

Customer Services 11/12 Performance Report



01. Summary of the major successes

11/12:

1. Customer Services workstream of Business Transformation Programme progressing. New Project Definition Document gained formal approval, setting out the objectives for 2012/13, with seven main priorities including telephony, complaints handling, customer satisfaction, channel shift and customer care training.
2. Improved Council Tax in year collection performance by 0.6% to 93.6% and rent arrears performance to 6.4% of net rent due, despite challenging economic conditions and welfare reform cuts.
3. Implemented first tranche of changes to systems and procedures resulting from Welfare Reform, notifying claimants and landlords of changes and transitional protection.
4. Improved Housing Benefit/Council Tax Benefit processing performance to 21 days for new claims and 14 days for changes of circumstances. (DWP 2010/11 - 37 days new claims, 30 days changes of circumstances).
5. Call handling for children and families service went live in the Contact Centre.
6. Awards won, including best stakeholder newspaper IOIC Scottish Communication Awards and Gold Award at the Chartered Institute of Public Relations Scotland for Hillend Public Affairs.
7. Successful launch of Inside Midlothian, staff magazine.
8. Positive feedback from SOCITM surveys (Society of IT Managers): Website review (3 stars awarded), IT Customer Survey and Benchmarking ICT Services in Scotland (largely positive findings in both).
9. Information Management – completed awareness & training sessions of Information Management Group Members and launched Security & Information Management "I" Campaign across the organisation.
10. Successful penetration testing of Web Security - external exercise completed, testing all Internet facing services, new wireless infrastructure & Jadu website - early indication suggests no high risk issues identified although still awaiting final report/confirmation.
11. Delivery of FOI and Data Protection training seminars, through cross service working.
12. Successful completion of Children's Panel recruitment campaign
13. Training completed for the Government's "Tell Us Once" programme, to go live on 4 April. Posters and leaflets designed for distribution to surgeries, care homes, funeral directors etc.

02. Summary of the major challenges and actions to address them

for 12/13

- 1. Challenge:** Delivery of the 2012/13 priorities for the Customer Service strategy.
- 1. Action:** Ensuring key actions are progressed and are closely monitored through the Business Transformation Customer Services project board.
- 2.Challenge:** Implement changes from Welfare Reform for social rented sector under-occupancy, benefit cap, Council Tax Benefit replacement and introduction of Universal Credit.
- 2. Action:** Test and implement changes to systems and procedures. Notify claimants of changes. Work with Department for Work & Pensions and Midlothian Council Welfare Reform Group to prepare for longer term changes to service delivery.
- 3. Challenge:** Improve collection rates for Council Tax, Rents and Accounts Receivable in challenging economic conditions and times of welfare reform cuts.
- 3. Action:** Develop and implement a Corporate Debt policy, implement new contract for Sheriff Officer services, ensure the ongoing progress of the Accounts Receivable cross divisional working group, work closely with Sheriff Officers to ensure robust debt collection and voluntary sector to offer advice and guidance.
- 4. Challenge:** Prepare for moving to a suitable location for frontline services to be delivered/centralised.
- 4. Action:** Work in conjunction with the Property Asset Rationalisation review team to identify and implement best solution possible.
- 5. Challenge:** Continue to raise awareness of Information Management and data protection
- 5. Action:** Pro-active work through corporate and Divisional Information Management Groups and other initiatives.
- 6. Challenge:** Administer Midlothian Council elections and prepare for incoming Council.
- 6. Action:** Follow Council elections plan as part of working group.

7. Challenge: Modernisation of registration services, including introduction of Saturday weddings in Council facilities and "Tell Us Once" national initiative for death registrations.

7. Action: Follow up necessary arrangements, put into practice and build up experience of using TUO system.

8. Challenge - Mobile and flexible and associated implementation. (approx 2 year project)

8. Action - implementation of Mobile and flexible framework in line with asset management(EWIM) programme and business transformation.

9. Challenge – information management and ongoing awareness and ownership

9. Action – implementation of agreed information management action plan and associated best practices

10. Challenge - PCI Compliance - Establish agreement and commitment from all main stakeholders to achieve PCI compliance by March 2013, including planning and implementing updated version of CIVICA Icon payments software.

10. Action: Present findings, recommendations and funding requirements to CMT, then implement a number of significant infrastructure changes & application upgrades. Revenues service and IT to work with suppliers to implement solution.

