

To: POLICY & RESOURCES (FINANCE & CUSTOMER SERVICES) SUB-COMMITTEE		Subject: PERFORMANCE PORTFOLIO – 2011/12 PERFORMANCE INDICATOR RESULTS
From: EXECUTIVE DIRECTOR OF FINANCE & CUSTOMER SERVICES		
Date: 9 August 2012	Ref: AC/LM/EK/AB	

**1. Purpose**

1.1 The purpose of this report is to provide the Committee with an overview of the Service's performance for the financial year 2011/12. This report outlines performance relating to indicators contained within the Service's Performance Portfolios.

**2. Background**

2.1 Councils have a statutory duty to publish information on performance achieved in undertaking activities and delivering public services. In the past only Statutory Performance Indicators have been consistently reported to committee on an annual basis. Subsequent changes in the statutory direction for performance indicators have resulted in a reduced number of nationally prescribed indicators and an increased emphasis on the need to provide a more rounded and balanced picture of performance that covers a wider range of performance information which appropriately reflects achievement of service priorities and demonstrates best value. The statutory duty also has an emphasis on performance reporting that makes comparisons, as appropriate.

2.2 Each Service manages their performance through a range of performance indicators in Performance Portfolios which includes acceptable targets and thresholds approved by service committees prior to the start of each financial year. Services currently report this information quarterly to committee specifically identifying indicators where:

- the indicator is exceeding expectations, performance surpasses the target
- the indicator does not meet the target set and performance is outwith the acceptable thresholds

Whilst Services are required only to report on indicators that have failed or exceeded the acceptable threshold, indicators that are performing well and are 'on track' are also included for information.

**3. Indicators in Performance Portfolios - 2011/12 Annual Results**

3.1 Finance and Customer Services has 47 indicators in their Performance Portfolio for 2011/12 that are able to be compared to approved targets and thresholds. A summary of performance is shown in table 1 below.

Table 1 - Performance indicators: Summary of 2011/12 performance against target

Service / Performance Portfolio	Green	Red	Blue	Total
Finance and Customer Services	0	0	1	1
E Government and Service Development	6	3	2	11
Financial Services	15	0	0	15
Revenue Services	10	4	6	20
<b>Total</b>	<b>31</b>	<b>7</b>	<b>9</b>	<b>47</b>

3.2 Information in the following appendices shows how well the service has performed in 2011/12 against performance indicators in each Performance Portfolio. This includes a comparison to target and previous years performance (where available for long established indicators), and also corrective action where required. Where possible the final audited figures have been used to prepare this report.

- Appendix 1 shows indicators where performance reached the green status - the 2011/12 year end performance figure is on target and within the acceptable thresholds
- Appendix 2 shows indicators where performance reached the red status - the 2011/12 year end performance figure does not meet the target set and performance is outwith the acceptable thresholds
- Appendix 3 shows indicators where performance reached the blue status - the 2011/12 year end performance figure exceeds expectations and performance surpasses the target

3.3 The 2011/12 annual results in this report will be used for all year end reporting purposes, where applicable.

#### 4. Recommendation

4.1 It is recommended that Elected Members note the contents of this report.



**Executive Director of Finance & Customer Services**

Local Government Access to Information Act: on this report please contact Alison Burns, Accountant – Financial Services, (Tel: 01698 302743).

