

**Corporate Issues
Overview and Scrutiny Committee**

10 October 2016



**Quarter One 2016/17
Performance Management Report**

Report of Corporate Management Team

Lorraine O'Donnell, Director of Transformation and Partnerships

Councillor Simon Henig, Leader

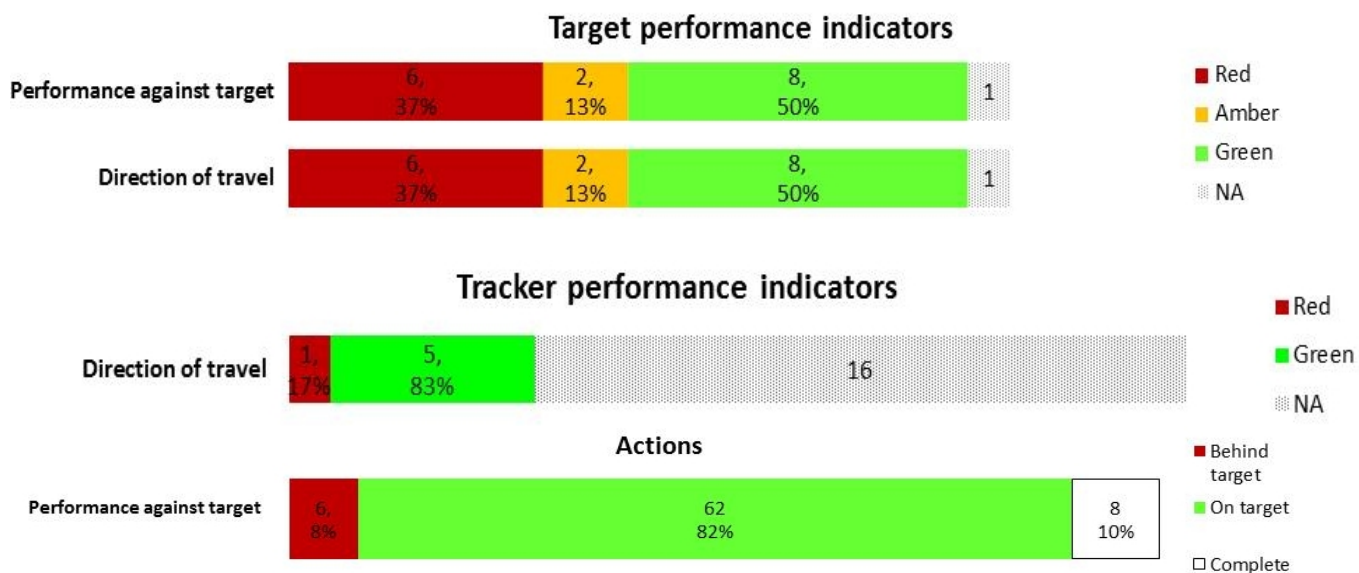
Purpose of the Report

1. To present progress against the council's corporate basket of performance indicators (PIs), Council Plan and service plan actions and report other performance issues for the first quarter of the 2016/17 financial year, covering the period April to June 2016.

Background

2. The report sets out an overview of performance and progress for the Altogether Better Council priority theme. Key performance indicator progress is reported against two indicator types which comprise of:
 - a. Key target indicators – targets are set for indicators where improvements can be measured regularly and where improvement can be actively influenced by the council and its partners (see Appendix 3, table 1); and
 - b. Key tracker indicators – performance will be tracked but no targets are set for indicators which are long-term and/or which the council and its partners only partially influence (see Appendix 3, table 2).
3. Work has been undertaken by all services to develop a revised 2016/17 corporate set of indicators. This set of indicators is based around our Altogether Better Council priority theme and will be used to measure the performance of both the council and the County Durham Partnership.
4. During the year a review will be undertaken to improve performance reporting, including streamlining reports.
5. The corporate performance indicator guide has been updated to provide full details of indicator definitions and data sources for the 2016/17 corporate indicator set. This is available to view either internally from the intranet (at Councillors useful links) or can be requested from the Corporate Planning and Performance Team at performance@durham.gov.uk.

Altogether Better Council: Overview



Council Performance

6. Key achievements this quarter include:

- a. Between April and June 2016, the in-year collection rate for council tax was 29% achieving the quarterly profiled target. This has been achieved through continued automation of the 2016/17 recovery schedule used to target non-payers. The in-year collection for business rates (33.55%) was marginally below the profiled target of 34%. This was due mainly to rate payers exercising their right to extend their instalment payments to March instead of January after a change of legislation in 2014. Take up has steadily increased and this financial year an additional 196 customers have taken advantage of the option which directly impacts upon cashflow.

The collection rate for all years excluding the current year is 99.42% for council tax and 99.14% for business rates. Both are in line with our medium term financial plan forecasts.

