

Corporate Issues Overview and Scrutiny Committee

23 January 2015



Quarter 2 2014/15 Performance Management Report

Report of Corporate Management Team Lorraine O'Donnell, Assistant Chief Executive Councillor Simon Henig, Leader

Purpose of the Report

1. To present progress against the council's corporate basket of performance indicators for the Altogether Better Council theme and report other significant performance issues for the second quarter of 2014/15 covering the period July to September 2014.

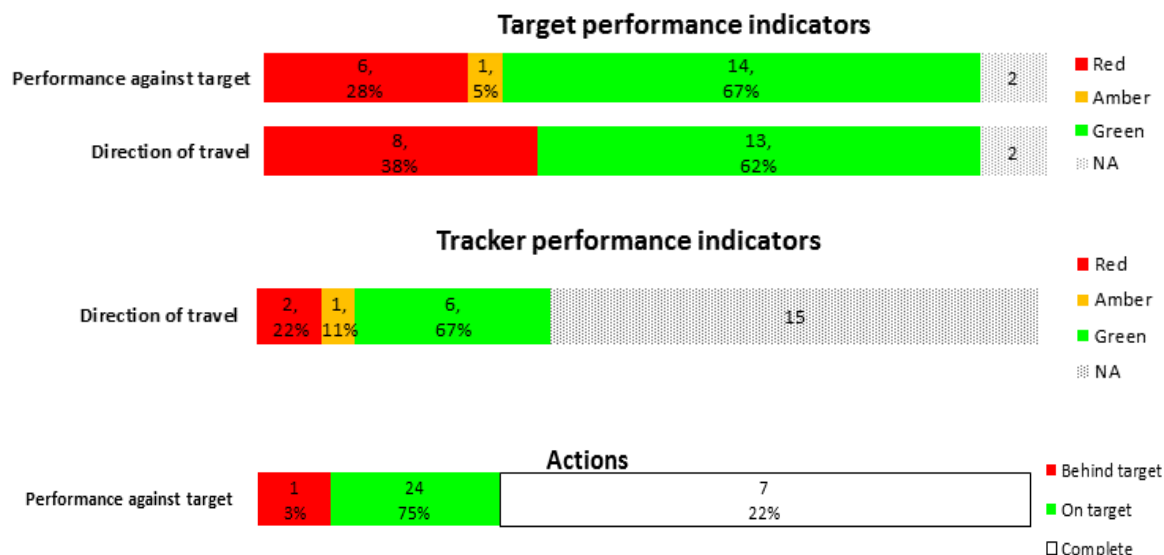
Background

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. The report continues to incorporate a stronger focus on volume measures in our performance framework. This allows us to better quantify productivity and to monitor the effects of reductions in resources and changes in volume of activity. Charts detailing some of the key volume measures which form part of the council's corporate basket of performance indicators are presented in Appendix 4.

Developments since Last Quarter

4. Corporate performance indicator guidance which provides full details of indicator definitions and data sources will soon be available from the Councillors Intranet homepage at: <http://intranet/sites/Councillors/default.aspx>. Any queries relating to the definition manual can be directed to the Corporate Performance Team at performance@durham.gov.uk.

Altogether Better Council: Overview



Council Performance

5. Key achievements this quarter include:

- a. Quarter 2 has seen the Revenues and Benefits Service maintain the improved performance seen last year. Whether new claims or changes of circumstances, housing benefit (HB) or council tax reduction (CTR) claims, the processing time for each is better than the respective profiled target for quarter 2.
 - i. New HB claims were processed in 20.28 days on average, within the 23 day target and comparable to the same period last year. The volume of new HB claims processed increased from 3,160 in quarter 1 to 3,429 this period (Appendix 4, chart 1).
 - ii. New CTR claims were processed in 20.31 days on average, within the 23 day target and 1.8 days quicker than the same period last year. During quarter 2, 3,798 new CTR claims were processed compared to 3,531 in quarter 1 (Appendix 4, chart 2).
 - iii. Changes to HB claims were processed in 9.24 days on average, within the 11 day target and 2.5 days more quickly than the same period last year. The volume of change of circumstances for HB claims processed increased from 26,679 in quarter 1 to 27,308 this period. (Appendix 4, chart 3).
 - iv. Changes to CTR claims were processed in 9.43 days on average, within the 11 day target and 3.25 days more quickly than the same period last year. During quarter 2, 28,732 change of circumstances for CTR claims were processed compared to 27,570 in quarter 1 (Appendix 4, chart 4).
- b. Between July and September 2014, 230,937 telephone calls were answered, which is 95% of all calls received, compared to 88% at the same period last year. 93% were answered within three minutes against the target of 80%. This was an improvement on the same period last year, when 78% were

