1. EXECUTIVE SUMMARY

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

1.2 It is recommended that the Policy and Resources Committee reviews the scorecards as presented.
2. **INTRODUCTION**

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

3. **RECOMMENDATIONS**

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

4. **DETAIL**

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

5. **IMPLICATIONS**

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

Douglas Hendry, Executive Director – Customer Services

**For further information contact:**
Jane Fowler, Head of Improvement and HR
Kirsty Flanagan, Head of Strategic Finance
## Departmental Performance Report for: Customer Services

### Period: October – December 2017

#### Key Successes

<table>
<thead>
<tr>
<th>Business Outcome</th>
<th>Successes</th>
</tr>
</thead>
<tbody>
<tr>
<td>BO05</td>
<td><strong>Information and Support are available for everyone</strong></td>
</tr>
<tr>
<td></td>
<td>1. Increased Twitter (11,300), Facebook (8,676) and Instagram (1082) followers all above target.</td>
</tr>
<tr>
<td></td>
<td>2. Achieved 4 stars for better connected test for libraries functions for website</td>
</tr>
<tr>
<td>BO18</td>
<td><strong>Improved Lifestyle Choices are Enabled</strong></td>
</tr>
<tr>
<td></td>
<td>1. Successful external audit and re-certification to ISO 9001:2015 for the Catering and Cleaning Service</td>
</tr>
<tr>
<td></td>
<td>2. Successful Soil Association Bronze Food for Life Award inspection</td>
</tr>
<tr>
<td></td>
<td>3. Successful Inch by Inch Roadshow took place at Rothesay Joint Campus.</td>
</tr>
<tr>
<td>BO23</td>
<td><strong>Economic growth is supported</strong></td>
</tr>
<tr>
<td></td>
<td>1. Year to date we have paid 96.68% of invoices within 30 days – above target of 94.5%.</td>
</tr>
<tr>
<td></td>
<td>2. Percentage of contracts awarded to SMEs is 74% for the quarter (above target of 70%).</td>
</tr>
<tr>
<td>BO32</td>
<td><strong>Our workforce is supported to realise its potential</strong></td>
</tr>
<tr>
<td></td>
<td>1. Excellent satisfaction scores for corporate training delivered and eLearning materials (100%).</td>
</tr>
<tr>
<td>BO30</td>
<td>We engage with our customers staff and partners/Business Outcome BO31 We have a culture of continuous improvement/Business Outcome BO32 Our workforce is supported to realise its potential</td>
</tr>
<tr>
<td></td>
<td>1. Governance and Law Customer Excellence Award renewed with the retention of 5 compliance plus ratings and an additional plus rating awarded.</td>
</tr>
<tr>
<td>BO28</td>
<td>Our processes and business procedures are efficient, cost effective and compliant/BO30 We engage with our customers, staff and partners/BO31 We have a culture of continuous improvement</td>
</tr>
<tr>
<td></td>
<td>1. The Property Maintenance Team received a bronze award for its partnership delivery of contracts for property maintenance in East Argyll at the Excellence Awards.</td>
</tr>
</tbody>
</table>
### Short-term Operational Challenges

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

### Key Challenges and Actions to address the Challenges

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

1. Challenge - At a late stage in delivery of the Argyll House Re-wire project, the procurement process did not deliver a tender capable of being accepted. This is likely to result in slippage in the capital programme.
   1. Action - Report through capital monitoring and investigate options for advancing other capital projects.
   Completion Due Date: 31 March 2018

2. Challenge – Legionella Management - This could involve training of circa 600 members of staff to undertake low level tasks including flushing of infrequently used outlets and temperature monitoring and as such the scale will prevent delivery of all training by 31 March 2018.
   Completion Due Date: Ongoing

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

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

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

1. Challenge: Finalise settlement with Capita for delays with Pathfinder North
   1. Action: Continue negotiation with Capita with assistance from Highland Council and CMS (lawyers)
Completion Due Date: 31 March 2018

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

1. Challenge – Introduce paperless committee meetings.
   1. Action – Project has progressed to full roll out to all members and is now in a period of bedding in new processes.
      Completion Due Date: 31 March 2018

