

**The Highland Council**  
**Finance, Housing and Resources Committee -**  
**26 February 2014**

Agenda Item	<b>9</b>
Report No	<b>FHR/ 31/14</b>

**Finance Service - Quarterly Performance Report**

**Report by Director of Finance**

**Summary**

This report provides a summary of key and statutory performance indicators for the Finance Service as at 31<sup>st</sup> December 2013.

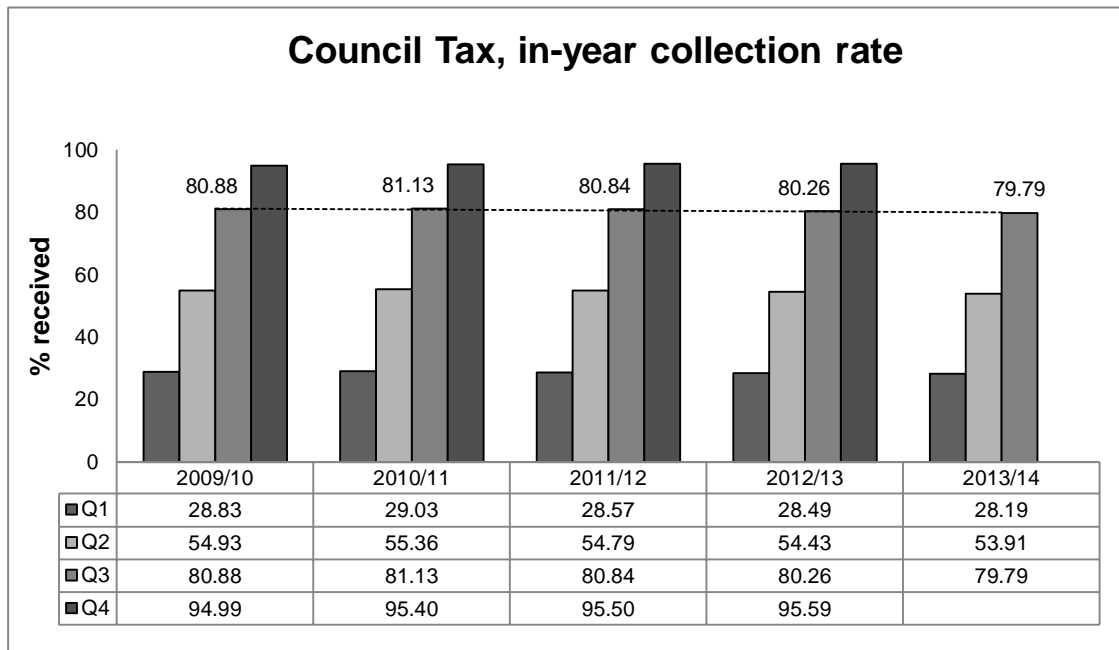
**1. Background**

- 1.1 This report includes performance against the Accounts Commission's Statutory Performance Indicators (SPIs) together with key performance measures for the Finance Service.
- 1.2 Current year figures are compared with those from the corresponding period in the previous financial year where these are available. In addition, figures from previous years are included where appropriate so that trends may be identified.
- 1.3 Where definitions have changed, direct comparisons can only be made within the time period to which that definition has applied.
- 1.4 Reports will continue to be brought to Committee on these performance indicators on a quarterly basis so that trends can be monitored.
- 1.5 A list of the current SPIs for the Finance Service is attached as **Appendix 1**.
- 1.6 Detailed information on SPI07, payment of invoices for all Services within the Council is provided in **Appendix 2**.

