

To: POLICY AND RESOURCES (FINANCE AND CUSTOMER SERVICES) SUB COMMITTEE		Subject: FINANCE & CUSTOMER SERVICES SERVICE PLAN PERFORMANCE REPORT SIX MONTHLY EXCEPTIONS REPORT: APRIL TO SEPTEMBER 2013
From: EXECUTIVE DIRECTOR OF FINANCE AND CUSTOMER SERVICES		
Date: 30 OCTOBER 2013	Ref: AC/EK/SP	

1 Purpose

1.1 The purpose of this report is to provide the committee with details of Finance and Customer Services' performance results for the first half of 2013/14. The report outlines performance relating to service plan activity including progress against the themes within the Corporate Plan, Service Priorities and the indicators contained within the Performance Portfolio.

2 Background

2.1 Services produce a plan on an annual basis which outlines the key strategic and operational improvements linked to the Council's strategic objectives. Services are required to provide Members with a six monthly update, outlining progress against the information identified within the 2013/14 plan.

2.2 In line with best practice, the information contained within this report provides an overview of all information, with an emphasis on the indicators and actions that are not performing within acceptable thresholds.

3 Service plan progress April to September 2013

3.1 Service Priorities

Service Priorities are actions which have been identified by the Service as being important to improve outcomes to customers but which do not necessarily fit directly into the work of the themed Corporate Working Groups. Finance and Customer Services has highlighted 96 actions of which 19 are not due to start until later in the financial year. From the 77 actions that have commenced, 69 are on track or have been completed and 8 require improvement.

Explanations of the indicators requiring improvement are given in Appendix A, along with details of proposed corrective action to bring these actions back on track, where possible.

Service Priorities: Summary of overall progress				
Service	On Track/ Complete	Require Improvement	Not Yet Started	Total
E Government and Service Development	26	0	4	30
Financial Services	23	2	7	32
Revenue Services	20	6	8	34
Total	69	8	19	96

3.2 There are a small number of Service Priorities which have been carried forward from the previous Service Plan. In the main, they are dependant upon completion of strategic Council wide initiatives. An update on their progress is included in Appendix B.

3.3 Performance Portfolio Indicators

Each Head of Service has performance measures in place which provide them with an indication of how well their Service is performing. Finance and Customer Services has 26 performance indicators; of these 6 are exceeding target, 14 are on track and 6 are requiring improvement. Appendix C contains information on the indicators which are not performing within acceptable thresholds and of the proposed corrective action where this is required and indicators which are exceeding their thresholds. Whilst Services are required only to report on measures that have exceeded or failed to meet the acceptable threshold, a list of indicators which are on track is attached for information in Appendix D.

Service	Exceeding Target	On Track	Require Improvement	Total
E Government & Service Development	2	6	3	11
Financial Services	0	3	0	3
Revenue Services	3	5	3	11
Finance & Customer Services: Sickness Absence	1	0	0	1
Total	6	14	6	26

4 Recommendation

4.1 It is recommended that Members note the content of this report and the current position of the actions and indicators contained with the Service Plan.

Executive Director of Finance and Customer Services

Local Government Access to Information Act: on this report please contact Steven Pettigrew, Accounting Assistant, Financial Services Tel: 01698 302895

Appendix A – Service Priorities: Requiring Improvement

Service	Description	Update / Corrective Action
Financial Services	Prepare a new performance framework for assessing Internal Audit performance following consultation with customers.	Work remains ongoing to consider the implications and requirements of new Public Sector Internal Audit Standards and Local Government Application Note and nationally agreed balanced scorecard for Internal Audit. Paper outlining proposed approach to be tabled at November A&GP.
	Review internal Service Level Agreements	Financial Services have been increasingly involved in the creation and review of a number of external Service Level Agreements including North Lanarkshire Leisure, Culture NL and NL Properties. This has required a reprioritisation of work in this area in the short term with this task now programmed for completion by December 2013.
Revenue Services	Review the implementation of Culture NL and North Lanarkshire Properties LLP within the Risk and Insurance system to enable payment of claims	The respective systems have been amended to accommodate the needs of the two projects. Implementation has taken place for Culture NL. The system for NL Property has been developed but its implementation is dependent on the actual date of transfer of the commercial properties portfolio.
	Review the implementation of Culture NL and NL Properties LLP within the Payroll system to enable payment of employees on target	
	Review the implementation of Culture NL and North Lanarkshire Properties LLP within the Creditors system to enable payment of invoices	
	Review the implementation of Culture NL and North Lanarkshire Properties LLP within the Debtors system to enable payment of invoices	
	Implement enhanced functionality for Self Service	HR/Payroll system currently under review, the development of this functionality is suspended.
	Implement enhanced functionality for Fast Forward Module	

Appendix B – Activities Outstanding from previous years

Service	Description	Update/Corrective Action
E Government and Service Development	2011/12 Implementing the Payroll / HR modules (FastForward / Hourly Absence Module / Workforce Intelligence)	HR/Payroll system currently under review, the development of this functionality is suspended
	2012/13 Continue to contribute to successful development and delivery of NLP initiatives GIRFEC and e-Care.	On hold until we get clear requirements jointly from all partners.
	2012/13 Develop and carry out a desktop testing exercise for category 3 applications	The development of the formal test plan has been delayed by Public Services Network
Revenue Services	2011/12 Hourly Absence Module with HR	HR/Payroll system currently under review, the development of this functionality is suspended.

