns to Council Outcome MIH

Success Measure **G** →



Management Information

RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence SF		1.5 Days	0.7 Days	G	↑
PRDs SF		90 %	93 %	G	↓
Financial	Budget	Forecast			
Finance Revenue totals SF	£K 1,643	£K 1,643		G	→
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 Service H&S Plan Actions	Overdue	Rescheduled	Actions in Plan	Complete	
H&S Investigation Actions					
Customer Service SF	Customer satisfaction	100 %			↑
Customer Charter	Stage 2 Complaints				G
Number of consultations	1	Stage 2 Complaints			G

Strategic Finance Scorecard 2017-20

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

[Click here for Full Scorecard](#)

BO05 Information and support are available for everyone [SF]

Aligns to ABOIP Outcome No.

Success Measure  



5

BO05 Information and support are available for everyone - Net



£

Budget Forecast



SF05_01-Number of new participants engaging in projects each month

Actual 6
Target 80
Benchmark  

SF05_02-Number of participants who sign up to a personal action plan

Actual 4
Target 58
Benchmark  

SF05_03-Number of participants who have completed 100% of their personal action plan

Actual 5
Target 43
Benchmark  


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 £ 1,642,869 

Forecast £ 1,642,869 



SF28_01-Production of Unaudited Accounts

Actual Complete 
Target On track 



SF28_08-Medium to Longer Term Financial Plan reviewed and updated

Actual On track 
Target On track 



SF28_15-Risks Management Overview Report approved.

Actual On track 
Target On track 

SF28_02-Production of Audited Accounts

Actual On track 
Target On track 



SF28_09-Participate in formal annual benchmarking for Accountancy

Actual On track 
Target On track 



SF28_16-Review of Strategic Risk Register

Actual
Target On track



SF28_03-Annual Efficiency Statement Produced

Actual Complete 
Target On track 



SF28_10-Return on investment of surplus funds at least equal to 7 day money market LIBID [London Interbank Bid] rate

Actual 0.7110 % 
Target On track 



SF28_17-Annual Audit Plan approved by 31 March

Actual On track 
Target On track 



SF28_04-Budget outlook reviewed and updated

Actual On track 
Target On track 



SF28_11-Review treasury management practice (TMP) statements

Actual 100 % 
Target On track 



SF28_18-Percentage of audits completed in audit plan.

Actual 100 % 
Target On track 



SF28_05-Revenue and capital monitoring reports prepared.

Actual Complete 
Target On track 



SF28_12-Investment Strategy Produced Annual Measure

Actual Complete 
Target On track 


SF28_19-Percentage of audit recommendations accepted by management.

Actual 100 % 
Target On track 



SF28_06-Comprehensive financial monitoring pack prepared

Actual On track 
Target On track 



SF28_13-Annual Treasury Management Report Produced

Actual Complete 
Target On track


SF28_20-Internal Audit Client Feedback Survey

Actual 100 % 
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 