## 2. Finance Service, Quarterly performance reporting

### 2.1 Council Tax In-Year Collection Rate

#### 2.1.1

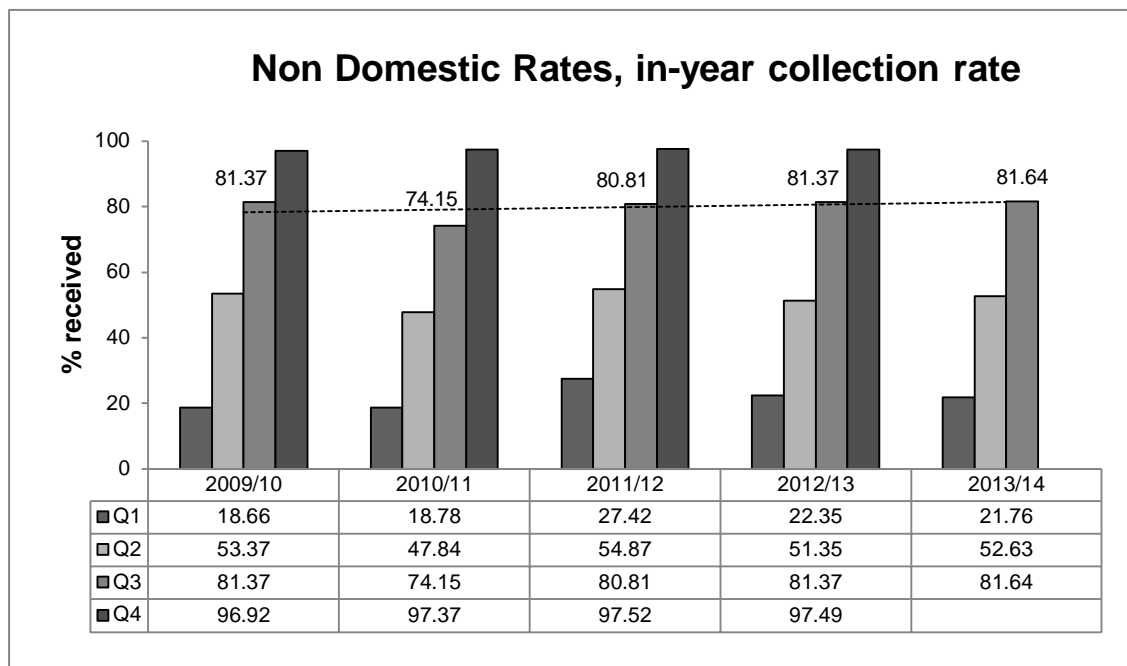


2.1.2 At the end of quarter three, the Council Tax in-year collection rate has reduced slightly on 2012/13 performance to 79.79%. The slight drop has occurred in Q3 in the preceding 3 years, each of which has seen overall annual collection rate rise year on year. Collection rates continue to be monitored on a regular basis.

2.1.3 Direct debits now make up 66.7% of bill payment.

### 2.2 Non Domestic Rates in-Year Collection Rate

#### 2.2.1

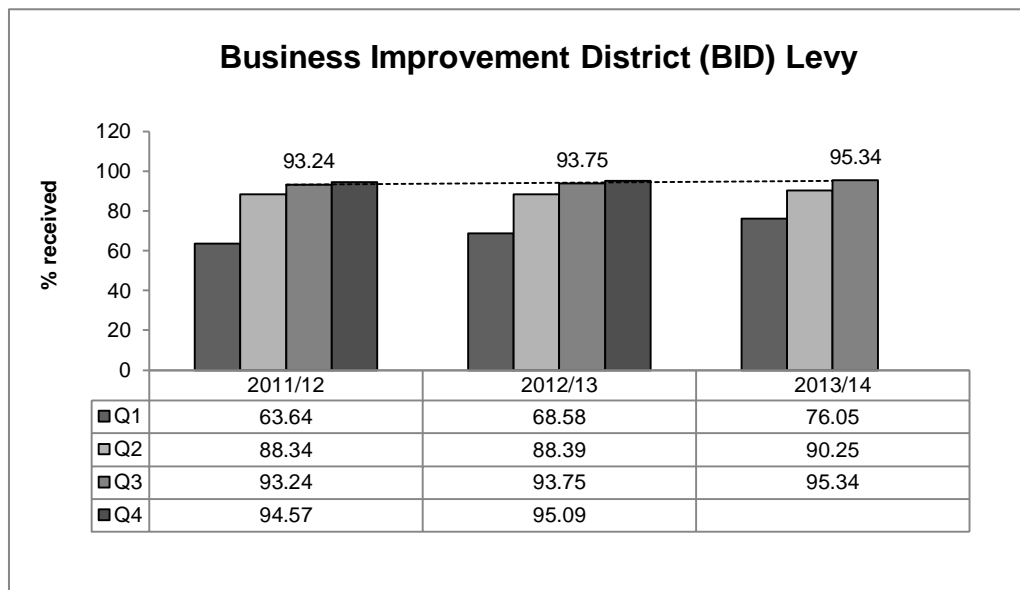


2.2.2 At the end of quarter three, the Non Domestic Rates in-year collection rate shows an increase from the previous year to 81.64%.

