

**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 and Strategic Finance performance reports and associated scorecards for FQ1 2019-20 (April – June).
- 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 FQ1 2019-20 (April - June).

## 3. RECOMMENDATIONS

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

## 4. DETAIL

- 4.1 The quarterly performance reporting template has been reviewed and update following improvements identified from the internal audit of Performance Management.
- 4.2 There are 3 changes to the template which has previously been submitted to the Policy and Resources Committee. The first shows the total number of success measures that are delivered by the Department or Council, which are then presented as the number on/off track (green or red). The second change is the detail of all success measures that are off-track for the reporting period, and the third is the inclusion of a visual illustration of performance trend.
- 4.2 The performance scorecard for Customer Services was extracted from the Council's Pyramid performance management system and is comprised of key performance indicators incorporating the four services that make up Customer Services. Likewise the scorecard for Strategic Finance comprises the key performance indicators for this service.

## 5. IMPLICATIONS

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

Douglas Hendry, Executive Director – Customer Services

**For further information contact:**

Jane Fowler, Head of Improvement and HR

Kirsty Flanagan, Head of Strategic Finance

Council Performance Report – Customer Services	Period: April – June 2019
<p style="text-align: center;"><b>SUMMARY OF PERFORMANCE - No. of Success Measures:</b></p> <p style="text-align: center;">Green 64 Red 3 No Data 13 (Not Due To Report)</p>	
<b>Delivering Our Outcomes</b>	
<b>Corporate Outcome 1 - People live active, healthier and independent lives</b>	
BO101 We ensure information and support is available for everyone	
<ol style="list-style-type: none"> <li>1. Call abandon rate for the quarter at 4.3% well below target of 6.25%. 94.8% of calls dealt with at first point of contact (better than target of 91%). Voice automated switchboard successfully handled 10,418 calls, meeting the target of 79% effectiveness, whilst the voice automated payment service collected £451,913 from 2358 customers in FQ1.</li> <li>2. Web Team Led improvements <ul style="list-style-type: none"> <li>• Implementation of a new online booking and payment service for Oban pontoons that has had 67 users and brought in £3.4k income.</li> <li>• The local MyAccount Service has nearly doubled the number of subscribers to over 6,400 as a result of making it the authentication gateway to the new OPENportal online revenues service and property specific bin day look up.</li> </ul> </li> <li>3. The Communications Team was runner up 'In-house team of the year, Scotland' 2019 (awarded by the Public Relations and Communication Association)</li> </ol>	
BO102 We provide support, prevention and opportunities to help people make better lifestyle choices	
<ol style="list-style-type: none"> <li>1. All benefit claims were processed accurately. 100% of crisis grants processed within 1 day and community care grants within 15 days. Benefit change in circumstances processed in 5.96 days for the quarter well below target of 9 days.</li> </ol>	
<b>Corporate Outcome 3 - Children and young people have the best possible start</b>	
BO107 The support and lifestyle needs of our children, young people and their families are met	
<ol style="list-style-type: none"> <li>1. Successful implementation of Spring-Summer menu 2019</li> <li>2. Successful extension audit of quality management standard ISO 9001:2015 to include Campbeltown Grammar, Oban High and Kirn Primary</li> </ol>	
<b>Corporate Outcome 5 - Our economy is diverse and thriving</b>	
BO110 We support businesses, employment and development opportunities	
<ol style="list-style-type: none"> <li>1. NDR relief is at £14.429m in the first quarter of the year above target of £13.3m</li> </ol>	
<b>Corporate Outcome 6 - We have an infrastructure that supports sustainable growth</b>	
BO113 Our infrastructure is safe and fit for the future	
<ol style="list-style-type: none"> <li>1. Developed project briefs, working up detailed designs and preparation and issue of tender documents resulting in Property Design achieving a site start for 17 school summer holiday project amounting to circa £2.2M in value. Works to date have been implemented using existing staff resources augmented where necessary by the use of suitable external consultants.</li> <li>2. In addition to the schools project a site start has been achieved for the roofing project at Rothesay Swimming Pool. Project value £513k.</li> <li>3. The review of Argyll House is progressing well and the office has remained in use throughout.</li> </ol>	
<b>Getting it right</b>	
BO115 We are efficient and cost effective	
<ol style="list-style-type: none"> <li>1. Collection of Council Tax at end of June is 29.51% above the target of 29.30%</li> </ol>	

2. SOCITM Benchmarking 2019 national report showing the Council's ICT Department is ranked as the number 1 service in the UK in the key Cost and Performance KPI. The most cost effective and efficient ICT Service amongst UK local authorities
3. Successful delivery of the European Elections in accordance with Electoral Commission performance standards
BO116 We engage and work with our customers, staff and partners
1. Survey issued on Employment deal to employees as part of Living Wage project with over 700 responses during June
2. Close partnership working with Lord Lieutenants office in putting in place a ceremony for presentation of the British Empire Medal to Councillor MacMillan.