- b. In 2015/16, the total of income and savings from solar installations on council owned buildings was £269,581 exceeding the target of £242,000 and the 2014/15 total of £261,210. The 2015/16 income included £194,916 from feed in tariff, £6,449 from exporting energy and £68,215 in electricity cost savings.
- c. Tracker indicators show:
 - i. In the year to 30 June 2016, the average time taken to answer a telephone call was 39 seconds (Appendix 4, Chart 1). 1,004,888 telephone calls were received during this period, 6% of which were abandoned.
 - ii. Footfall in our customer access points has increased from 192,782 in the year to March 2016 to 205,583 in the year to June 2016 (Appendix 4, Chart 2). The introduction of an appointments system for benefits and council tax is reducing repeat visits as customers, at the time of booking

their appointment, are informed of the documentation they need to bring with them. The increase in footfall seen over the last quarter is the result of a review of logging practices within the access points to ensure consistency of approach.

The top reasons for face to face contact over the last quarter were benefits, refuse and recycling, strategic waste, council tax billing queries and children's services following the relocation of the team into Seaham contact centre with Customer Services acting as first point of contact for visitors. Focus moving forward will be the support of self-service online activity within the access point environment following the launch of the new customer relationship management system and Save Time Do It Online campaign.

- iii. In the year to June 2016, there were 82,201 web form requests, 68,046 emails and 2,733 social media contacts recorded. Staff training for handling electronic contact has continued and this increased flexibility is reducing response times. All social media requests continue to be handled in line with the four hour timescale and this approach has influenced increased use as a contact method.

d. Progress has been made with the following Council Plan actions:

- i. Improvements in support to the Advice in County Durham Partnership. The partnership is now firmly established with 93 member organisations and has held several successful network meetings and training events for members. It is currently engaged in reviewing quality of advice provision and governance of member organisations.
- ii. The completion of the open water safety assessment process for all priority, foreseeable risk locations across the county has made excellent progress. Priority continues to be given to those open water locations which are in close proximity of picnic areas, local nature reserves, parks and gardens, play parks, schools and sports fields /grounds. Some 256 sites of specific interest are earmarked for an onsite visit. Phase one of the project was completed in July 2016.

7. The key performance improvement issues for this theme are:

- a. Processing performance for new housing benefit (HB) and new council tax reduction (CTR) claims has missed target this quarter, as has processing HB change of circumstances.
 - i. During quarter one, the average days to process new HB claims was 24.33 days which missed the quarterly profiled target of 23 days. However, throughout quarter one, performance has improved from 25.70 days in April to 24.50 in May and then a further improvement to 23.19 for June.
 - ii. The average days to process new CTR claims was 24.46 days which also missed the quarterly profiled target of 23 days. However, throughout quarter one, performance has improved from 26.11 days in

April to 24.71 in May and then a further improvement to 23.03 for June (Appendix 4, Charts 3 and 4).

- iii. The average days to process HB change of circumstances claims was 11.16 days missing the quarterly profiled target of 10 days. However, processing CTR change of circumstances claims took on average 9.95 days achieving the quarterly profiled target of 10 days (Appendix 4, Charts 5 and 6).

Quarter one processing has been impacted by the following:

- As reported in quarter four 2015/16, the problem with the Department for Work and Pensions (DWP) data which resulted in several thousand records requiring manual calculation resulted in the team moving into 2016/17 with additional volumes of work that would otherwise have been processed in quarter four.
 - In addition to this, the Real Time Information Project that was launched by DWP in 2015/16 as a pilot was confirmed as continuing until further notice. The number of changes received each month has meant that six Assessment Officers are now working full time on this work.
- b. In the year to 30 June 2016 the average days' sickness per full time equivalent (FTE) excluding school based employees was 11.48 days, and 9.39 days including school based employees. Performance improved from that reported at quarter four 2015/16 (11.63 days and 9.44 days respectively). The 11.5 days target (excluding school employees) was achieved.
 - c. Over the same period, 51.35% of posts recorded no sickness absence (excluding schools) and 77.33% of employees took five working days or less sickness absence.

Human Resources (HR) Officers are working with managers to ensure compliance with the Attendance Management Policy and are actively managing sickness absence. Hotspot areas have been identified where the level of sickness absence may necessitate more detailed work to bring about the required improvement to performance.

- d. The percentage of performance appraisals completed at 30 June 2016 stands at 87.11% (see Appendix 4, Chart 7). This is a deterioration compared to quarter four 2015/16 (88.05%) and below the 2016/17 increased target of 92%. However, performance has improved compared to the same period last year (84.54%).

Senior managers now have access to real time information in relation to appraisal activity for their area(s) of responsibility and HR Service links are working closely with Service Management Teams to increase the number of appraisals undertaken.

- e. The percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within 20 days was 72% this quarter, a deterioration on the previous quarter (79%) and significantly below the national target of 85% (see Appendix 4, Chart 8).

