

**NORTH LANARKSHIRE COUNCIL
REPORT**

To: POLICY & RESOURCES (FINANCE & CUSTOMER SERVICES) SUB-COMMITTEE		Subject: QUARTERLY PERFORMANCE MANAGEMENT EXCEPTIONS REPORT QUARTER 3 (1 OCTOBER – 31 DECEMBER 2007) PERFORMANCE TARGETS 2008/09
From: EXECUTIVE DIRECTOR OF FINANCE AND CUSTOMER SERVICES		
Date: 18 th February 2008	Ref: AC/LM/AB	

1 Purpose of the Report

- 1.1 The purpose of this report is to inform members of service performance within this quarter which falls outwith agreed thresholds. The report will provide members with information relating to performance issues and advise members of planned action to bring performance back within acceptable thresholds. The report also includes an update of targets and thresholds for the Service's Performance Portfolio for 2008/09.

2 Background

- 2.1 The Council's Performance Management Framework outlines key performance information which is suitable for all Services to record and monitor. Each Service manages their performance through a performance portfolio which includes targets and acceptable thresholds for each indicator being measured.
- 2.2 Services are required to report to members when actual performance falls into one of three key areas:
- 2.2.1 Indicators not meeting the target set and performance is below the acceptable thresholds.
 - 2.2.2 Indicators surpassing the target set and performance is above the acceptable thresholds.
 - 2.2.3 Indicators previously reported to committee as requiring improvement or surpassing targets which are now 'back on track'.
- 2.3 Whilst Services are required only to report on measures that have exceeded or failed to meet the acceptable threshold, or are 'back on track', a full set of indicators for Finance & Customer Services is attached for information in Appendix 1.

3 Indicators requiring improvement

- 3.1 *Key Service Measure – E-Government and Service Development*

Customer Contact Centre: % of calls abandoned

Target	Threshold	Actual	Variance
2.2%	+/- 5%	2.9%	+32%

Comment from Head of Service:

3.1.1 Some resources were re-directed from the Northline staff complement to assist with large call volumes in the Housing and Property repairs team. This resulted in a small dip in the performance achieved.

3.2 *Key Service Measure – E-Government and Service Development*

First Stop Shops: Average waiting times (minutes)

Target	Threshold	Actual	Variance
4 minutes	+/- 5% (+/- 12 seconds)	4.18 minutes	+ 7.5% (+ 18 seconds)

Comment from Head of Service:

3.2.1 The slight increase against the target for average waiting times can be attributed to the appointment of new Customer Service Assistants within the First Stop Shops. Part of their training is 'on the job' and as a result it may take longer to deal with enquiries which in turn has an impact on customer waiting and transaction times.

3.3 *Key Service Measure – E-Government and Service Development*

First Stop Shops: Average transaction times (minutes)

Target	Threshold	Actual	Variance
4.25 minutes	+/- 5% (+/- 13 seconds)	4.59 minutes	+ 12.8% (+ 34 seconds)

Comment from Head of Service:

3.3.1 The comments for 3.2 above also relate to this measure.

4 Indicators surpassing target

4.1 *Key Service Measure – E-Government and Service Development*

IT desktop: % of helpdesk calls fixed first time

Target	Threshold	Actual	Variance
90%	+/- 5% points	98%	+8% points

Comment from Head of Service:

4.1.1 Ongoing training and development for Steria's Service Desk personnel have provided them with improved skills to resolve a greater percentage of calls first time.

5 Indicators 'back on track'

5.1 Key Service Measure – E-Government and Service Development

Customer Contact Centre - % of calls taken within 10 seconds

Target	Threshold	Actual	Variance
78.5%	+/- 5% points	73.9%	-4.6% points

Comment from Head of Service:

5.1.1 73.9% of calls made to the Customer Contact Centre were answered within 10 seconds during quarter 3. This is an improvement on the previous quarterly performance (64%) and reflects the efforts of staff in meeting the challenging target set.

5.2 Key Service Measure – E-Government and Service Development

First Stop Shops - % of customers waiting less than 10 minutes

Target	Threshold	Actual	Variance
88.5%	+/- 5% points	88%	+0.5% points

Comment from Head of Service:

5.2.1 The percentage of customers waiting less than 10 minutes for quarter 2 was 83%. This was a result of a backlog of repairs with Morrison Property Care which in turn generated more customers into the First Stop Shops. The reduction in the backlog and changes to procedures has improved performance in this area (88% for quarter 3) and every effort will be made to ensure this level of performance is maintained in the future.

