

**PERFORMANCE REPORT – FQ2**

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**1. EXECUTIVE SUMMARY**

- 1.1 The Council's Planning and Improvement Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the Policy and Resources Committee with the Customer Services Departmental performance report with the scorecards for Customer Services and Strategic Finance for FQ2 2017-18 (July - September)
- 1.2 It is recommended that the Policy and Resources Committee reviews the scorecards as presented.

**PERFORMANCE REPORT – FQ2**

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**2. INTRODUCTION**

- 2.1 The Planning and Improvement Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the Departmental performance reports with associated scorecards for performance in FQ2 2018-19 (July - September).

**3. RECOMMENDATIONS**

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

**4. DETAIL**

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

**5. IMPLICATIONS**

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

Douglas Hendry, Executive Director – Customer Services

**For further information contact:**

Jane Fowler, Head of Improvement and HR

Kirsty Flanagan, Head of Strategic Finance

Departmental Performance Report for: Customer Services	Period: July – September 2018
<p><b>Key Successes</b></p> <p><b>Business Outcome 04 Benefits are paid promptly and accurately</b></p> <ol style="list-style-type: none"> <li>1. Universal Credit Full Service went live on 19<sup>th</sup> September without any major issues. Full awareness training sessions delivered in advance.</li> </ol> <p><b>Business Outcome 05 Informing communities</b></p> <ol style="list-style-type: none"> <li>1. Continued to develop corporate social media sites as a way in which to make information available: follower numbers continue to increase across Facebook, Twitter, LinkedIn and Instagram. Continue to be the most followed Council on Instagram. High levels of interest in Council jobs which appear on all platforms, with features on particular jobs.</li> </ol> <p><b>Business Outcome 09 Our assets are safe, efficient and fit for purpose</b></p> <ol style="list-style-type: none"> <li>1. The Property Design Team delivered works to 17No schools during the Summer holidays amounting to a value of £765k.</li> <li>2. The Heat from Sewer contract at Aqualibrium has commenced and is programmed to complete by the end of September 2018. It is anticipated that this will be the first project of this type to be delivered through use of Scottish Government funding.</li> <li>3. A joint bid with colleagues from D&amp;I to participate in the Scottish Governments Local Heat and Energy Efficiency Strategy (LHEES) pilot programme (phase2) has been successful. This focused on two key areas: Identifying opportunities for the decarbonisation of heat supply; and Energy efficiency in the domestic private rented sector. Each initiative sought over £40K funding over a one year implementation period, mainly to cover additional staffing resource, and a recruitment process is about to commence.</li> </ol> <p><b>Business Outcome 11 There is no place for discrimination and inequality</b></p> <ol style="list-style-type: none"> <li>1. BSL plan has been developed following consultation with the public and in partnership with Live Argyll and the HS</li> </ol> <p><b>Business Outcome 18 Improved lifestyle choices are enabled</b></p> <ol style="list-style-type: none"> <li>1. Agreement to trial three week menu approved in all primary schools across Argyll and Bute.</li> </ol> <p><b>Business Outcome 23 Economic growth is supported</b></p> <ol style="list-style-type: none"> <li>1. NDR relief has continued to climb – now at £14.24m above target of £12m.</li> </ol> <p><b>Business Outcome 28 Our processes and business procedures are efficient cost effective and complaint</b></p> <ol style="list-style-type: none"> <li>1. Workforce plans have been developed as a result of meetings between HROD and all third tier managers, which identify the projected skills demand and will feed into Growing Our Own activities to ensure our workforce is fit for the future.</li> <li>2. Review of Scheme for Community Councils completed main election and 2 by elections completed.</li> </ol>	

**Business Outcome 29 Health and Safety is managed effectively**

1. Worked with the Scottish Fire and Rescue Service and Education to address issues of false fire alarms in schools has led to a 22% decrease in the number of false alarms in schools in the first two quarters.