11. Challenge: Continue to deliver a comprehensive legal service, including (a) Greenlaw Mains Housing Development, (b) Redheugh Overbridge and Underbridge Agreement with Network Rail/Borders Railway work, (c) Shawfair – Property and planning aspects, (d) Affordable housing - National Housing Trust agreement with Mctaggart & Mickel to build 75 new homes, (e) Equal Value Claims



11. Action: (a) Liaise with Estates and Brodies, (b) Liaise with Transport Scotland, Transportation Policy staff and Brodies, (c) Liaise with Estates and Planning, (d) Liaise with Housing and the Scottish Futures Trust, (e) Liaise with the Equal Pay Steering Group

03. Budget position and impact of efficiencies





Q4 11/12: Rigorous budget monitoring continues across the service area.

Customer Services PI summary 11/12








01.1 Outcomes and Customer Feedback

Priority	Indicator	2010 /11	Q1 2011 /12	Q2 2011 /12	Q3 2011 /12	Q4 2011 /12	2011/12				Annual Target 2011 /12	Feeder Data	Value
		Value	Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	% of feedback complaints completed within 10 working days								11/12: Off target: Good performance in Q1, 3 and 4 however extremely poor Q2 resulted in lower overall result. New jeopardy management process within the automated system should assist in sustaining improvement in future.			Cumulative number of complaints received	12
		86.67%	71.43%	40%	91.67%	91.67%	80.56%				100%	Cumulative number completed within 10 days	11





01.2 Making the Best Use of our Resources

Priority	Indicator	2010 /11	Q1 2011 /12	Q2 2011 /12	Q3 2011 /12	Q4 2011 /12	2011/12				Annual Target 2011 /12	Feeder Data	Value
		Value	Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 4.650	£ 4.836	£ 4.914 m	£ 4.948 m				2011/12: Final Outturn figures will be available late-May/early-June and will be reported to Council in June.		£ 4.764 m		
04. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)								11/12: Off target: The work of the service's Maximising Attendance Joint Working Group continues with a focus on consistency of application of the policy, including return to work discussions, being enforced. Refresher training underway for managers.			Number of days lost (cumulative)	1,099.1
		7.03	2.36	4.5	5.79	7.42	7.42				6.3	Average number of FTE in service (year to date)	148.12

01.3 Corporate Health


Priority	Indicator	2010 /11	Q1 2011 /12	Q2 2011 /12	Q3 2011 /12	Q4 2011 /12	2011/12				Annual Target 2011 /12	Feeder Data	Value
		Value	Value	Value	Value	Value	Value	Status	Note	Short Trend			
05. Complete all divisional priorities	% of service & corporate priority sub-actions on target / completed, of the total number	75%	100 %	80%	80%	60%	60%		11/12: Off target: three out of five actions on target. Two which aren't are Information Management (issues corporately in taking this forward) and Customer Services Strategy (delay with online training, plus interdependency on other business transformation workstreams in order to progress).		90%	Number of service & corporate priority actions	5
												Number of service & corporate priority actions on tgt/completed	3
06. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	89.4 3%	94.9 1%	92.7 3%	92.3 1%	93.8 8%	93.8 8%		11/12: Target achieved		90%	Number received (cumulative)	2,566
												Number paid within 30 days (cumulative)	2,409
08. Improve PI performance	% of PIs that are on target/ have reached their target.		42.8 6%	25%	62.5 %	N/A		11/12: Service still collating annual SPI data, this PI will be updated once available		90%	Number on tgt/ tgt achieved	5	
											Number of PI's	8	
09. Control risk	% of high risks that have been reviewed in the last quarter	100 %	100 %	100 %	100 %	100 %	100 %		11/12: Target Achieved		100 %	Number of high risks reviewed in the last quarter	7
												Number of high risks	7

01.4 Improving for the Future




Priority	Indicator	2010 /11	Q1 2011 /12	Q2 2011 /12	Q3 2011 /12	Q4 2011 /12	2011/12				Annual Target 2011 /12	Feeder Data	Value
		Value	Value	Value	Value	Value	Value	Status	Note	Short Trend			
11. Fully implement the Competency Framework	% of employees who have had a PDP within the last year (excluding employees who have been employed for less than 3 months)	60.26%		N/A	N/A	N/A	N/A		11/12: Competency outputs will be available after 1st June 2012.		100%	Number who have had a PDP	111
								Number of employees (Excl employed for less than 3 months)					
10. Implement improvement plans	% of internal/external audit/BVR actions on target/ completed, of the total.	92.31%	60%	90.48%	77.78%	46.67%	46.67%		11/12: Off Target: The outstanding actions will continue to be progressed and monitored		90%	Number of on tgt/ completed actions	7
								Number of outstanding actions				15	


