**Annual Performance Review 2018-2019**

**Customer & Support Services**

| KEY SUCCESSES |
|---|
| **Key Improvements from previous year's annual performance review** |
| **Business Outcome 04 - Benefits are paid promptly and accurately** |
| 1. Benefit new claims processed within average of 18.7 days, better than last year's 22.2 days.  100% (up from 99.9%) of crisis grants processed within 24 hours and 100% of community care grants within 15 days.<br>2. 102.7% of Discretionary housing payment fund for year spent during year, maximising payments to those in need (up from 98.7%. 98.7% of Scottish Welfare Fund spend in year, up from 95.9% |
| **Business Outcome 05 - Information and support are available for everyone** |
| 1. 93.3% of calls resolved at first point of contact, up from 91.2%.  Call abandon rate reduced from 5.8% to 4.6%.<br>2. Voice Automated switchboard success rate increased from 77.9% in 17/18 to 78.8% in 18/19; directing 49.6k calls and voice automated payment increased from 11,108 (worth £1.151m) to 12,373 (worth £1,259m) over the same period. |
| **Business Outcome 23 - Economic growth is supported** |
| 1. For full year we have paid 97.12% of invoices within 30 days – above last year's of 96.46%.<br>2. NDR relief awarded increased to £15.7m from last year's £13.4m.  Cost of discretionary relief kept within budget. |
| **Business Outcome 27 - Infrastructure and assets are fit for purpose** |
| 1. Time to fix faults for year is 2.85 hours well below target of 4.5 hours and virtually identical to last year's 2.84 hours.  Infrastructure down time reduced from 0.15% to 0.06%.  Applications downtime reduced from 0.28% to 0.21%. Capital programme fully delivered.<br>2. New server and storage environment set up for Kilmory Data Centre and migrations commenced smoothly. |
| **Business Outcome 28 - Our processes are efficient, cost effective and compliant** |
| 1. Roll out of corporate mail system completed.<br>2. New council tax and landlord online portal launched with increased range of facilities. Over 4,700 people signed up for eBilling at time of council tax prize draw in March 2019. |

3. Upgraded call centre (Liberty4) installed, expanded range of facilities offered including Smart Assistant, new commercial waste, missed bins and taxi licenses scripts, noticeable reduction in avoidable contacts from 4.2% to 3.2%.
4. 267,018 online transactions for year above target of 230,000 and above last year's 261,399 (up 2.1%). Percentage of contacts handled by telephony agents reduced from 23.5% to 20.6% reflecting shift to more cost-effective channels.
5. We achieved in excess of £3.97m in procurement savings in 2018-19 (up from £3.1m in 2017-18).

**Other Key Improvements during 2018/19**

**Business Outcome 04 - Benefits are paid promptly and accurately**

1. Universal Credit Full Service went live on 19 September without any issues. Full awareness training sessions delivered in advance. Over 900 cases successfully migrated by end of year.

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

1. Anti-poverty strategy approved, supporting Council to report on Local Child Poverty Actions (first report due end of June)
2. New Instagram site ABplace2wed to promote weddings in our area launched.
3. Won gold excellence award for our Passport Interview Service in category of Achieving Better Outcomes in Partnership.
4. The Tell Us Once birth and death notification service was used by 1202 customers in 2018/19, the highest ever figure.

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

1. Bespoke interconnect developed with H&SCP to enable them to connect with council systems securely in a lower cost way.
2. Socitm has advised us that initial results from benchmarking carried out in 2018/19 show that the Council's ICT service is one of the very best councils across the UK in terms of ICT performance and cost (i.e. high performing despite keeping costs low) which is a tremendous accolade. The formal report is due to be published shortly.

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

1. Socitm 4 star rating regained for council website (only 5 in Scotland and 39 in UK achieved this) and the new Web Strategy 2018-22 was implemented following a stakeholder and customer consultation.
2. DTMF suppression of debit and credit card details completed for all telephone processing of card payments increasing security
3. Score from independent Procurement and Commercial Improvement Programme Assessment increased to 79% and is in the top performance band.
4. Achieving £201k additional council tax income above budget.

| 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: Complete restructuring to meet savings target for 2019-20 and beyond in line with Council's budget – to produce improved council tax income and reduce cost of benefits processing; improved procurement savings through contract and demand management; reorganised ICT service desk and print room operation, and redesigned ICT applications team.<br><br>Action: Finalise putting staff into new structures, recruit to unfilled posts, plan and complete handovers to ensure smooth transition<br><br>Completion Date: 1 July 2019 |
| **Business Outcome 28 - Our processes and business procedures are efficient, cost effective and compliant** |
| Challenge: Progress digital transformation, further increasing the level of online transactions<br><br>Action:  Produce detailed action plan for 2019/20 and then ensure that actions carried out. Complete full roll out of Virtual Assistant chatbot information service online and via corporate facebook.<br><br>Completion Date: 31 March 2020 |
| **Business Outcome 28 - Our processes and business procedures are efficient, cost effective and compliant** |
| Challenge: Reduce the level of sundry debt aged over 90 days<br><br>Action:  Re-introduce sundry debt champions for each Service and ensure that they review older debt effectively, and remove credit where necessary<br><br>Completion Date: 31 March 2020 |

| **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.<br><br>Action: Complete introduction of P2PE card terminals for face to face transactions (awaiting software from Mastercard) and then submit accreditation applications.<br><br>Completion Date: 31 July 2019 |
| **Business Outcome 27 - Infrastructure and assets are fit for purpose** |
| Challenge: Finalise migration of applications to new Kilmory server environment, and then progress to upgrade of Helensburgh data centre where servers are now beyond expected life.<br><br>Action: Complete migration of Kilmory environment by end of May 2019. Create specification of replacement equipment required, tender and award contract, and then implement new equipment.<br><br>Completion Date: 31 March 2020 |

## CONSULTATION AND ENGAGEMENT

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

| We asked (focus of consultation) | You said (customer response) | We did (improvement actions) |
|---|---|---|
| We asked about your satisfaction with the customer service which we offer | You said that you would like us to be more proactive in our communications | We have created a new outreach facility whereby customers can sign up to different types of alerts from the council. |

**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 would make our website easier to use and more useful | You would like all content to be mobile adaptive as over half of all users access it from mobile devices.  You would like better search facilities, and a single sign up to all online facilities | We have worked with our third party system suppliers to make their content mobile adaptive.  We have introduced much improved search software.  Our online portals now all use a single authentication mechanism. |

**Judy Orr, Head of Customer & Support Services**
**13 May 2019**

# Customer and Support Services – Annual Scorecard 2018/19

| | |
|---|---|
| **Customer & Support Services Scorecard 2017-20**<br>Scorecard owned by: **Judy Orr**　　**FY 18/19** | 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　**G**　⬆

11/12　FY 15/16　FY 19/20

**BO05 Information and support are available for everyone [CS]**

Aligns to ABOIP Outcome No. 5

Success Measure　**A**　➡

11/12　FY 15/16　FY 19/20

**BO23 Economic growth is supported [CS]**

Aligns to ABOIP Outcome No. 1

Success Measure　**G**　⬆

11/12　FY 15/16　FY 19/20

**BO27 Infrastructure and assets are fit for purpose [CS]**

Aligns to Council Outcome MIH

Success Measure　**A**　⬇

11/12　FY 15/16　FY 19/20

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

Aligns to Council Outcome MIH

Success Measure　**A**　➡

11/12　FY 15/16　FY 19/20

## Management Information

### RESOURCES

| People | Benchmark | Target | Actual | Status | Trend |
|---|---|---|---|---|---|
| Sickness absence CS | | 6.0 Days | 9.7 Days | **R** | ⬇ |
| PDRs CS | | 90 % | 99 % | **G** | ⬆ |

| Financial | | Budget | Forecast | Status | Trend |
|---|---|---|---|---|---|
| Finance Revenue totals CS | | £K 7,273 | £K 7,273 | **G** | ⬇ |
| Capital forecasts - current year CS | | | | | |
| Capital forecasts - total project CS | | | | | |