### Our Challenges

#### Current Short-term Operational Challenges *[Include Service id]*

- BO115 – Prolonged sickness absence in the HR and OD team over the quarter continues to cause issues in terms of capacity.

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

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

Business Outcome BO101 We ensure information and support is available for everyone

- Challenge** - To resolve system faults with Semaphore DTMF suppression software that are causing timeouts, issues with mediated payments and lower performance of the voice automated payment system.
- Action Detail** – The issues have been escalated as part of the Civica ICON PCI-DSS Project and there are 3 distinct areas of improvement being pursued:
  - 3 digit payment card references not being recognised by payment service provider Civica when card number begins with zero – bug fix
  - DTMF touchtones not being recognised by Semaphore supplier when call is from Vodafone devices – Examples being traced for analysis
  - Capacity issues on the Civica payment gateway causing timeouts as payments take more than 20 seconds to process. Escalated with supplier

**Carried Forward From Previous Quarter:** No

**Action Milestone Dates:**  
23<sup>rd</sup> August 2019

**Responsible Person:**  
Andrew Rudge – Project Manager

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

Business Outcome BO107 The Support and Lifestyle Needs of Our Children, Young People and Their Families are Met.

- Challenge** – Early Years meals phasing and implementation is creating pressure on the central team as they plan, co-ordinate, monitor and ensure compliance with the various statutory guidance.
- Action Detail** – A working group has been established and a co-ordinator has recently been appointed, to ensure that changes to the phasing and roll out is discussed within the group.

**Carried Forward From Previous Quarter:** Yes

**Action Milestone Dates:**  
On-going

**Responsible Person:**  
Jayne Jones

<b>Key Challenges and Actions to address the Challenges</b>		
Business Outcome BO110 We Support Businesses, Employment and Development Opportunities		
<p>3. <b>Challenge</b> – Personal Liquor Licence 10 year renewal has resulted in 300 plus applications in the first quarter.</p> <p>3. <b>Action Detail</b> – Programme in place to process all applications by the Scottish Government deadline in February 2020.</p>		
Carried Forward From Previous Quarter: No	Action Milestone Dates: 29 February 2020	Responsible Person: Susan Mair
<b>Key Challenges and Actions to address the Challenges</b>		
Business Outcome BO113 Our Infrastructure is Safe and Fit for the Future		
<p>4. <b>Challenge</b> - Delivery of the Council's Capital Works Programme for 19/20 on time and within budget</p> <p>4. <b>Action Detail</b> – Ensure best use of existing staff resources including experience, suitability to project and geographical considerations to minimise travelling time and maximise productivity. The engagement of suitable and experienced external designers to augment the in-house resources where additional capacity is required or to provide professional disciplines not carried out in-house. Fully engage with the Council's capital monitoring process to ensure early intervention action can be taken as necessary.</p>		
Carried Forward From Previous Quarter: Yes	Action Milestone Dates: 31 March 2020	Responsible Person: Ross McLaughlin/Craig Houston
<b>Key Challenges and Actions to address the Challenges</b>		
Business Outcome BO113 Our Infrastructure is Safe and Fit for the Future		
<p>5. <b>Challenge</b> – Implementation of robust Legionella Management Controls</p> <p>5. <b>Action Detail</b> – Plan has been prepared following Head of Service and Director meeting, reports will be presented to Departmental and Strategic Management Teams.</p>		
Carried Forward From Previous Quarter: Yes	Action Milestone Dates: On-going	Responsible Person: Ross McLaughlin/Craig Houston
<b>Key Challenges and Actions to address the Challenges</b>		
Business Outcome BO113 Our Infrastructure is Safe and Fit for the Future		
<p>6. <b>Challenge</b> – Provision of maintenance term contractor for Tiree and Coll</p> <p>6. <b>Action Detail</b> – Following an unsuccessful procurement, discussions have taken place with the local contractor and an agreement has been reached. The contract will be awarded once the pre-qualification checks have been concluded.</p>		

