

Customer Services 12/13 Performance Report



01. Progress in delivery of strategic outcomes

Q2 12/13:

1. Customer Service Strategy

Progress: This package of work includes seven sub-projects: customer care training; supporting service reviews; telephony upgrade and automation, wider telephony review across council; corporate complaints handling; customer satisfaction and channel shift.

MILO Customer Care training ongoing via online course and face to face training. Overall now 41% of staff trained in customer care. Telephony upgrade progressing well, with voice recognition now ready to go live for internal calls in the next few weeks (external in the next few months). Plans to meet compliance with new Complaints Handling procedures are prepared and being implemented.

Challenge ahead: Customer Services Business Transformation Project Board continues to monitor the progress of this project. Main challenges in forthcoming period include implementation of plans for complaint handling to meet with SPSO model guidance and ongoing delivery of customer care training, through a variety of methods. Key decisions affecting progress include resourcing for complaints handling and clarity around frontline service delivery, linked in with the wider office rationalisation and EWIM projects.

2. Maximising Revenues Collection

Progress: Collection levels on Council Tax sustained year on year despite ongoing economic position, but current projection unlikely to meet target. Some progress in raising awareness and ownership of Accounts Receivable, although resourcing in this area is an issue corporately. Rent arrears remain slightly up on year end but down from same time last year, which is positive.

Challenge ahead: Revenue collection will continue to be a huge challenge throughout 2012/13 and beyond across all revenues streams, as a result of the ongoing economic position, compounding already difficult situations for many tenants and taxpayers.

New court procedures/requirements commenced in August and are adding to the workload for recovery of rent arrears. Impact also because of drive to keep tenants in their homes wherever possible, so generally eviction is last resort.

Pro-active work is ongoing in relation to accounts receivable through the cross divisional user group and better statistical reports to management team, however resourcing across divisions is a concern in this area.

New contract being negotiated for non domestic rates administration and collection and improvements will be sought.

3. Welfare Reform

Progress: Ongoing participation as part of the cross divisional working group. Revenues customers affected by the next phase of changes have been identified and contacted. Targeted action and assistance ongoing for those suffering impact.

Challenge ahead: the Welfare Reform cross divisional working group, has set out a plan to address the changes brought about by the new legislation. Work is ongoing to identify groups impacted by the changes, to offer proactive advice, guidance and support as necessary. Targeted communication is underway, as well as input to the wider communication plans.

The new requirement for local authorities to administer Crisis Grants and Community Care Grants is a significant piece of new work. Planning for this is underway, but much of the detail is as yet unclear. Welfare Reform will continue to be a significant challenge across the Council.

4. Technology and information management

Progress:

a. Information Management – Security & Information Management "I" Campaign and ongoing awareness activity continues.

b. Mobile & Flexible - new Vodafone secure remote access (VSRA) client to support wider roll-out of mobile and flexible working.

c. Wireless Project - main Council buildings now have wireless capability for mobile & flexible users, including additional separate wireless network for 3rd floor Mid House, to allow wider access for Elected Members.

d. EDRMS project – IT services provide a key role in the corporate document management project, which will be one of the key facilitators for EWIM.

e. ICT Strategic Review: the review of Corporate and Schools ICT was carried out and recommendations were approved by Council.

Challenge ahead: Information Management continues to be a significant challenge. Work is ongoing through the action plans monitored by the Information Management Group and Divisional sub groups. A number of areas will be subject to audit by the Information Commissioner, with a view to giving us assurance of the controls we have in place.

The recommendations of the ICT Strategic Review will be progressed in the coming period.

02. Emerging Challenges

Q2 12/13:

No new emerging challenges have been identified at quarter 2.

Customer Services PI summary 12/13

01.1 Outcomes and Customer Feedback

Priority	Indicator	2011/12	Q2 2011/12	Q1 2012/13	Q2 2012/13				Annual Target 2012/13	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	% of feedback complaints completed within 10 working days	80.56 %	40%	83.33 %	88.89 %		Q2 12/13: On target: 1 complaint not closed off in time, largely due to customer being unobtainable to discuss by telephone.		85%	Cumulative number of complaints received	9
										Cumulative number completed within 10 days	8

01.2 Making the Best Use of our Resources





Priority	Indicator	2011/12	Q2 2011/12	Q1 2012/13	Q2 2012/13				Annual Target 2012/13	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 4.327 m	£ 4.914 m	N/A	£ 6.264 m		Q2 12/13: Off Target: Overspend details reported to Council 25 September 2012		£ 5.959 m		
04. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.42	4.5	1.86	2.47		Q2 12/13: On Target		6.68	Number of days lost (cumulative)	369.29
										Average number of FTE in service (year to date)	149.44

01.3 Corporate Health

Priority	Indicator	2011/12	Q2 2011/12	Q1 2012/13	Q2 2012/13				Annual Target 2012/13	Feeder Data	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	60%	80%	100%	100%		Q2 12/13: On Target		90%	Number of service & corporate priority actions	4
										Number of service & corporate priority actions on tgt/completed	4
06. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93.88 %	92.73 %	95.74 %	96.03 %		Q2 12/13: On Target		95%	Number received (cumulative)	907
										Number paid within 30 days (cumulative)	871
08. Improve PI performance	% of PIs that are on target/ have reached their target.		25%	85.71 %	25%		Q2 12/13: Off Target: Service managers continue to monitor and review performance against targets		90%	Number on tgt/ tgt achieved	2
										Number of PI's	8
09. Control risk	% of high risks that have been	100%	100%	100%	100%		Q2 12/13: On Target		100%	Number of high risks reviewed in the last quarter	7


	reviewed in the last quarter									Number of high risks	7
--	------------------------------	--	--	--	--	--	--	--	--	----------------------	---