### IMPROVEMENT

| | | | | | Status | Trend |
|---|---|---|---|---|---|---|
| CS Service Improvements 2017-20 | | Total No | Off track | On track | Complete | |
| | Actions | 12 | 0 | 1 | 11 | **A** |

| Customer and Support Services Audit Recommendations | Overdue | | Due in future | | Future - off target | |
|---|---|---|---|---|---|---|
| | 0 | ➡ | 1 | ⬆ | 1 | ⬇ |

| Health & Safety | Overdue | Rescheduled | Actions in Plan | Complete |
|---|---|---|---|---|
| Service H&S Plan Actions | 0 | 0 | 10 | 10 |
| H&S Investigation Actions | 0 | 0 | 0 | 0 |

| **Customer Service CS** | | Customer satisfaction | 91 % | | ⬆ |
|---|---|---|---|---|---|
| Customer Charter | **G** | Stage 2 Complaints | 98 % | **G** | ⬆ |
| Number of consultations | 4 | Stage 2 Complaints | 100 % | **G** | ➡ |

## Customer & Support Services Scorecard 2017-20

Scorecard owned by: **Judy Orr**     FY 18/19

**Click here for Full Scorecard**

### BO04 Benefits are paid promptly and accurately [CS]
Aligns to ABOIP Outcome No. 5 — Success Measure: G ↑

| BO04 Benefits are paid promptly and accurately - Net | Budget | £ 1,580,875 | G |
| | Forecast | £ 1,580,875 | → |

| CS04_01-All benefit changes in circumstances are processed promptly. | Actual | 7.05 Days | G |
| | Target | 9.00 Days | |
| | Benchmark | 9.00 Days | ↓ |

| CS04_02-All new benefit claims are processed promptly. | Actual | 18.72 Days | G |
| | Target | 21.00 Days | |
| | Benchmark | 21.00 Days | ↑ |

| CS04_03-All benefit changes in circumstances are processed accurately. | Actual | 96.8 % | G |
| | Target | 95.0 % | |
| | Benchmark | | ↓ |

| CS04_04-Crisis Grant applications are processed promptly | Actual | 100.0 | G |
| | Target | 99.0 | |
| | Benchmark | | ↑ |

| CS04_05-Community Care Grant applications are processed promptly | Actual | 100.0 | G |
| | Target | 90.0 | |
| | Benchmark | 82.0 | → |

| CS04_06-The annual spend of the Scottish Welfare Fund programme is maximised. | Actual | 98.7 % | G |
| | Target | 97.5 % | |
| | Benchmark | | ↑ |

| CS04_07-Distribute as much of the Discretionary Housing Payment [DHP] fund as possible to the most in need. | Actual | 102.7 % | G |
| | Target | 95.0 % | |
| | Benchmark | | ↑ |

| CS04_08-We are prepared for launch of Universal Credit Full Service in September 2018 | Actual | Complete | G |
| | Target | Complete | |
| | Benchmark | Complete | ↑ |

### BO05 Information and support are available for everyone [CS]
Aligns to ABOIP Outcome No. 5 — Success Measure: A →

| BO05 Information and support are available for everyone - Net | Budget | £ 0 | |
| | Forecast | £ 0 | |

| CS05_01-Maintain the low error rate of our Births, Marriages and Deaths registration service | Actual | 2.0 % | R |
| | Target | 1.8 % | |
| | Benchmark | 2.0 % | ↓ |

| CS05_02-Reduce the percentage of face-to-face Customer Service Centre (CSC) contacts as a total of all customer interactions | Actual | 11.2 % | G |
| | Target | 16.0 % | |
| | Benchmark | 12.5 % | ↑ |

| CS05_03-Reduce the percentage of Agent handled telephone calls as a total of all customer interactions | Actual | 20.6 % | G |
| | Target | 21.5 % | |
| | Benchmark | 21.0 % | ↑ |

| CS05_04-Maintain the average length of answered calls | Actual | 3.59 minutes | R |
| | Target | 3.50 minutes | |
| | Benchmark | 3.18 minutes | ↓ |

| CS05_05-Increase the percentage of calls that are dealt with at the first point of contact by the Customer Service Centres | Actual | 93.3 % | G |
| | Target | 91.0 % | |
| | Benchmark | 91.3 % | ↑ |

| CS05_06-Reduced the 'call abandoned' rate | Actual | 4.6 % | G |
| | Target | 6.0 % | |
| | Benchmark | 5.2 % | ↓ |

| CS05_07-Increase the percentage of successfully routed self-service calls | Actual | 78.8 % | G |
| | Target | 79.0 % | |
| | Benchmark | 78.8 % | ↑ |

| CS05_08-Maintain the percentage of customers who are satisfied or very satisfied with the service | Actual | 90.7 % | G |
| | Target | | |
| | Benchmark | 90.7 % | ↓ |

| CS05_09-Increase the total number of all online transactions | Actual | 66,755 | R |
| | Target | 67,000 | |
| | Benchmark | 67,380 | ↓ |

| CS05_10-Implementation of "Bob's 11" digital projects proceeds to timetable following approval of business cases | Actual | Complete | G |
| | Target | On track | |
| | Benchmark | Complete | → |

### BO23 Economic growth is supported [CS]
Aligns to ABOIP Outcome No. 1 — Success Measure: G ↑

| BO23 Economic growth is supported - Net | Budget | £ 1,268,132 | G |
| | Forecast | £ 1,268,132 | → |

| CS23_01-Increase the percentage of local suppliers that bid for business through the procurement por | Actual | 27.7 % | G |
| | Target | 20.0 % | |
| | Benchmark | 15.3 % | ↓ |

| CS23_02-Increase the percentage of all Small Medium Enterprises [SMEs] that win council contracts | Actual | 83.4 % | G |
| | Target | 75.0 % | |
| | Benchmark | 83.0 % | ↑ |

| CS23_03-Increase the percentage of suppliers that are paid within 30 days. | Actual | 97.1 % | G |
| | Target | 95.0 % | |
| | Benchmark | 93.8 % | ↑ |

| CS23_04-Maintain the percentage of purchase transactions done through systems. | Actual | | G |
| | Target | 55.0 % | |
| | Benchmark | 55.1 % | → |

| CS23_05-Maintain the percentage of all Council spend that is either under a contract or a Service Le | Actual | | G |
| | Target | 90.00 % | |
| | Benchmark | 90.10 % | → |

| CS23_06-Increase the number of tangible community benefits that are delivered through the contracts | Actual | 45.8 % | G |
| | Target | 18.8 % | |
| | Benchmark | | ↓ |

| CS23_07-The Net cost of Non-domestic Rates (NDR) discretionary relief remains within budget | Actual | £K 147 | G |
| | Target | £K 171 | |
| | Benchmark | | |

| CS23_08-Increase the total amount of Non-Domestic Rates (NDR) relief awarded. | Actual | £ 15,743,109 | G |
| | Target | £ 12,000,000 | |
| | Benchmark | | |

| CS23_09-No purchase order no payment project rolled out to 2 more services | Actual | Complete | G |
| | Target | Complete | |
| | Benchmark | Complete | |

| CS23_10-Procurement and Commissioning Strategy | Actual | Complete | G |
| | Target | On track | |
| | Benchmark | Complete | |

### 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 | £ 3,633,003 | G |
| | Forecast | £ 3,633,003 | → |

| CS27_01-IT capital programme projects are delivered on time and within budget | Actual | On track | G |
| | Target | On track | |
| | Benchmark | | |

| CS27_02-During specified core time [which is linked to the service requirements] the unscheduled application down-time will be minimised. | Actual | 0.21 % | G |
| | Target | 0.80 % | |
| | Benchmark | 0.80 % | |

| CS27_03-During specified core time [which is linked to the service] the unscheduled infrastructure down-time will be minimised. | Actual | 0.06 % | G |
| | Target | 1.00 % | |
| | Benchmark | 1.00 % | |

| CS27_04-Our IT applications and databases are within one version of current.... | Actual | 81.47 % | R |
| | Target | 85.00 % | |
| | Benchmark | | ↓ |

| CS27_05-Maintain the average time to resolve ICT incidents. | Actual | 2.8 Hours | G |
| | Target | 4.5 Hours | |
| | Benchmark | | |