answered within three minutes. The volume of telephone calls shows an increase in calls received this quarter (244,074) when compared with the previous quarter (236,372) but a decrease when compared to the same period last year (258,047) (see Appendix 4, chart 5). During this quarter calls from four new telephony lines were added to this indicator; Durham, Bishop Auckland and Seaham registrars from August and garden waste from September. There was a 4% decrease in contact received via emails and web forms (17,191) compared to the same quarter last year (17,883).

- c. During quarter 2, the percentage of customers seen at a customer access point (CAP) within the 15 minutes target was 97%, better than the same period last year (93%). The figures show a decrease in customers from 62,388 in quarter 1 to 57,763 in quarter 2 as well as a decrease when comparing to the same period last year (71,342) (see Appendix 4, chart 6).
- d. This quarter saw a high degree of activity in relation to business lettings within council owned factories and business support centres with 20 new lettings, bringing the occupancy levels to 77.4%. Performance is above the target of 76% and the same period last year (75%). In particular there were six units at NETPark taken by Centre for Process Innovation.
- e. Progress has been made with the following Council Plan and service plan actions:
 - i. Good progress has been made with the action to support, develop and embed a partnership approach to investment planning. A County Durham Economic Partnership Social Inclusion Conference was held with partners on 26th September 2014. Over 130 delegates attended, with guest speakers and area specific workshops held to consider the priorities and use of European Social Fund resources in the next round of European Union (EU) funding 2014-2020. Following the conference, further project ideas and proposals will be considered and developed to progress the planned Durham EU Programme.
 - ii. The council's new and improved website has now been launched. The new design will make it easier for customers to find what they are looking for. It is also designed for use with mobiles and tablets.
 - iii. The Durham at War interactive mapping website was launched on 10 September 2014. It tells the story of County Durham and its people in the First World War, exactly one hundred years after the first Durham Light Infantry soldiers arrived in France with the British Expeditionary Force. The website will be live until the end of 2018 and will help to commemorate the role of Durham people at a momentous period in the county's history.

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

- a. Improving the management of attendance and reducing sickness absence continues to be a priority for the council. A broader suite of sickness-related measures was introduced in quarter 2 to track progress.
 - i. The percentage time lost to sickness absence (excluding schools) has increased from 4.8% in quarter 2 2013/14 to 4.85% in quarter 2

2014/15. There has been a shift to less long and more short and medium term absence from the corresponding period last year, however, there is little change from last quarter. During the rolling year, 47% of posts (excluding school based employees) had no sickness absence.