Customer Services 11/12 action report

03. Corporate & Service Priorities Corporate Priorities

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
MC.1112.C-6b.1	C-6b. Put our customers first	Deliver the customer service strategy action plan for 2011/12	31-Mar-2012		90 %	11/12: Off target: unable to fully progress the objectives anticipated at the beginning of 2011/12, due to unavoidable changing priorities outwith the control of Customer Services and delay in rolling out MILO online training for customer care. New PDD with priorities for 2012/13 agreed and being progressed with clear direction. Project Board and team established to deliver this.

03. Corporate & Service Priorities Service Priorities

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CSe.1112.S-01.1	01. Improve information management practice	Progress the Information Management Action plan for 2011/12	31-Mar-2012		75 %	11/12: Off Target. Work ongoing but the priority, visibility and commitment for Information Management still needs to be further improved across all Divisions. Information Management actions have been distributed in order that Divisions take responsibility for progressing their respective actions. The corporate IMG will continue to oversee and to provide guidance and advice.
CSE.1112.S-02.1	02. We will put our customers first	Complete workstreams identified by the Customer Connections Steering Group for the continued development of the council website	31-Mar-2012		100 %	11/12: Completed: Workstreams prioritised by the Customer Connections Group being progressed.
CSE.1112.S-02.2	02. We will put our customers first	Review and adoption of corporate communications strategy	30-Sep-2011		100 %	11/12: Completed: Strategy and protocol agreed by council 31 January 2012.



Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CSE.1112.S-02.3	02. We will put our customers first	Identify opportunities through Business Transformation/ Service Reviews and incorporate identified services into suite of contact centre services	31-Mar-2012		100 %	11/12 Completed: in line with 2011/12 objectives. Children & Families service now live. New priorities for 2012/13 will be progressed through the service review workstream in the 2012/13 Customer Services PDD.

Customer Services 11/12 PI Report











03. Corporate & Service Priorities Service Priorities

PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
CSE.1112. S-02.4a	02. We will put our customers first	% of ALL staff trained (roll out of corporate Customer Care training)		1%	1%	1%	2%	2%			11/12: Off target: due to delay in launching online MILO course. The initial phase of face to face customer service training has been rolled out to over 200 frontline staff and will reach 300 by the end of April 2012. The online MILO course will be launched in April 2012 and this will allow the percentage of staff trained to quickly increase.	80%	n/a internal measure	
CSE.1112. S-02.5	02. We will put our customers first	% of calls abandoned		11%	13%	13%	23%	N/A			11/12: Annual data not yet available - but expected to be off target, as a result of significantly increased call volumes through the increased number of lines available in the upgraded telephony, as well as the short period of high volume calls during the stormy weather.	5%	industry standard 5%	





PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
CSE.1112. S-02.6	02. We will put our customers first	% of contact centre calls answered within 30 seconds (no more than 5% abandoned)	84%	84%	81%	N/A	N/A	N/A			Off Target : Data not yet available: but likely to be off target (based on analysis of available weekly statistical info). There has been a steady increase in the volume of contact as well as Contact centre staff providing cover for frontline receptions. Since the upgrade of the telephony system there have been problems with reporting. The software suppliers (TVIP) are working to help resolve this issue which will be resolved with the next upgrade release of the system.	90%	industry standard 80%	









05. Key Performance Indicators LPI's







PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
CSE.LPI.0 1		Number of customer contacts via the contact centre	118,955	32,057	61,546	89,309	123,927	123,927			11/12: Data only: Service/demand led. Overall slight increase on last year (4%).		data only measure, benchmarking not applicable	




PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
CSE.LPI.0 2		Number of website payment transactions	2,820	1,122	2,248	3,331	4,158	4,158			11/12: Data only. Significant increase of 47% on last year.		data only measure, benchmarking not applicable	
CSE.LPI.0 3		Average processing time for new claims (internally calculated)	34 days	20 days	22 days	21 days	21 days	21 days			11/12: On Target: 20.93 days for year. Significant improvement from 34 days in previous year.	30 days	10/11 Scottish Average - 24 days	
CSE.LPI.0 4		Average processing time for change of circumstances (internally calculated)	14 days	18 days	16 days	17 days	9 days	14 days			11/12: Off Target: 14.20 days for year - vast improvement on DWP reported performance of 30 days in previous year.	13 days	10/11 Scottish Average - 9 days	