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

| CS27_07-Maintain our high average success score achieved for our IT projects | Actual | 88.3 % | G |
| | Target | 82.0 % | |
| | Benchmark | 80.0 % | ↓ |

| CS27_08-ICT and Digital Strategy | Actual | On track | G |
| | Target | Complete | |
| | Benchmark | On track | |

### 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 | £ 584,348 | G |
| | Forecast | £ 584,348 | ↓ |

| CS28_01-Maintain the high level of Non-Domestic Rates [NDR] | Actual | 97.24 % | R |
| | Target | 97.50 % | |
| | Benchmark | 96.95 % | ↑ |

| CS28_02-Maintain the high level of Council Tax collection. | Actual | 96.11 % | G |
| | Target | 95.50 % | |
| | Benchmark | | ↑ |

| CS28_03-Maintain the current cost of collecting Council Tax per chargeable dwelling. | Actual | | |
| | Target | £ 7.25 | |
| | Benchmark | £ 9.09 | *Annual Measure* |

| CS28_04-Total debt older than 3 months will remain below target. | Actual | £ 1,346,807 | R |
| | Target | £ 900,000 | |
| | Benchmark | £ 1,054,000 | ↓ |

| CS28_05-New facilities for council tax e-bills and online transactions, | Actual | Complete | G |
| | Target | Complete | |
| | Benchmark | Complete | |

| CS28_06-Web Strategy | Actual | On track | G |
| | Target | On track | |
| | Benchmark | On track | |

| CS28_07-Customer Service Strategy | Actual | On track | G |
| | Target | On track | |
| | Benchmark | On track | |

**Annual Performance Review 2018/19**

**Facility Services**

| KEY SUCCESSES |
|---|
| |
| **KEY IMPROVEMENTS FROM PREVIOUS YEARS' ANNUAL PERFORMANCE REVIEW** |
| **Business Outcome 09 - Our assets are safe, efficient and fit for purpose** |
| 1. Partial implementation of the transformation Option which combines management of the light and heavy fleet.<br>2. Successful review of the job roles of staff within the School and Public Transport Team<br><br>3. Agreement was reached on the day-to-day management arrangements for water quality temperature recording and flushing. |
| **Business Outcome 18 - Improved Lifestyle Choices are Enabled** |
| 1. Catering and Cleaning Innovation Project is in progress.<br>2. Successful review, improvement and implementation of new secondary menu to include daily specials and standardised main meal options across all secondary schools.<br>3. Successful development and implementation of Autumn/Winter and Spring/Summer menus across all primary schools. |
| **OTHER KEY IMPROVEMENTS DURING 2018/19** |
| **Business Outcome 09 - Our assets are safe, efficient and fit for purpose** |
| 1. Allocation of school transport at the beginning of the new academic year was achieved with few issues for approximately 3000 pupils.<br>2. Service standards have been maintained within Integrated Transport despite vacancies and sickness absence.<br>3. Reduction in initial increase in Lorn School and Public Transport contracts, due to successful partnership working with Procurement Team<br>4. Joint working with Hermitage Academy to minimise disruption caused by ScotRail train cancellations/delays.<br>5. Successful retendering of School and Public Transport contracts in Bute and Cowal.<br>6. Central Repairs (Emergency, Planned and Statutory Maintenance Works) budget fully expended at financial year end and as agreed with Client Departments. |

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|---|
| 7. The Local Government Benchmarking Framework return for Corporate Asset indicators showed that the proportion of Gross Internal Floor Area (GIA) of operational buildings that is in satisfactory condition was 96.8% for 2017/18 (reported in 2018/19). This is greater than the Council target of 80%. It also showed that the suitability of operational buildings was 73.7% and this was greater than the target of 65%. <br> 8. A joint bid with colleagues from Development and Infrastructure to participate in the Scottish Governments Local Heat and Energy Efficiency Strategy (LHEES) pilot programme (phase 2) was successful. The bid 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. <br> 9. The Aqualibrium Heat from Sewer Project met the Scottish Government Low Carbon Infrastructure Transition Programme (LCITP) funding requirement on 20 March 2019 when heat was generated. The main outstanding items are electrical connection and some internal heating modifications with formal project completion expected early in 2019. <br> 10. Successful implementation of the Education Service and Facility Services Capital Programme. |
| **Business Outcome 18 - Improved Lifestyle Choices are Enabled** |
| 1. Successful transition of catering and cleaning service staff to the new Oban High School. <br> 2. Quality management review carried out on catering and cleaning service to approve changes required for our continued use of ISO9001:2015.  External Audit carried out in September 2018, ISO 9001:2015 compliance approved. <br> 3. Successful Food for Life inspection resulting in retention of the Bronze Food for Life award. |
| **CASE STUDIES ILLUSTRATING THE POSITIVE CONTRIBUTION TO OUR COMMUNITIES** |
| **Business Outcome 09 - Our assets are safe, efficient and fit for purpose** <br> Successful outcome to disruptive behavior on school transport.  Negotiations with parents and Education Service took place and solutions were developed. |
| **Business Outcome 09 - Our assets are safe, efficient and fit for purpose** <br> Bus shelters at Ganavan Sands and Kerrera Ferry, requested by the community, have been successfully installed. |
| **Business Outcome 09 - Our assets are safe, efficient and fit for purpose** <br> The Energy & Building Services Team's technical input into the Heat from Sewer at Aqualibrium, Campbeltown which is substantially completed on site and should deliver heat for the facility early in 2019/20 means that Argyll and Bute will benefit from a cleaner and greener environment. |

| |
|---|
| **Business Outcome 09 - Our assets are safe, efficient and fit for purpose** |
| The Property Maintenance Team's continued 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. |
| **Business Outcome 18 - Improved lifestyle choices are enabled** |
| Continuing roll out of free sanitary products throughout Argyll and Bute. |
| **Business Outcome 18 - Improved lifestyle choices are enabled** |
| Pupil Focus groups carried out in schools to get menu feedback. Promotes pupil interaction with the service and allows pupils to get a better understanding of the menu and nutritional benefits of the options available. |

| |
|---|
| **KEY CHALLENGES AND ACTIONS TO ADDRESS CHALLENGES** |
| **KEY IMPROVEMENTS FROM PREVIOUS YEARS' APR NOT COMPLETED PLUS ANY ADDITIONAL CHALLENGES THAT HAVE BEEN IDENTIFIED** |
| **Business Outcome 09 - Our assets are safe, efficient and fit for purpose** |
| Challenge: Complete implementation of Transformation option and transfer the car leasing function to Fleet Services<br><br>Action: Work with Fleet Manager<br><br>Completion Date 31 May 2019 |
| **Business Outcome 09 - Our assets are safe, efficient and fit for purpose** |
| Challenge: Integrated Transport staff merging with Fleet Services within D&I.  Smooth transition to be achieved.<br><br>Action: Work with Fleet Manager and good communication channels with staff.<br><br>Completion Date: 30 June 2019 |

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

Challenge: Police Scotland have advised that they will be issuing a tender for their cleaning and janitorial contract. This could lead to loss of income for the Council.

Action: The 13 affected Local Authorities are considering whether a consortium bid can be submitted to try to retain this business.

Completion Date: On-going

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

Challenge: Food for Life inspection identified a number of issues in terms of incorrect purchasing of items in schools.

Action: Review of management information from suppliers and follow-up from management team.

Completion Date: March 2019

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

Challenge: Provision of Maintenance Term Contractor for Tiree and Coll.