2. Challenge - Review of Scheme for Community Councils.
   2. Action – Experienced team in place to deliver revised scheme and elections arising therefrom.
      Completion Due Date: 30th April 2018

3. Challenge - Complete preparations for go live of replacement council tax and benefits system in February 2018, and thereafter progress with online facilities.
   3. Action - Ensure project keeps on track and all issues addressed as required.
      Completion Due Date: Core system – February 2018; Portal first phase April 2018; second phase July 2018
# Customer Services Scorecard 2017-20

**FQ3 17/18**

Scorecard owned by: **Douglas Hendry**

## Management Information

### RESOURCES

<table>
<thead>
<tr>
<th>People</th>
<th>Benchmark</th>
<th>Target</th>
<th>Actual</th>
<th>Status</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sickness Absence CU</td>
<td>1.88 Days</td>
<td>2.30</td>
<td></td>
<td>R</td>
<td>↓</td>
</tr>
<tr>
<td>CU % of PRDs completed</td>
<td>90 %</td>
<td>96 %</td>
<td></td>
<td></td>
<td></td>
</tr>
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</table>

### Financial

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Forecast</th>
<th>Status</th>
<th>Trend</th>
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</thead>
<tbody>
<tr>
<td>Finance Revenue totals CU</td>
<td>£40,302</td>
<td>£40,204</td>
<td>A</td>
<td>↓</td>
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<tr>
<td>Capital forecasts - current year CU</td>
<td>£24,953</td>
<td>£23,255</td>
<td>R</td>
<td>↓</td>
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<tr>
<td>Capital forecasts - total project CU</td>
<td>£97,118</td>
<td>£97,100</td>
<td>A</td>
<td>↑</td>
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</table>

| Asset management - red risks | 6 | On track | 3 |   |

## IMPROVEMENT

### Improvement Plan

<table>
<thead>
<tr>
<th>Outcomes CU</th>
<th>Total No</th>
<th>Off track</th>
<th>On track</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actions</td>
<td>24</td>
<td>0</td>
<td>17</td>
<td>7</td>
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### Customer Services Audit Recommendations

<table>
<thead>
<tr>
<th>Due Overdue</th>
<th>Due in future</th>
<th>Future - off target</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

### Customer Service CU

- Customer satisfaction: 91 %
- Customer Charter: Stage 1 Complaints: 76 %
- Number of consultations: 3 Stage 2 Complaints: 100 %
Departmental Performance Report for: Customer Services

Period: January – March 2018

Key Successes

**Business Outcome BO04 Benefits are paid promptly and accurately**
1. Benefit Changes in circumstances year to date take an average of 5.50 days, below target of 6 days. Accuracy year to date is 98.3% better than target of 95%. 100% of community care grants processed within 15 days for year; 99.9% of crisis grants processed within 1 day.

**Business Outcome BO05 Information and support are available for everyone**
1. Currently the most followed Local Authority in Scotland on Instagram with 1886 followers having only launched in November last year.
2. Anti-poverty strategy drafted to support Council’s ability to report at end of 2018-19 on child poverty actions.

**Business Outcome BO27 Infrastructure and assets are fit for purpose**
1. Handover and transition to the New Campbeltown Grammar school
2. Concluded Microsoft Licensing audit satisfactorily
3. Finalised settlement with Capita for delays with Pathfinder North

**Business Outcome BO28 Our processes and business procedures are efficient, cost effective and compliant**
1. Paperless Committee roll out has been completed successfully
2. Dunoon BID Count completed successfully
3. Completed go live of replacement council tax and benefits system in February 2018 as planned achieving saving in system costs.
4. The Energy and Building Services Team successfully concluded and arranged the sign off of a Heat Supply Agreement for the Heat from Sewer Project at Aqualibrium. This project is now likely to be the first Heat from Sewer project to be delivered in Scotland that has been funded by the Scottish Government. The project will ultimately deliver annual revenue savings for the heating at Aqualibrium.

