

FQ3 2021/22 Key Performance Indicators for Financial Services

Delivering Our Outcomes – This highlights past performance as illustrated through our Key Performance Indicators (KPIs)

KEY TO SYMBOLS

R Indicates the performance has not met the expected Target

G Indicates the performance has met or exceeded the expected Target

↓ **↑** **→** The Performance Trend Arrow indicates the direction of travel compared to the last performance reporting period

FQ3 2021/22 Key Performance Indicators for Financial Services

DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS																																			
<p>Indicator: FIS102_01-Maximise distribution of Scottish Welfare Fund.</p> <p>Why measure this? We distribute as much of the Scottish Welfare Fund as we can to help vulnerable people. We also have a statutory duty to do this.</p> <p>Commentary: We have currently spent £447,404 of our current 2021/22 allocation of £458,827 which exceeds our monthly profile amount. We are currently projecting an overspend of £86,000 by year end. Funding to cover this additional cost has been provided by the Scottish Government as part of their Winter Support Fund.</p> <p>This indicator is above target. The Target and Actual are cumulative totals for the financial year.</p>																																			
<p>TARGET FQ3 95.3%</p>	<p>ACTUAL FQ3 134.5%</p> <p style="color: green; font-size: 1.5em;">G</p>	<p>BENCHMARK 95.3%</p>	<p>PERFORMANCE</p> <p style="font-size: 2em;">↑</p>																																
<div style="border: 1px solid green; padding: 5px; margin-bottom: 5px; text-align: center;">Latest status</div> <div style="border: 1px solid green; padding: 5px; margin-bottom: 5px; text-align: center;">FQ2 21/22</div> <div style="border: 1px solid green; padding: 5px; text-align: center;">134.5 %</div>	<table border="1" style="display: none;"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Benchmark (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>FQ2 20/21</td> <td>75.0</td> <td>95.3</td> <td>95.3</td> </tr> <tr> <td>FQ3 20/21</td> <td>80.0</td> <td>95.3</td> <td>95.3</td> </tr> <tr> <td>FQ4 20/21</td> <td>85.0</td> <td>95.3</td> <td>95.3</td> </tr> <tr> <td>FQ1 21/22</td> <td>138.0</td> <td>95.3</td> <td>95.3</td> </tr> <tr> <td>FQ2 21/22</td> <td>135.0</td> <td>95.3</td> <td>95.3</td> </tr> <tr> <td>FQ3 21/22</td> <td>134.5</td> <td>95.3</td> <td>95.3</td> </tr> <tr> <td>FQ4 21/22</td> <td>134.5</td> <td>95.3</td> <td>95.3</td> </tr> </tbody> </table>			Quarter	Actual (%)	Benchmark (%)	Target (%)	FQ2 20/21	75.0	95.3	95.3	FQ3 20/21	80.0	95.3	95.3	FQ4 20/21	85.0	95.3	95.3	FQ1 21/22	138.0	95.3	95.3	FQ2 21/22	135.0	95.3	95.3	FQ3 21/22	134.5	95.3	95.3	FQ4 21/22	134.5	95.3	95.3
Quarter	Actual (%)	Benchmark (%)	Target (%)																																
FQ2 20/21	75.0	95.3	95.3																																
FQ3 20/21	80.0	95.3	95.3																																
FQ4 20/21	85.0	95.3	95.3																																
FQ1 21/22	138.0	95.3	95.3																																
FQ2 21/22	135.0	95.3	95.3																																
FQ3 21/22	134.5	95.3	95.3																																
FQ4 21/22	134.5	95.3	95.3																																