<b>Carried Forward From Previous Quarter:</b> Yes	<b>Action Milestone Dates:</b> 30 September 2019	<b>Responsible Person:</b> James Hamilton
<b>Key Challenges and Actions to address the Challenges</b>		
<p>Business Outcome BO113 Our Infrastructure is Safe and Fit for the Future</p> <p><b>7. Challenge</b> – Helensburgh Waterfront Development Project – on 25 June a potential technical breach of the procurement regulations, associated with the Tender for the Public Works Contract was identified and brought to the attention of SMT.</p> <p><b>7. Action Detail</b> – Helensburgh Waterfront Development Project – following discussions with SMT and after seeking further legal advice in respect of the potential legal challenges and risks to the project, the decision has been taken to abandon the current procurement exercise. Subsequently officers will move to initiate a new procurement exercise with the intention being, as far as possible, to minimise the delay to the overall project programme.</p>		
<b>Carried Forward From Previous Quarter:</b> No	<b>Action Milestone Dates:</b> 5 August 2019	<b>Responsible Person:</b> John Gordon
<b>Key Challenges and Actions to address the Challenges</b>		
<p><b>Business Outcome</b></p> <p><b>8. Challenge</b> – Rothesay Pavilion Refurbishment – The Rothesay Pavilion Charity (RPC) who will be responsible for the operation and maintenance of the Pavilion following the completion of the refurbishment works have raised a number of issues which will require to be dealt with before the building re-opens.</p> <p><b>8. Action Detail</b> – : On-going engagement with the Trust to review their business plan assumptions as appropriate.</p>		
<b>Carried Forward From Previous Quarter:</b> No	<b>Action Milestone Dates:</b> FQ2 2019/20	<b>Responsible Person:</b> RPN Project Manager and Strategic Finance
<b>Key Challenges and Actions to address the Challenges</b>		
<p>Business Outcome BO115 We Are Efficient and Cost Effective</p> <p><b>9. Challenge</b> – Police Scotland have now published a tender for a soft facilities management services on the Public Contracts Scotland portal, however as an increasing number of Local Authorities have withdrawn from the consortium group, there is no longer scope to submit a consortium bid on behalf of Local Authorities.</p> <p><b>9. Action Detail</b> – This will result in staff either being redeployed or subject to TUPE when a new provider is announced. It will also result in a reduction in external contract income for cleaning.</p>		
<b>Carried Forward From Previous Quarter:</b> Yes	<b>Action Milestone Dates:</b> 31 March 2020	<b>Responsible Person:</b> Jayne Jones

### Key Challenges Resolved In Previous Quarter

**Business Outcome** BO113 Our infrastructure is safe and fit for the future

1. Approval granted for the automation of awards of school clothing grants and free school meals in support of the Local Child Poverty Action Plan
2. Restructure within Customer Services has been completed to meet the savings target for 2019/20 in line with the budget process. New staff are in place and handovers completed.
3. Best Start Grants are being offered by registrars when registering births.