- ii. The average days lost to sickness absence per full time equivalent (FTE) employee (including school based employees) for the rolling year has increased from 8.96 days at quarter 1 to 9.18 days at the end of quarter 2 2014/15, a deterioration of 2.5%. The average number of days lost to sickness absence per FTE (when excluding schools based employees) for the rolling year has also increased from 11.93 days at quarter 1 to 12.27 days at the end of quarter 2, a deterioration of 2.9%. The improvement targets we set ourselves for 2014/15 of 11.8 days per FTE (excluding school based employees) and 8.7 days per FTE (including school based employees) have not been achieved.
- iii. Recent and forthcoming developments to manage reporting and support for managers across the organisation include:
 - Compulsory sickness absence training for managers (tiers 4 and 5)
 - The rollout of ResourceLink's leave management module, initially to Assistant Chief Executives and Resources, with other service groupings to follow
 - Streamlining the Sickness Absence Policy, which will include a 'rehabilitation' section with guidance for managers to ensure consistent practice and recording
 - Development of an e-learning package for managers by December 2014.
 - Detailed sickness data tracking with individual services, including follow up management actions in relation to short, medium and long term sickness.
- b. The percentage of employee performance appraisals completed over the 12 months to September 2014 was 66%. This is an increase of 2% compared to quarter 1 (64%). Although the recent trend of deterioration over consecutive quarters appears to have halted at the end of quarter 2, the current rate is 19 percentage points worse than the target of 85%, and nine percentage points worse than the equivalent quarter in 2013/14 (75%). All heads of service are now provided with a monthly summary identifying all employees in their service who have not had an appraisal event recorded in the last rolling year, to facilitate active management of appraisal performance at a senior level. Human resources will continue to support and encourage managers in relation to appraisal activity, developments and training, in order to deliver improvements in this key area.
- c. The percentage of undisputed invoices paid within 30 days to our suppliers during quarter 2 was 90% which is a 2.5 percentage point deterioration against the previous quarter and two percentage points below the target of 92%. Although the target was achieved last quarter, this could not be sustained during quarter 2, mainly due to the unavailability of management

reports during the upgrade of Oracle. Efforts to resume on target performance are ongoing during quarter 3.

- d. The percentage of Freedom of Information and Environmental Information Regulations requests responded to within 20 days was 78% this quarter, one percentage point deterioration from the previous quarter (79%) and remaining below the national target of 85%. An increased volume of requests compared to quarter 1 (11% increase) may have contributed to this decrease. The volume of requests has increased by 26% to 313 from 249 at the same period last year and is also higher than at quarter 1 (281) (see Appendix 4, chart 7).
7. A key Council Plan action which has not achieved target relates to the delivery and completion of the current accommodation programme for council buildings. This was due to be achieved by November 2015 and the revised target is now set as February 2016. The relocation of the Newton Aycliffe Library which will include the Customer Services surgery has now been put back to January 2016. In addition, the opening of Stanley Louisa Centre customer access point has also been delayed until February 2016. The scheme is currently in the design phase. The new Customer Services surgery to be operated from Bishop Auckland Town Hall is still awaiting listed building consent before construction can start. Hopper House, Durham has now been closed and is currently in the process of being decommissioned.
 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 2017/18 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. Potential restitution of search fees income going back to 2005. Management consider it highly probable that the risk will occur as a firm of solicitors has taken action against all councils across England and Wales to recover the alleged land charge fees overpayment. The mitigation of this risk is dependent upon the outcome of the negotiations and litigation currently being defended by lawyers instructed in group litigation. A framework for settlement has been produced and this is currently being considered.

- d. The council could suffer significant adverse service delivery and financial impact if there are delays in the procurement and implementation of the new banking contract. Pre-procurement meetings will be held with alternative providers to establish what services can and cannot be provided. Awareness-raising will take place at tier four manager level, that banking arrangements are due to change. The new contract is expected to be in place by March 2015 to ensure a smooth transition.
- e. If we were to fail to comply with Central Government's Public Services Network (PSN) Code of Connection criteria, this would put some of our core business processes, such as Revenues and Benefits, at risk. An ongoing project is in place to ensure compliance. A backup ICT site is now in place. The equipment has been installed, data has been transferred, and a full test is planned once remedial electrical work is carried out at the council's primary data site.

Recommendations and Reasons

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

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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 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

Latest reported data have improved from comparable period

GREEN

Latest reported data remain in line with comparable period

AMBER

Latest reported data have deteriorated from comparable period

RED

Performance against target

Performance better than target

Getting there - performance approaching target (within 2%)

Performance >2% behind target

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

Benchmarking:

GREEN

Performance better than other authorities based on latest benchmarking information available

AMBER

Performance in line with other authorities based on latest benchmarking information available

RED

Performance worse than other authorities based on latest benchmarking information available