**Business Outcome BO23 Economic growth is supported**
1. For full year we have paid 96.46% of invoices within 30 days – above target of 94.5%.
2. 86% of council contracts awarded to SME businesses (above target of 70%).
3. 41% of suppliers bidding for council contracts are local businesses (above target of 16%)

**Business Outcome B031 We have a culture of continuous improvement**
1. Automation plan has been delivered to allow HR and OD service redesign to be implemented. During January to March the following automated/
Streamlined processes have been rolled out:
- Manager Lead recruitment
- Online payslip
- 60% reduction in paper timesheet submission
- Online Temporary extensions

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

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

**Short-term Operational Challenges**

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

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

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

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

Responsible Person: Andrew MacKrell/Craig Houston Completion Due Date: On-going

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

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

   Responsible Person: Jayne Jones  
   Completion Due Date: On-going

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

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

   Responsible Person: Shirley MacLeod  
   Completion Due Date: 30th April 2018

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

   Responsible Person: Fergus Walker  
   Completion Due Date: Aim to complete backlog by end of FQ1

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

   Responsible Person: Fergus Walker  
   Completion Due Date: Portal first phase April 2018 for landlords; second phase July 2018

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

   Responsible Person: Fergus Walker  
   Completion Due Date: Portal first phase April 2018 for landlords; second phase July 2018

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

   Responsible Person: Fergus Walker  
   Completion Due Date: Aim to complete recovery of backlog by end of FQ1

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

1. Challenge – World War One Commemoration event Islay
1. Action – Officer Working Group liaising with key external partners and local organising committee to ensure successful delivery of project

   Responsible Person: Charles Reppke/Angus Gilmour  
   Completion Due Date: 6th May 2018


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

   Responsible Person: Douglas Hendry  
   Completion Due Date: On-going
### RESOURCES

<table>
<thead>
<tr>
<th>People</th>
<th>Benchmark</th>
<th>Target</th>
<th>Actual</th>
<th>Status</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sickness Absence CU</td>
<td>1.68 Days</td>
<td>3.51</td>
<td>R</td>
<td>↓</td>
<td></td>
</tr>
<tr>
<td>CU % of PRDs completed</td>
<td>90 %</td>
<td>82 %</td>
<td>R</td>
<td>↓</td>
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### Financial

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Forecast</th>
<th>Status</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Revenue totals CU</td>
<td>£40,485</td>
<td>£40,093</td>
<td>R</td>
<td>↓</td>
</tr>
</tbody>
</table>

### IMPROVEMENT

#### Improvement Plan Outcomes CU

<table>
<thead>
<tr>
<th>Actions</th>
<th>Off track</th>
<th>On track</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>24</td>
<td>0</td>
<td>8</td>
</tr>
</tbody>
</table>

#### Customer Services Audit Recommendations

<table>
<thead>
<tr>
<th></th>
<th>Overdue</th>
<th>Due in future</th>
<th>Future - off target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

#### Customer Service CII

<table>
<thead>
<tr>
<th></th>
<th>Customer satisfaction</th>
<th>86 %</th>
<th>C</th>
<th>↓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Charter</td>
<td>Stage 1 Complaints</td>
<td>87 %</td>
<td>C</td>
<td>↑</td>
</tr>
<tr>
<td>Number of consultations</td>
<td>Stage 2 Complaints</td>
<td>100 %</td>
<td>C</td>
<td>→</td>
</tr>
</tbody>
</table>
# Departmental Performance Report for: Strategic Finance