**Business Outcome** BO115 We are efficient and cost effective

1. Legionella management training has been trialed and will now be rolled out across the Council.

**Business Outcome** BO116 We engage and work with our customers, staff and partners

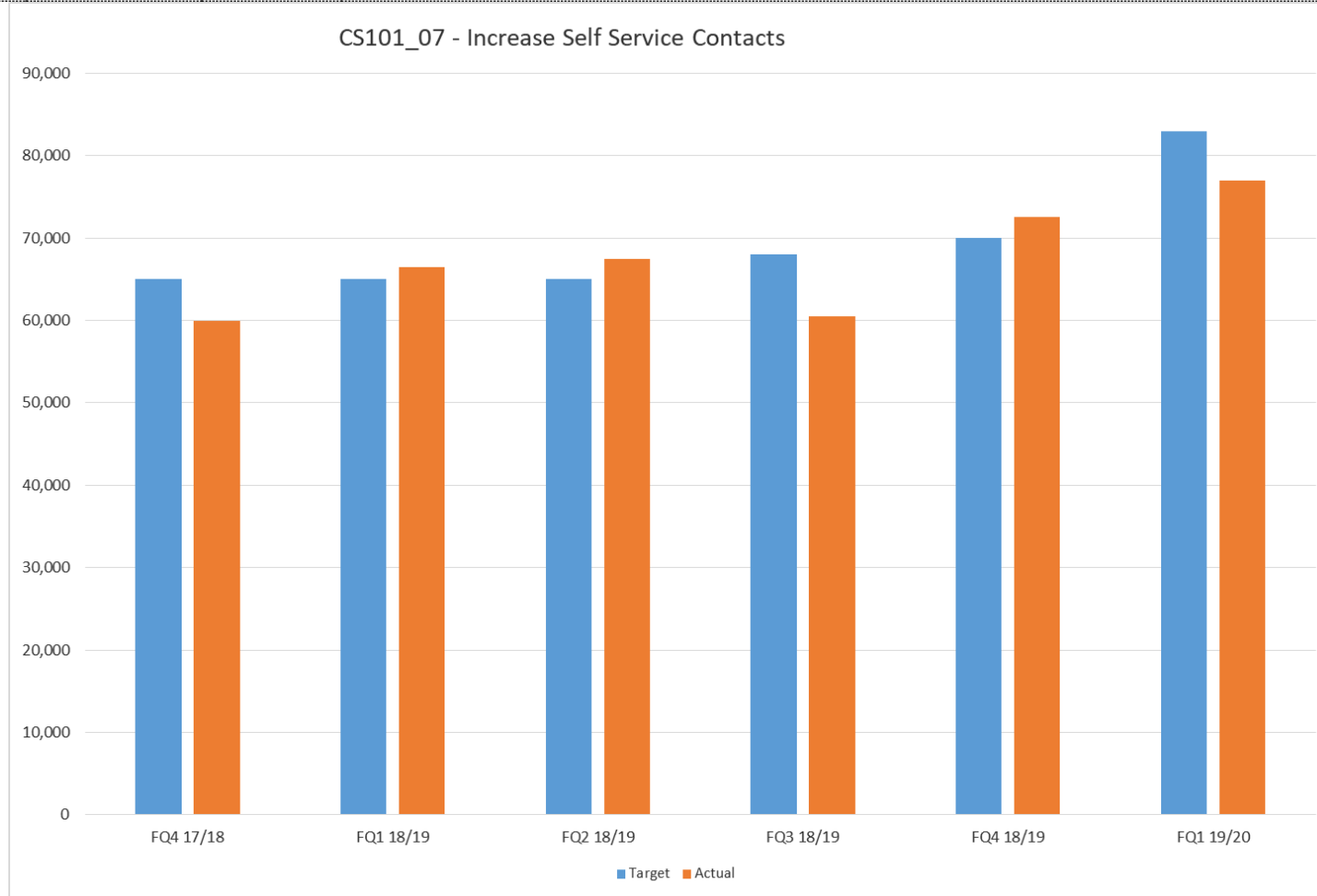
1. Outstanding actions from the Health and Safety Plan were reviewed and completed.