01.4 Improving for the Future

Priority	Indicator	2011/12	Q2 2011/12	Q1 2012/13	Q2 2012/13				Annual Target 2012/13	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
11. Fully implement the Competency Framework	% employees assessed as performing as fully effective or exceptional (Competency Framework / P&DR Scheme)				89.58 %		Q2 12/13: Data only no target has been set for this PI			Number of employees assessed as performing as fully effective or exceptional (Competency Framework / P&DR Scheme)	129
										total number of employees	144
10. Implement improvement plans	% of internal/external audit/BVR actions on target/ completed, of the total.	46.67 %	90.48 %	90.91 %	50%		Q2 12/13: Off Target: Work continues across the service to address recommendations from internal audit reports		90%	Number of on tgt/ completed actions	5
										Number of outstanding actions	10

Customer Services 12/13 action report



03. Corporate & Service Priorities; 06. Additional information
Best value improvement plan

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
BV.IP.19.CSE	Improve service delivery through a greater understanding of complaints received and use of customer satisfaction information	Develop and deploy a corporate approach to seeking, recording and analysing customer satisfaction data, including the use of this data to inform service improvements.	31-Mar-2013		10 %	Q2 12/13: Off target: Work not really progressed much on this workstream, in favour of pushing ahead with complaints handling (which we have a requirement and a timescale in which to be compliant).







Customer Services 12/13 PI Report



03. Corporate & Service Priorities Service Priorities												
PI Code	Priority	PI	2011/12	Q2 2011/12	Q1 2012/13	Q2 2012/13				Annual Target 2012/13	Benchmark	In SOA
			Value	Value	Value	Value	Status	Short Trend	Note			
CSE.1213. S-02.4a	02. We will put our customers first	% of ALL staff completed Customer Care training	2%	1%	20%	41%			Q2 12/13: Off Target. Training is being delivered in a number of ways, including online MILO, group/team briefing exercises and 1/2 day sessions. Progressing well, but slightly behind schedule. The total staff to be trained (by June 2013) is around 3500 and as at end of Q2 12/13, 1489 staff have undergone training (1070 MILO and 419 face to face).	90%	n/a internal measure	
CSE.1213. S-02.5	02. We will put our customers first	% of calls abandoned	N/A	13%	11%	12%			Q2 12/13: Off Target : The performance continue in line with the historic trend however some way short of our target and the industry best practice/benchmark. Results are varied across the different service areas depending on capacity, service demand and peak periods. Front end messaging is regularly used for Revenues and Benefits service when large	5%	industry standard 5%	

PI Code	Priority	PI	2011/12	Q2 2011/12	Q1 2012/13	Q2 2012/13				Annual Target 2012/13	Benchmark	In SOA
			Value	Value	Value	Value	Status	Short Trend	Note			
									volumes of correspondence are being sent, which inflates the abandoned calls figure, but is a positive move (i.e. the customer has received the necessary information and hangs up).			
CSE.1213. S-02.6	02. We will put our customers first	% of contact centre calls answered within 30 seconds	N/A	81%	N/A	34%			Q2 12/13: Off Target: Performance in this area continues to be poor, due to a number of factors although this varies widely across services (under 20% in revenues but over 70% in social work). Contact volumes continue to increase - 13% up year on year in the first six months of 2012/13, which compounded the difficulties for the service areas within the Contact Centre which were already inadequately resourced e.g. Revenues. In addition, high turnover of staff has added to this difficulty. Finally, evidence would suggest that rather than abandon the call, Midlothian customers choose to wait, often for long periods, to have their call answered. This keeps the "abandoned call" rate lower than we would anticipate but inflates this "within 30 seconds" statistic. Performance is monitored on a daily basis with a view to look for opportunities to improve.	80%	industry standard 80%	

05. Key Performance Indicators
SPIs

PI Code	Priority	PI	2011/12	Q2 2011/12	Q1 2012/13	Q2 2012/13				Annual Target 2012/13	Benchmark	In SOA
			Value	Value	Value	Value	Status	Short Trend	Note			
SPI-06b	SPI-06. Council tax income	CM6b: % of income due from council tax for the year that was received (quarterly)	93.6%	52.3%	26.8%	52.3%			Q2 12/13: Off Target: no change from same time last year. Increase in recovery expected later in year from proactive recovery work by Sheriff Officers and payment arrangements from customers directly with Council.	94.0%	2011/12- Angus- 97.9%	no
SPI-18.1	SPI-18. Housing rent arrears	Current tenants' arrears as a percentage of net rent due in the year (quarterly-formula)	6.45%	7.61%	6.77%	7.03%			Q2 12/13: Off Target: 0.8% off annual target. Continued proactive early intervention and changes to pre court requirements and eviction procedures now implemented.	6.2%	2011/12- East Ayrshire & Shetland Islands- 2.8%	no
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)	6.33%	7%	6.34%	6.56%			Q2 12/13: Off Target: 0.56% of annual target. Rent statements issued to all tenants in arrears. Changes to pre court requirements and eviction procedures now implemented and undertake proactive recovery of high value debt.	6%	2011/12 Scotland Average - 4.3%	no