- f. The proportion of households in fuel poverty (those with both low income and high fuel costs) deteriorated from 11.5% in 2013 to 12.2% in 2014 (most recently published data) and was worse than the national average of 10.6%, although in line with the North East average of 12.2%.
8. The key risks to successfully delivering the objectives of this theme are:
- a. If there was to be slippage in the delivery of the agreed Medium Term Financial Plan (MTFP) savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses. Management consider it possible that this risk could occur, which will result in a funding shortfall, damaged reputation and reduced levels of service delivery. To mitigate the risk, a programme management approach for key projects has been established and embedded across the council. Monitoring by Corporate Management Team and Cabinet provides assurance over the implementation of the agreed MTFP savings projects. It should be recognised that this will be a significant risk for at least the next four years.
 - b. Ongoing Government funding cuts which now extend to at least 2019/20 will continue to have an increasing major impact on all council services. Management consider it highly probable that this risk could occur, and to mitigate the risk, sound financial forecasting is in place based on thorough examination of the Government's red book plans. This will also be a significant risk for at least the next four years.
 - c. If we were to fail to comply with Central Government's Public Services Network Code of Connection (PSN CoCo) criteria for our computer applications, this would put some of our core business processes at risk, such as revenues and benefits, which rely on secure transfer of personal data. The Government set criteria for the PSN CoCo compliance has changed again, one of the requirements being the need to submit a risk register in June 2016.

Recommendations and Reasons

9. That the Corporate Issues Overview and Scrutiny Committee receive the report and consider any performance issues arising there with.

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Appendix 1: Implications

Finance - Latest performance information is being used to inform corporate, service and financial planning.

Staffing - Performance against a number of relevant corporate health Performance Indicators (PIs) has been included to monitor staffing issues.

Risk - Reporting of significant risks and their interaction with performance is integrated into the quarterly monitoring report.

Equality and Diversity / Public Sector Equality Duty - Corporate health PIs are monitored as part of the performance monitoring process.

Accommodation - Not applicable

Crime and Disorder - A number of PIs and key actions relating to crime and disorder are continually monitored in partnership with Durham Constabulary.

Human Rights - Not applicable

Consultation - Not applicable

Procurement - Not applicable

Disability Issues - Employees with a disability are monitored as part of the performance monitoring process.

Legal Implications - Not applicable

Appendix 2: Key to symbols used within the report

Where icons appear in this report, they have been applied to the most recently available information.

Performance Indicators:

Direction of travel/benchmarking

Same or better than comparable period/comparator group

GREEN

Worse than comparable period / comparator group (within 2% tolerance)

AMBER

Worse than comparable period / comparator group (greater than 2%)

RED

Performance against target

Meeting/Exceeding target

Getting there - performance approaching target (within 2%)

Performance >2% behind target

National Benchmarking

We compare our performance to all English authorities. The number of authorities varies according to the performance indicator and functions of councils, for example educational attainment is compared to county and unitary councils however waste disposal is compared to district and unitary councils.

North East Benchmarking

The North East figure is the average performance from the authorities within the North East region, i.e. County Durham, Darlington, Gateshead, Hartlepool, Middlesbrough, Newcastle upon Tyne, North Tyneside, Northumberland, Redcar and Cleveland, Stockton-on-Tees, South Tyneside, Sunderland. The number of authorities also varies according to the performance indicator and functions of councils.

Nearest Neighbour Benchmarking:

The nearest neighbour model was developed by the Chartered Institute of Public Finance and Accountancy (CIPFA), one of the professional accountancy bodies in the UK. CIPFA has produced a list of 15 local authorities which Durham is statistically close to when you look at a number of characteristics. The 15 authorities that are in the nearest statistical neighbours group for Durham using the CIPFA model are: Barnsley, Wakefield, Doncaster, Rotherham, Wigan, Kirklees, St Helens, Calderdale, Dudley, Northumberland, Tameside, Sheffield, Gateshead, Stockton-on-Tees and Stoke-on-Trent.

We also use other neighbour groups to compare our performance. More detail of these can be requested from the Corporate Planning and Performance Team at performance@durham.gov.uk.

Actions:

WHITE

Complete (action achieved by deadline/achieved ahead of deadline)

GREEN

Action on track to be achieved by the deadline

RED

Action not achieved by the deadline/unlikely to be achieved by the deadline

Appendix 3: Summary of Key Performance Indicators

Table 1: Key Target Indicators

Ref	PI ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
Altogether Better Council											
55	NS25	Percentage of customers with an appointment at a customer access point who are seen on time	Available Q3 2016/17	NA	95	NA	New indicator	NA			
56	RES/038	Percentage all ICT service desk incidents resolved on time	95	Apr - Jun 2016	90	GREEN	94	GREEN			
57	RES/NI/181a1	Average time taken to process new housing benefit claims (days)	24.33	Apr - Jun 2016	23.00	RED	22.52	RED	22.00 Not comparable	23** Not comparable	Oct - Dec 2015
58	RES/NI/181a2	Average time taken to process new council tax reduction claims (days)	24.46	Apr - Jun 2016	23.00	RED	23.16	RED			
59	RES/NI/181b1	Average time taken to process change of circumstances for housing benefit claims (days)	11.16	Apr - Jun 2016	10.00	RED	10.01	RED	10.00 Not comparable	11** Not comparable	Oct - Dec 2015
60	RES/NI/181b2	Average time taken to process change of circumstances for council tax reduction claims (days)	9.95	Apr - Jun 2016	10.00	GREEN	8.34	RED			
61	RES/002	Percentage of council tax collected in-year	29.00	Apr - Jun 2016	29.00	GREEN	28.70	GREEN	97.10 Not comparable	95.96* Not comparable	2015/16