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

1. Growing our own workplan has been delivered on time. Proposals have been approved and are progressing which allow some of the temporary activities associated with Growing Our Own to be built into the Talent Management Team on a permanent basis. We currently have 6 modern apprentice vacancies at advert. A recent policy decision to bring payment for Modern Apprentices into line with other local authorities is supporting the filling of these vacancies and keeping us on track to meet our target.

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

1. World War One VC commemoration event held in Portnahaven, Islay completed with very positive feedback

**Key Challenges and Actions Completed In Previous Quarter**

1. Vacancies in the Communications Team have now all been filled; two new members started in April, one in August and one in September.
2. Long term absence of key staff within Health and Safety in Q1 has improved
3. Additional short term resource from elsewhere in the HR team has been put in place to ensure key automation projects are progressed and processing deadlines are met.
4. Legionella Management - Create and implement a structured Council wide training programme for key staff. Short training video on flushing and temperature monitoring presented to DMT and SMT outlining the simplicity of tasks.
5. Maintain improvement in Customer Service Centre call abandon rates – call abandon rate at 4.4% well below target of 6%. 92.5% of calls dealt with at first point of contact
6. The new council tax portal is now live and has been promoted to all previous users of the Gandlake system.

**Short-term Operational Challenges**

1. There has been a minimal delay to training in moving and handling risk assessment due to the difficulty of social work releasing staff for training.
2. Increased demand and reduced processing resource is creating backlogs in HR Operations

3. Due to no changes having being made to the financial reporting systems to take account of the use of the new catering management system, Saffron, and the information available therein, extra time was required to help reconcile figures.
4. Members uptake of Personal Development Plans remains low
5. Arrangements for Victoria Cross ceremony in Helensburgh
6. CONTEST strategy update
7. Triennial renewal of civic government licenses ongoing
8. Full launch of new council tax and benefits portal to be completed (portal already live) and add further new transactional facilities by end of -FQ3 2018
9. Benefit new claims YTD have taken an average of 21.54 days above target of 21 days. (Although quarter was within target at 20.13 days). Now expected to be back on target by end of next quarter.
10. Vacancies/sickness absence and leave across Customer Services has risen – recruitment taking place to fill vacant posts/work plans being revised and staff are being redirected to priority areas. Managers continue to carryout Council procedures for managing attendance.

#### Key Challenges and Actions to address the Challenges

#### Business Outcome 05 Informing communities

1. **Challenge:** Absorbing unplanned, reactive work demands while progressing planned, proactive tasks  
**Action:** Prioritise work; protect time for proactive work

Carried Forward From Previous Quarter – N	Completion Due Date: Ongoing	Responsible Person: Jane Jarvie
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#### Business Outcome 09 Our assets are safe, efficient and fit for purpose

1. **Challenge:** Legionella Management Training - the detail of how temperatures are recorded and how infrequently used outlets are flushed needs to be agreed with Client Departments as it could involve training of circa 600 members of staff.

**Action:** Update training video to accommodate minor detailed changes, procure temperature probes, identify outlets to monitored in properties and agree detail with Client Departments.

<b>Carried Forward From Previous Quarter –</b> In part	<b>Completion Due Date:</b> Ongoing	<b>Responsible Person:</b> Malcolm MacFadyen/Craig Houston
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**Business Outcome 18 Improved lifestyle choices are enabled**

1. **Challenge:** Early Years meals phasing and implementation – continues to cause operational issues.

**Action:** Setting up of Working Group and the appointment of an Early Years Co-ordinator should alleviate the issues and allow the required resources for successful implementation.

<b>Carried Forward From Previous Quarter –</b> In part	<b>Completion Due Date:</b> Ongoing	<b>Responsible Person:</b> Jayne Jones
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**Business Outcome 28 Our processes and business procedures are efficient cost effective and complaint**

1. **Challenge:** 3<sup>rd</sup> by election for Community Councils

**Action:** arrange further process to constitute last three community councils

<b>Carried Forward From Previous Quarter – N</b>	<b>Completion Due Date:</b> 30 October 2018	<b>Responsible Person:</b> Shirley MacLeod
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2. **Challenge:** Budget Reconstruction Process – develop plans to meet savings target for 2019-20 and beyond