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											
64	NS22	Percentage of calls answered within three minutes	93	Jul - Sep 2014	80	GREEN	78	GREEN			
65	NS24	Percentage of customers seen within 15 minutes at a customer access point	97	Jul - Sep 2014	95	GREEN	93	GREEN			
66	RES/038	Percentage all ICT service desk incidents resolved on time	94	Jul - Sep 2014	90	GREEN	90	GREEN			
67	RES/NI/181a1	Average time taken to process new housing benefit claims (days)	20.28	Jul - Sep 2014	23.00	GREEN	20.23	RED	21.00 GREEN	25** GREEN	Jan - Mar 2014
68	RES/NI/181a2	Average time taken to process new council tax reduction claims (days)	20.31	Jul - Sep 2014	23.00	GREEN	22.11	GREEN			
69	RES/NI/181b1	Average time taken to process change of circumstances for housing benefit claims (days)	9.24	Jul - Sep 2014	11.00	GREEN	11.74	GREEN	4.00 RED	6** RED	Jan - Mar 2014
70	RES/NI/181b2	Average time taken to process change of circumstances for council tax reduction claims (days)	9.43	Jul - Sep 2014	11.00	GREEN	12.68	GREEN			
71	RES/001	Savings delivered against the Medium Term Financial Plan (MTFP) (£m)	18.9	As at Sep 2014	23.0	Not comparable [1]	15.7	NA			
72	RES/002	Percentage of council tax collected in-year	55.91	As at Sep 2014	55.50	GREEN	55.18	GREEN	97.00 Not comparable	96.01* Not comparable	2013/14

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
73	RES/003	Percentage of business rates collected in-year	58.00	As at Sep 2014	57.61	GREEN	60.71	RED	97.90 Not comparable	97.76* Not comparable	2013/14
74	RES/129	Percentage of council tax recovered for all years excluding the current year	99.0	As at Sep 2014	98.5	GREEN	99.0	GREEN			
75	RES/130	Percentage of business rates recovered for all years excluding the current year	99.15	As at Sep 2014	98.50	GREEN	99.20	RED			
76	REDPI39	Current tenant arrears as a percentage of the annual rent debit	1.91	Jul - Sep 2014	2.45	GREEN	2.86	GREEN			
77	REDPI78	Percentage of capital receipts received	25.0	Apr - Sep 2014	50.0	RED	13.0	GREEN			
78	REDPI33	Percentage of council owned business floor space that is occupied	77.38	As at Sep 2014	76.00	GREEN	75.00	GREEN			
79	REDPI76	Income generated from council owned business space (£)	1,557,000	Apr - Sep 2014	1,505,000	GREEN	1,270,980	GREEN			
80	REDPI49b	£ saved from solar installations on council owned buildings	214,000	2013/14	Not set	NA	New indicator	NA			
81	REDPI68	Average asset rating of Display Energy Certificates in county council buildings	99.40	As at Sep 2014	98.00	AMBER	98.90	RED			
82	RES/LPI/010	Percentage of undisputed invoices paid within 30 days to our suppliers	90.0	Jul - Sep 2014	92.0	RED	91.3	RED			
83	ACE006	Percentage of Freedom of Information (FOI) and Environmental Information	78	Jul - Sep 2014	85	RED	85	RED			

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
		Regulations (EIR) requests responded to within statutory deadlines									
84	RES/LPI/012	Days / shifts lost to sickness absence – all services including school staff	9.18	Oct 2013 - Sep 2014	8.70	RED	9.31	GREEN			
85	RES/LPI/012a	Days / shifts lost to sickness absence – all services excluding school staff	12.27	Oct 2013 - Sep 2014	11.80	RED	12.15	RED			
86	RES/011	Percentage of performance appraisals completed – all services excluding school staff	65.6	Oct 2013 - Sep 2014	85.0	RED	75.3	RED			

[\[1\] Annual target](#)