FQ3 2021/22 Key Performance Indicators for Financial Services

DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS																																																																																			
<p>Indicator: FIS102_04a-All new benefit claims are processed promptly</p> <p>Why measure this? We process benefit claims as quickly as we can to help vulnerable people. We also have a statutory duty to do this.</p> <p>Commentary: Performance is currently behind target at 23.09 days to process at 31 December 21. From August to December 2021 the increase in Self Isolation Support Grant (SISG) applications aligned with staff shortages has meant an increase to monthly processing times to between 26 and 27 days per month on average. This has caused the increase in the cumulative average processing times for the full year to 23.09 days. The level of SISG applications continues to increase and therefore we do not anticipate achieving our target of processing all new claims within an average of 21 days this year. Some staff are currently working overtime in order to limit the delays in processing new claims.</p>																																																																																			
<p>This indicator has not met the target and performance has decreased since the last reporting period</p>																																																																																			
<p>TARGET FQ3 Average 21 days for new claims (Monthly Data)</p>	<p>ACTUAL FQ3 23.09 days (Monthly Data)</p> <p>R</p>	<p>BENCHMARK Scottish average 21 days</p>	<p>PERFORMANCE</p> <p>↓</p>																																																																																
<div style="border: 1px solid red; padding: 5px; margin-bottom: 5px;">Latest status</div> <div style="border: 1px solid red; padding: 5px; margin-bottom: 5px;">Dec 21</div> <div style="border: 1px solid red; padding: 5px;">23.09 Days</div>	<table border="1"> <caption>Chart Data Summary</caption> <thead> <tr> <th>Month</th> <th>Actual (Days)</th> <th>Target (Days)</th> <th>Benchmark (Days)</th> </tr> </thead> <tbody> <tr><td>Jul 20</td><td>20.25</td><td>21.00</td><td>21.00</td></tr> <tr><td>Aug 20</td><td>19.75</td><td>21.00</td><td>21.00</td></tr> <tr><td>Sep 20</td><td>19.50</td><td>21.00</td><td>21.00</td></tr> <tr><td>Oct 20</td><td>19.25</td><td>21.00</td><td>21.00</td></tr> <tr><td>Nov 20</td><td>19.00</td><td>21.00</td><td>21.00</td></tr> <tr><td>Dec 20</td><td>19.10</td><td>21.00</td><td>21.00</td></tr> <tr><td>Jan 21</td><td>19.35</td><td>21.00</td><td>21.00</td></tr> <tr><td>Feb 21</td><td>19.30</td><td>21.00</td><td>21.00</td></tr> <tr><td>Mar 21</td><td>19.40</td><td>21.00</td><td>21.00</td></tr> <tr><td>Apr 21</td><td>19.70</td><td>21.00</td><td>21.00</td></tr> <tr><td>May 21</td><td>20.80</td><td>21.00</td><td>21.00</td></tr> <tr><td>Jun 21</td><td>20.10</td><td>21.00</td><td>21.00</td></tr> <tr><td>Jul 21</td><td>19.50</td><td>21.00</td><td>21.00</td></tr> <tr><td>Aug 21</td><td>20.40</td><td>21.00</td><td>21.00</td></tr> <tr><td>Sep 21</td><td>21.50</td><td>21.00</td><td>21.00</td></tr> <tr><td>Oct 21</td><td>22.50</td><td>21.00</td><td>21.00</td></tr> <tr><td>Nov 21</td><td>22.80</td><td>21.00</td><td>21.00</td></tr> <tr><td>Dec 21</td><td>23.09</td><td>21.00</td><td>21.00</td></tr> <tr><td>Jan 22</td><td>23.09</td><td>21.00</td><td>21.00</td></tr> </tbody> </table>			Month	Actual (Days)	Target (Days)	Benchmark (Days)	Jul 20	20.25	21.00	21.00	Aug 20	19.75	21.00	21.00	Sep 20	19.50	21.00	21.00	Oct 20	19.25	21.00	21.00	Nov 20	19.00	21.00	21.00	Dec 20	19.10	21.00	21.00	Jan 21	19.35	21.00	21.00	Feb 21	19.30	21.00	21.00	Mar 21	19.40	21.00	21.00	Apr 21	19.70	21.00	21.00	May 21	20.80	21.00	21.00	Jun 21	20.10	21.00	21.00	Jul 21	19.50	21.00	21.00	Aug 21	20.40	21.00	21.00	Sep 21	21.50	21.00	21.00	Oct 21	22.50	21.00	21.00	Nov 21	22.80	21.00	21.00	Dec 21	23.09	21.00	21.00	Jan 22	23.09	21.00	21.00
Month	Actual (Days)	Target (Days)	Benchmark (Days)																																																																																
Jul 20	20.25	21.00	21.00																																																																																
Aug 20	19.75	21.00	21.00																																																																																
Sep 20	19.50	21.00	21.00																																																																																
Oct 20	19.25	21.00	21.00																																																																																
Nov 20	19.00	21.00	21.00																																																																																
Dec 20	19.10	21.00	21.00																																																																																
Jan 21	19.35	21.00	21.00																																																																																
Feb 21	19.30	21.00	21.00																																																																																
Mar 21	19.40	21.00	21.00																																																																																
Apr 21	19.70	21.00	21.00																																																																																
May 21	20.80	21.00	21.00																																																																																
Jun 21	20.10	21.00	21.00																																																																																
Jul 21	19.50	21.00	21.00																																																																																
Aug 21	20.40	21.00	21.00																																																																																
Sep 21	21.50	21.00	21.00																																																																																
Oct 21	22.50	21.00	21.00																																																																																
Nov 21	22.80	21.00	21.00																																																																																
Dec 21	23.09	21.00	21.00																																																																																
Jan 22	23.09	21.00	21.00																																																																																

FQ3 2021/22 Key Performance Indicators for Financial Services

DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS

Indicator: FIS110_02-Maintain the percentage of suppliers that are paid within 30 days.

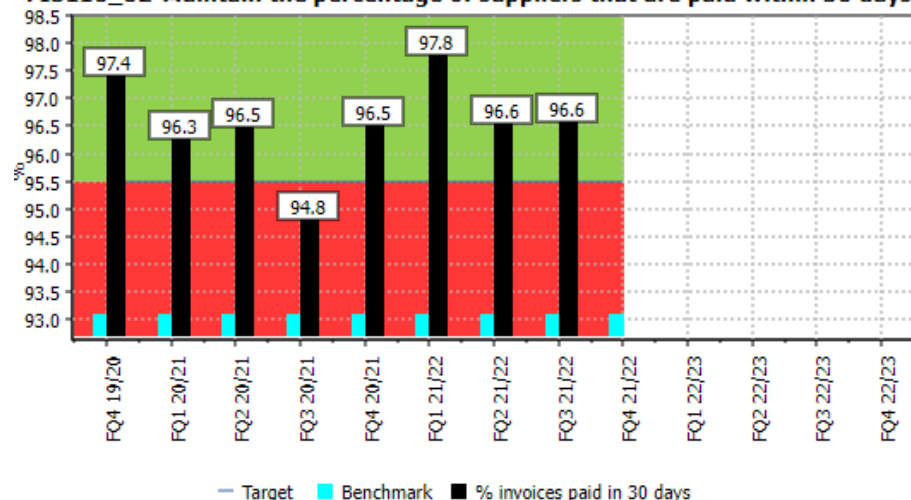
Why measure this? Based on good practice and to best support small and medium size businesses who rely on cash flow.

Commentary: This indicator is on target again, another period of excellent performance.

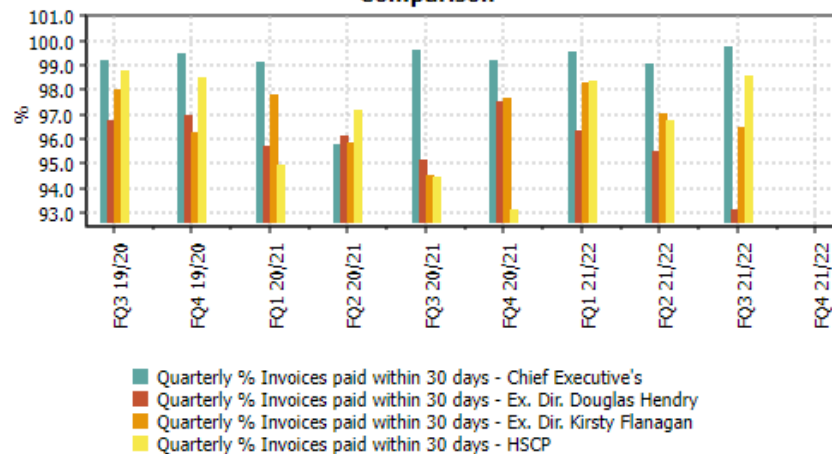
This indicator is above target with no change in performance since the last reporting period

TARGET FQ3	ACTUAL FQ3	BENCHMARK	PERFORMANCE
95.5%	96.6 %	Scottish average 93.08%	➔
	G		

FIS110_02-Maintain the percentage of suppliers that are paid within 30 days.