Ref	PI ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
62	RES/003	Percentage of business rates collected in-year	33.55	Apr - Jun 2016	34.00	AMBER	34.40	RED	98.20 Not comparable	96.56* Not comparable	2015/16
63	RES/129	Percentage of council tax recovered for all years excluding the current year	99.42	Apr - Jun 2016	98.50	GREEN	98.90	GREEN			
64	RES/130	Percentage of business rates recovered for all years excluding the current year	99.14	Apr - Jun 2016	98.50	GREEN	99.39	AMBER			
65	REDPI 49b	Total of income and savings from solar installations on council owned buildings (£)	269,581	2015/16	242,000	GREEN	261,210	GREEN			
66	REDPI68	Average asset rating of Display Energy Certificates in county council buildings	95.0	Apr - Jun 2016	94.0	AMBER	90.2	RED			
67	RES/LPI/010	Percentage of undisputed invoices paid within 30 days to our suppliers	93.7	Apr - Jun 2016	93.0	GREEN	93.7	AMBER			
68	ACE006	Percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within statutory deadlines	72	Apr - Jun 2016	85	RED	71	GREEN			
69	RES/LPI/012	Days / shifts lost to sickness absence – all services including school staff	9.39	Jul 2015 - Jun 2016	8.50	RED	9.97	GREEN			

Ref	PI ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
70	RES/LPI/012a	Days / shifts lost to sickness absence – all services excluding school staff	11.48	Jul 2015 - Jun 2016	11.50	GREEN	12.3	GREEN			
71	RES/011	Percentage of performance appraisals completed in current post in rolling year period (excluding schools)	87.11	Jul 2015 - Jun 2016	92.00	RED	84.54	GREEN			

Table 2: Key Tracker Indicators

Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
Altogether Better Council											
175	NS43a	Number of customer contacts - face to face	205,583	Jul 2015 - Jun 2016	192,782	NA	202,511	NA			
176	NS43b	Number of customer contacts -telephone	1,004,888	Jul 2015 - Jun 2016	995,871	NA	1,004,109	NA			
177	NS43c	Number of customer contacts - web forms	82,201	Jul 2015 - Jun 2016	86,034	NA	18,641	NA			
178	NS43d	Number of customer contacts - emails	68,046	Jul 2015 - Jun 2016	65,055	NA	15,775	NA			
179	NS43e	Number of customer contacts - social media	2,733	Jul 2015 - Jun 2016	2,234	NA	351	NA			
180	NS26	Average time taken to answer a telephone call (seconds)	39	Jul 2015 - Jun 2016	41	GREEN	40	GREEN			
181	NS20	Percentage of abandoned calls	6	Jul 2015 - Jun 2016	6	GREEN	6	GREEN			
182	RES/013	Staff aged under 25 as a percentage of post count	5.89	As at Jun 2016	5.77	NA	5.44	NA			
183	RES/014	Staff aged over 50 as a percentage of post count	40.07	As at Jun 2016	40.15	NA	39.27	NA			
184	RES/LPI/011a	Women in the top five percent of earners	53.01	As at Jun 2016	54.03	NA	52.36	NA			

Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
185	RES/LPI/011bi	Black and minority ethnic (BME) as a percentage of post count	1.61	As at Jun 2016	1.60	NA	1.53	NA			
186	RES/LPI/011ci	Staff with a recorded disability as a percentage of post count	2.78	As at Jun 2016	2.75	NA	2.79	NA			
187	RES028	Discretionary Housing Payments - value (£) for customers affected by social sector size criteria	271,299.90	Apr - Jun 2016	685,921.53	NA	123,019.79	NA			
188	RES029	Discretionary Housing Payments - value (£) for customers affected by local housing allowance reforms	138,802.22	Apr - Jun 2016	291,647.15	NA	38,091.06	NA			
189	ACE016	Percentage of children in poverty (quarterly proxy measure) (Also in Altogether Better for Children and Young People)	22.0	As at Nov 2015	22.3	GREEN	22.7	GREEN	15.7	22.7*	As at Nov 2015
190	ACE019a	Proportion of households in fuel poverty (with both low income and high fuel costs)	12.2	2014	11.5	RED	11.5	RED	10.6	12.2*	2014
191	RES/034b	Staff - total headcount (excluding schools)	8,462	As at Jun 2016	8,538	NA	8,668	NA			
192	RES/035b	Staff - total full time equivalent (excluding schools)	6,958	As at Jun 2016	7,049	NA	7,099	NA			

Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
193	RES/020	Percentage of time lost to sickness in rolling year (excluding schools)	4.52	Jul 2015 - Jun 2016	4.61	GREEN	4.86	GREEN			
194	RES/052	Percentage of posts with no absence in rolling year (excluding schools)	51.35	Jul 2015 - Jun 2016	50.32	GREEN	47.51	GREEN			
195	RES/053	Percentage of employees having five days or less sickness per 12 month rolling period	77.33	Jul 2015 - Jun 2016	75.56	NA	New indicator	NA			
196	RES/036	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents reported to the Health and Safety Executive (HSE) [1] [9]	14	Apr - Jun 2016	21	NA	15	NA			

[\[1\] Data 12 months earlier amended \(final published data\)/refreshed](#)