Action: In conjunction with colleagues from Procurement and Commissioning, alternative contractors/procurement routes are being pursued with a view to making an appointment on the basis of a direct award.

Completion Date: End of FQ1 2019/20

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

Challenge: Legionella Management Training - the detail of how temperatures are recorded and how infrequently used outlets are flushed has been agreed with Client Departments and those undertaking the roles are to be trained.

Action: Flushing and temperature recording to be trialled in offices where Planning and Regulatory Services are the Facility Responsible Person and rolled out throughout the Council.

Completion Date: Ongoing programme

**Business Outcome 18 - Improved lifestyle choices are enabled**

Challenge: QKr pilot in JLB and Rhu primary schools – the pilot and evaluation of the on-line payment facility took up more time operationally and in resources than expected both centrally and in kitchens, and the service specific business benefits were not apparent.

Action: The decision has been made by the project board to discontinue the pilot to enable consideration of alternative options.

Completion Date: June 2018

**Business Outcome 18 - Improved lifestyle choices are enabled**

Challenge: Catering - Due to no changes having being made to the financial reporting systems to take account of the use of the Saffron management system and the information available therein, extra time was required to help reconcile year-end accounts and figures.

Action: Work on-going to the Saffron-Oracle interface in order to ensure outcomes and expectations of the systems are met.

Completion Date: On-going

| **Business Outcome 18 - Improved lifestyle choices are enabled** |
|---|
| Challenge: Early Years meals phasing and implementation – continues to cause operational issues.<br><br>Action: The multi service working group continues to assist with this, as will the recently appointed co-ordinator, but progress can only be made if Facility Services staff are kept up to date with changes being made to the phasing and roll out of early years. This is being addressed directly via the working group.<br><br>Completion Date: On-going |
| **Business Outcome 18 - Improved lifestyle choices are enabled** |
| Challenge: The roll out of free sanitary products throughout Argyll and Bute.<br><br>Action: A short life working group has been established to develop a strategy for this, and the team are participating in regular COSLA meetings to monitor this.<br><br>Completion Date; On-going |

| CONSULTATION AND ENGAGEMENT | | |
|---|---|---|
| **Supports Business Outcome 09 - Our assets are safe, efficient and fit for purpose** | | |
| We asked (focus of consultation) | You said (customer response) | We did (improvement actions) |
| Request for a review of bus shelter locations in Port Ellen from the community | Consultation took place with local residents via community council and through local transport forum.  Results fed back to Integrated Transport Team. | Analysed options, identified solution, installed new bus shelter. |
| **Supports Business Outcome 18 - Improved lifestyle choices are enabled** | | |
| We asked (focus of consultation) | You said (customer response) | We did (improvement actions) |
| Menu consultations | On-going discussions with pupils in primary and secondary schools around the choices available. Feedback for secondary schools included: daily specials options, revamp the menu, more grab and go<br>Primary school feedback included: improved salad bar, include favourites in new menu (e.g. steak pie, macaroni, chicken curry, pizza etc.) | Secondary menu changed to include suggestions and standardised across all schools.<br>New primary menu included options from all Focus groups. |

**Malcolm MacFadyen – Head of Facility Services**
**25/05/2019**

**Facility Services Annual Scorecard 2018/19**

## Facility Services Scorecard 2017-20
Scorecard owned by: **Malcolm MacFadyen** **FY 18/19**

- **Click here for Full Outcomes**
- **Catering & Cleaning Team Scorecard**
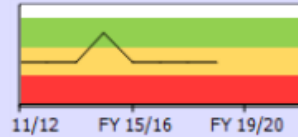- **Property Services Team Scorecard**
- **Integrated Transport Team Scorecard**
- **Click here for Customer Services Scorecard**

### BO09 Our assets are safe, efficient and fit for purpose [FS]
Aligns to ABOIP Outcome No. 6

Success Measure
**A** ➡

11/12   FY 15/16   FY 19/20

### BO18 Improved lifestyle choices are enabled [FS]
Aligns to ABOIP Outcome No. 4
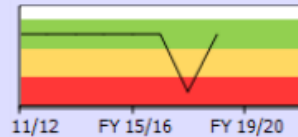
Success Measure
**G** ⬆

11/12   FY 15/16   FY 19/20

## Management Information

### RESOURCES

| People | Benchmark | Target | Actual | Status | Trend |
|---|---|---|---|---|---|
| Sickness absence FS | | 9.1 Days | 18.6 Days | R | ⬇ |
| PDRs FS | | 90 % | 91 % | G | ⬇ |

| Financial | | Budget | Forecast | Status | Trend |
|---|---|---|---|---|---|
| Finance Revenue totals FS | | £K 12,509 | £K 12,632 | R | ⬆ |
| Capital forecasts - current year FS | | | | | |
| Capital forecasts - total project FS | | | | | |

### IMPROVEMENT
**Status Trend**

| FS Service Improvements 2017-20 Actions | Total No | Off track | On track | Complete | Status | Trend |
|---|---|---|---|---|---|---|
| | 4 | 0 | 2 | 2 | G | ➡ |

| Facility Services Audit Recommendations | Overdue | Due in future | Future - off target |
|---|---|---|---|
| | 0 ➡ | 0 ➡ | 0 ➡ |

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

| Customer Service FS | | | | | |
|---|---|---|---|---|---|
| | | Customer satisfaction | 92 % | | ⬇ |
| Customer Charter | G | Stage 1 Complaints | 50 % | R | ⬇ |
| Number of consultations | 1 | Stage 2 Complaints | 100 % | G | ➡ |

**Facility Services Scorecard 2017-20**

Scorecard owned by:  **Malcolm MacFadyen**     **FY 18/19**

**Click here for Full Scorecard**

| | Aligns to ABOIP Outcome No. | Success Measure |
|---|---|---|
| **BO09 Our assets are safe, efficient and fit for purpose [FS]** | 6 | A → |

| | | |
|---|---|---|
| BO09 Our assets are safe, efficient and fit for purpose - Net | £ | Budget £ 11,970,962  |  A |
| | | Forecast £ 12,010,672 ⬆ |

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

**FS09_02**-The total mileage incurred by pool cars deployed for staff business use increases each year.
Actual  66,063 miles
Target  63,144 miles
Benchmark  65,700 miles   G ⬆

**FS09_03**-Deliver the Council's property related carbon reduction target
Actual  49 %
Target  263 %
Tonnage to Date  Tonnes 130   R ⬇

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

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

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

**FS09_07**-The average age of the light vehicle fleet is maintained at below 5 years.
Actual  4.6
Target  5.0
Benchmark   G ⬇

**FS09_08**-The average subsidy per passenger accessing council funded public transport is maintained...
Actual  £ 1.87
Target  £ 2.03
Benchmark  £ 1.84   G ⬇

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

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

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

| | Aligns to ABOIP Outcome No. | Success Measure |
|---|---|---|
| **BO18 Improved lifestyle choices are enabled [FS]** | 4 | G ⬆ |

| | | |
|---|---|---|
| BO18 Improved lifestyle choices are enabled - Net | £ | Budget £ 255,156  |  R |
| | | Forecast £ 338,156 ⬆ |

**FS18_01**-All school meals have acceptable nutrition levels for all measureable vitamins and minerals
Actual  0
Target  0
Benchmark  0   G

**FS18_02**-Quality meals are provided to all pupils, within managed cost margins
Actual  3.17 %
Target  5.00 %
Benchmark   G ⬇