Appendix C – Performance Indicators: Exceptions

Key	Ideal	↑	A higher figure is better
	Direction	↓	A lower figure is better

Indicators not meeting the target set: performance is below the acceptable threshold

Service	Indicator	Ideal Direction	Actual	Target (Threshold)	Update
E Government and Service Development	Priority 1 outages - number per month	↓	17 times	12 times (10-14 times)	Some of the Incidents repeated for specific applications - these are now being more fully investigated to identify the underlying cause. In a further 2 of the instances there are already plans to upgrade the infrastructure involved.
	Customer Contact Centre - % of calls taken within 20 seconds	↑	86.0%	90% (87%-93%)	There has been an unusually high volume of calls on a Monday/Tuesday which has presented a resourcing challenge. This is being addressed by short term staff reallocation to deal with these identified peaks in demand. The level of service has increased from 84% in the first quarter to 88% in the second quarter as a result of these changes and this is being closely monitored.
	Audit actions - % completed to target date set	↑	25.7%	100%	Resources have been reprioritised to address Public Service Network compliance.
Revenue Services	Housing Benefits administration - average days to process new claims	↓	25.3 days	20 days (18-22 days)	The Speed of Processing Stats are for Housing Benefit only and exclude Council Tax Reduction Scheme (CTRS) Stats as this area is no longer reported to DWP (no impact on totals reported). The Stats are outwith target due to the volume of work that remains within the Benefits system brought about by a combination of our conversion to a new system and the impact of the various Welfare Reforms.
	Housing Benefits administration - average days to change events	↓	12.6 days	9 days (7-11 days)	
	Audit actions - % completed to target date set	↑	88%	100%	The incomplete action related to the updating of the staff guidance manual due in the first quarter. This was a comprehensive update due to the changes arising from the new system and the update was completed during the second quarter.

Indicators surpassing the target set: performance is above the acceptable threshold

Service	Indicator	Ideal Direction	Actual	Target (Threshold)	Update
E Government and Service Development	Service desk calls - % customer satisfaction	↑	99.7%	95% (92%-98%)	The threshold was exceeded due to the focus we have on providing customers with a working solution to any identified faults they may be experiencing.
	Service desk - % of reported incidents resolved by service partner within SLA	↑	97.7%	95% (93%-97%)	Continued focus on minimising impact to the business has resulted in us surpassing the threshold for number of reported incidents resolved within SLA
Revenue Services	Invoices - % paid within 30 calendar days of receipt	↑	90.5%	88.8% (88.5%-89.1%)	The performance reflects a number of improvements to the operational performance within the team and the work with Services to reduce error and re-work. Consideration is being

					given to increase the target to reflect this.
	Debtors - number of debtors days	↓	41 days	70 days (68-72 days)	Performance this quarter reflects meeting targets in respect of monitoring and maintaining debt payment arrangements and ensuring that proactive recovery action is taken as early as possible. The bad-debt write-off was also carried out this quarter.
	Payment of invoices, council wide - % paid within 30 calendar days of receipt	↑	96.7%	94.0% (93.7%-94.3%)	The performance reflects processing improvements across all Services.
Finance and Customer Service	Sickness Absence – average no. of working days lost through sickness absence	↓	2.82 days	3.50 days (3.05-3.95 days)	Attendance is being managed well across all 3 divisions

Appendix D – Performance Indicators: On Track

Service	Indicator	Ideal Direction	Actual	Target (Threshold)
E Government and Service Development	Elected Members - % of enquiries responded to within 5 working days	↑	100%	100% (90%-100%)
	MP / MSP / MEP - % of enquiries responded to within 10 working days	↑	100%	100% (90%-100%)
	Invoices - % paid within 30 calendar days of receipt	↑	94.4%	93.1% (88.1%-100%)
	Gold applications - % availability	↑	99.7%	99.9% (99.4%-100%)
	Wide area network - % availability	↑	99.5%	99.9% (99.4%-100%)
	First Stop Shops - % of customers waiting less than 10 mins	↑	85.5%	85% (82%-88%)
Financial Services	Elected Members - % of enquiries responded to within 5 working days	↑	100%	100% (90%-100%)
	MP / MSP / MEP - % of enquiries responded to within 10 working days	↑	100%	100% (90%-100%)
	Invoices - % paid within 30 calendar days of receipt	↑	98.5%	96.5% (91.5%-100%)
Revenue Services	Elected Members - % of enquiries responded to within 5 working days	↑	100%	100% (90%-100%)
	MP / MSP / MEP - % of enquiries responded to within 10 working days	↑	100%	100% (90%-100%)
	Employee payments - % employees paid correctly and on time	↑	99.7%	99.8% (99.5%-100%)
	Council Tax % collected in the year	↑	52.8%	54% (52.5%-55.5%)
	Non domestic rates - % collected during the year	↑	53.2%	53.0% (52.0%-54.0%)