**Action:** Consult with staff and develop detailed plans, prepare EQSEIAs as required

<b>Carried Forward From Previous Quarter – N</b>	<b>Completion Due Date:</b> December 2018	<b>Responsible Person:</b> Heads of Service
<b>3. Challenge:</b> Address performance data for benefits new claims <b>Action:</b> Maintain improvement in processing of new claims to bring that PI back on target		
<b>Carried Forward From Previous Quarter – N</b>	<b>Completion Due Date:</b> 31 December 2018	<b>Responsible Person:</b> Fergus Walker
<b>4. Challenge:</b> Complete preparations for go live of remaining new online facilities for new council tax and benefits system by end of FQ3 2018. <b>Action:</b> Develop remaining online facilities with supplier, test and implement; do full launch		
<b>Carried Forward From Previous Quarter – N</b>	<b>Completion Due Date:</b> end of FQ3 2018/19	<b>Responsible Person:</b> Relevant 3 <sup>rd</sup> tier managers



## Customer Services Scorecard 2017-20

FQ2 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	4.16 Days	<b>R</b>	↓
CU % of PRDs completed		90 %			

<i>Financial</i>	<i>Budget</i>	<i>Forecast</i>	<i>Status</i>	<i>Trend</i>
Finance Revenue totals CU	£K 44,352	£K 44,435	<b>A</b>	↑
Capital forecasts - current year CU				
Capital forecasts - total project CU				
Asset management red risks	4	On track		

#### IMPROVEMENT

					<i>Status</i>
Improvement Plan	Total No	Off track	On track	Complete	
Outcomes CU	Actions	25	1	12	12
Customer Services Audit	Overdue	Due in future	Future - off target		
Recommendations	0	6	0		
<b>Customer Service CU</b>	Customer satisfaction	92 %	<b>E</b>	↓	
Customer Charter	Stage 1 Complaints	0 %	<b>E</b>	↓	
Number of consultations	2	Stage 2 Complaints	0 %	<b>E</b>	↓





## Customer Services Scorecard 2017-20

Scorecard owned by: Douglas Hendry

FQ2 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

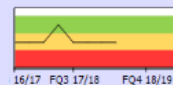
Supporting Outcome - Service Delivery Enablers

[Related Business Outcomes](#)