**Annual Performance Review 2018-2019**

**GOVERNANCE AND LAW**

| KEY SUCCESSES |
|---|
| **Key Improvements from previous years' annual performance review** |
| **Business Outcome 28 Our processes are efficient, cost effective and compliant** |
| 1. Integrate GDPR regulations ,privacy notices for whole Council and IJB  and new process to report breaches<br>2. Reduction in the number of Committee items taken in private |
| **Business Outcome 30 We engage with our customers, staff and partners** |
| 1. Delivery of final elements of World War one 100 commemorations ,Islay National event and VC ceremonies<br>2. Support to Community Councils continues to be well regarded<br>3. CONTEST counter terrorism updated strategy from local implementation as part of Joint arrangements with West Dumbarton Council during 2019/20 |
| **Other Key Improvements during 2018/19** |
| **Business Outcome 28 Our processes 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 further compliance pluses against the assessment criteria. The Governance and Law Team was also awarded a two Gold excellence awards in recognition of paperless project for meetings and support to World War one commemoration .The team also received special awards from the Provost for both of those projects.<br>2. Decision tracker process which Governance and Law report to SMT on progress on implementation of Council and Committee decisions.<br>3. Budget reconstruction exercise has resulted in a senior management reconfiguration down to third tier level in Governance and Law.<br>4. Review of the Terms of Reference for the IJB along with the development of a Code of Corporate Governance |

## KEY CHALLENGES AND ACTIONS TO ADDRESS CHALLENGES

**Key improvements from previous years' 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: Delivery of European Parliamentary  Elections in the event the UK does not leave the EU by 31/3/2019

Action: Ensure  core staff are available if required to support electoral process

Completion Date: 30/6/2019

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

Challenge: There are a number of high tariff  Court of Session and  Sheriff Court actions and Planning Inquiries which are ongoing or in contemplation

Action: Ensure that the Council presents the most effective case it can in each of the individual cases supported as required by specialist advice

Completion Date: 31/3/2020

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

Challenge: Ongoing support to elected member PDP process

Action: Continue to support elected member development over the remaining life of this Council

Completion Date: 30/4/2022

| CONSULTATION AND ENGAGEMENT | | |
|---|---|---|
| **Supports Business Outcome 05 - Information and support are available for everyone** | | |
| We asked (focus of consultation) | You said (customer response) | We did (improvement actions) |
| Community Council Annual Survey | Positive Responses about Governance and Law issues remain around other services areas | Report to SMT highlighting positive feedback and issues for further work |

**CHARLES REPPKE – Head Of Governance & Law**
**3RD June 2019**

## Governance and Law Annual Scorecard 2018/19

### Governance & Law Scorecard 2017-20
Scorecard owned by:  **Charles Reppke**    **FY 18/19**

**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  **G**  ➡

11/12    FY 15/16    FY 19/20

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

Aligns to ABOIP Outcome No. 4

Success Measure  **G**  ➡

11/12    FY 15/16    FY 19/20

**BO23 Economic growth is supported [GL]**

Aligns to ABOIP Outcome No. 1

Success Measure  **A**  ➡

11/12    FY 15/16    FY 19/20

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

Aligns to Council Outcome MIH

Success Measure  **A**  ➡

11/12    FY 15/16    FY 19/20
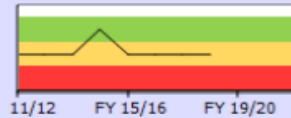
## Management Information

### RESOURCES

| People | Benchmark | Target | Actual | Status | Trend |
|---|---|---|---|---|---|
| Sickness absence GL | | 6.0 Days | 16.5 Days | R | ⬇ |
| PDRs GL | | 90 % | 95 % | G | ⬆ |

| Financial | | Budget | Forecast | Status | Trend |
|---|---|---|---|---|---|
| Finance Revenue totals GL | | £K 1,916 | £K 1,910 | A | ⬇ |
| Capital forecasts - current year GL | | | | | |
| Capital forecasts - total project GL | | | | | |

### IMPROVEMENT

| | | Total No | Off track | On track | Complete | Status | Trend |
|---|---|---|---|---|---|---|---|
| GL Service Improvements 2017-20 | Actions | 5 | 0 | 0 | 5 | G | |

| | Overdue | Due in future | Future - off target |
|---|---|---|---|
| Governance and Law Audit Recommendations | 0  ➡ | 0  ⬇ | 0  ➡ |

| Health & Safety | Overdue | Rescheduled | Actions in Plan | Complete |
|---|---|---|---|---|
| Service H&S Plan Actions | 0 | 0 | 5 | 5 |
| H&S Investigation Actions | 0 | 0 | 0 | 0 |

| Customer Service GL | | | | | |
|---|---|---|---|---|---|
| | | Customer satisfaction | 86 % | | ⬇ |
| Customer Charter | G | Stage 2 Complaints | 100 % | G | ➡ |
| Number of consultations | 1 | Stage 2 Complaints | 100 % | G | ➡ |

## Governance & Law Scorecard 2017-20
Scorecard owned by: Charles Reppke     FY 18/19

**Click here for Full Scorecard**

### BO10 Quality of life is improved by managing risk [GL]
Aligns to ABOIP Outcome No. 6
Success Measure: G →

| BO10 Quality of life is improved by managing risk - Net | £ | Budget | £ 122,056 | G |
| | | Forecast | £ 122,056 | → |

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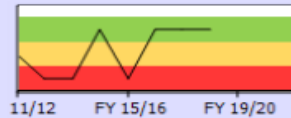- Actual 100.00 % — G
- Target 80.00 %
- Benchmark — →

### BO17 The support needs of children and their families are met [GL]
Aligns to ABOIP Outcome No. 4
Success Measure: G →

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

Percentage of Children's Panel members /Area Support team that are satisfied with the Council support *Annual Measure*
- Actual 76 % — G
- Target 75 %
- Benchmark 77 % ↓

GL17_01-Number of fully trained & serving Children's Panel members
- Actual 43 — G
- Target 45
- Benchmark — ↓

### BO23 Economic growth is supported [GL]
Aligns to ABOIP Outcome No. 1
Success Measure: A →

| BO23 Economic growth is supported - Net | £ | Budget | £ -125,841 | G |
| | | Forecast | £ -125,841 | → |

GL23_01-The percentage of taxi license & civic government licenses with objections or representation...proccessed within 50 working days
- Actual 39 % — R
- Target 95 %
- Benchmark — ↓

GL23_02-The percentage of Personal liquor licenses with no objections...determined within 32 working days
- Actual 97.5 % — G
- Target 95.0 %
- Benchmark — ↑

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

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

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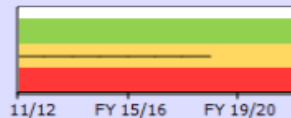- Benchmark — ↑

### BO28 Our processes and business procedures are efficient, cost effective and compliant [GL]
Aligns to Council Outcome MIH
Success Measure: A →

| BO28 Our processes and business procedures are efficient, cost effective and compliant - Net | £ | Budget | £ 1,681,745 | G |
| | | Forecast | £ 1,681,745 | → |

GL28_01-Percentage of responses made within the timescales for subject access requests under the Data Protection Act
- Actual 75 % — R
- Target 100 %
- Benchmark — ↑

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

GL28_03-Percentage of Members very satisfied or satisfied with member services support
- Actual 96 % — G
- Target 90 %
- Benchmark 90 % →

GL28_04-% of Members satisfied with new casebook facility for managing constituency workload *Annual Measure*
- Actual 30 % — R
- Target 70 %
- Benchmark — →

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

GL28_06-Percentage of Community Councils who feel supported by the service *Annual Measure*
- Actual 71.4 % — R
- Target 75.0 %
- Benchmark — ↓

GL28_07-Percentage of responses made within the timescales for Freedom of Information requests
- Actual 89 % — R
- Target 100 %
- Benchmark — ↓

GL28_08-Percentage of complaints resolved by frontline (Stage 1) resolution
- Actual 82.8 % — G
- Target 75.0 %
- Benchmark — →