## Period: October to December 2017

### Key Successes

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

1. Audit Scotland has highlighted the need for local authorities to develop medium to long term financial strategies due to the challenges facing local government. Our Medium to Long Term Financial Strategy was approved by the Policy and Resources Committee on 19 October 2017.
2. Investment returns continue to exceed the benchmark rate of return – for the period to end of December 2017 return was 0.541% which compares favourably with the target of 7 day LIBID (London Interbank Bid Rate – the rate which banks are willing to borrow from other banks) which was 0.357%. As at the end of December 2017 the level of investment was £79.5m.
3. As part of the work of the Transformation Board, further management/operational savings were identified for 2018-19 and reported to the Council meeting on 26 October 2017, these will be implemented as part of normal business.
4. Checking of the financial settlement highlighted distribution error in respect of supporting people that the Scottish Government agreed to correct, resulting in an additional £2m added to our 2018-19 settlement.
5. Created new company within the financial system to account for Live Argyll, set up new monthly reporting and completed mini year end to ensure that transactions around the Trust go live were accounted for correctly.
6. The new Chief Internal Auditor commenced in post and revised our audit approach to incorporate audit work programmes more aligned to control objectives, a more robust review process and a revised report template which provides greater clarity over audit conclusions.
7. The Audit and Scrutiny Committee held a development day to consider our approach to scrutiny and a new scrutiny framework was drafted and shared with members of the committee for comment. This will be further developed in Q4.

### Short-term Operational Challenges

1. Staff absence and vacancies are having an impact on the service, particularly during the busy budget preparation time and there is difficulty recruiting to temporary positions.
2. The Money Skills Argyll Project team has undertaken a review of the project’s delivery model and outcomes following the end of the first year of the contract with the Big Lottery Fund. The review has highlighted issues in the project’s structure which are hampering service delivery. The team is working closely with our project partners as well as colleagues from the Big Lottery Fund and other projects in the wider program to redesign the project in order to improve its efficiency and effectiveness.

### Key Challenges and Actions to address the Challenges

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

1. Challenge - Ensure next year’s budget estimates are underpinned by robust figures and assumptions.
2. Action - Budget preparation is well underway, focus will be on the finer detail following further confirmation of the funding.

Completion Due Date: Budget meeting 22 February 2018
1. **Challenge - Implement Scrutiny Framework**
   2. **Action -** Present finalised framework to the Audit and Scrutiny Committee and commence scrutiny work.
   
   **Completion Due Date:** Framework to be agreed at March Committee (20 March 2018) and scrutiny to commence after this time.

2. **Challenge - Progress with restructuring proposals for Strategic Finance to ensure we have a service that is fit for purpose to support the organisation.**
3. **Action -** Finalise new structure and liaise with Trade Unions prior to implementation.
   
   **Completion Due Date:** For implementation Summer 2018.

---

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

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

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

   **Completion Due Date:** Targeting to have the system live by the end of April 2018.
### Strategic Finance Scorecard 2017-20

Scorecard owned by: Kirsty Flanagan  
FQ3 17/18

#### Management Information

**Resources**

<table>
<thead>
<tr>
<th>People</th>
<th>Benchmark</th>
<th>Target</th>
<th>Actual</th>
<th>Status</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sickness absence SF</td>
<td>1.8 Days</td>
<td>1.8 Days</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PRQ SF</td>
<td>90%</td>
<td>97%</td>
<td></td>
<td></td>
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**Financial**

<table>
<thead>
<tr>
<th>Budget</th>
<th>Forecast</th>
<th>Status</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Revenue total SF</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital forecasts - current year SF</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital forecasts - total project SF</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Council Efficiency Savings 2016-17**
  - Annual Target: £5,187,000
  - Delivered: On track to be delivered £6

#### Improvement

- **Service Improvements 2017-20 Actions**
  - Total: 8
  - Off track: 8
  - On track: 0
  - Complete: 0

- **Strategic Finance Audit Recommendations**
  - Overdue: 0
  - Due in future: 0
  - Future: 0
  - Off target: 0

- **Health & Safety**
  - Service H&S Plan Actions: 0
  - Rescheduled: 0
  - Actions in Plan: 0
  - Complete: 0

- **Customer Service SF**
  - Customer satisfaction: 96%

#### BOSS Information and Support for Everyone

**Aligns to ABDEP Outcome No. 5**

Success Measure: A

15/16, Q4 14/17, Q1 15/18

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

**Aligns to Council Outcome MD4**

Success Measure: A

15/16, Q4 14/17, Q1 15/18
**Departmental Performance Report for: Strategic Finance**  
**Period: January to March 2018**