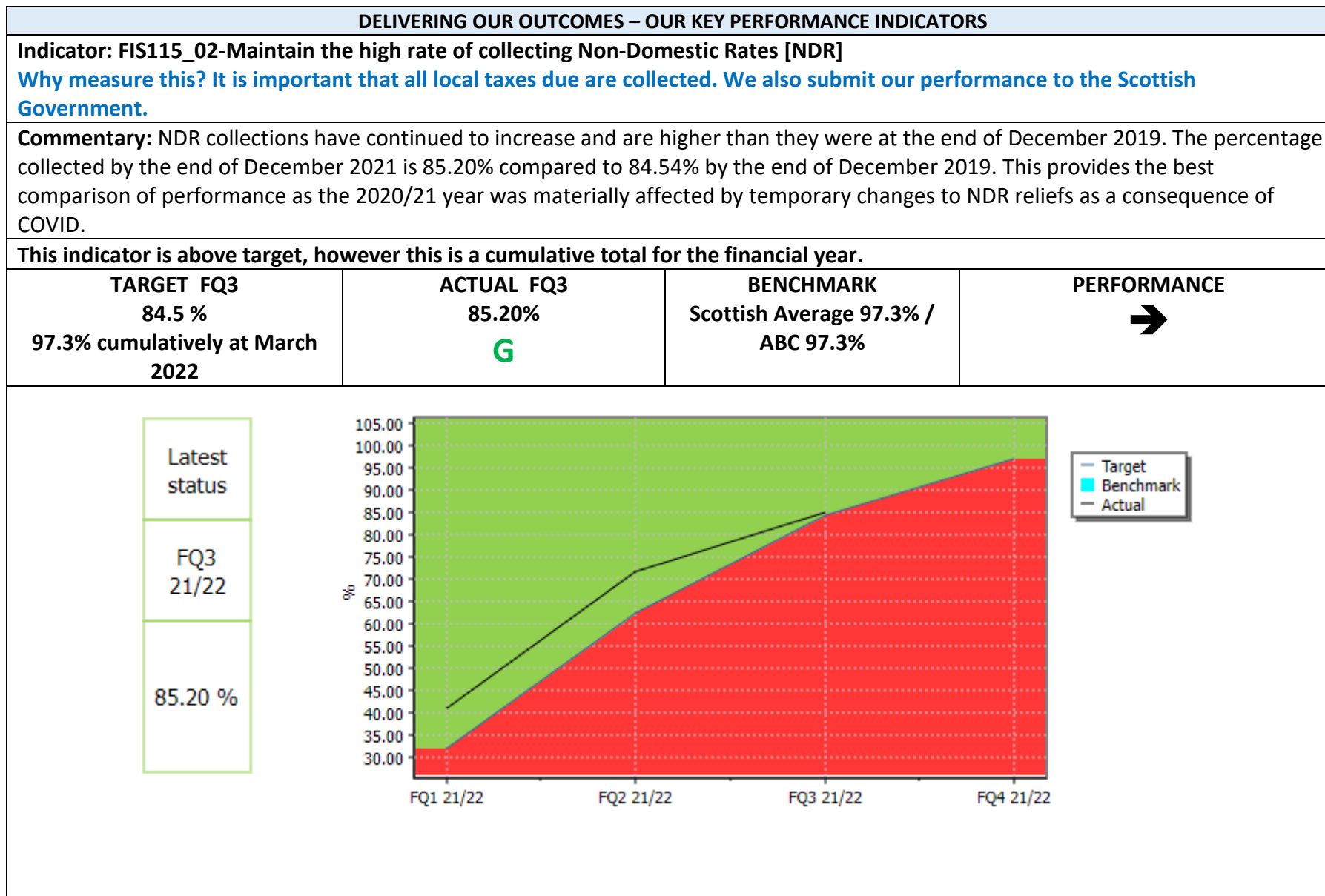
Comparison



FQ3 2021/22 Key Performance Indicators for Financial Services

DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS																								
Indicator: FIS115_01-The agreed audit plan is delivered Why measure this? The agreed audit plan provides assurance that our processes and procedures are thorough.																								
Commentary: Nine audits have been completed as at 31 December 2021. The plan is on track with all reports to be finalised and reported to the Audit & Scrutiny Committee on or before the June 2022 Committee.																								
This indicator is above target with no change in performance since the last reporting period																								
TARGET FQ3 100%	ACTUAL FQ3 100% G	BENCHMARK Previous year's performance 100%	PERFORMANCE ➔																					
<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-right: 20px;"> <p>Latest status</p> <hr/> <p>FQ3 21/22</p> <hr/> <p>100 %</p> </div> <div style="flex-grow: 1;"> <table border="1"> <caption>Performance Data from Chart</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Benchmark (%)</th> </tr> </thead> <tbody> <tr> <td>FQ3 20/21</td> <td>100</td> <td>100</td> </tr> <tr> <td>FQ4 20/21</td> <td>100</td> <td>100</td> </tr> <tr> <td>FQ1 21/22</td> <td>100</td> <td>100</td> </tr> <tr> <td>FQ2 21/22</td> <td>100</td> <td>100</td> </tr> <tr> <td>FQ3 21/22</td> <td>100</td> <td>100</td> </tr> <tr> <td>FQ4 21/22</td> <td>100</td> <td>100</td> </tr> </tbody> </table> </div> </div>				Quarter	Actual (%)	Benchmark (%)	FQ3 20/21	100	100	FQ4 20/21	100	100	FQ1 21/22	100	100	FQ2 21/22	100	100	FQ3 21/22	100	100	FQ4 21/22	100	100
Quarter	Actual (%)	Benchmark (%)																						
FQ3 20/21	100	100																						
FQ4 20/21	100	100																						
FQ1 21/22	100	100																						
FQ2 21/22	100	100																						
FQ3 21/22	100	100																						
FQ4 21/22	100	100																						