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											
183	NS43a	Number of customer contacts- face to face	57,763	Jul - Sep 2014	62,388	NA	71,342	NA			
184	NS43b	Number of customer contacts-telephone	244,074	Jul - Sep 2014	236,372	NA	258,047	NA			
185	NS43c	Number of customer contacts- web forms	4,352	Jul - Sep 2014	3,991	NA	4,697	NA			
186	NS43d	Number of customer contacts- emails	12,839	Jul - Sep 2014	13,539	NA	13,186	NA			
187	NS20	Percentage of abandoned calls	5	Jul - Sep 2014	4	RED	12	GREEN			
188	NS100	Number of complaints recorded on the Customer Relationship Management database (CRM)	898	Jul - Sep 2014	617	RED	856	RED			
189	RES/013	Staff aged under 25 as a percentage of post count	5.63	As at Sep 2014	5.47	NA	5.55	NA			
190	RES/014	Staff aged over 50 as a percentage of post count	38.16	As at Sep 2014	38.02	NA	36.84	NA			
191	RES/LPI/011a	Women in the top five percent of earners	52.3	As at Sep 2014	51.44	NA	51.53	NA			
192	RES/LPI/011bi	Black and minority ethnic (BME) as a percentage of post count	1.53	As at Sep 2014	1.47	NA	1.40	NA			
193	RES/LPI/011ci	Staff with disability as a percentage of post count	2.75	As at Sep 2014	2.79	NA	2.93	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
194	REDPI79	Number of tenants of the seven main housing providers seen through the triage process	506	Jul - Aug 2014	587	RED	494	GREEN			
195	REDPI 79a	Percentage of triaged tenants of the seven main housing providers who were given employability advice	33	Jul - Sep 2014	34	RED	22	GREEN			
196	REDPI 79b	Percentage of triaged tenants of the seven main housing providers who were given debt advice	33	Jul - Sep 2014	37	RED	33	AMBER			
197	REDPI 79c	Percentage of triaged tenants of the seven main housing providers who were given income advice	65	Jul - Sep 2014	54	GREEN	53	GREEN			
198	REDPI 79d	Percentage of triaged tenants of the seven main housing providers that have been rehoused	4	Jan - Mar 2014	5	RED	New indicator	NA			
199	RES028	Discretionary Housing Payments - value (£) for customers affected by social sector size criteria	813,326.00	Jul - Sep 2014	629,272.88	NA	197,120.90	NA			
200	RES029	Discretionary Housing Payments - value (£) for customers affected by local housing allowance reforms	84,430.00	Jul - Sep 2014	62,342.77	NA	48,677.44	NA			
201	ACE016	Percentage of children in poverty (quarterly proxy measure) (Also in Altogether Better for Children and Young People)	23.3	As at May 2014	23.6	AMBER	24.4	GREEN	17.6	24*	As at May 2014

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
202	ACE017	Percentage of children in poverty (national annual measure) (Also in Altogether Better for Children and Young People)	22.7	2012	23.0	GREEN	23.0	GREEN	18.9	23.4*	2012
203	RES/034	Staff - total headcount (including schools)	17,453	As at Sep 2014	17,951	NA	17,533	NA			
204	RES/035	Staff - total full time equivalent (FTE) (including schools)	14,076	As at Sep 2014	14,068	NA	14,198	NA			
205	RES/052	Percentage of posts with no absence (excluding schools)	46.58	Oct 2013 - Sep 2014	48.14	RED	Data not available	NA [1]			
206	RES/020	Percentage of time lost to sickness in rolling year (excluding schools)	4.85	Oct 2013 - Sep 2014	4.71	RED	4.80	RED			
207	RES/036	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents reported to the Health and Safety Executive (HSE)	14	Apr - Jun 2014	15	N/A	16	NA			