6 Performance Targets 2008/09

6.1 Each Service's Performance Portfolio is required to be updated for financial year 2008/09. The focus of monitoring performance is on improving the quality or standard of activities, tackling under-performance, achieving efficiency savings and cost reduction to achieve a measurable improvement in service delivered.

6.2 The opportunity has been taken to review and amend the Services' targets and thresholds for performance measures. Appendix 2 provides an overview of the revised targets and thresholds for 2008/09 and also introduces some new measures for 2008/09.

6.3 A report will be presented to Committee at a later date which will provide details of the remainder of the Portfolio. This will include an update of the Service's strategic focus, reviews undertaken and quality measures and targets.

7 Recommendation

7.1 It is recommended that Committee:

- (a) Notes the performance against target of the indicators for quarter 3 of 2007/08; and
- (b) Agrees the performance targets outlined for 2008/09.

A handwritten signature in black ink, appearing to read "Amiti Hill". The signature is written in a cursive, flowing style.

Executive Director of Finance and Customer Services

Performance Portfolio
Quarterly Performance
Quarter 3 2007/08

This appendix shows the actual performance against target for all performance measures across Financial Services, E-Government and Service Development and Revenue Services.

Financial Services

Key Service Measures

Indicator	Target	Variance Tolerance	Actual	Actual Variance
1 % of Budget Monitoring Reports submitted to Corporate Management Team & Service Committees on time	100%	-5%	100%	0
2 Number of working days from period-end to distribution of financial reports to CMT and Service Committees	15 days	+/-1 day	16 days	+ 1 day
3 % of completion of Key Financial Returns by deadline date (POBE, LFR, Council Tax, Rating Review etc)	100%	-5%	100%	0

E-Government and Service Development

Key Service Measures

Indicator	Target	Variance Tolerance	Actual	Actual Variance
1 IT Service Availability - % hours	99.9%	-1% point	99.9%	0
2 IT Applications Availability - % Hours	99.9%	-1% point	99.9%	0
3 IT desktop: % of helpdesk calls fixed first time	90%	+/-5% points	98%	+8% points ⁴
4 Customer Contact Centre - % of calls abandoned	2.2%	+/-5%	2.9%	+32% ¹
5 Customer Contact Centre - % of calls taken within 10 seconds	78.5%	+/-5% points	73.9%	-4.6% points ⁵
6 First Stop Shops: Average waiting times (minutes)	4 mins	+/-5% +/- 12 secs	4.18 mins	+7.5% ² +18 secs
7 First Stop Shops: % of Customers waiting less than 10 minutes	88.5%	+/-5% points	88%	-0.5% point ⁶
8 First Stop Shops: Average transaction times (minutes)	4.25 mins	+/-5% +/- 13 secs	4.59 mins	+12.8% ³ +34 secs

¹ Reported by exception in section 3.1 of Committee Report.

² Reported by exception in section 3.2 of Committee Report.

³ Reported by exception in section 3.3 of Committee Report.

⁴ Reported by exception in section 4.1 of Committee Report.

⁵ Reported by exception in section 5.1 of Committee Report.

⁶ Reported by exception in section 5.2 of Committee Report.

Revenue Services

Statutory Performance Indicators

Indicator		Target	Variance Tolerance	Actual	Actual Variance
1	No. of invoices paid within 30 calendar days of receipt	88%	+/-5% points	87.8%	-0.2% point
2	Housing Benefit and Council Tax Benefit– Time taken to process new claims	18 days	+/-2 days	18 days	0

Key Service Measures

Indicator		Target	Variance Tolerance	Actual	Actual Variance
1	% of salary and wage payments made correctly and timeously	99.75%	-1% point	99.76%	+0.01% point
2	% of Council Tax collected during the year	Q3 81.7%	+/-1% point	81.4%	-0.3% point
3	% of Non Domestic Rates collected during the year	Q3 79.5%	+/-1% point	79.4%	-0.1% point