[\[9\] Previous period data amended /refreshed / final published data](#)

Appendix 4: Volume Measures

Chart 1 - Telephone calls via customer services

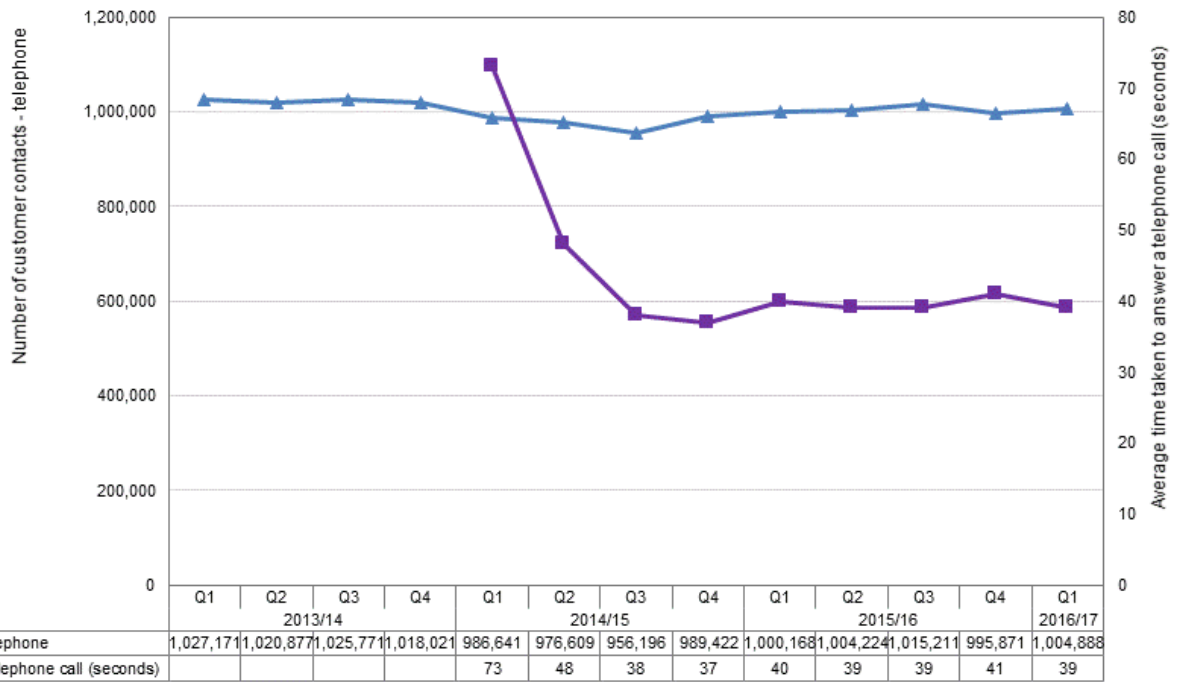