FQ3 2021/22 Key Performance Indicators for Financial Services




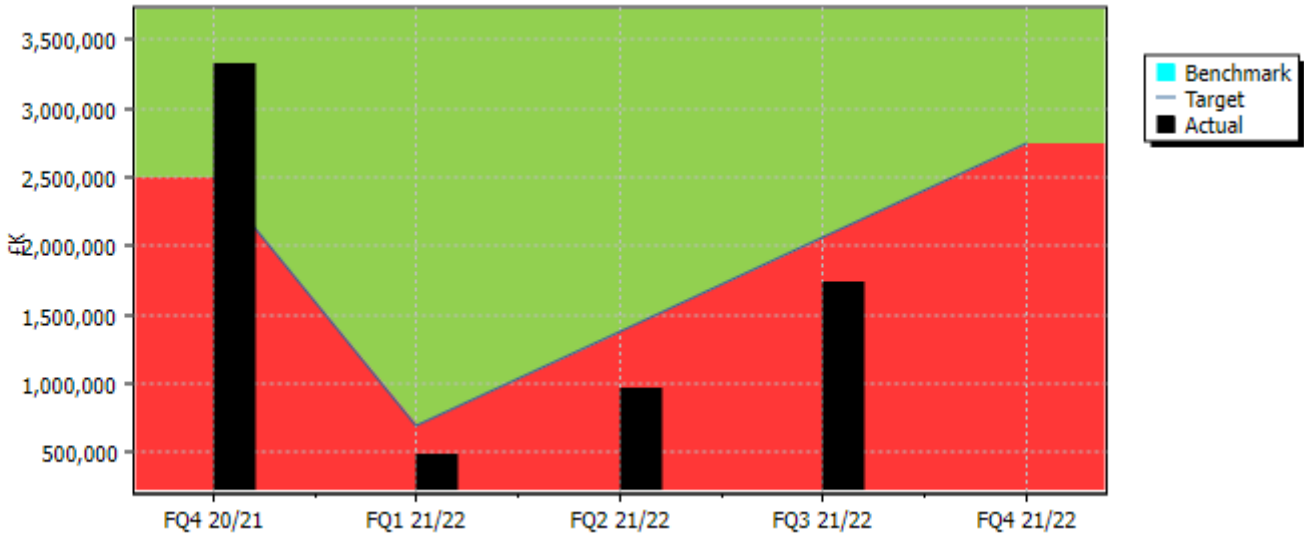
FQ3 2021/22 Key Performance Indicators for Financial Services

DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS																																			
Indicator: FIS115_03-Maintain the high rate of collecting Council Tax Why measure this? It is important that all local taxes due are collected. We also submit our performance to the Scottish Government.																																			
Commentary: Despite a difficult year Council Tax collections have remained steady and our collection figures are now comparable with 2019/20. In FQ3 2021/22 we collected 75.31% which compares to 75.92% in FQ3 2019/20. The figure was lower for FQ3 in 2020/21 but this is attributed to the impact of COVID. The actual percentage figure for Council Tax collected at 31 Dec 21 is 84.71% which is 0.27% lower than 84.98% collected in December 2019 ie pre pandemic. This is a good level of recovery given the current environment.																																			
This indicator is below target, however this is a cumulative total for the financial year																																			
TARGET FQ3 75.92% 96.1% cumulatively at March 2022	ACTUAL FQ3 75.31% R	BENCHMARK Scottish average 96.1% / ABC 97.3%	PERFORMANCE ➔																																
<div style="border: 1px solid red; padding: 5px; margin-bottom: 5px;">Latest status</div> <div style="border: 1px solid red; padding: 5px; margin-bottom: 5px;">FQ3 21/22</div> <div style="border: 1px solid red; padding: 5px;">75.31 %</div>	<table border="1" style="display: none;"> <caption>Chart Data: Council Tax Collection % by Quarter</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> <th>Benchmark (%)</th> </tr> </thead> <tbody> <tr> <td>FQ2 20/21</td> <td>58.00</td> <td>60.00</td> <td>60.00</td> </tr> <tr> <td>FQ3 20/21</td> <td>85.00</td> <td>85.00</td> <td>85.00</td> </tr> <tr> <td>FQ4 20/21</td> <td>95.00</td> <td>95.00</td> <td>95.00</td> </tr> <tr> <td>FQ1 21/22</td> <td>22.00</td> <td>22.00</td> <td>22.00</td> </tr> <tr> <td>FQ2 21/22</td> <td>50.00</td> <td>50.00</td> <td>50.00</td> </tr> <tr> <td>FQ3 21/22</td> <td>75.31</td> <td>75.92</td> <td>75.92</td> </tr> <tr> <td>FQ4 21/22</td> <td>95.00</td> <td>95.00</td> <td>95.00</td> </tr> </tbody> </table>			Quarter	Actual (%)	Target (%)	Benchmark (%)	FQ2 20/21	58.00	60.00	60.00	FQ3 20/21	85.00	85.00	85.00	FQ4 20/21	95.00	95.00	95.00	FQ1 21/22	22.00	22.00	22.00	FQ2 21/22	50.00	50.00	50.00	FQ3 21/22	75.31	75.92	75.92	FQ4 21/22	95.00	95.00	95.00
Quarter	Actual (%)	Target (%)	Benchmark (%)																																
FQ2 20/21	58.00	60.00	60.00																																
FQ3 20/21	85.00	85.00	85.00																																
FQ4 20/21	95.00	95.00	95.00																																
FQ1 21/22	22.00	22.00	22.00																																
FQ2 21/22	50.00	50.00	50.00																																
FQ3 21/22	75.31	75.92	75.92																																
FQ4 21/22	95.00	95.00	95.00																																