## 2011/12 Performance Indicators – ‘Met Target / Within Threshold’ - Green Status

Service	Indicator	2011/12 Target (threshold)	Ideal direction	Actual Results		
				2011/12 actual	2010/11 actual	2009/10 actual
E Government and Service Development	Invoices - % paid within 30 calendar days of receipt	97.1% (92.25%-100%)	↑	96.4%	96.6%	97.2%
	Complaints, all categories - number per status and % responded to within 14 days	100% (95%-100%)	↑	100%	100%	
	Project management - % completed projects that use formal project management methodology	100% (95%-100%)	↑	95.4%	95.8%	
	Service desk calls - % customer satisfaction	95.0% (92%-98%)	↑	97.8%	96.6%	
	Gold applications - % availability	99.9% (99.4%-100%)	↑	99.9%		
	First Stop Shops - average waiting time, minutes	6.0mins (4-8mins)	↓	4.48mins	5.12mins	5.42mins
Financial Services	Invoices - % paid within 30 calendar days of receipt	98.8% (93.8%-100%)	↑	98.9%	98.1%	95.6%
	Complaints, all categories - number per status and % responded to within 14 days	95.0% (95%-100%)	↑	100.0%		
	Internal Audit - % customer satisfaction	95% (90%-100%)	↑	100%	97.9%	
	Internal Audit - % respondents agree, strongly agree, performance contributes to council success	95% (90%-100%)	↑	100%	90%	
	Internal Audit - reliance placed on work of internal audit by external audit	100% (90%-100%)	↑	100%	100%	
	Internal Audit - % planned outputs contained in approved internal audit plan completed	90% (85%-95%)	↑	91.7%	103%	
	Internal Audit - % productive hours delivered as per the internal audit annual plan	100% (95%-100%)	↑	96.5%	88.3%	
	External Audit - positive comment from external auditor on internal audit and annual accounts	100% (90%-110%)	↑	100%	100%	
	Accounts - cost of closure of accounts as a % of gross expenditure	0.020% (0.015%-0.025%)	↓	0.024%	0.022%	0.022%
	Accounts - % variation between the forecast outturn and actual outturn	0.50% (0.25%-1.50%)	↓	1.204%	-0.753%	-1.042%
	Internal Audit - cost of internal audit per £1m of council net expenditure	£900 (£810-£990)	↓	£899.91	£974.16	£972.69

Service	Indicator	2011/12 Target (threshold)	Ideal direction	Actual Results		
				2011/12 actual	2010/11 actual	2009/10 actual
Financial Services	Budget monitoring reports - % submitted to CMT and committee on time	100% (95%-100%)	↑	98.7%	100%	97.4%
	Statutory financial reports - % completed by deadline date	100% (95%-100%)	↑	100%	100%	100%
	Key financial returns - % completed by deadline date	100% (95%-100%)	↑	100%	100%	100%
	Treasury - % of prudential indicators complied with	100% (95%-100%)	↑	100%	100%	
Revenue Services	Procurement spend - % collaboratively	10.0% (7.5%-12.5%)	↑	8.1%	7.6%	
	Procurement - procurement capability assessment score	45 (42-48)	↑	47	42	32
	Efficiency savings - £ total procurement efficiency savings achieved year on year	£1.7m (£1.5m-£1.7m)	↑	£1.7m	£1.5m	
	Non domestic rates - % collected during the year	95.5% (93%-98%)	↑	95.16%	95.10%	94.94%
	Employee payments - % employees paid correctly and on time	99.8% (99.7%-99.9%)	↑	99.75%	99.65%	
	Invoices - % paid within 30 calendar days of receipt	76.5% (72.6%-100%)	↑	93.1%	74.7%	79.3%
	Complaints, all categories - number per status and % responded to within 14 days	100% (95%-100%)	↑	95.7%	97.2%	
	Council tax income - % collected in the year	95% (92.5%-97.5%)	↑	94.35%	94.53%	94.50%
	Benefits administration – average days to process new claims	20 days (18-22 days)	↓	19.2 days		
	Non domestic rates - £ cost of collecting non domestic rates per case	£22.30 (£21.80-£22.80)	↓	£21.94	£21.07	£20.75

## 2011/12 Performance Indicators which 'Do Not Meet Target and are Outwith Acceptable Thresholds' – Red Status

Service	Indicator	2011/12 Target (threshold)	Ideal direction	Actual Results			Corrective Action
				2011/12 actual	2010/11 actual	2009/10 actual	
Revenue Services	Procurement - % of procurement spend with SMEs	50% (45%-55%)	↑	34%	42%		The Council is implementing a range of measures to ensure that procurement activity is SME/local business friendly, these include: Factoring social considerations into procurement decisions, adoption of government led streamlined process and documentation, use of national portal to advertise procurement opportunities, sustainable procurement strategy, initiatives to support and develop SME's/local businesses, prompt payment policy, timely feedback to all businesses that tender unsuccessfully so that they are better placed to bid next time.
	Procurement spend - % local	40% (35%-45%)	↑	31.6%	37.5%		
	Council tax collection - cost of collecting council tax per dwelling	£15.00 (£14.50-£15.50)	↓	£16.53	£14.88	£14.27	Improvements in the methodology for allocating support costs were introduced during 2011/12. Analysis of the prior years on a comparative basis shows an increase in line with expectations.
	Benefits administration - £ gross cost per case for housing and council tax benefits	£30.00 (£29-£31)	↓	£31.31	£25.70	£29.97	