Performance Targets - 2008/09

a) Quarterly measures

Financial Services and Internal Audit - Key Service Measures

Indicator		Target 2007/08	Target 2008/09	Variance Tolerance 2008/09
1	% of Budget Monitoring Reports submitted to Corporate Management Team & Service Committees on time	100%	100%	-5% points
2	Number of working days from period-end to distribution of financial reports to CMT and Service Committees	15 days	15 days	+/- 1 day
3	% of completion of Key Financial Returns by deadline date (POBE, LFR, Council Tax, Rating Review etc)	100%	100%	-5% points
4	% of customer questionnaire responses showing customer satisfaction and internal audit as adding value	New for 2008/09	95%	+/- 5% points

E-Government and Service Development - Key Service Measures

Indicator		Target 2007/08	Target 2008/09	Variance Tolerance 2008/09
1	IT Server Availability - % hours	99.9%	99.9%	- 1% point
2	IT Applications Availability - % Hours	99.9%	99.9%	- 1% point
3	IT desktop: % of helpdesk calls fixed first time	90%	90%	+/- 5% points
4	Customer Satisfaction (Service Desk Calls resolved by Steria)	New for 2008/09	97%	+/- 3% points
5	% of Reported incidents resolved by Steria within SLA (Service Desk)	New for 2008/09	96%	+/- 2% points
6	Customer Contact Centre – % of calls abandoned	New for 2008/09	4.9%	+/- 0.1% point
7	Customer Contact Centre – % of calls taken within 20 seconds	New for 2008/09	90%	+/- 5% points
8	First Stop Shops: Average waiting times (minutes)	10 mins	10 mins	-1 minute / > 10 minutes
9	First Stop Shops: % of Customers waiting less than 10 minutes	88.5%	85%	+/- 5% points

Revenue Services - Statutory Performance Indicators

Indicator		Target 2007/08	Target 2008/09	Variance Tolerance 2008/09
1	No. of invoices paid within 30 calendar days of receipt	88%	89%	+/-2% points
2	Housing Benefit and Council Tax Benefit– Time taken to process new claims	18 days	New Indicator – To Be Confirmed *	New Indicator – To Be Confirmed
3	Housing Benefit and Council Tax Benefit– % of cases for which the calculation of the amount of benefit was correct	99.6%	New Indicator – To Be Confirmed *	New Indicator – To Be Confirmed

* Full details of the method of calculation of the Statutory Performance Indicator are awaited and targets will be updated in due course.

Key Service Measures

Indicator		Target 2007/08	Target 2008/09	Variance Tolerance 2008/09
1	% of salary and wage payments made correctly and timeously	99.75%	99.8%	-0.5% points
2	% of Council Tax collected during the year	Q1 26.4% Q2 53.8% Q3 81.7% Q4 94.7%	Q1 26.50% Q2 53.75% Q3 81.75% Q4 94.75%	+/-1% point
3	% of Non Domestic Rates collected during the year	Q1 16.2% Q2 41.8% Q3 79.5% Q4 96.5%	Q1 16.25% Q2 41.75% Q3 79.5% Q4 96.75%	+/-1% point

b) Annual measures

Financial Services - Key Service Measures

Indicator		Target 2007/08	Target 2008/09
1	Cost of Closure of Accounts as a % of gross expenditure	0.02%	0.02%

Internal Audit - Key Service Measures

Indicator		Target 2007/08	Target 2008/09
1	Efficiency: Cost of Internal Audit per £1m of net expenditure	£930	£911
2	Audit outputs completed as a % of the audit outputs as per the Annual Internal Audit Plan approved by the Audit and Governance Panel	90%	90%
3	Reliance placed on the work of Internal Audit by the Council's appointed external auditor	Yes	Yes

Revenue Services - Statutory Performance Indicators

Indicator		Target 2007/08	Target 2008/09
1	Cost of collecting Council Tax per chargeable dwelling	£12.00	£12.25
2	% of Council Tax collected during the year	94.75%	94.75%
3	Housing Benefit and Council Tax Benefit– gross admin cost per case	£30.00	£30.75
4	No. of civil liability claims per 10,000 population	30.0	30.0

Key Service Measures

Indicator		Target 2007/08	Target 2008/09
1	Non-injury liability claims settled within 6 months	75%	80%
2	% Non Domestic Rates collected during the year	96.5%	96.75%