2.2.3 The Council continues to use all relevant measures available under the Rating regime to assist local businesses in difficult times; measures include encouraging payment by monthly instalments and directing businesses to available rate relief schemes.

### 2.3 Business Improvement District (BID) Levy

2.3.1

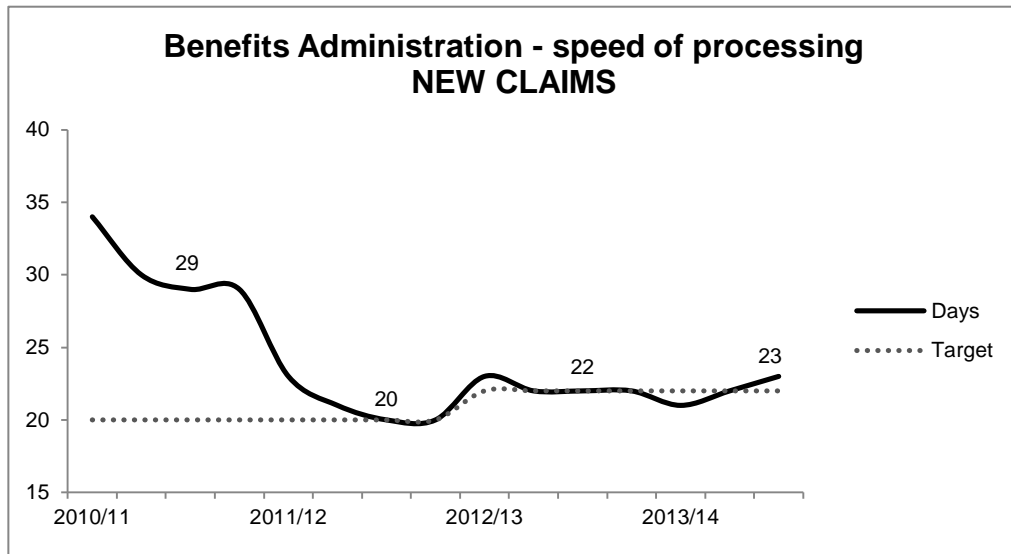


2.3.2 This indicator is a measure of how relevant businesses in Inverness are paying the Business Improvement District levy.

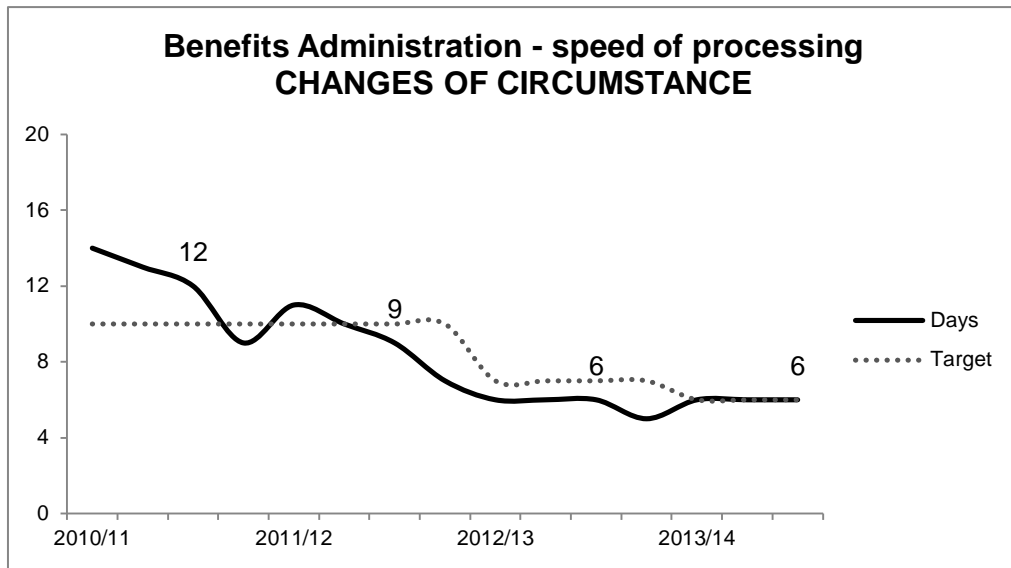
2.3.3 As with previous quarters in 13/14 Q3 has seen an increase from comparable periods in the previous two years. The continually improving collection rate reflects the pro-active approach to collection by the Council.