## Our Off-Track Performance Indicators

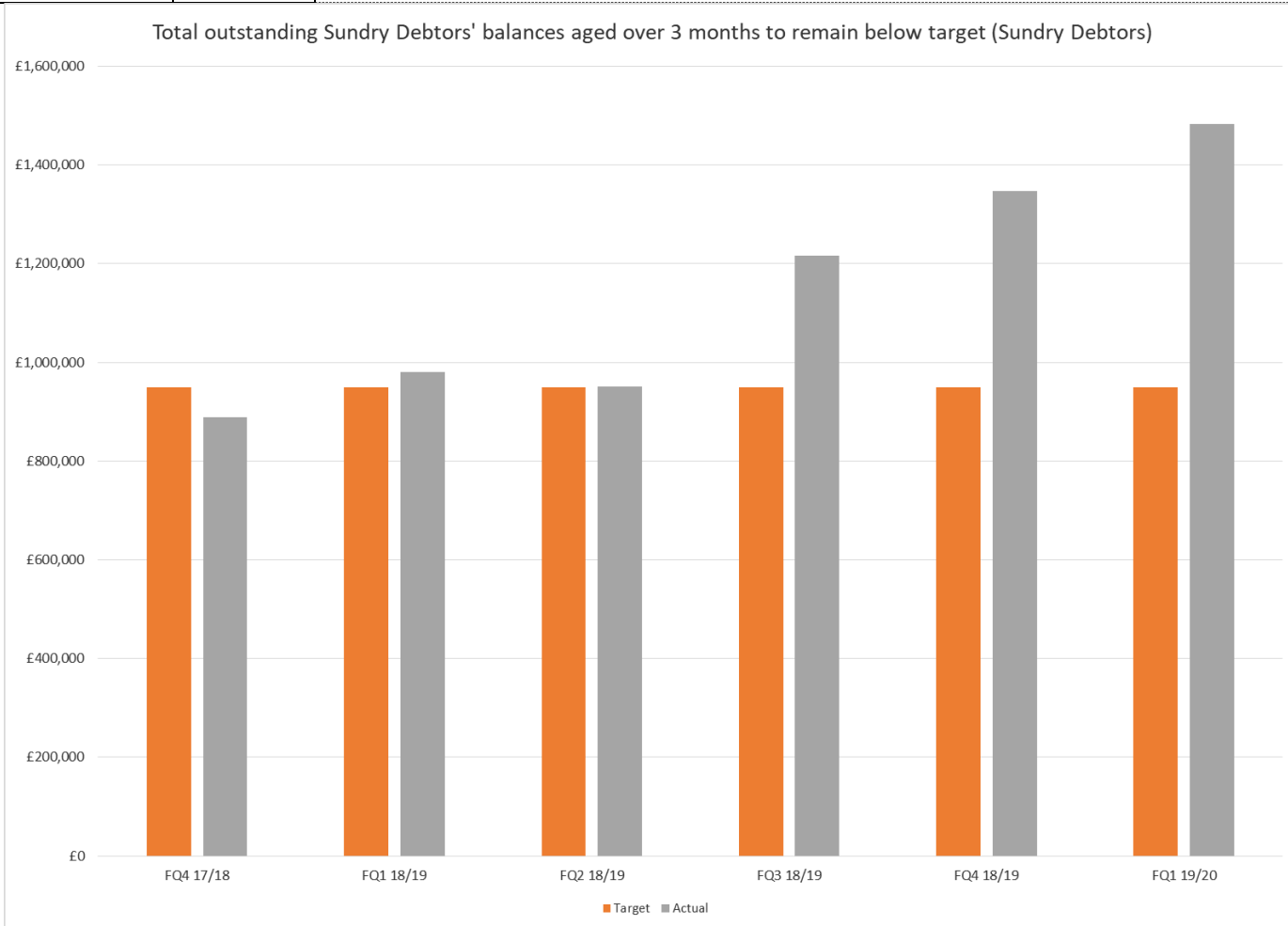
INDICATOR REF: CS101\_07-Increase Self Service Contacts (Customer Service Centre)

TREND	TARGET FQ1 19/20	ACTUAL FQ1 19/20	OWNER	COMMENTARY
↑	83,000	76,974	Robert Miller	<p>In FQ1 there were 76,974 online transactions - up from 66,455 for the same quarter the previous year and with a value of £127k in channel shift savings. It did not increase as much as forecast as it was benign weather period and failure demand from customers was low; hence they used online resources to report issues such as flooding, missed bins and potholes far less. In addition there were 14,487 voice automated transactions with the voice automated payments collecting £451,913 in payments.</p>