[1] Frequency changed and past data not available

Appendix 4: Volume Measures Chart numbers

Chart 1 – Housing Benefits – new claims

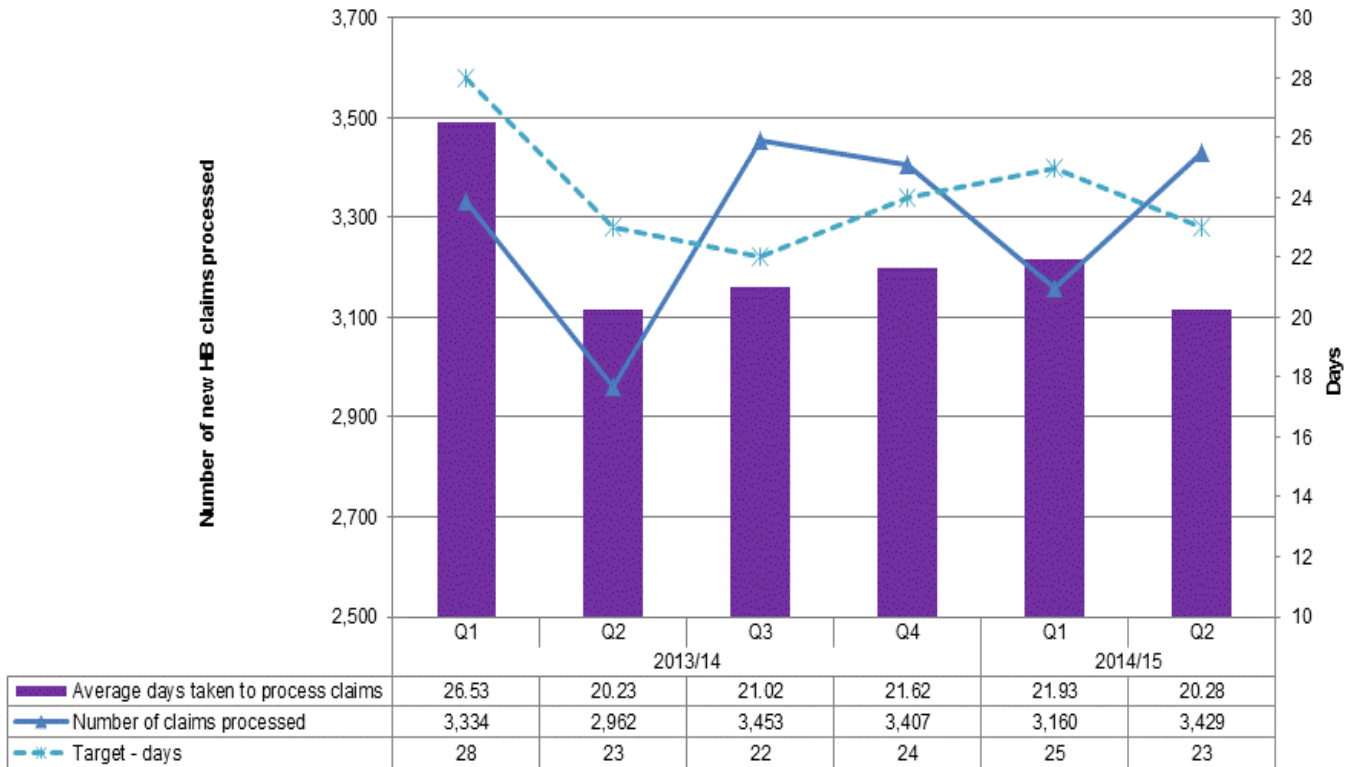


