

**NORTH LANARKSHIRE COUNCIL
REPORT**

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 2015
From: EXECUTIVE DIRECTOR OF FINANCE AND CUSTOMER SERVICES		
Date: 30 OCTOBER 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 first half of 2015/16. 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 an annual Service Plan 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 2015/16 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 2015

3.1 Service Priorities

Finance and Customer Services has highlighted 66 actions of which 3 are not due to start until later in the financial year. From the 63 actions that have commenced, 60 are on track or have been completed and 3 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	On Track/ Complete	Require Improvement	Not Yet Started	Total
E Government and Service Development	23	1	0	24
Financial Services	16	0	1	17
Internal Audit	3	0	0	3
Revenue Services	14	1	2	17
Finance and Customer Services	4	1	0	5
Total	60	3	3	66

3.2 There are four Service Priorities carried forward from the prior year Service Plan. 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 33 quarterly performance indicators; of these 12 are exceeding target, 19 are on track and 2 are requiring improvement. Appendices C and D contain 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 respectively. 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 E.

Service	Exceeding Target	On Track	Require Improvement	Total
E Government & Service Development	7	8	2	17
Financial Services	1	2	0	3
Revenue Services	3	6	0	9
Finance & Customer Services	1	3	0	4
Total	12	19	2	33

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 Elaine Kemp, Corporate Finance Manager, Financial Services Tel: 01698 302408.

Appendix A – Service Priorities: Requiring Improvement

Service	Description	Update / Corrective Action
EGASD	Drive service improvement plan within ICT to achieve efficiencies and improve outcomes for service users e.g. reduce outages, reduce support effort etc	Continuous Service Improvement is part of the ITIL process and is being implemented in conjunction with our Service Delivery Partner Northgate. We have been evaluating Microsoft System Centre Operations Manager, a management system which has already proactively prevented additional P1 outages. A report will be issued to management for consideration of the benefits. Should this be accepted, it is anticipated outages will reduce.
Revenue Services	Implement the Myservice Civica Module for Revenues and Benefits, using Myaccount for registration and authentication. This module will enable e-billing and customer self-service	Original project halted and restarted. Slightly delayed due to technical problems.
Finance and customer Services	Review actions of Investors in People (IIP) Action Plan	The Investors in People process was undertaken later than expected, the resulting review of the action plan will be completed later in the year.

Appendix B – Activities Outstanding from previous years

Service	Description	Update/Corrective Action
Financial Services	Review Service Level Agreements	Review of internal SLAs was linked to the implementation of Integrated Financial Management arrangements. Late reversal of Council decision required adoption of an alternative approach, with new completion timescale now likely to be 3rd quarter of 2015-16. This is currently in progress.
Revenue Services	Introduce Automatic Call Distribution telephone system	Netcall phone system brought into service corporately in March 2015. Rollout of the product to Services is being finalised, anticipated to be operational by March 2016.
Revenue Services	Feasibility of Figtree rollout to all Council Services	The successful appointment of a Corporate Risk Officer will enable the progress of Risk Management across the Council which includes the feasibility of a Figtree rollout.
Revenue Services	Review claims experience analysis	Ongoing process in terms of performance management and in preparation for the Council's insurance renewal programme in 2016.

Appendix C – Performance Indicators: Exceptions

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

Service	Indicator	Ideal Direction	Actual	Target (Threshold)	Update
EGASD	Number of priority 1 outages	↑	25	12 (8-16)	44% of these outages were as a result of 3 rd parties not fully testing new software releases or operating with known bugs. A continued focus on supplier management will help enforce a better approach to change management. We are also still experiencing outages due to ageing infrastructure and systems which are in the process of being replaced e.g. web filtering software. In this 6 month period we were also impacted by 2 major power failures.
	MP / MSP / MEP - % of enquiries responded to within 10 working days	↑	75%	100% (90%-100%)	The response to the MSP enquiry was delayed (outwith 10 days) as a result of an incorrect name attached to the request, resulting in a delay in obtaining a Blue Badge applicants information. The customer contacted the Council directly, allowing the Council to deal with the complaint directly.

