

To: POLICY & RESOURCES (FINANCE & CUSTOMER SERVICES) SUB-COMMITTEE		Subject: FINANCE AND CUSTOMER SERVICES QUARTERLY EXCEPTIONS REPORT PERFORMANCE PORTFOLIO APRIL – DECEMBER 2014
From: EXECUTIVE DIRECTOR OF FINANCE & CUSTOMER SERVICES		
Date: 26 JANUARY 2015	Ref: AC/EK/VR/DM	

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 2014/15. The report outlines 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' is attached for information in Appendix B.

3. Performance Portfolio Indicators April to December 2014

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 24 performance indicators; of these 15 are on track, 4 are exceeding target and 5 are requiring 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	6	2	10
Financial Services	1	2	0	3
Revenue Services	1	7	2	10
Finance & Customer Services: Sickness Absence	0	0	1	1
Total	4	15	5	24

4. **Recommendation**

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

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke at the end.

Executive Director of Finance and Customer Services

Members seeking further information on the contents of this report are asked to contact Elaine Kemp, Corporate Finance Manager, on telephone number 01698 302408.

Appendix A – Performance Indicators: Exceptions

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

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

Service	Indicator	Ideal Direction	Actual	Target (Threshold)	Corrective Action
E Government and Service Development	Invoices - % paid within 30 calendar days of receipt	↑	62.9%	93.7% (92.7%-94.7%)	The demand for grants through the Scottish Welfare fund has been steadily increasing throughout the first year and the team who make the decisions on awards are the same team who then administer and process invoices. It has been necessary to prioritise decision making over administration at times of high demand however work is continually ongoing to review processes and automate where possible to reduce the administration timescales
	Number of priority 1 outages	↓	25 times	18 times (16 - 20 times)	Aged hardware has caused performance issues - there is work ongoing to upgrade this infrastructure to a more reliable and resilient solution.
Revenue Services	Debtors - number of debtors days	↓	93 days	52 days (50-54 days)	The calculation of Debtor Days is not an accurate performance measure for a local authority which has such a diverse range of services, charging methods and payment arrangements. Work is currently underway to identify a more appropriate performance measure.
	Housing Benefits administration - average days to change events	↓	13.2 days	11 days (9-13 days)	The improvement achieved through introduction of the new Change Event Notification Forms has been off-set by the launch of the new DWP Real Time Information (RTI) initiative which required an additional staffing resource at the expense of the speed in which we process the Change Events
Finance and Customer Service	Sickness Absence – average no. of working days lost through sickness absence	↓	6.14 days	5.58 days (5.13 – 6.03 days)	The performance was adversely affected by a small number of long-term absences, in addition to short-term absences, both of which are being handled in line with NLC's Absence Management Policy.

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	↑	99.5%	95% (92%-98%)	The threshold was exceeded due to the focus 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	↑	97.1%	95% (93%-97%)	Continued focus on minimising impact to the business has resulted in surpassing the threshold for number of reported incidents resolved within Service Level Agreement.
Financial Services	Invoices - % paid within 30 calendar days of receipt	↑	98.8%	96.5% (95.5%-97.5%)	The performance reflects processing improvements contributing to a reduction in error and rework
Revenue Services	Non domestic rates - % collected during the year	↑	80.6%	79.0% (77.5%-80.5%)	Performance is greater than target and higher than Quarter 3 performance in 2013/14 but this is mainly on account of the processing of refunds scheduled for the end of December 2014 not taking place until early January 2015.

Appendix B – 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	↑	91.7%	100% (90%-100%)
	Customer Contact Centre - % of calls taken within 20 seconds	↑	87.0%	90% (84%-96%)
	First Stop Shops - % of customers waiting less than 10 mins	↑	86.1%	85.0% (82.0%-88.0%)
	Gold applications - % availability	↑	99.4%	99.9% (99.4%-100%)
	Wide area network - % availability	↑	99.6%	99.9% (99.4%-99.9%)
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%)
Revenue Services	Elected Members - % of enquiries responded to within 5 working days	↑	98.2%	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	↑	92.4%	91.7% (90.7-92.7%)
	Payment of invoices, council wide - % paid within 30 calendar days of receipt	↑	95.5%	95.0% (94.0%-96.0%)
	Council Tax - % collected in the year	↑	83.5%	83% (81.5%-84.5%)
	Employee payments - % employees paid correctly and on time	↑	99.8%	99.8% (99.5%-100%)
	Housing Benefits administration - average days to process new claims	↓	24.3 days	23 days (21-25 days)