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

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

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

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

Appendix 1

**Annual Performance Review 2018-19**

**Improvement & HR**

| KEY SUCCESSES |
|---|
| **Key Improvements from previous years' annual performance review** |
| **Business Outcome B005 Information and support are available for everyone** |
| 1. We have continued to develop social media as useful sources of information, have exceeded targets for followers and likes and have the most followed Instagram Page of any local authority in Scotland and are in the top 10 for the UK.<br>2. We developed [www.abplace2b.scot](www.abplace2b.scot) as a source of information from all partners and employers for people looking for jobs or considering moving to the area. |
| **Business Outcome 30 We Engage with our customers staff and partners** |
| 1. A Wellbeing survey of staff was carried out in partnership with NHS colleagues and this has informed the Council's draft wellbeing strategy aimed at improving the wellbeing of our workforce.<br>2. An Employee survey was carried out to compare employee feedback to their experience of working for the Council in 2016.<br>3. We doubled the number of respondents to this year's budget consultation.<br>4. We developed the council's Research Officer role to include an engagement remit; a key initial aim of this role is to develop the council's practice in making clear to people the difference their consultation responses make to council decisions. |
| **Business Outcome 32 Our workforce is supported to realise its potential** |
| 1. The impact assessments from the Argyll and Bute Manager programme have shown significant improvement in confidence and knowledge of delegates who have completed the programme. This programme continues to equip our managers with the skills and knowledge they need to manage staff in line with the council's policies and values.<br>2. The Council's training centre continues to receive the highest quality external verification reports and has further expanded its training offering by securing a new contract to deliver more Foundation apprentices and modern apprentices to over 25s. This is supporting our growing our own objectives and ensuring our workforce is fit for the future<br>3. The Council's Training Centre is on track to deliver 60 Modern Apprenticeships by 2020 and has access over £95k in funding to deliver accredited training through the Apprenticeship Levy. The team is also promoting workforce development graduate apprenticeships for existing employees. |

| Other Key Improvements during 2018/19 |
|---|
| **Business Outcome 28 Our processes and business procedures are efficient, cost effective and compliant** |
| 1. The HR and OD team have implemented an online contracts module (the first council in Scotland to do so) which reduces significantly the time taken to prepare contracts of employment which was previously a labour intensive manual process. This allowed us to maintain the low cost of the service despite no significant reduction in the volume of demand for processing of contracts.<br>2. Cost of the HR function – as a result of the £574k reduction in the HROD service implemented in April 2019, there has been a significant reduction of cost in the service in relation to the CIPFA benchmarking, making the service overall highly cost effective for the service provided. |

| KEY CHALLENGES AND ACTIONS TO ADDRESS CHALLENGES |
|---|
| **Key improvements from previous years' 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: The HROD redesign delivered significant savings and one of the assumptions underpinning the redesign was that the council's workforce would reduce. However reports discussed at the HR Board have shown that while FTE figures are decreasing, headcount in casual and temporary arrangements has been sustained through increasing use of causal and temporary contracts which generate additional processing demand for HROD team. This meant that for a period during the year demand was outstripping available resource on processing and impacted on the team's performance and wellbeing indicators.<br><br>Action: A process improvement project was implemented to further streamline processes and relieve pressure on the team. Further developments and improvements are planned to support automation, back office efficiency and self-service functionality.<br><br>Completion Date March 2020 |

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

Challenge Attendance continues be a challenge with high levels of stress related absence across the organisation. In the service, the target for absence was not met as a result of a combination of long term medical related absences, which can be attributed to an older workforce.

Action: A corporate approach to attendance management and wellbeing has been developed and will be progressed in 2019/20 as part of a medium to long term approach. Regular review of attendance is carried out at management meetings.

Completion Date March 2020

| Business Outcome 31 – We have a culture of continuous improvement |
|---|
| Challenge: A Programme of Self Evaluation using the ABIF was started in 2018 within the Customer Services Department. This was a pilot approach to agree the format and outcome of the workshops and the content of feedback to SMT and to members. The first complete self-assessment for the Communications Team has been completed and will be presented to the Audit and Scrutiny Committee in June 2019. Other workshops have been completed, but the outcome reports have not been finalised and reported as a result of the Performance team reprioritising resource to carry out work on BV3 preparation work.<br><br>Action: The programme will be rescheduled and amended to take account of changes resulting from the Corporate Management Restructure, which impacts on teams and 3rd tiers. Overall completion of year one of the programme will slip by a quarter into FQ1 2020/21.<br><br>Completion Date June 2020 |

| CONSULTATION AND ENGAGEMENT | | |
|---|---|---|
| | | |
| Supports Business Outcome….We engage and work with our customers staff and partners | | |
| We asked (focus of consultation) | You said (customer response) | We did (improvement actions) |
| We asked for opinion on what our Equalities Outcomes Should be | Largely you were happy with our proposals and we took on board some comments around gender and sex | We developed our new equalities outcomes and these have now been published |
| Supports Business Outcome….We engage and work with our customers staff and partners | | |
| We asked (focus of consultation) | You said (customer response) | We did (improvement actions) |
| We asked employees about their wellbeing, what impacts it and what areas they would like to improve | Staff identified a number of areas where they would like education and support to improve their wellbeing | We developed a wellbeing strategy with an action plan |

**Jane Fowler, Head of Improvement and HR 05/06/2019**

## Improvement and HR Annual Scorecard 2018/19

**Improvement & HR Scorecard 2017-20**

Scorecard owned by: Jane Fowler          FY 18/19

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
A ⬇

11/12    FY 15/16    FY 19/20

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

Aligns to ABOIP Outcome No. 6

Success Measure
G ➡

11/12    FY 15/16    FY 19/20

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

Aligns to Council Outcome MIH

Success Measure
A ⬆

11/12    FY 15/16    FY 19/20

**BO29 Health and safety is managed effectively [IH]**

Aligns to Council Outcome MIH

Success Measure
A ⬇

11/12    FY 15/16    FY 19/20

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

Aligns to Council Outcome MIH

Success Measure
G ➡

11/12    FY 15/16    FY 19/20

**BO31 We have a culture of continuous improvement [IH]**

Aligns to Council Outcome MIH

Success Measure
A ⬇

11/12    FY 15/16    FY 19/20

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

Aligns to Council Outcome MIH

Success Measure
G ➡

11/12    FY 15/16    FY 19/20

## Management Information

### RESOURCES

| People | Benchmark | Target | Actual | Status | Trend |
|---|---|---|---|---|---|
| Sickness absence IH | | 6.0 Days | 13.1 Days | R | ⬇ |
| PRDs IH | | 90 % | 98 % | G | ⬆ |

| Financial | | Budget | Forecast | Status | Trend |
|---|---|---|---|---|---|
| Finance Revenue totals IH | | £K 3,005 | £K 3,005 | G | ➡ |
| Capital forecasts - current year IH | | | | | |
| Capital forecasts - total project IH | | | | | |

### IMPROVEMENT

Status Trend

| | Total No | Off track | On track | Complete | | |
|---|---|---|---|---|---|---|
| IH Service Improvements 2017-20  Actions | 4 | 0 | 2 | 2 | A | |

| | Overdue | Due in future | Future - off target |
|---|---|---|---|
| Improvement & HR Audit Recommendations | 0 ➡ | 1 ⬆ | 0 ➡ |

| Health & Safety | Overdue | Rescheduled | Actions in Plan | Complete |
|---|---|---|---|---|
| Service H&S Plan Actions | R  1 | 0 | 4 | 3 |
| H&S Investigation Actions | 0 | 0 | 0 | 0 |

| Customer Service IH | | Customer satisfaction | 97 % | | ⬇ |
|---|---|---|---|---|---|
| Customer Charter | G | Stage 2 Complaints | 100 % | G | ➡ |
| Number of consultations | 2 | Stage 2 Complaints | 100 % | G | ➡ |

## Improvement & HR Scorecard 2017-20
Scorecard owned by: Jane Fowler     FY 18/19

**Click here for Full Scorecard**

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### BO05 Information and support are available for everyone [IH]
Aligns to ABOIP Outcome No. 5    Success Measure **A** ⬇

| BO05 Information and support are available for everyone - Net | £ | Budget | £ 0 |
| | | Forecast | £ 0 |

| | | | |
|---|---|---|---|
| IHR05_01-Maintain the number of positive news promotions that are issued. | Actual | 672 | **G** |
| | Target | 270 | ⬆ |
| | Benchmark | | |

| | | | |
|---|---|---|---|
| IHR05_02-Issue Gaelic press releases to promote the language | Actual | 19 | **R** |
| | Target | 22 | ⬇ |
| | Benchmark | | |