Chart 2 – Face to face contacts via customer access points

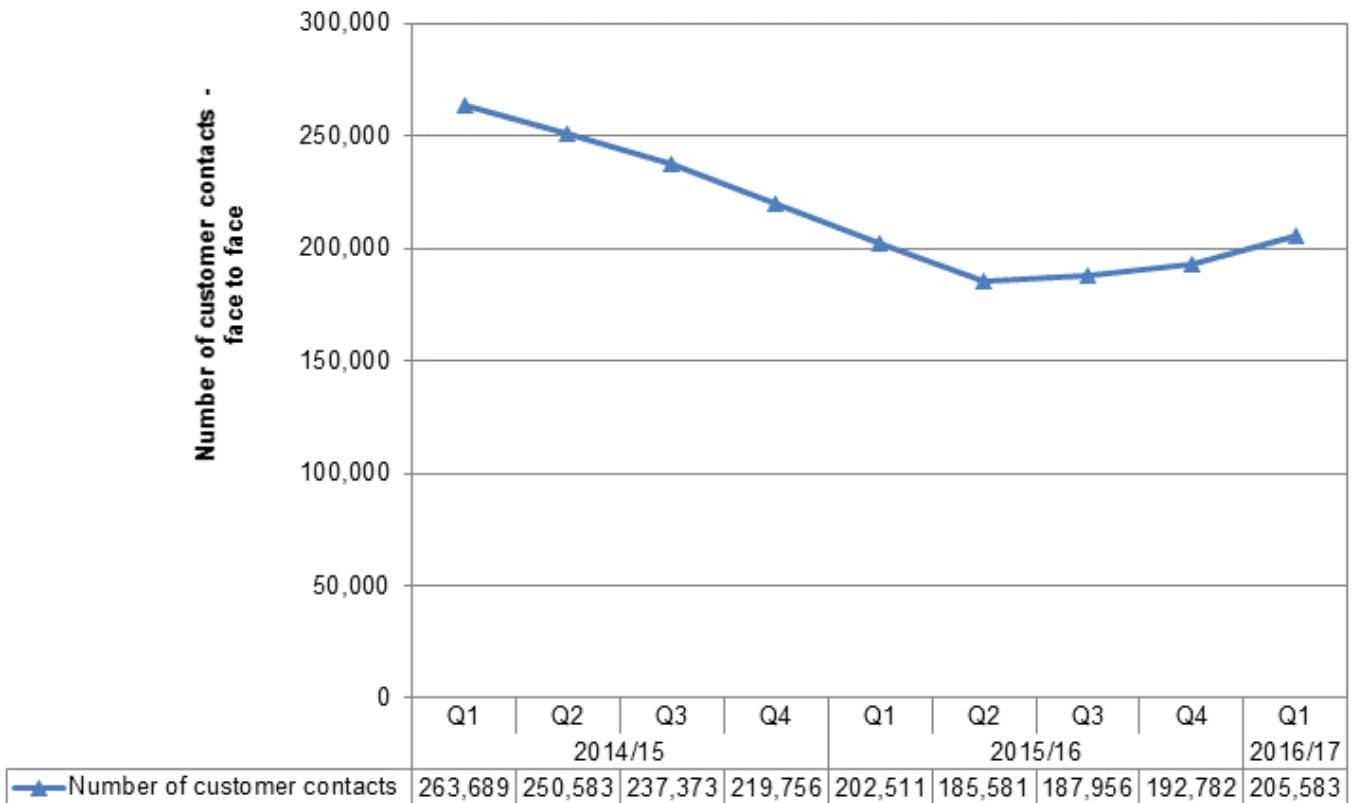
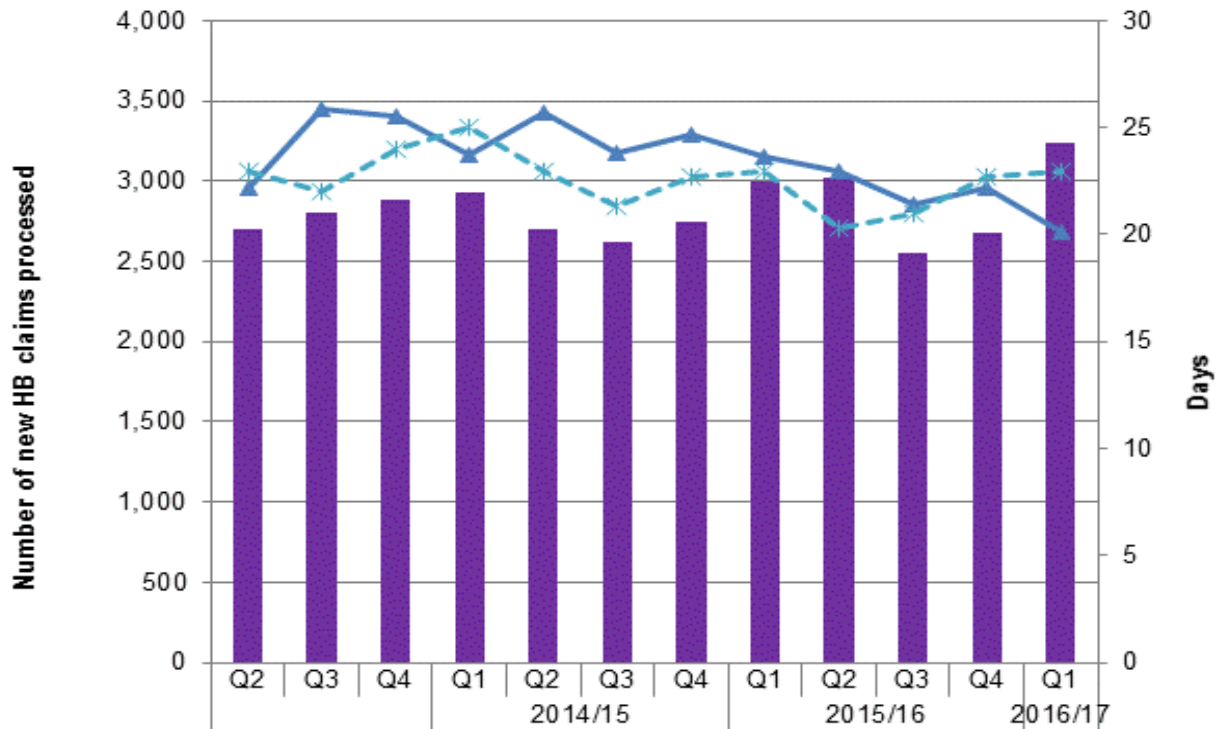
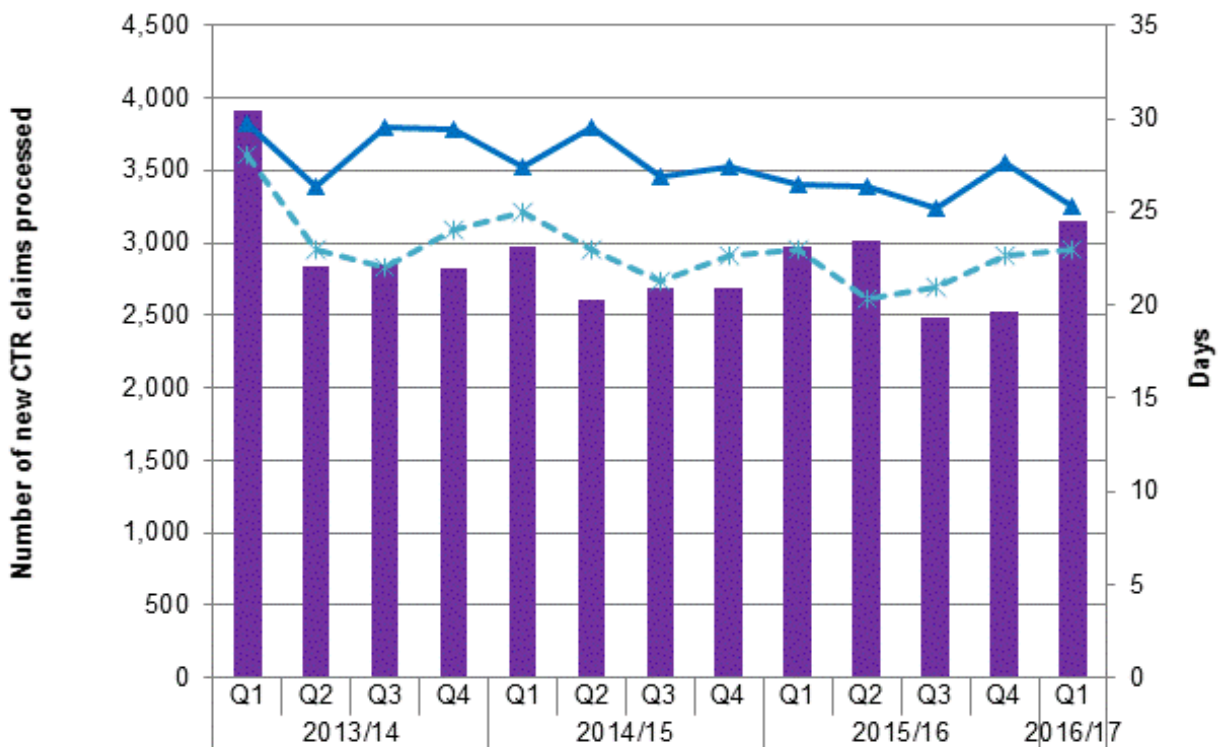


