

To: POLICY & RESOURCES (FINANCE & CUSTOMER SERVICES) SUB-COMMITTEE	Subject: FINANCE AND CUSTOMER SERVICES QUARTERLY EXCEPTIONS REPORT PERFORMANCE PORTFOLIO APRIL – DECEMBER 2013	
From: EXECUTIVE DIRECTOR OF FINANCE & CUSTOMER SERVICES		
Date: 27 JANUARY 2014	Ref: AC/EK/VR/TMC	

**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 third quarter of financial year 2013/14. The report highlights performance relating to the indicators where the results are not within acceptable thresholds.

**2 Background**

2.1 Services are required to report to members when actual performance falls into one of two key areas:

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

2.2 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 attached for information in Appendix B.

**3 Performance Portfolio Indicators April to December 2013**

3.1 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 32 performance indicators; of these 19 are on track, 6 are exceeding target and 7 require improvement. Appendix A contains information on the indicators which are not performing within acceptable thresholds, grouped by Head of Service, and the proposed corrective action.

**Performance Indicators: Summary of overall progress**

Service	Exceeding Target	On Track	Require Improvement	Total
E Government & Service Development	2	8	3	13
Financial Services	0	5	0	5
Revenue Services	3	6	4	13
Finance & Customer Services: Sickness Absence	1	0	0	1
<b>Total</b>	<b>6</b>	<b>19</b>	<b>7</b>	<b>32</b>

#### **4 Recommendation**

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



**Alistair Crichton**  
**Executive Director, Finance and Customer Services**

*Members seeking further information on the contents of this report are asked to contact Tracy McCartney, Accountant, on telephone number 01698 302560.*

## Appendix A – Performance Indicators: Exceptions

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

Service	Type	Indicator	Ideal Direction	Actual	Target (Threshold)	Update/Corrective Action
E Government and Service Development	KSM	Percentage of stage 1 complaints responded to within 5 working days	↑	91.7%	100% (95%-100%)	The service received a total of 12 complaints, one of which was not formally responded to within the timescale, although the customer was telephoned and a course of action agreed on the phone within the required timescale.
	KSM	Audit actions - % completed to target date set	↑	30.2%	100%	Resources have been reprioritised to address Public Service Network compliance.
	KSM	Priority 1 outages	↓	21 times	18 times (16-20 times)	Investment in technical infrastructure is being progressed to improve resilience and remove single points of failure which lead to these outages.
Revenue Services	KSM	Audit actions - % completed to target date set	↑	90%	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 introduction of the new CIVICA system (Council Tax, Benefits, NDR) and the update was completed during the second quarter.
	SPI	Council Tax % collected in the year	↑	81.2%	83% (81.5%-84.5%)	Collection rates are lower than the target due to the decreasing level of Council Tax Reduction Scheme which has a consequential increase in the amounts payable by the public. Recovering this continues to be a challenge in the current climate.
	KSM	Housing Benefits administration - average days to process new claims	↓	25 days	20 days (18-22 days)	The performance is out-with target due to the volume of work that has been necessary arising from the national changes in the Welfare Reform programme.
	KSM	Housing Benefits administration - average days to change events	↓	13 days	9 days (7-11 days)	This has meant an increase in the volumes of workload within the processing of housing benefit and a significant increase in the management of the Discretionary Housing Payments (DHP). The Service continues to prioritise this workload and apply additional resources, including overtime, to endeavour to continue to provide a timely service to the applicants.

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

Service	Type	Indicator	Ideal Direction	Actual	Target (Threshold)	Update
E Government and Service Development	KSM	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.
	KSM	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 achieving the threshold for number of reported incidents resolved within SLA
Revenue Services	KSM	Invoices - % paid within 30 calendar days of receipt	↑	92.2%	88.8% (88.5%-89.1%)	The performance reflects processing improvements across all Services, together with an overall reduction in the number of invoices being processed throughout the Council
	SPI	Payment of invoices, council wide - % paid within 30 calendar days of receipt	↑	96.8%	94.0% (93.7%-94.3%)	The performance reflects processing improvements across all Services.
	KSM	Debtors - number of debtors days	↓	55 days	70 days (68-72 days)	Performance this quarter reflects meeting targets in respect of monitoring and maintaining payment arrangements and ensuring that proactive recovery action is taken as early as possible.
Finance and Customer Services	KSM	Sickness Absence – average no. of working days lost through sickness absence	↓	4.8 days	5.6 days (5.1 – 6.0 days)	Attendance is being managed well across all 3 divisions

**Appendix B – Performance Indicators: On Track**

Service	Type	Indicator	Ideal Direction	Actual	Target (Threshold)
E Government and Service Development	KSM	Percentage of stage 2 complaints responded to within 20 working days	↑	100%	100% (95%-100%)
	KSM	Elected Members - % of enquiries responded to within 5 working days	↑	100%	100% (90%-100%)
	KSM	MP / MSP / MEP - % of enquiries responded to within 10 working days	↑	100%	100% (90%-100%)
	KSM	Invoices - % paid within 30 calendar days of receipt	↑	95.9%	93.1% (88.47%-100%)
	KSM	Customer Contact Centre - % of calls taken within 20 seconds	↑	89.1%	90% (87%-93%)
	KSM	Gold applications - % availability	↑	99.8%	99.9% (99.4%-100%)
	KSM	Wide area network - % availability	↑	99.5%	99.9% (99.4%-100%)
	KSM	First Stop Shops - % of customers waiting less than 10 mins	↑	85.3%	85% (82%-88%)
Financial Services	KSM	Percentage of stage 1 complaints responded to within 5 working days	↑	100%	100% (95%-100%)
	KSM	Percentage of stage 2 complaints responded to within 20 working days	↑	100%	100% (95%-100%)
	KSM	Elected Members - % of enquiries responded to within 5 working days	↑	100%	100% (90%-100%)
	KSM	MP / MSP / MEP - % of enquiries responded to within 10 working days	↑	100%	100% (90%-100%)
	KSM	Invoices - % paid within 30 calendar days of receipt	↑	98.1%	96.5% (91.5%-100%)
Revenue Services	KSM	Percentage of stage 1 complaints responded to within 5 working days	↑	96.7%	100% (95%-100%)
	KSM	Percentage of stage 2 complaints responded to within 20 working days	↑	100%	100% (95%-100%)
	KSM	Elected Members - % of enquiries responded to within 5 working days	↑	94.3%	100% (90%-100%)
	KSM	MP / MSP / MEP - % of enquiries responded to within 10 working days	↑	100%	100% (90%-100%)
	KSM	Employee payments - % employees paid correctly and on time	↑	99.7%	99.8% (99.5%-100%)
	KSM	Non domestic rates - % collected during the year	↑	80.2%	79% (80.5%-77.5%)

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