---

### BO11 There is no place for discrimination and inequality [IH]
Aligns to ABOIP Outcome No. 6    Success Measure **G** ➡

| BO11 There is no place for discrimination and inequality - Net | £ | Budget | £ 0 |
| | | Forecast | £ 0 |

| | | | |
|---|---|---|---|
| IHR11_01-Publish an Equalities Mainstreaming report | Actual | Complete | **G** |
| | Target | On track | ➡ |

---

### BO28 Our processes and business procedures are efficient, cost effective and compliant [IH]
Aligns to Council Outcome MIH    Success Measure **A** ⬆

| BO28 Our processes and business procedures are efficient, cost effective and compliant - Net | £ | Budget | £ 733,773 |
| | | Forecast | £ 733,773 |

| | | | |
|---|---|---|---|
| IHR28_02-All HR contracts are issued within 5 working days of receipt of the Successful Candidate Form | Actual | 57 % | **R** |
| | 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 | **G** |
| | Target | On track | ➡ |

| | | | |
|---|---|---|---|
| IHR28_01-Maintain the 'Cost per Employee' of the HR service in line with CIPFA Benchmarking | Actual | 205 | **G** |
| | Target | 339 | ⬆ |
| | Benchmark | 349 | |

---

### BO29 Health and safety is managed effectively [IH]
Aligns to Council Outcome MIH    Success Measure **A** ⬇

| BO29 Health and safety is managed effectively - Net | £ | Budget | £ 301,860 |
| | | Forecast | £ 301,860 ➡ |

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

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

| | | | |
|---|---|---|---|
| IHR29_03-Corporate Health and Safety Plan | Actual | Not on track | **R** |
| | Target | On track | |

---

### BO30 We engage with our customers, staff and partners [IH]
Aligns to Council Outcome MIH    Success Measure **G** ➡

| BO30 We engage with our customers, staff and partners - Net | £ | Budget | £ 259,835 |
| | | Forecast | £ 259,835 ➡ |

| | | | |
|---|---|---|---|
| IHR30_01-Increase Facebook followers. | Actual | 11,839 | **G** |
| | Target | 6,985 | ⬆ |
| | Benchmark | 6,425 | |

| | | | |
|---|---|---|---|
| IHR30_02-Increase Twitter followers. | Actual | 12,500 | **G** |
| | Target | 8,450 | ⬆ |
| | Benchmark | 7,682 | |

| | | | |
|---|---|---|---|
| IHR30_03-Communication enquiries are dealt with promptly and within deadlines. | Actual | 96.6 % | **G** |
| | Target | 90.0 % | ⬆ |
| | Benchmark | | |

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### BO31 We have a culture of continuous improvement [IH]
Aligns to Council Outcome MIH    Success Measure **A** ⬇

| BO31 We have a culture of continuous improvement - Net | £ | Budget | £ 832,405 |
| | | Forecast | £ 832,405 ➡ |

| | | | |
|---|---|---|---|
| IHR31_01-A Council-wide Self-evaluation programme is implemented according to agreed timescale. | Actual | On track to revised plan | **G** |
| | Target | On track | ⬇ |

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### BO32 Our workforce is supported to realise its potential [IH]
Aligns to Council Outcome MIH    Success Measure **G** ➡

| BO32 Our workforce is supported to realise its potential - Net | £ | Budget | £ 605,057 |
| | | Forecast | £ 605,057 ➡ |

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

| | | | |
|---|---|---|---|
| IHR32_02-Maintain the number of modern apprenticeships created & commenced | Actual | 53 | **G** |
| | 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 | **G** |
| | Target | On track | ➡ |

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

| | | | |
|---|---|---|---|
| IHR32_05-Implement the Peoples Strategy | Actual | On track | **G** |
| | Target | On track | |

| KEY SUCCESSES |
|---|
| **Key Improvements from previous years' annual performance review** |
| **Business Outcome 05 – Information and support are available for everyone** |
| 1. Implemented a new Client Management System for the Money Skills Argyll Project. |
| 2. The Money Skills Argyll KPI targets and unit costs were renegotiated with the Big Lottery Fund and the Scottish Government as part of a review of the wider programme of which Money Skills Argyll is a part. The new arrangements enabled the Council and our delivery partners to continue the project on a sure financial footing with realistic targets for client engagement and outcomes. |
| **Business Outcome 28 - Our processes are business procedures are efficient, cost effective and compliant.** |
| 1. Implemented a new structure for Strategic Finance whilst continuing to provide an effective service to the Council.  One of the key driving forces behind this redesign was to improve resilience across the team. Good progress has been made with this with different people being involved in key tasks, for example, statutory accounts, VAT process and corporate returns. |
| 2. As part of the redesign within Strategic Finance, three trainee posts were recruited to and all successful applicants were internal.  These trainees are all at different stages of their qualification which will allow a continual flow of qualified staff over the next three years. |
| 3. Financial monitoring pack, including new savings monitoring report was submitted to each Policy & Resources Committee. |
| 4. The Head of Strategic Finance undertook the additional responsibility of Chief Financial Officer for the IJB between December 2018 and May 2019 and established enhanced reporting and control arrangements for the Health and Social Care Partnership and presented a balanced budget for 2019-20. |
| 5. In support of the roll out of the new scrutiny arrangements, two days of training was delivered to a group of elected members and council officers at the end of August 2018. After this was delivered the scrutiny panels for the two 2018-19 scrutiny topics were agreed.  The first scrutiny review was reported to the Audit and Scrutiny Committee in June 2019. |
| **Other Key Improvements during 2018/19** |
| **Business Outcome 28 - Our processes are 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 2018. |
| 3. | Two members of Strategic Finance staff completed their accountancy exams, with one being a prize winner in two categories. |
| 4. | All PRDs for the service, with the exception of staff on maternity or extended sick leave were completed. |
| 5. | VAT User manual and a VAT e-learning module were created to increase awareness of VAT across the Council. |
| 6. | The average investment rate for 2018-19 was 0.846% compared to the average 7 day LIBID rate of 0.507%. The investments generated £0.732m of interest in 2018-19. |
| 7. | Management of the debt portfolio resulted in a decrease in the average interest rate of 0.23% due to a decrease in long term borrowing, overall the reduction in interest payments resulted in a net General Fund saving of £0.600m. |

| **KEY CHALLENGES AND ACTIONS TO ADDRESS CHALLENGES** |
|---|
| **Key improvements from previous years' APR not completed plus any additional challenges that have been identified** |
| **Business Outcome 28 – Our processes are business procedures are efficient, cost effective and compliant.** |
| Challenge<br>Development of a Capital Strategy to comply with revised Prudential and Treasury Management Codes.<br><br>Action<br>Capital Strategy is being developed with input from Link Asset Services and will be completed by October 2019.<br><br>Completion Date:  31 October 2019 |
| **Business Outcome 28 – Our processes and business procedures are efficient, cost effective and compliant.** |
| Challenge<br>Streamline our Treasury Management processes with a view to moving this to paperless.<br><br>Action<br>Some work has been undertaken on this but due to a long term absence progress was not as originally planned.  Further review of current procedures and introduce electronic signatures.<br><br>Completion Date: 31 December 2019 |