Chart 3 – Housing Benefits – new claims



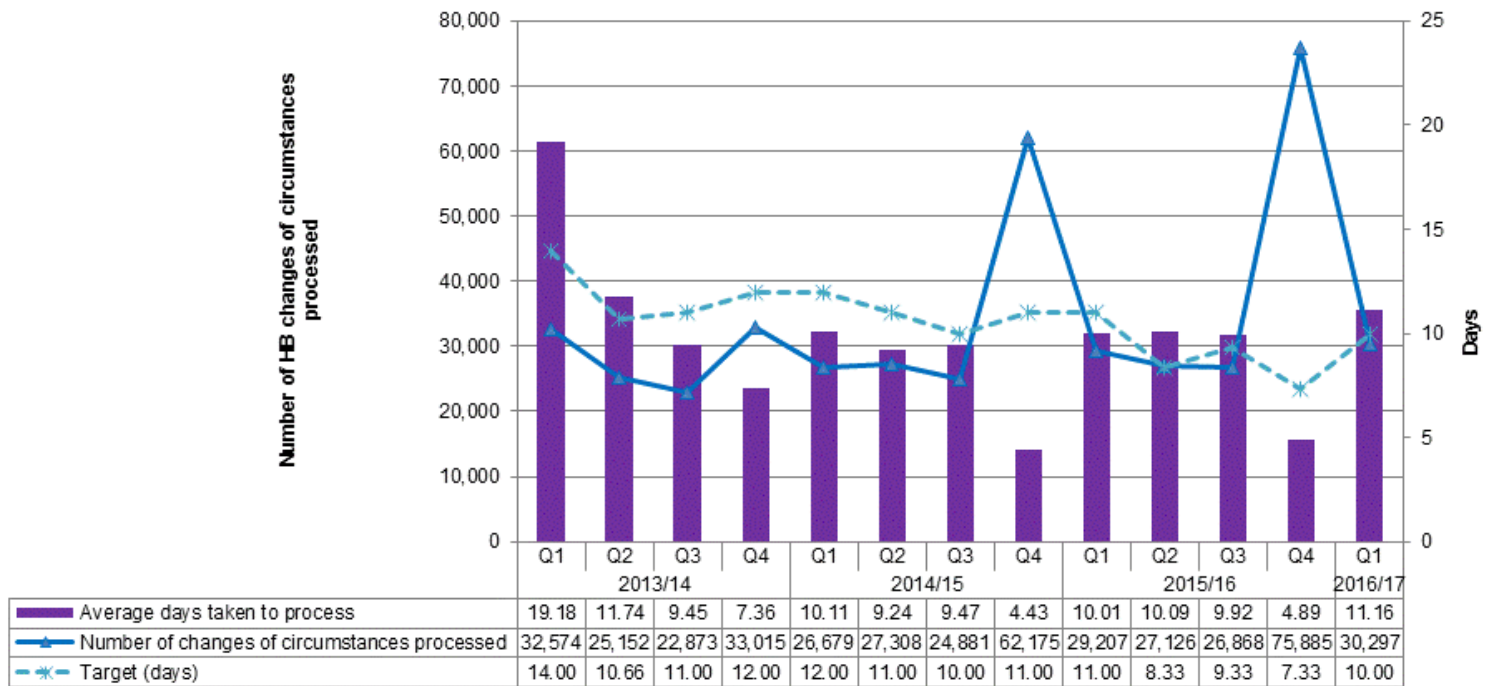
■ Average days taken to process claims	20.23	21.02	21.62	21.93	20.28	19.64	20.60	22.52	22.68	19.16	20.06	24.33
▲ Number of claims processed	2,962	3,453	3,407	3,160	3,429	3,174	3,291	3,149	3,056	2,856	2,956	2,684
-* Target (days)	23.00	22.00	24.00	25.00	23.00	21.33	22.66	23.00	20.33	21.00	22.66	23.00