Service	Indicator	2011/12 Target (threshold)	Ideal direction	Actual Results			Corrective Action
				2011/12 actual	2010/11 actual	2009/10 actual	
E Government and Service Development	Customer Contact Centre - % of calls taken within 20 seconds	90% (88%-92%)	↑	83.9%	85.9%	87.4%	Holding staff vacancies, releasing staff for training and the exceptional volume of calls during the storms at the start of January impacted the average response target, however, performance improved towards the end of the year (85% in Q4).
	First Stop Shops - % of customers waiting less than 10 mins	85% (84%-86%)	↑	83.9%	82.7%	81.0%	The year to date figure has not been met due to vacancies within the FSS being held to provide redeployment opportunities. As vacancies are filled performance will improve. This will allow us to deal with the remaining peaks in customer demand.
	Wide area network - % availability	99.9% (99.4%-100%)	↑	99.3%			A Virgin Media network problem during Q4 caused this indicator to miss target.

## 2011/12 Performance Indicators 'Exceeding Target' – Blue Status

Service	Indicator	2011/12 Target (threshold)	Ideal direction	Actual Result			Update
				2011/12 actual	2010/11 actual	2009/10 actual	
Finance and Customer Services	Sickness absence - average number of working days lost per FTE employee	7.50 days (7.04-7.96 days)	↓	6.69 days	7.64 days	8.16 days	A reduction in the number of staff on long-term absence compared with previous years, together with improved attendance levels within divisions.
E Government and Service Development	Customer satisfaction - % service desk calls resolved by service delivery partner	95% (92%-98%)	↑	99.8%	95.3%		This is due to a continued focus on improving services to our customers, through the deployment of improved management tools and resilient technologies.
	Customer Contact Centre - % of calls abandoned	4% (2.5%-4.5%)	↓	2.2%	2.9%	2.2%	Multi-skilling between Environmental and Repairs teams has improved call abandon rates significantly.
Revenue Services	Procurement - % of contracts notified by electronic contract notice	90% (85%-95%)	↑	100%	100%		Earlier than expected cross council adoption of use of Public Contracts Scotland Portal and process, allowing all Contract Notices to be published electronically.
	Procurement spend - % with contracted suppliers	60% (55%-65%)	↑	83.7%	82.2%		Scope of procurement activity continues to increase, use of electronic systems helps ensure spend with contracted suppliers.
	Procurement transactions - % processed electronically	45% (40%-50%)	↑	71.2%	65.2%		Reporting and monitoring of volume of electronic transactions through CPWG, encouraging service ownership and compliance with electronic order systems.

Service	Indicator	2011/12 Target (threshold)	Ideal direction	Actual Result			Update
				2011/12 actual	2010/11 actual	2009/10 actual	
Revenue Services	Payment of invoices, council wide - % paid within 30 calendar days of receipt	91.2% (89.2%-93.2%)	↑	94.2%	90%	92.7%	This is due to a number of factors including improved operational processes across Services, and work with suppliers to operate consolidated invoicing.
	Debtors - number of debtors days	80 days (79-81 days)	↓	66 days			This reflects the continuing improved collections achieved during the year in respect of monitoring debt repayment arrangements and the improvements in the quality of billing information with reductions in queries and disputes.
	Benefits administration - average days to process changes of circumstances	9 days (7-11 days)	↓	5.9 days			This reflects the success in automating the changes in circumstances relating to the socially rented housing sector.

Key	
<b><u>Ideal direction</u></b>	
A higher figure is better	↑
A lower figure is better	↓