## 2.4 Benefits Administration - Speed of processing (days)

### 2.4.1.i



### 2.4.1.ii



2.4.2 These indicators measure the time taken from when the Council receives a Housing Benefit New Claim, or is notified of a Housing Benefit Change of Circumstance, to when the Council informs the customer of their Housing Benefit entitlement. Housing Benefit New Claims and Changes of Circumstance performance continue to compare well against targets and indeed against the performance of other Scottish Local Authorities. New Claims performance is one day over target and efforts will be made to bring it back in line with target before the end of the financial year. This performance has been achieved despite the involvement of staff in Welfare Reform related matters including Scottish Welfare Fund and high volumes of Discretionary Housing Payment applications.

## 2.5 Customer Income Maximisation and Money Advice

Financial benefit to the customer from advice given (£)			
	2011/12	2012/13	2013/14
Quarter 1	293,893	351,892	352,871
Quarter 2	572,713	659,333	217,366
Quarter 3	480,118	346,955	391,659
Quarter 4	387,356	945,394	
Year to date	1,734,080	2,303,574	961,896

2.5.2 This indicator measures the total annual increased amount of benefit being awarded in Highland. Quarter 3 represents an increase of £44,704 over the same period in 2012/13. In capturing this information on customer gains for reporting purposes, the Council has to rely upon customers updating the staff with the outcomes of work done on their behalf.

## 2.6 Money Advice

2.6.1.i

Performance – Q3	2011/12	2012/13	2013/14
Customer Contacts	205	246	264
Total debt presented by clients (£m)	1,464	1,812	1,779
% queries completed in time from first contact to initial interview of 10 days	98.90	97.26	97.01

2.6.1.ii

Performance – 13/14	Q1	Q2	Q3	Q4	YTD
Customer Contacts	257	275	264		796
Total debt presented by clients (£m)	1,137	1,358	1,779		4,275
% queries completed in time from first contact to initial interview of 10 days	100	98.27	97.01		98.43

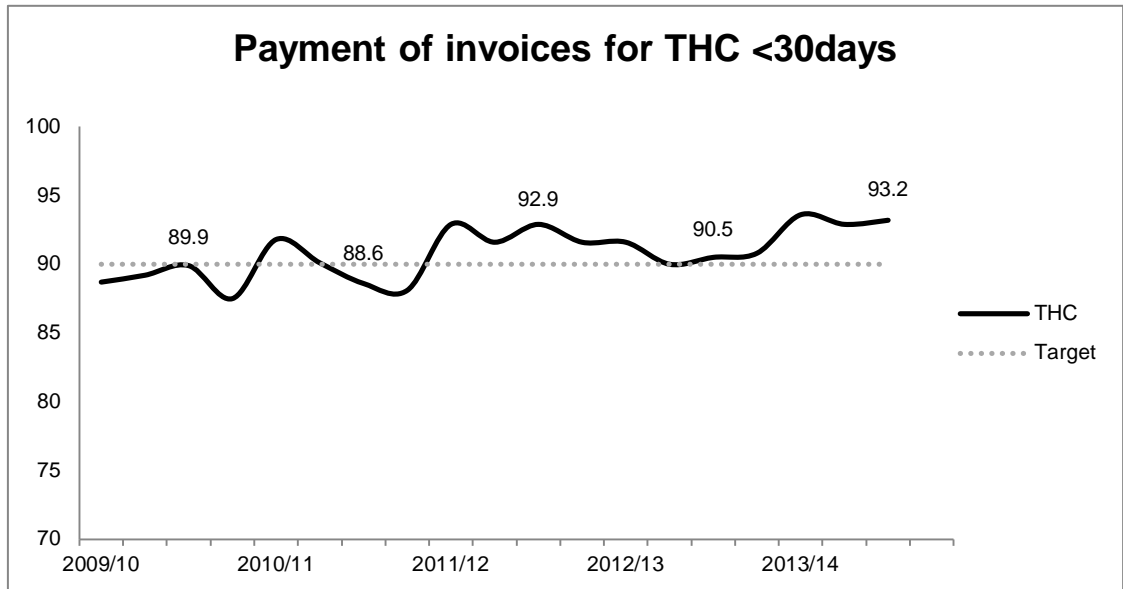
2.6.2 These indicators measure the number of customer contacts and levels of debt dealt with by the Council's Money Advice Team.