Chart 2 – Council Tax Reduction – new claims

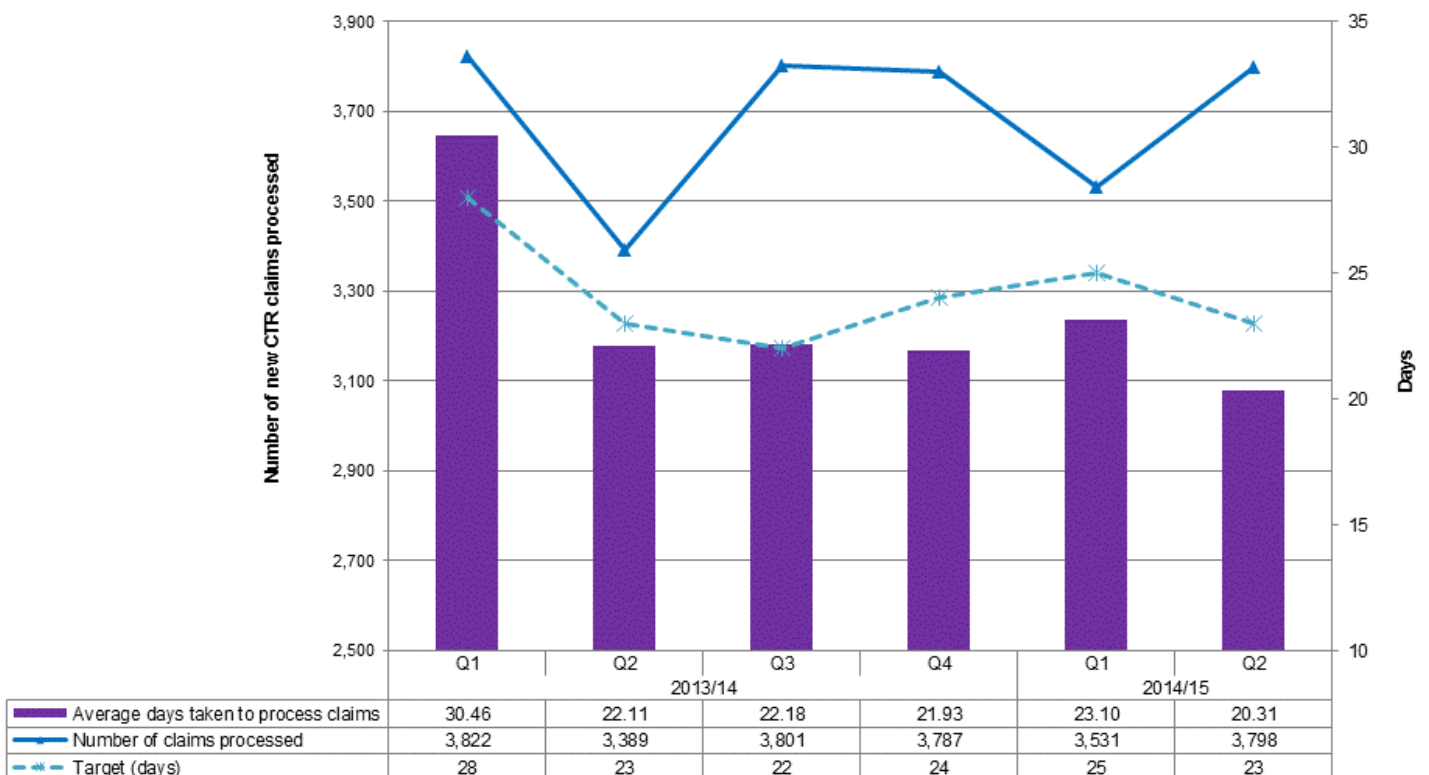


Chart 3 - Housing Benefits – changes of circumstances