Chart 4 – Council Tax Reduction – new claims



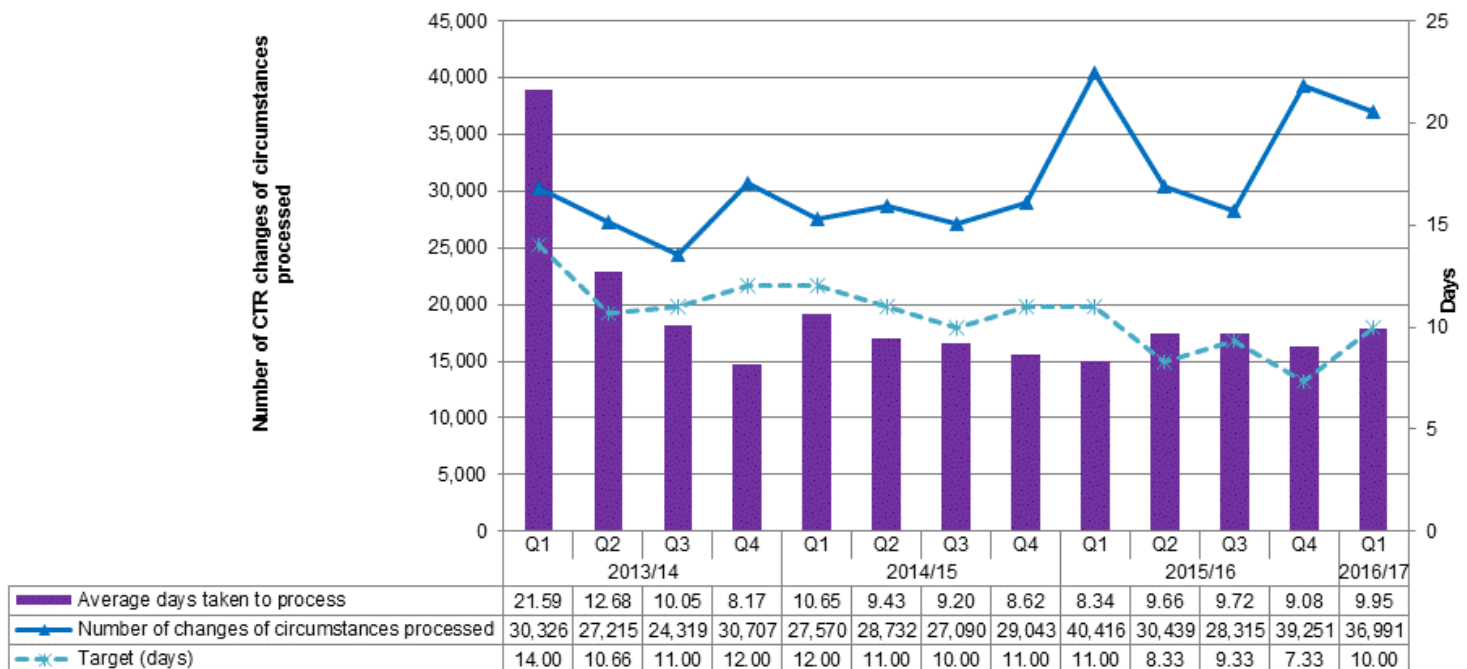
■ Average days taken to process claims	30.46	22.11	22.18	21.93	23.1	20.31	20.9	20.93	23.16	23.47	19.33	19.68	24.46
▲ Number of claims processed	3,822	3,389	3,801	3,787	3,531	3,798	3,453	3,531	3,401	3,385	3,244	3,554	3,257
-* Target (days)	28.00	23.00	22.00	24.00	25.00	23.00	21.33	22.66	23.00	20.33	21.00	22.66	23.00

Chart 5 – Housing Benefits – changes of circumstances



The way in which the change of circumstance is processed changed in quarter one 2015/16, which means that some multi-changes are now counted more than once where previously it would have been counted as just one change. Volume data from 2015/16 is therefore not comparable with previous data.

Chart 6 – Council Tax Reduction – changes of circumstances



The way in which the change of circumstance is processed changed in quarter one 2015/16, which means that some multi-changes are now counted more than once where previously it would have been counted as just one change. Volume data from 2015/16 is therefore not comparable with previous data.