2.6.3 The Money Advice Team is finding clients are presenting with more complex scenarios, but reducing levels of personal debt. However, the Team is still dealing with clients who have debt to 'payday lenders' and is currently working

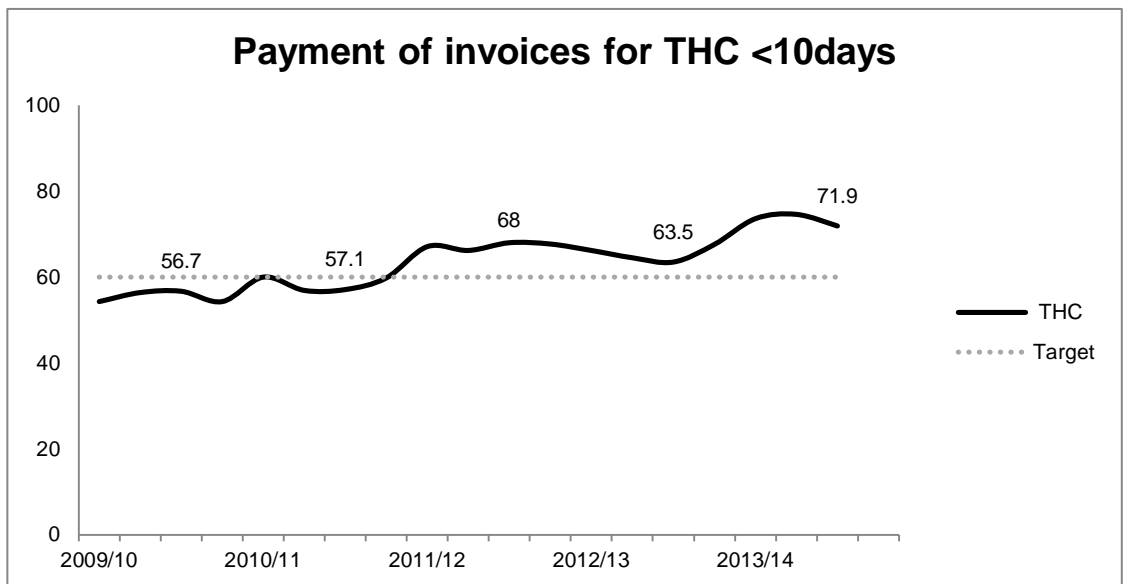
with the Council's Trading Standards team to provide intelligence in relation to payday and doorstep lending.

## 2.7 Payment of Invoices

### 2.7.1.i



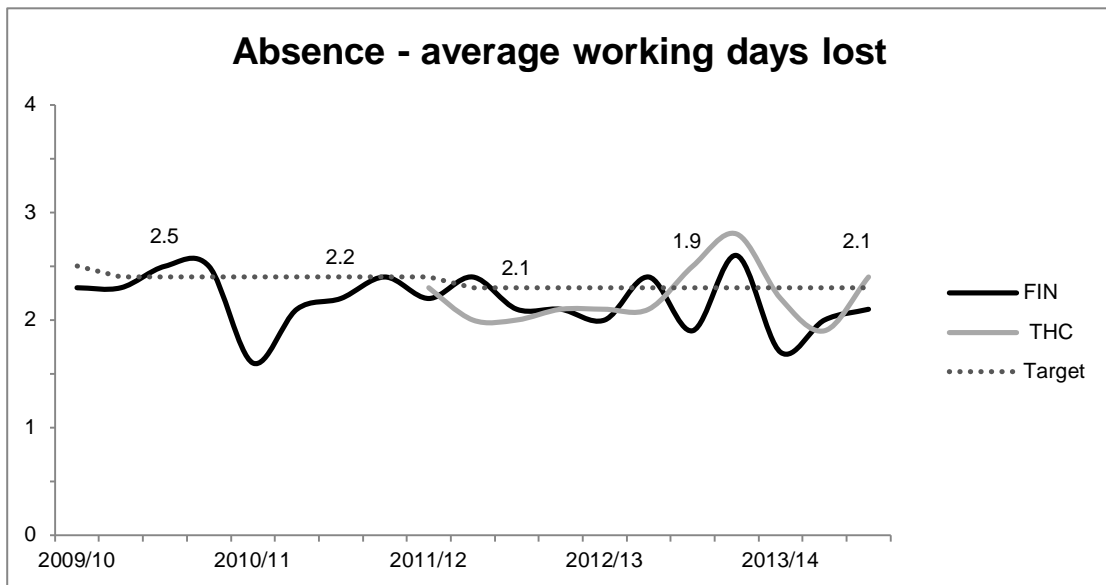
### 2.7.1.ii



2.7.2 These indicators measure the efficiency of the Council as a whole in paying invoices. They look at the number of invoices paid within 30 calendar days and 10 days respectively of receipt, as a percentage of all invoices paid. Performance at Service level is detailed in Appendix 2.