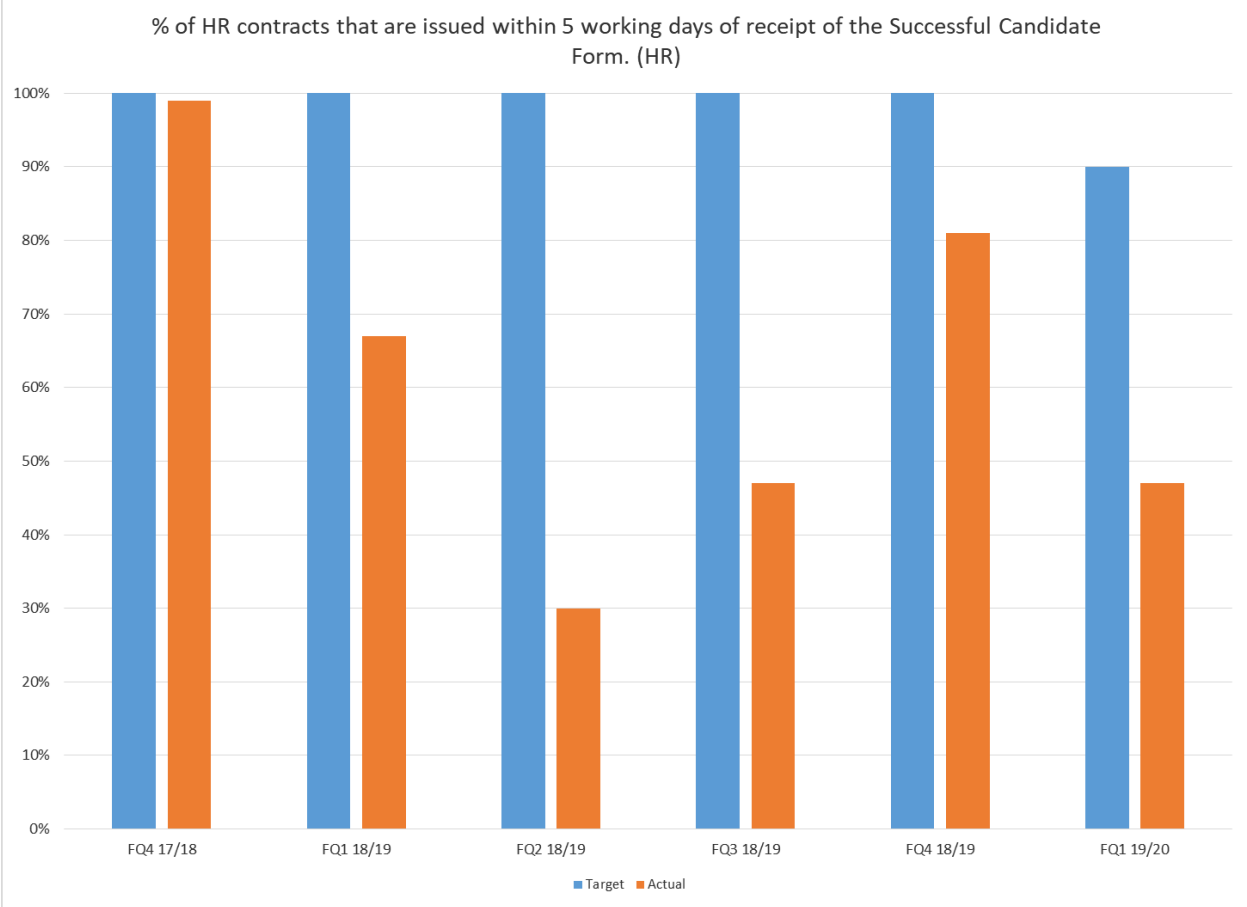
INDICATOR REF CS115\_04-Total outstanding Sundry Debtors' balances aged over 3 months to remain below target (Sundry Debtors)

TREND	TARGET FQ1 19/20	ACTUAL FQ1 19/20	OWNER	COMMENTARY
↓	£950,000	£1,482,168	Fergus Walker	This PI is over £582,000 greater than the target. Some big debtors with no immediate prospect of recovery affecting this PI. All debt is being pursued by Legal Services and is being disputed by the debtors or their executors as the case may be and the Council is taking court action in the majority of cases. Currently looking at possibilities for changing this PI. The CIPFA Directors of Finance collect information on the %ge of debt greater than 90 days old. This is being reviewed for Argyll and Bute and conideration will be given to mirroring this in our own performance monitoring regime.



INDICATOR REF IHR115\_06-Percentage of HR contracts that are issued within 5 working days of receipt of the Successful Candidate Form. (HR)

TREND	TARGET FQ1 19/20	ACTUAL FQ1 19/20	OWNER	COMMENTARY
↓	90%	47%	Tom Kerr	When compared to the same quarter in the previous year the demand for contracts and associated processes has increased by 40%. The team is not currently resourced to absorb this significant increase in demand as reflected by the performance against target. Demand will be kept under review in the coming months.



'Making Argyll and Bute a place people choose to live, learn, work and do business'



## Customer Services Scorecard 2019-22

Scorecard owned by: Douglas Hendry

FQ1 19/20

Customer & Support Services

Facility Services

Governance & Law

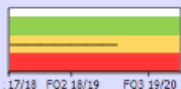
Improvement & HR

[Click here for Council Scorecard](#)

[Click here for Management Information](#)

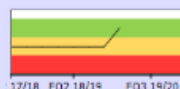
**BO101: We Ensure Information And Support Is Available For Everyone [CU Dept]**

Success Measures



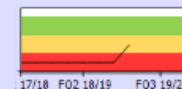
**BO110: We Support Businesses, Employment And Development Opportunities [CU Dept]**

Success Measures



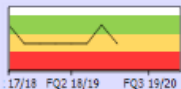
**BO115: We Are Efficient And Cost Effective [CU Dept]**

Success Measures



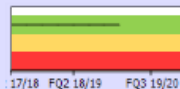
**BO102: We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices [CU Dept]**

Success Measures



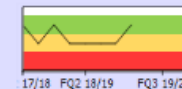
**BO112: Argyll And Bute Is Promoted To Everyone [CU Dept]**

Success Measures



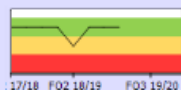
**BO116: We Engage And Work With Our Customers, Staff And Partners [CU Dept]**