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

Aligns to ABOIP Outcome No. 5

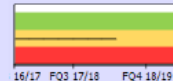
Success Measure A ➡



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

Aligns to ABOIP Outcome No. 5

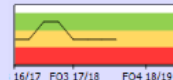
Success Measure A ➡



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

Aligns to ABOIP Outcome No. 6

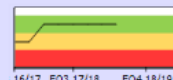
Success Measure A ➡



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

Aligns to ABOIP Outcome No. 6

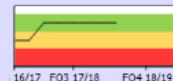
Success Measure G ➡



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

Aligns to ABOIP Outcome No. 6

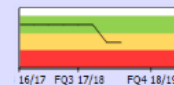
Success Measure G ➡



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

Aligns to ABOIP Outcome No. 4

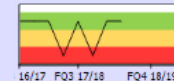
Success Measure A ➡



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

Aligns to ABOIP Outcome No. 4

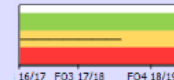
Success Measure G ➡



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

Aligns to ABOIP Outcome No. 1

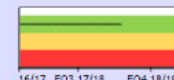
Success Measure A ➡



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

Aligns to Council Outcome MIH

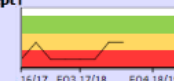
Success Measure G ➡



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

Aligns to Council Outcome MIH

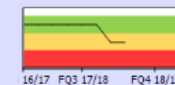
Success Measure A ➡



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

Aligns to Council Outcome MIH

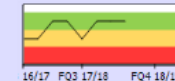
Success Measure A ➡



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

Aligns to Council Outcome MIH

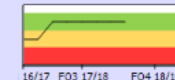
Success Measure G ➡



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

Aligns to Council Outcome MIH

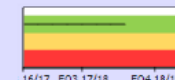
Success Measure G ➡



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

Aligns to Council Outcome MIH

Success Measure G ➡



Departmental Performance Report for: Strategic Finance	Period: July to September 2018
<p><b>Key Successes</b></p> <p><b>Business Outcome BO28 – Our processes and business procedures are efficient, cost effective and compliant.</b></p> <ol style="list-style-type: none"> <li>1. External Audit of Annual Accounts completed by 30 September deadline and unqualified Audit Certificate received.</li> <li>2. Successfully recruited the new Finance Manager for Strategic Finance – this is a key post within the service who will lead and implement the revised structure for the service.</li> <li>3. Investment returns continue to exceed the benchmark rate of return – the rate of return for the 2<sup>nd</sup> Quarter was 0.862% 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 0.579% for the period.</li> <li>4. Six audits were completed in quarter 2. Three quarter two audits were rescheduled for quarter three, with one quarter three audits being brought forward into quarter two. This reprofiling was necessary to accommodate the performance of an emerging audit which was not part of the approved 2018/19 audit plan and staff availability. It has not affected the overall delivery of the 2018/19 audit plan.</li> <li>5. In support of the roll out of new scrutiny arrangements two days of training was delivered to a group of elected members and council officers at the end of August. After this was delivered the scrutiny panels for the two 2018/19 scrutiny topics have been agreed and the first review commenced in September with the panel agreeing the scope and the internal and external witnesses to be invited to provide evidence. Panels are scheduled for November 2018.</li> <li>6. Internal Audit have further developed their approach to team development by inviting services to meet with the team at quarterly development days to discuss key risks and challenges that they are managing. This is helping further internal audit's understanding of the business, ensuring audit resources are focused on the areas most likely to add value and improving the working relationship between internal audit and services.</li> <li>7. Social Work annual reassessments were completed by the Income Maximisation team – this is a significant piece of work that takes up a significant amount of staff time.</li> </ol> <p><b>Business Outcome BO05 – Information and support are available for everyone</b></p> <ol style="list-style-type: none"> <li>1. The Money Skills Argyll KPI targets and unit costs have been renegotiated with the Big Lottery Fund and the Scottish Government as part of a review of the wider program of which Money Skills Argyll is a part. The new arrangements will enable the Council and our delivery partners to continue the project on a sure financial footing with realistic targets for client engagement and outcomes.</li> </ol>	

<p><b>Key Challenges and Actions Completed In Previous Quarter</b></p> <p><b>Business Outcome BO28 – Our processes and business procedures are efficient, cost effective and compliant.</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>1. Completion Due Date: Ongoing throughout the year, but engagement with the new CFO in July/August to provide update to P&amp;R Committee in October.</li> </ol> <p><b>Business Outcome BO28 – Our processes and business procedures are efficient, cost effective and compliant.</b></p> <ol style="list-style-type: none"> <li>2. Challenge: Scrutiny Training for both Members and staff</li> <li>2. Action: Tender process completed and training provider now agreed.</li> <li>2. Completion Due Date: Training 27 and 28 August 2018.</li> </ol>
<p><b>Short-term Operational Challenges</b></p> <ol style="list-style-type: none"> <li>1. Staff absence and vacancies are having an impact on the service and there is difficulty recruiting to temporary positions. A new structure for the service has been agreed and recruitment to the new structure has commenced.</li> <li>2. Statutory Local Finance Return which takes a lot of staff time to produce, due at end of October. The staff member who usually completes this return is on long term sick leave so other staff are working together to meet the deadline.</li> <li>3. The new financial and operational arrangements agreed recently with the Big Lottery Fund and the Scottish Government for the Money Skills Argyll project need to be implemented and the operational team budget and structure reviewed to ensure adequate staffing resources are in place to support the continued and successful delivery of the project.</li> <li>4. The revenue forecast outturn position as at the end of September is a forecast overspend of £3.053m of which £2.629m relates to Social Work Services within the Health and Social Care Partnership.</li> </ol>
<p><b>Key Challenges and Actions to address the Challenges</b></p> <p><b>Business Outcome BO28 – Our processes and business procedures are efficient, cost effective and compliant.</b></p> <ol style="list-style-type: none"> <li>1. 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.</li> </ol>