## 2.8 Attendance Management

### 2.8.1



2.8.2 This indicator shows the average number of days' sickness absence per employee for the quarter.

2.8.3 The service aims to keep staff absences as low as possible and follows the Council's personnel policies and guidance, implementing measures such as "return to work" interviews and discussions with staff.

## 3. Implications

3.1 There are no resource, legal, equality, climate change/Carbon Clever or risk implications arising from this report.

## 4. Recommendations:

The Committee is asked to consider these Statutory and Key Performance Indicators for the Finance Service in respect of Quarter 3 from 1 October to 31 December 2013.

Designation: Director of Finance

Author: Caroline Urquhart, Development Officer, Finance

Date: 12 February 2014

## APPENDIX 1

Statutory Performance Indicators	Report ref:	Frequency
The average number of working days per employee lost through sickness absence for: b) All other local government employees	2.8	Quarterly
The gross administration cost per benefits case		Annual
The cost of collecting Council Tax per dwelling		Annual
Current year income from Council Tax: a) The income due from Council Tax for the year, net of relief and rebates <b>b) The percentage of a) that was received during the year</b>	2.1	Quarterly
The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	2.7	Quarterly
The number of invoices paid within 10 calendar days of receipt as a percentage of all invoices paid	2.7	Quarterly
Internal Audit - cost of audit/£1m net expenditure		Annual
Insurance - cost/claim processed		Annual
Creditors - unit cost/creditor invoice issued		Annual
Payroll - cost/payslip produced		Annual
Pensions - cost per member		Annual
Cost of Accounting % Net Rev Budget + HRA		Annual
Cost of completing the Annual Accounts		Annual
Cost NDR collection/chargeable property		Annual
% NDR collected by year end	2.2	Quarterly
Cost sundry debtors/debtors account issued		Annual
% income sundry debtors collected during year		Annual
Cost Corporate Finance % Net Revenue Budget		Annual
Cost Procurement section % Net Revenue Budget		Annual

Other performance measures	Report ref:	Frequency
Processing time housing benefit – new claims (average days)	2.4	Quarterly
Processing time housing benefit – change in circs (average days)	2.4	Quarterly
Number of customer contacts	2.6	Quarterly
Total debt presented by clients (£m)	2.6	Quarterly
% Money advice queries completed in time from first contact to initial interview (10days)	2.6	Quarterly
Increase in financial benefit to customers from the advice given	2.5	Quarterly
Business Improvement District (BID) Levy	2.3	Quarterly



## APPENDIX 2

INVOICE PAYMENT <30 DAYS								
Service	2012/13				2013/14			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CE	89.6	89.9	92.4	86.9	93.6	93.2	93.3	
ECS	92.0	86.3	90.0	88.6	94.9	91.1	93.0	
FIN	98.0	92.7	91.9	94.9	97.9	96.0	96.1	
H&P	87.0	90.7	89.0	91.6	90.3	95.1	94.5	
P&D	92.6	91.1	90.4	91.8	92.4	94.5	92.5	
HSC	93.7	91.9	91.1	89.1	92.4	89.4	89.9	
TECS	92.3	91.8	91.6	92.0	94.9	92.7	92.1	
HC Total	91.6	90.0	90.5	90.8	93.6	92.9	93.2	

INVOICE PAYMENT <10 DAYS								
Service	2012/13				2013/14			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CE	67.3	73.4	75.2	72.2	78.2	80.4	76.6	
ECS	54.7	49.0	54.3	56.6	67.5	64.6	65.2	
FIN	74.6	71.8	42.5	71.7	75.3	73.1	60.1	
H&P	81.6	78.0	84.9	82.1	87.3	92.0	91.5	
P&D	64.7	59.2	47.0	60.8	77.7	76.1	71.7	
HSC	74.7	67.4	67.0	65.0	73.0	70.0	67.8	
TECS	60.2	65.0	60.4	67.7	66.3	66.2	63.4	
HC Total	66.2	64.5	63.5	67.6	73.6	74.6	71.9	