### Key Successes

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

1. The Council set a balanced budget at its meeting on 22 February 2018 – officers within Finance spend a significant amount of time supporting the Council during the budget process.
2. Preparations in place for the year-end, planning timetable reported to the Council's audit committee.
3. Investment returns continue to exceed the benchmark rate of return – for the period to end of March 2017 return was 0.618% which compares favourably with the target of 7 day LIBID (London Interbank Bid Rate – the rate which banks are willing to borrow from other banks) which was 0.362%.
4. New scrutiny framework incorporating a scrutiny prioritisation process was approved by the Audit and Scrutiny Committee at its meeting on 20 March 2018.
5. Following a review of operational risk registers a new process and format was approved by SMT and will be implemented from Q4 2017-18.

### Short-term Operational Challenges

1. Staff absence and vacancies are having an impact on the service and there is difficulty recruiting to temporary positions.
2. A meeting was recently held between the Money Skills Argyll (MSA) partnership and representatives from the Big Lottery Fund (BIG) regarding issues which need addressing if the project is to continue and deliver on its objectives. A number of action points were agreed and proposals needs to be submitted to BIG to resolve the issues and positively move the project forward.

### Key Challenges and Actions to address the Challenges

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

1. **Challenge:** Preparation of year end accounts for 2017-18 within statutory timescale.  
   
   **Action:** Year-end account preparation is well underway and resource will be focused to ensure that tasks are completed within planned timeframe.  
   
   **Completion Due Date:** Council on 28 June 2018

2. **Challenge:** Audit and Scrutiny Committee to agree the first scrutiny topic.  
   
   **Action:** Chief Officers and Members have been asked for potential scrutiny topics and the Chief Internal Auditor will assess these through the scrutiny prioritisation process and present to Members at the June Committee meeting.  
   
   **Completion Due Date:** Audit and Scrutiny Committee on 19 June 2018.

3. **Challenge:** Progress with restructuring proposals for Strategic Finance to ensure we have a service that is fit for purpose to support the organisation.  
   
   **Action:** Finalise new structure and liaise with Trade Unions prior to implementation.
Completion Due Date: For implementation Summer 2018.

<table>
<thead>
<tr>
<th>Business Outcome BO05 – Information and support are available for everyone</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Action: The MSA project team is working with the selected vendor and the Council’s IT staff to configure and implement the system as quickly as possible, having to work around the school Easter holidays and financial year end in doing so.</td>
</tr>
<tr>
<td>Completion Due Date: Revised target to have the system live by the end of May 2018.</td>
</tr>
</tbody>
</table>
### Strategic Finance Scorecard 2017-20

Scorecard owned by: Kirsty Flanagan  
FQ4 17/18

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

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

### Management Information

#### RESOURCES

<table>
<thead>
<tr>
<th>People</th>
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<th>Target</th>
<th>Actual</th>
<th>Status Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sickness absence SF</td>
<td>1.50 days</td>
<td>2.8 days</td>
<td>🟥</td>
<td>↓</td>
</tr>
<tr>
<td>PRDs SF</td>
<td>90%</td>
<td>95%</td>
<td>🟥</td>
<td>↓</td>
</tr>
</tbody>
</table>

#### Financial

- Finance Revenue totals SF
- Capital forecasts - current year SF
- Capital forecasts - total project SF

#### Council Efficiency Savings 2016-17

- Annual Target: £5,187,000
- Delivered: On track to be delivered £0

### IMPROVEMENT

<table>
<thead>
<tr>
<th>SF Service Improvements 2017-20</th>
<th>Total No</th>
<th>Off track</th>
<th>On track</th>
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<th>Due in future</th>
<th>Future - off target</th>
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<thead>
<tr>
<th>Health &amp; Safety Service &amp; Plan Actions</th>
<th>Overdue</th>
<th>Rescheduled</th>
<th>Actions in Plan</th>
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</tr>
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#### Customer Service SF

- Customer Charter: Stage 2 Complaints 100% 🟢
- Number of consultations: Stage 2 Complaints 100% 🟢