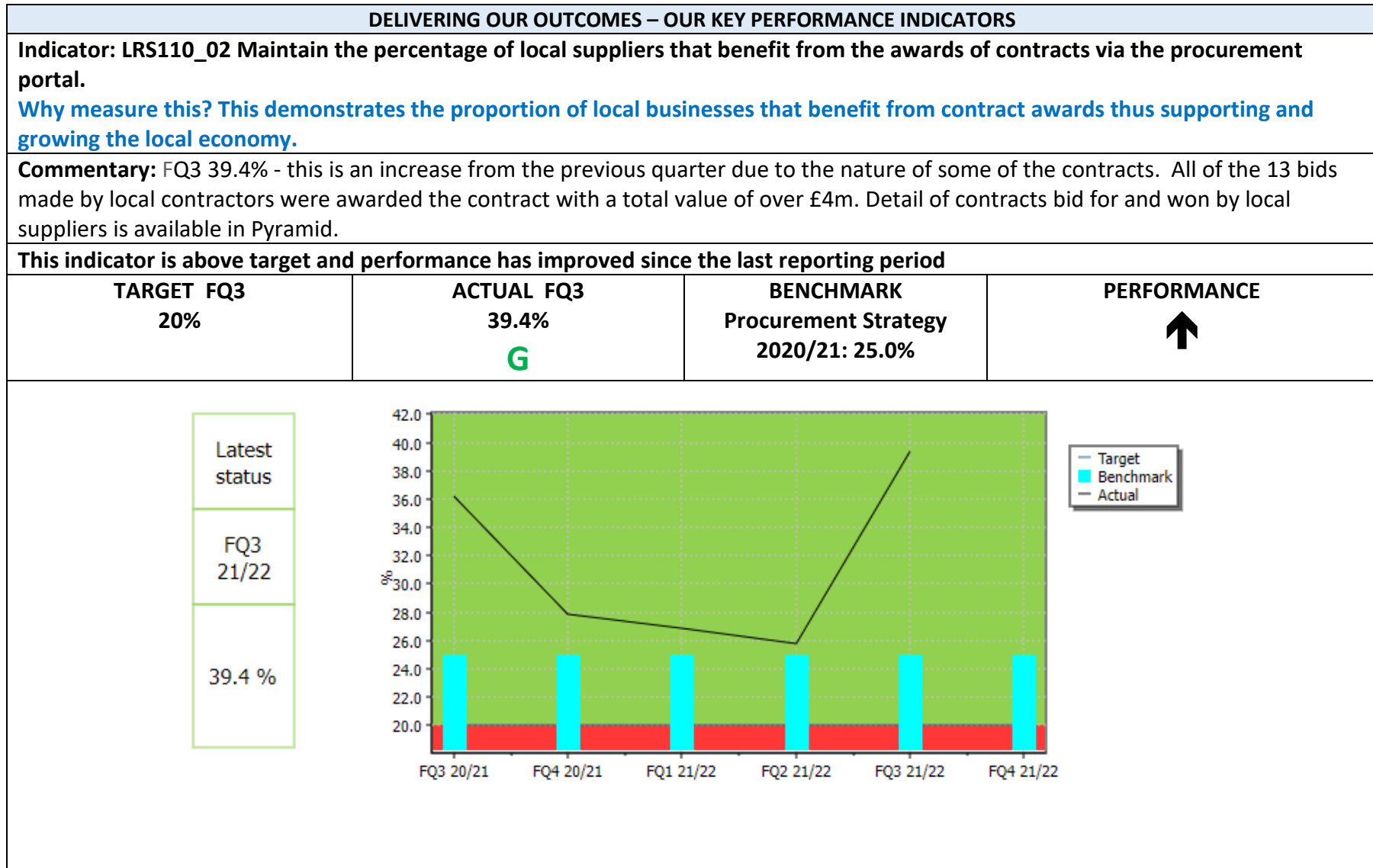
FQ3 2021/22 Key Performance Indicator for Commercial Services

DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS																																			
Indicator: COM107_01 Provide quality meals within cost margins to all pupils. Why measure this? All pupils have the opportunity for a nutritious, quality school meal																																			
Commentary: For FQ3, the food cost percentage for the whole area showed a variance of -0.62% We will continue to review the food cost percentage for those schools above and below the 5% variance target.																																			
This indicator is above target however performance has decreased since the last reporting period																																			
TARGET FQ3 Minimise quarterly food cost variance of +/-5%	ACTUAL FQ3 -.62% G	BENCHMARK 2019/20: average 3%	PERFORMANCE ↓																																
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Latest status</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">FQ3 21/22</div> <div style="border: 1px solid black; padding: 5px;">-0.62 %</div>	<table border="1" style="display: none;"> <caption>Food Cost Percentage Variance Data</caption> <thead> <tr> <th>Reporting Period</th> <th>Actual (%)</th> <th>Target (%)</th> <th>Benchmark (%)</th> </tr> </thead> <tbody> <tr> <td>FQ2 20/21</td> <td>-18.00</td> <td>5.00</td> <td>3.00</td> </tr> <tr> <td>FQ3 20/21</td> <td>-5.00</td> <td>5.00</td> <td>3.00</td> </tr> <tr> <td>FQ4 20/21</td> <td>-7.00</td> <td>5.00</td> <td>3.00</td> </tr> <tr> <td>FQ1 21/22</td> <td>-4.00</td> <td>5.00</td> <td>3.00</td> </tr> <tr> <td>FQ2 21/22</td> <td>-4.00</td> <td>5.00</td> <td>3.00</td> </tr> <tr> <td>FQ3 21/22</td> <td>-0.62</td> <td>5.00</td> <td>3.00</td> </tr> <tr> <td>FQ4 21/22</td> <td>-1.00</td> <td>5.00</td> <td>3.00</td> </tr> </tbody> </table>			Reporting Period	Actual (%)	Target (%)	Benchmark (%)	FQ2 20/21	-18.00	5.00	3.00	FQ3 20/21	-5.00	5.00	3.00	FQ4 20/21	-7.00	5.00	3.00	FQ1 21/22	-4.00	5.00	3.00	FQ2 21/22	-4.00	5.00	3.00	FQ3 21/22	-0.62	5.00	3.00	FQ4 21/22	-1.00	5.00	3.00
Reporting Period	Actual (%)	Target (%)	Benchmark (%)																																
FQ2 20/21	-18.00	5.00	3.00																																
FQ3 20/21	-5.00	5.00	3.00																																
FQ4 20/21	-7.00	5.00	3.00																																
FQ1 21/22	-4.00	5.00	3.00																																
FQ2 21/22	-4.00	5.00	3.00																																
FQ3 21/22	-0.62	5.00	3.00																																
FQ4 21/22	-1.00	5.00	3.00																																