Appendix D – Performance Indicators: Exceptions

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

Service	Indicator	Ideal Direction	Actual	Target (Threshold)	Update
Financial Services	% of invoices paid within 30 calendar days of receipt	↑	99.2%	96.50% (95.5% - 97.5%)	Continued good performance as a result of prompt action and adherence to processes.
EGASD	Customer Satisfaction (service desk calls)	↑	99.2%	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.
	Percentage of customers who are satisfied with the overall service	↑	96.4%	85% (75%-95%)	
	Percentage of customer satisfied that we did what we said we would do	↑	96.6%		This is the first year this information is being captured and therefore the target was difficult to assess. 85% would appear to be too low and this will be corrected in future performance portfolios. The target and thresholds will be reviewed on an on-going basis.
	Percentage of customers satisfied with the time taken to speak to someone	↑	97.4%		
	Percentage of customers satisfied with the quality of information received	↑	95.3%		
	Percentage of customers satisfied with how well staff did their jobs	↑	97.0%		
	% of invoices paid within 30 calendar days of receipt	↑	98.2%	90.00% (89% - 91%)	
Revenue Services	% of invoices paid within 30 calendar days of receipt – Council Wide	↑	96.6%	95% (94%-96%)	The performance reflects processing improvements across all Services contributing to a reduction in error and rework
	% of Council Tax collected in the year	↑	55.7%	54.00% (52.5%-55.5%)	Collection rates show a 1.66% increase on target due to the change in payment date for cash and standing order 28th of the month to the 1st of the month.
	% of Non Domestic Rates collected in the year	↑	54.8%	53.00% (51.5%-54.5%)	Performance is above target due to advanced payments received at the end of the quarter.
Finance and Customer Services	% of invoices paid within 30 calendar days of receipt	↑	97.6%	91.90% (90.9%-92.9%)	This reflects high performance from both Financial Services and EGASD in the payment of invoices within 30 days of receipt.

Appendix E – Performance Indicators: On Track

Service	Indicator	Ideal Direction	Actual	Target (Threshold)
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%)
EGASD	Elected Members - % of enquiries responded to within 5 working days	↑	100%	100% (90%-100%)
	Customer Contact Centre - % of calls taken within 20 seconds	↑	85.6%	90% (84%-96%)
	First Stop Shops - % of customers waiting less than 10 minutes	↑	85.3%	85% (79%-91%)
	% of Scottish Welfare Fund awards made within national timescales	↑	100%	95% (90%-100%)
	% of Blue Badge applications processed within 6 weeks	↑	100%	95% (90%-100%)
	% availability of all GOLD applications	↑	99.9%	99.90% (99.4%-100%)
	% availability of Council's wide area network	↑	99.9%	99.90% (99.4%-100%)
	% of reported incidents resolved by service partner within SLA	↑	96.9%	95% (92%-98%)
Revenue Services	% of invoices paid within 30 calendar days of receipt	↑	94.4%	94.50% (93.5% - 95.5%)
	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%)
	% employees paid correctly and on time	↑	99.8%	99.80% (99.5% -100%)
	Benefits administration – average days to process new claims	↓	24.5 days	24 days (22–26 days)
	Benefits administration - average days to process changes of circumstances	↓	9.4 days	11 days (9-13 days)

Service	Indicator	Ideal Direction	Actual	Target (Threshold)
Finance and Customer Services	Sickness Absence (Exec Director Level) – average number of working days lost per FT employee	↓	3.69 Days	3.51 days (3.06 – 3.96)
	Elected Members - % of enquiries responded to within 5 working days	↑	100%	100% (90%-100%)
	MP / MSP / MEP - % of enquiries responded to within 5 working days	↑	96.9%	100% (90%-100%)