1. Action: Implementation of new structure and liaison with Trade Unions.		
<b>Carried Forward From Previous Quarter – Y/N</b> Yes	<b>Completion Due Date:</b> Implementation commenced, aim to have all posts in place by October 2018, rescheduled to December due to staff absence delaying the process. New Finance Manager appointed by end of July.	<b>Responsible Person</b> Kirsty Flanagan, Head of Strategic Finance
<b>Key Challenges and Actions to address the Challenges</b>		
<b>Business Outcome BO28 – Our processes and business procedures are efficient, cost effective and compliant.</b>		
2. Challenge: Completion of Local Finance Return. 2. Action: Secondment of staff member into post where there is a long term absence and part of their immediate duty will be to focus on statutory return.		
<b>Carried Forward From Previous Quarter – Y/N</b> No	<b>Completion Due Date:</b> Statutory Return due end of October	<b>Responsible Person</b> Kirsty Flanagan, Head of Strategic Finance
<b>Key Challenges and Actions to address the Challenges</b>		
<b>Business Outcome BO05 – Information and support are available for everyone</b>		
3. Challenge: Implementation of new financial and operational arrangements agreed recently with the Big Lottery Fund and the Scottish Government for the Money Skills Argyll project. 3. Action: Implementation of new financial and operational arrangements, including for example, re-pricing and calculation of backdated payments due to partners, redesign of ongoing payment mechanism to pick up new payment triggers and restructure of the operational team.		
<b>Carried Forward From Previous Quarter – Y/N</b> No	<b>Completion Due Date:</b> System and payment changes – end of December 2018 Restructure team – end of March 2019.	<b>Responsible Person</b> David Forshaw, Principal Accountant

**Key Challenges and Actions to address the Challenges****Business Outcome BO05 – Information and support are available for everyone**

4. 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.
4. 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.

## Strategic Finance Scorecard 2017-20

Scorecard owned by: **Kirsty Flanagan**

**FQ2 18/19**

[Click here  
for Full  
Outcomes](#)

[Corporate  
Support  
Team  
Scorecard](#)

[Departmental  
Support  
Team  
Scorecard](#)

[Internal  
Audit  
Team  
Scorecard](#)

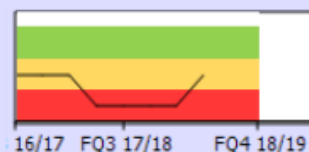
[Click here  
for Council  
Scorecard](#)

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

Aligns to  
ABOIP  
Outcome  
No.  
5

Success Measure

**A** ↑

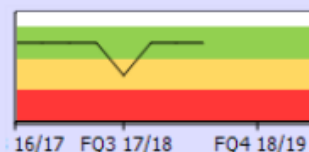


### BO28 Our processes and business procedures are efficient, cost effective and compliant [SF]

Aligns to  
Council  
Outcome  
MIH

Success Measure

**G** →



## Management Information

### RESOURCES

<i>People</i>	<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status</i>	<i>Trend</i>
Sickness absence SF		1.5 Days	1.1 Days	<b>G</b>	↓
PRDs SF		90 %			
<i>Financial</i>	<i>Budget</i>	<i>Forecast</i>			
Finance Revenue totals SF	£K 1,645	£K 1,645	<b>G</b>	→	
Capital forecasts - current year SF					
Capital forecasts - total project SF					

### IMPROVEMENT

*Status*

	Total No	Off track	On track	Complete
SF Service Improvements 2017-20	5	5		
Strategic Finance Audit Recommendations	Overdue 0	Due in future 1	Future - off target 0	
<b>Health &amp; Safety</b>	Overdue	Rescheduled	Actions in Plan	Complete
Service H&S Plan Actions				
H&S Investigation Actions				
<b>Customer Service SF</b>	Customer satisfaction	100 %		→
Customer Charter	Stage 2 Complaints		<b>G</b>	
Number of consultations	Stage 2 Complaints		<b>G</b>	