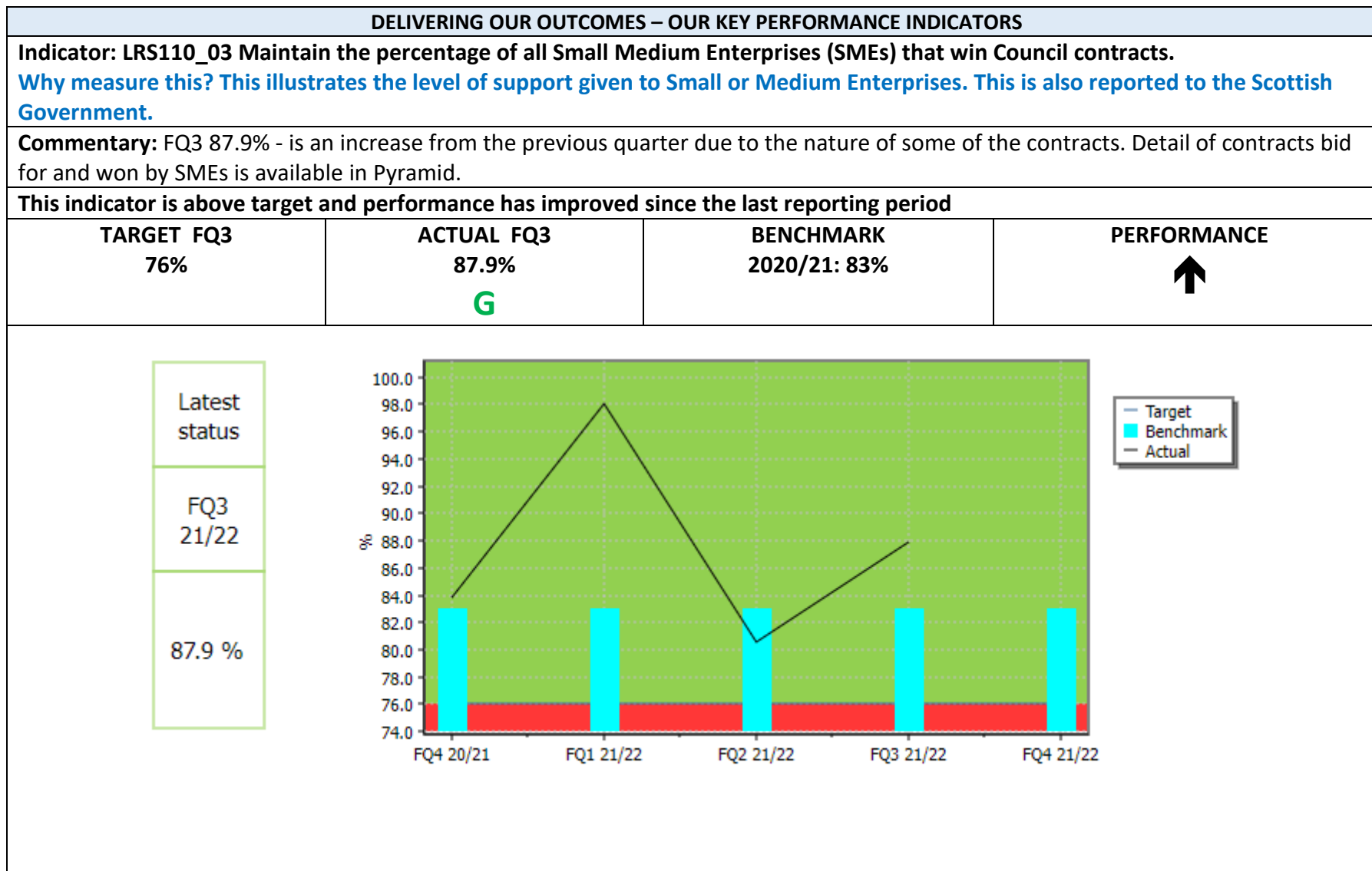
FQ3 2021/22 Key Performance Indicators for Legal and Regulatory Support

DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS																											
<p>Indicator: LRS102_01 Advice and assistance from Welfare Rights is provided to Clients to ensure they maximise their income. Why measure this? It is important that the correct amount of welfare rights are being claimed for every Client.</p>																											
<p>Commentary: Although the year to date figure is below target, the figure for income generated by Welfare Rights in FQ3 is £757,256. This figure is in excess of the quarter target as there has been an increased number of decision outcomes and of closed cases.</p>																											
<p>This indicator is below target with no change in performance since the last reporting period, however this is a cumulative total for the financial year</p>																											
<p>TARGET FQ3 Total £2.750m per year is distributed to clients Cumulative Target FQ3 = £2,062,500</p>	<p>ACTUAL FQ3 Cumulative Actual FQ3 = £1,735,596 R</p>	<p>BENCHMARK Internal benchmark: £2.3m</p>	<p>PERFORMANCE </p>																								
<div style="border: 1px solid red; padding: 5px; margin-bottom: 5px;">Latest status</div> <div style="border: 1px solid red; padding: 5px; margin-bottom: 5px;">FQ3 21/22</div> <div style="border: 1px solid red; padding: 5px;">£K 1,735,596</div>	 <table border="1"> <caption>Chart Data (Estimated)</caption> <thead> <tr> <th>Quarter</th> <th>Actual (£K)</th> <th>Target (£K)</th> <th>Benchmark (£K)</th> </tr> </thead> <tbody> <tr> <td>FQ4 20/21</td> <td>~3,300,000</td> <td>~2,500,000</td> <td>~3,500,000</td> </tr> <tr> <td>FQ1 21/22</td> <td>~500,000</td> <td>~700,000</td> <td>~3,500,000</td> </tr> <tr> <td>FQ2 21/22</td> <td>~1,000,000</td> <td>~1,400,000</td> <td>~3,500,000</td> </tr> <tr> <td>FQ3 21/22</td> <td>~1,735,596</td> <td>~2,000,000</td> <td>~3,500,000</td> </tr> <tr> <td>FQ4 21/22</td> <td>~2,750,000</td> <td>~2,750,000</td> <td>~3,500,000</td> </tr> </tbody> </table>			Quarter	Actual (£K)	Target (£K)	Benchmark (£K)	FQ4 20/21	~3,300,000	~2,500,000	~3,500,000	FQ1 21/22	~500,000	~700,000	~3,500,000	FQ2 21/22	~1,000,000	~1,400,000	~3,500,000	FQ3 21/22	~1,735,596	~2,000,000	~3,500,000	FQ4 21/22	~2,750,000	~2,750,000	~3,500,000
Quarter	Actual (£K)	Target (£K)	Benchmark (£K)																								
FQ4 20/21	~3,300,000	~2,500,000	~3,500,000																								
FQ1 21/22	~500,000	~700,000	~3,500,000																								
FQ2 21/22	~1,000,000	~1,400,000	~3,500,000																								
FQ3 21/22	~1,735,596	~2,000,000	~3,500,000																								
FQ4 21/22	~2,750,000	~2,750,000	~3,500,000																								