05. Key Performance Indicators SPIs

PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
SPI-04	SPI-04. Benefits administration	Gross administration cost per case (annual)	£39.85	Not measur ed for Quarter s	Not measur ed for Quarter s	Not measur ed for Quarter s	Not measur ed for Quarter s				11/12: information not yet available.		2010/11 Scottish average £45.40	no
SPI-05	SPI-05: The cost of collecting Council Tax per dwelling	Cost of collecting council tax per dwelling	£14.08	Not measur ed for Quarter s	Not measur ed for Quarter s	Not measur ed for Quarter s	Not measur ed for Quarter s				11/12: information not yet available.		2010/11 Scottish average - £13.81	no

PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
SPI-06a	SPI-06. Council tax income	CM6a: Income due from council tax for the year net reliefs and rebates (Annual)	£32,475,000	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	£32,858,000			11/12: Data only indicator - target setting not considered appropriate		It is not relevant to benchmark this indicator as it is dependent on the size of the local authority area.	no
SPI-06b	SPI-06. Council tax income	CM6b: % of income due from council tax for the year that was received (quarterly)	93.0%	26.8%	52.3%	78.1%	93.6%	93.6%			11/12: Complete: Significant improvement of 0.6% from previous year.	93.5%	2010/11 Scottish average 94.7%	no
SPI-16	SPI-16. Managing tenancy changes	HS2: Percentage of rent due in the year that was lost due to voids	1.4%	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters				11/12: Data not yet available (NB: This SPI to be moved to Housing & Community Safety scorecard and reported on by Housing in future).	1.4%	10/11 Scottish average 1.3%	no
SPI-18.1	SPI-18. Housing rent arrears	Current tenants' arrears as a percentage of net rent due in the year (quarterly-formula)	6.48%	7.88%	7.61%	8.78%	6.45%	6.45%			11/12: Off Target in relation to ambitious target, due to ongoing economic difficulties, however marginal improvement in performance year on year.	6%	10/11 Scotland Average Figure - 5.9%	no

PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
SPI-18.2	SPI-18. Housing rent arrears	% of current tenants owing more than 13 weeks rent excluding those owing less than £250 (annual-formula)	5.99%	6.46%	7%	7.42%	6.33%	6.33%			11/12: Off Target in relation to ambitious target. Extremely challenging to improve the position, despite rigorous pursuit of debtors through all avenues available. 0.3% increase in arrears year on year.	5.8%	10/11 Scotland Average Figure - 4.1%	no
SPI-18.3	SPI-18. Housing rent arrears	The proportion of those tenants giving up their tenancy during the year that were in rent arrears.	48.9%	N/A	N/A	N/A	N/A	36.2%			11/12: Improvement on previous year. 328 tenants with arrears from 907 terminations.		10/11 Scottish average 40.3%	
SPI-18.4	SPI-18. Housing rent arrears	The average number of weeks rent owed by tenants leaving in arrears	10.95	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	13.95			11/12: Reduction in performance from previous year, partly due to fewer evictions as a result of increased emphasis on maintaining tenancies, so those which have terminated do tend to have higher arrears. Ongoing proactive work to minimise current tenant arrears will assist in improving this indicator, although the continued reduction in "low level" evictions will further impact.	10	10/11 Scottish average 8.7	

PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
SPI-18.4z	SPI-18. Housing rent arrears	The average debt owed by tenants leaving in arrears, as a proportion of the average weekly rent.(formula)	10.95	Not measur ed for Quarter s	Not measur ed for Quarter s	Not measur ed for Quarter s	Not measur ed for Quarter s				Q1 11/12: Annual data only	10	09/10 Scottish average 9.2 weeks	
SPI-18.5	SPI-18. Housing rent arrears	The percentage of arrears owed by former tenants that was either written off or collected during the year.	29.74%	Not measur ed for Quarter s	Not measur ed for Quarter s	Not measur ed for Quarter s	Not measur ed for Quarter s	15.74%			11/12: Data only. Reduction in performance from last year from £180K to £101K, partly due to only a limited write-off exercise being completed before year end.		2009/10 Scotland Average 38.2%	