| **Business Outcome 28 – Our processes and business procedures are efficient, cost effective and compliant.** |
|---|
| Challenge<br>Ensure that our systems and process are set up to enable us to comply with "Making VAT Digital" legislation.<br><br>Action<br>The deadline was moved from 1 April 2019 to 1 October 2019 by HMRC. We are prepared to submit our first digital return in line with the deadline and will further review our current processes, with assistance from our VAT Advisors to ensure that we are fully digital for the next deadline of 1 October 2020.<br><br>Completion Date: First Digital Return to be ready for submission by 1 October 2019 and fully digital by 1 October 2020<br>Fully digital by 1 October 2020 |
| **Business Outcome 28 – Our processes and business procedures are efficient, cost effective and compliant.** |
| Challenge<br>Review revenue budget monitoring risk matrix, ensuring there is sufficient monitoring of high risk areas.<br><br>Action<br>Risk matrix to be reviewed and risks categories to be updated and engagement meetings with budget holders are focused on the high risk areas.<br><br>Completion Date: 31 December 2019 |
| **Business Outcome 28 – Our processes and business procedures are efficient, cost effective and compliant.** |
| Challenge<br>As a result of management restructure, rebuild the management hierarchy within the financial system to ensure that management reports can be obtained from the system.<br><br>Action<br>Ensure that every cost centre is assigned to a Head of Service/Business Outcome and build hierarchy within the system. Update management reports to allow for the exporting of information into the management reports format.<br><br>Completion Date: 31 July 2019 |
| **Business Outcome 28 – Our processes and business procedures are efficient, cost effective and compliant.** |

Challenge
Engagement with SMT and Members to improve on the current capital monitoring reporting arrangements.

Action
Development Session/Questionnaire to be worked through with SMT and Members to obtain feedback on what works well and what could be improved within the report.

Completion Date:  31 October 2019

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

Challenge
Review of loans charges.

Action
Finance have engaged the services of their Treasury Advisors, Link Asset Services to carry out a review of loans charges.  There has been a live debate that has been ongoing for a number of months around changing the repayment periods of loan debt principal.  The debate has concluded that the Section 95 officer now has more flexibility to consider altering the repayment period as long as it is "prudent".  Based on our current principal repayments, this may give some flexibility to repay some debt over longer periods, therefore, reducing the annual loan charge repayment.  This will be quantified and reported to Members later in the year.

Completion Date:  31 October 2019

## 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 as part of the budget. |

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. |

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

| We asked (focus of consultation) | You said (customer response) | We did (improvement actions) |
| --- | --- | --- |
| The Council and local MSA partners identified substantial issues in relation to the financing and payment triggers within the project. | Partners highlighted the financial difficulties they were experiencing as a result of inadequate funding and that this was further compounded by the volatile and unpredictable nature of the payment values. | We worked collaboratively with partners to develop a revised financial model which included revised charge rates for services designed to fully recompense partners for the costs they were incurring and a simpler and more predictable payment mechanism which used set fees for work done. The proposal was submitted to and subsequently agreed with the Big Lottery Fund and Scottish Government and was implemented retrospectively with partners paid additional sums for work done since the commencement of services in July 2017. |

**Kirsty Flanagan, Head of Strategic Finance**
**4 July 2019**

# Strategic Finance Annual Scorecard 2018/19

## Strategic Finance Scorecard 2017-20

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

- Click here for Full Outcomes
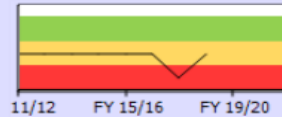- Corporate Support Team Scorecard
- Departmental Support Team Scorecard
- Internal Audit Team Scorecard
- Click here for Council Scorecard

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

Aligns to ABOIP Outcome No. 5

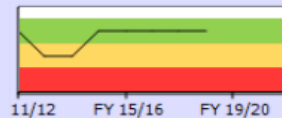Success Measure: A ↑

11/12    FY 15/16    FY 19/20

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

Aligns to Council Outcome MIH

Success Measure: G →

11/12    FY 15/16    FY 19/20

## Management Information

### RESOURCES

| People | Benchmark | Target | Actual | Status | Trend |
|---|---|---|---|---|---|
| Sickness absence SF | | 6.0 Days | 7.6 Days | R | ↑ |
| PRDs SF | | 90 % | 97 % | G | ↑ |

| Financial | | Budget | Forecast | | |
|---|---|---|---|---|---|
| Finance Revenue totals SF | | £K 1,654 | £K 1,654 | G | → |
| Capital forecasts - current year SF | | | | | |
| Capital forecasts - total project SF | | | | | |

### IMPROVEMENT

| | | | | Status |
|---|---|---|---|---|

| SF Service Improvements 2017-20 | Total No | Off track | On track | Complete |
|---|---|---|---|---|
| Actions | 5 | 5 | | |

| Strategic Finance Audit Recommendations | Overdue | Due in future | Future - off target |
|---|---|---|---|
| | 0 → | 6 ↑ | 0 → |

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

| Customer Service SF | | Customer satisfaction | 100 % | ↑ |
|---|---|---|---|---|
| Customer Charter | G | Stage 2 Complaints | 100 % | G → |
| Number of consultations | 1 | Stage 2 Complaints | 100 % | G → |

## Strategic Finance Scorecard 2017-20

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

**Click here for Full Scorecard**

| BO05 Information and support are available for everyone [SF] | Aligns to ABOIP Outcome No. 5 | Success Measure A ⬆ |
|---|---|---|

| BO05 Information and support are available for everyone - Net £ | Budget | £ 0 |
|---|---|---|
| | Forecast | £ 0 |

| SF05_01-Number of new participants engaging in projects each month | Actual | 5 | R |
|---|---|---|---|
| | Target | 80 | ⬇ |
| | Benchmark | | |

| SF05_02-Number of participants who sign up to a personal action plan | Actual | 1 | R |
|---|---|---|---|
| | Target | 58 | ⬇ |
| | Benchmark | | |

| SF05_03-Number of participants who have completed 100% of their personal action plan | Actual | 0 | R |
|---|---|---|---|
| | Target | 43 | ⬇ |
| | Benchmark | | |

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| BO28 Our processes and business procedures are efficient, cost effective and compliant [SF] | Aligns to Council Outcome MIH | Success Measure G ➡ |
|---|---|---|

| BO28 Our processes and business procedures are efficient, cost effective and compliant - Net £ | Budget | £ 1,654,174 | G |
|---|---|---|---|
| | Forecast | £ 1,654,174 | |

| SF28_01-Production of Unaudited Accounts | Actual | Complete | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_02-Production of Audited Accounts | Actual | On track | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_03-Annual Efficiency Statement Produced | Actual | Complete | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_04-Budget outlook reviewed and updated | Actual | On track | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_05-Revenue and capital monitoring reports prepared. | Actual | Complete | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_06-Comprehensive financial monitoring pack prepared | Actual | On track | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_07-Distribution of routine reports to budget holders | Actual | On track | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_08-Medium to Longer Term Financial Plan reviewed and updated | Actual | On track | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_09-Participate in formal annual benchmarking for Accountancy | Actual | On track | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_10-Return on investment of surplus funds at least equal to 7 day money market LIBID [London Int | Actual | 0.8230 % | G |
|---|---|---|---|
| | Target | On track | ⬆ |

| SF28_11-Review treasury management practice (TMP) statements | Actual | 100 % | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_12-Investment Strategy Produced    Annual Measure | Actual | Complete | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_13-Annual Treasury Management Report Produced | Actual | Complete | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_14-Annual Risk Assurance Statements completed by Services | Actual | On track | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_15-Risks Management Overview Report approved. | Actual | Complete | G |
|---|---|---|---|
| | Target | On track | ⬆ |

| SF28_16-Review of Strategic Risk Register | Actual | On track | G |
|---|---|---|---|
| | Target | On track | ⬇ |

| SF28_17-Annual Audit Plan approved by 31 March | Actual | Complete | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_18-Percentage of audits completed in audit plan. | Actual | 100 % | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_19-Percentage of audit recommendations accepted by management. | Actual | 100 % | G |
|---|---|---|---|
| | Target | On track | ➡ |

| SF28_20-Internal Audit Client Feedback Survey | Actual | 100 % | G |
|---|---|---|---|
| | Target | On track | ⬆ |