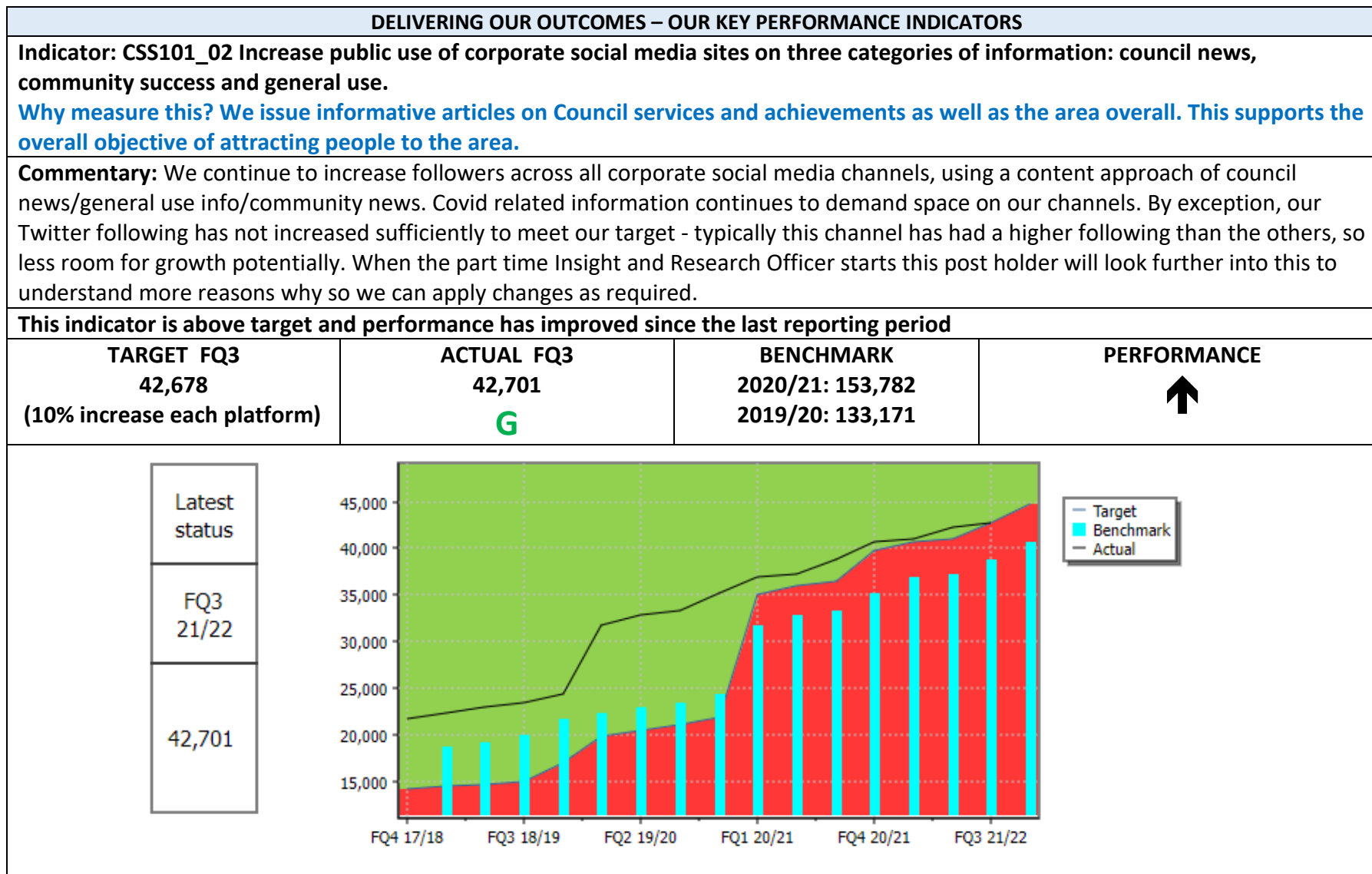
FQ3 2021/22 Key Performance Indicators for Legal and Regulatory Support