Success Measures



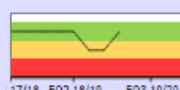
**BO104: Our Communities Are Supported And Protected [CU Dept]**

Success Measures



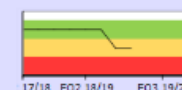
**BO113: Our Infrastructure Is Safe And Fit For The Future [CU Dept]**

Success Measures



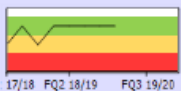
**BO117: We Encourage Creativity And Innovation To Ensure Our Workforce Is Fit For The Future [CU Dept]**

Success Measures



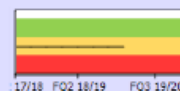
**BO107: The Support And Lifestyle Needs Of Our Children, Young People And Their Families Are Met [CU Dept]**

Success Measures



**BO114: Our Communities Are Cleaner And Greener [CU Dept]**

Success Measures





**Customer Services Scorecard**  
**2019-22** FQ1 19/20  
 Scorecard owned by: **Douglas Hendry**

Click here  
for Full  
Scorecard

**Management Information**

<b>RESOURCES</b>					
<i>People</i>	<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status</i>	<i>Trend</i>
Sickness Absence CU		1.88 Days	3.39 Days	<b>R</b>	↑
CU % of PRDs completed		90 %	97 %	<b>G</b>	↑
<i>Financial</i>					
	<i>Budget</i>	<i>Forecast</i>	<i>Status Trend</i>		
Finance Revenue totals CU	<b>Financial Reporting for FQ1 2019/20 is covered in the financial report presented at this committee</b>				
Capital forecasts - current year CU					
Capital forecasts - total project CU					
Asset management red risks	4	On track	3	<b>G</b>	→

<b>IMPROVEMENT</b>					<i>Status</i>
Improvement Plan	Total No	Off track	On track	Complete	
Outcomes CU	Actions	30	15	9	6
Customer Services Audit Recommendations	Overdue	0	Due in future	7	Future - off target
		→		↑	0
<b>Customer Service CU</b>	Customer satisfaction			94 %	↑
Customer Charter	Stage 1 Complaints			0 %	<b>G</b> ↓
Number of consultations	0	Stage 2 Complaints		0 %	<b>G</b> ↓

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

1. Unaudited Accounts prepared by 30 June deadline.
2. Annual Efficiency Statement reported to Council advising that we exceeded the 3% target, securing 4.14% of efficiency savings for 2017-18.
3. The 2018-19 outturn position was finalised in June 2019 and the performance against budget for Council retained services in financial year 2018-19 was an underspend of £2.009m. (Note the Council had to provide additional funding to the Health and Social Care Partnership of £3.127m which gave an overall overspend of £1.118m but the Social Work element was largely outwith the control of Council.) The Council retained services year-end underspend included savings as a result of diligent management around vacancy savings, enhanced contract management and decisions around borrowing, an underspend of fleet as a decision was made to delay the replacement of vehicles, as well as increased Council Tax Income collection over budget and a one-off refund of overpaid VAT.
4. Investment returns continue to exceed the benchmark rate of return – the rate of return for the 1<sup>st</sup> Quarter was 0.959% 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 0.570% for the period.
5. Six audits were completed and a further four were in progress by the end of quarter 1. In addition the first scrutiny review under the new scrutiny framework was completed, scrutiny panels were held to advance the second review and the Audit and Scrutiny Committee approved the 2019-20 scrutiny plan which will feature reviews of the Council's Economic Strategy, Strategic Housing Fund and Out of Authority Care Placements. Internal Audit also completed their review of organisational culture and agreed a joint action plan which combined the findings from that review with those identified by the Council's 2019 staff survey.
6. From 1st April the treasury team began using the online Public Service Treasury Management (PSTM) system as a method of recording up to date live cash flows as opposed to recording historical data after the event. Currently this is still done in conjunction with a spreadsheet until we are certain it is running smoothly with the anticipation that within the coming months spreadsheets will no longer be used going forward. This has resulted in more efficient data recording with up to date live information available.

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

7. The Money Skills Argyll project has continued to deliver services to the public during the quarter with audit and payments continuing effectively. Plans are in place to recruit a new contract manager during Q2 to keep the project moving and increase the volume of activity coming through and we are continuing to engage with our delivery partners and the Big Lottery Community Fund in relation to case compliance and service improvement.

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

None to report at this stage. During the first quarter of the year the focus of attention for many staff within finance is on the production of the Unaudited Accounts.