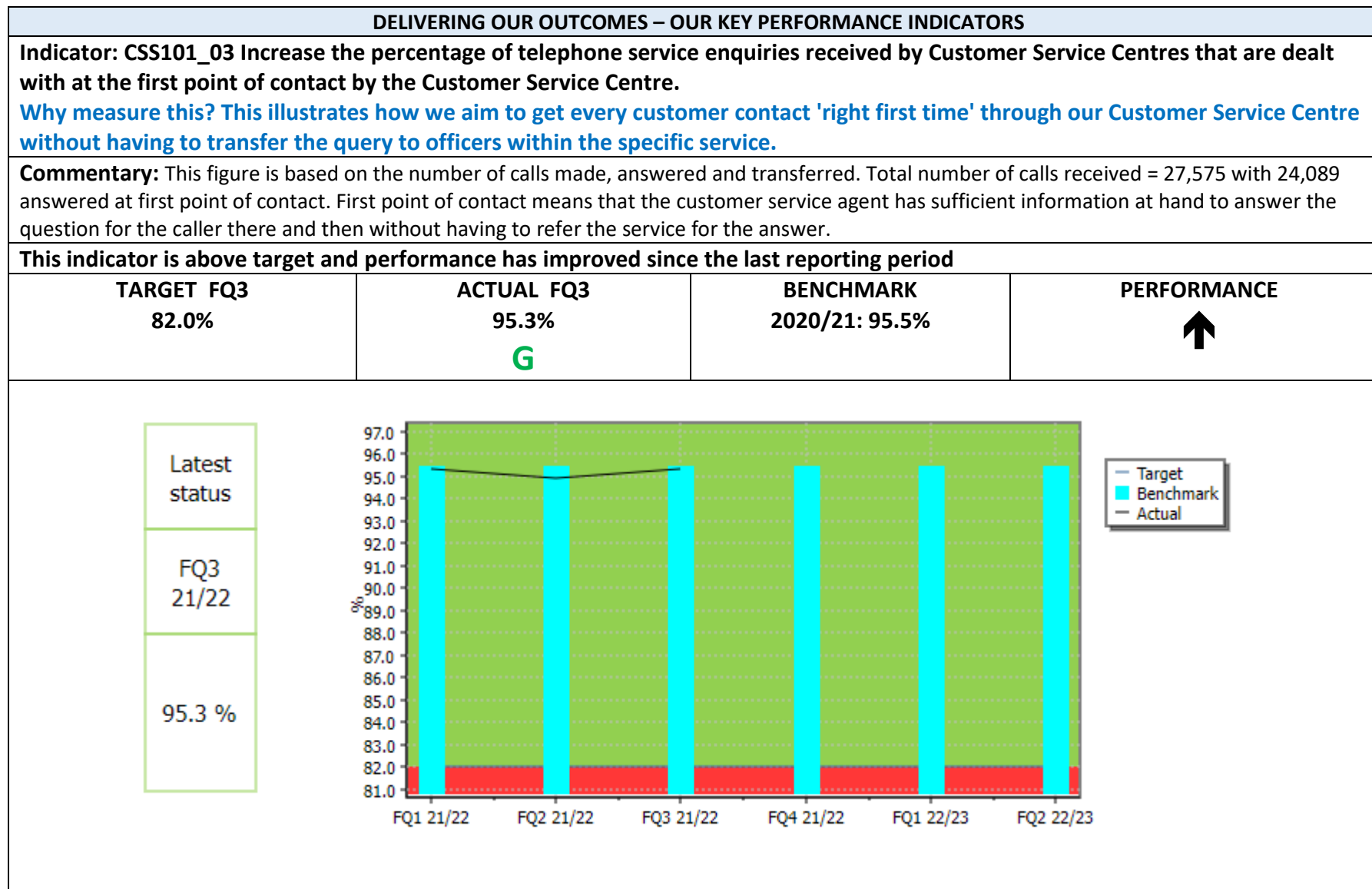
FQ3 2021/22 Key Performance Indicators for Legal and Regulatory Support



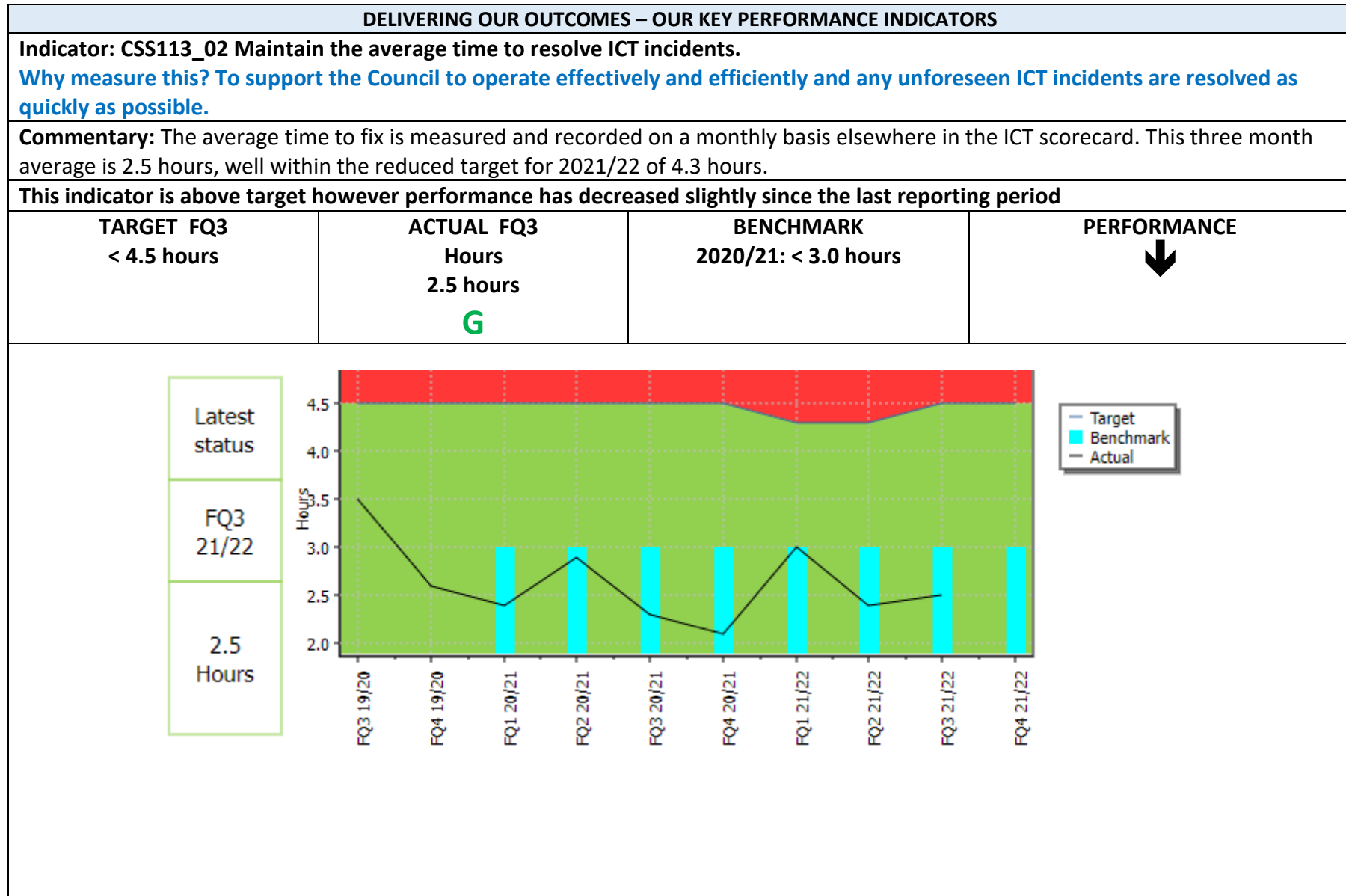
FQ3 2021/22 Key Performance Indicators for Customer Support Services



FQ3 2021/22 Key Performance Indicators for Customer Support Services



FQ3 2021/22 Key Performance Indicators for Customer Support Services



FQ3 2021/22 Key Performance Indicators for Customer Support Services