**Short-term Operational Challenges**

1. Recruit a new contract manager to the money Skills Argyll Project and leverage the redesigned financial framework to increase the number of clients supported by the project partners.
2. The revenue forecast outturn position as at the end of June is a forecast overspend of £2.384m. This is made up of an overspend on Council Services of £0.077m as well as an overspend of £2.307m on Social Work Services within the Health and Social Care Partnership.
3. Building Resilience – as part of the restructuring some staff will be undertaking new tasks, learning new areas of work and as well as making sure

there is sufficient handover and procedures notes in place, it will be important that we ensure that we have enough resilience across the service in place to cover any future vacancies or periods of absence.

4. BV3 additional work – The two third tier managers within the service are both leading on a Best Value 3 theme and this will create additional workload. Update at end of Quarter 1 - Significant progress has been made on the BV3 preparation work in line with the Council’s internal timetable.

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

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

1. Challenge: Significantly increase the number of people being supported by the Money Skills Argyll Project now that the financial structure of the project has been redesigned to meet the costs of service delivery.
1. Action: Recruit a new contract manager to increase capacity within the team to support partners, publicize the service and increase service activity.

<b>Carried Forward From Previous Quarter – Y/N</b> Yes	<b>Completion Due Date:</b> New contract manager in place by 30 June 2019. This was rescheduled to 30 July 2019 as the post required to be re-advertised.	<b>Responsible Person</b> David Forshaw, Principal Accountant
---	--	--

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

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

2. Challenge: Close monitoring of the forecast outturn position to bring any forecast overspend position within budget or as close to within budget as is possible.
2. Action: If required, Council Services will actively pursue options to reduce any forecast overspend. Liaison with the Chief Financial Officer of the IJB on the recovery plan and provide support and assistance to reduce the forecast overspend position.

<b>Carried Forward From Previous Quarter – Y/N</b> Yes	<b>Completion Due Date:</b> Ongoing throughout the year.	<b>Responsible Person</b> Kirsty Flanagan, Head of Financial Services
---	---	--

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

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

3. Challenge: Building resilience within the service.
3. Action: Programme of knowledge sharing and skills transfer ensuring appropriate procedure documents are in place to support service delivery.

<b>Carried Forward From Previous Quarter – Y/N</b> No	<b>Completion Due Date:</b> 31 March 2020	<b>Responsible Person</b> Kirsty Flanagan, Head of Financial Services
--	--	--

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

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

4. **Challenge:** Best Value 3 work
4. **Action:** Ensure that staff are supported and are able to prioritise the work required on Best Value 3. Project team within Finance in place to support the financial management theme.

<b>Carried Forward From Previous Quarter – Y/N</b> No	<b>Completion Due Date:</b> 30 September 2019	<b>Responsible Person</b> Laurence Slavin, Chief Internal Auditor Anne MacDougall, Finance Manager
--	--	--



## Strategic Finance Scorecard 2019-22

Scorecard owned by: **Kirsty Flanagan** **FQ1 19/20**

[Click here for Full Outcomes](#)

Corporate Support Team Scorecard

Departmental Support Team Scorecard

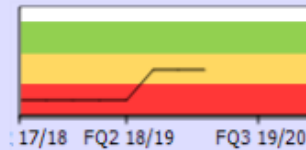
Internal Audit Team Scorecard

[Click here for Council Scorecard](#)

### BO102: We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices[SF]

Success Measures

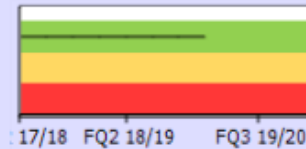
**A**



### BO115: We Are Efficient And Cost Effective [SF]

Success Measures

**G**



## Management Information

### RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence SF			3.8 Days		↓
PRDs SF		90 %	97 %	<b>G</b>	↑

### Financial

Budget Forecast

Finance Revenue totals SF

Capital forecasts - current year SF

Capital forecasts - total project SF

### IMPROVEMENT

Status

SF Service	Total No	Off track	On track	Complete
Improvements 2017-20	9	9		
Strategic Finance Audit Recommendations	Overdue	Due in future	Future - off target	
	0 →	4 ↓	0 →	
Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete
Service H&S Plan Actions				
H&S Investigation Actions				
Customer Service SF	Customer satisfaction			
Customer Charter	<b>G</b>	Stage 2 Complaints		<b>G</b>
Number of consultations	0	Stage 2 Complaints		<b>G</b>