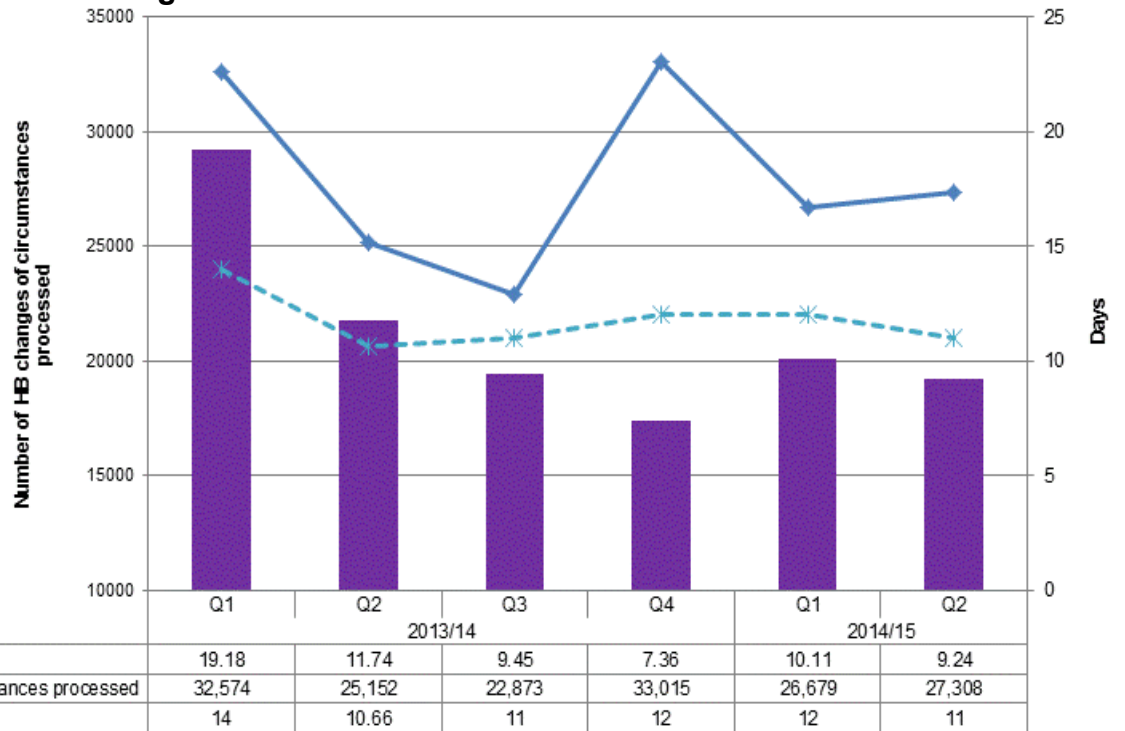


Chart 4 - Council Tax Reduction – changes of circumstances

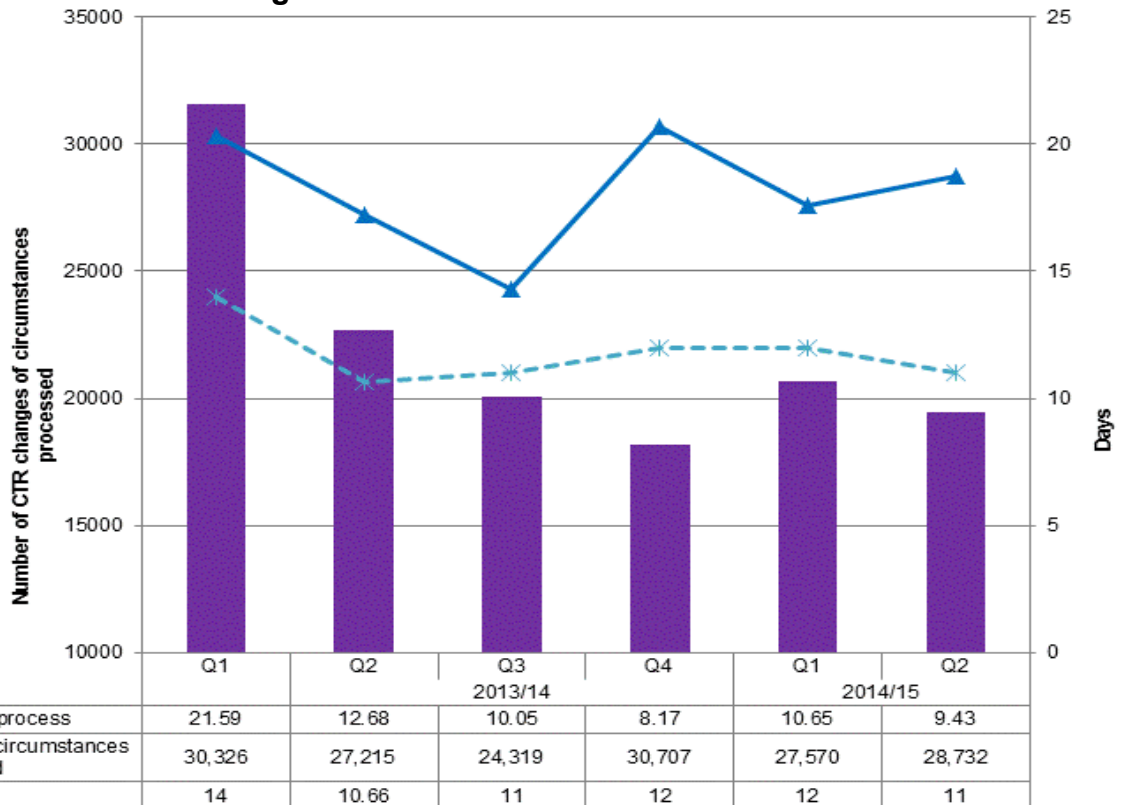


Chart 5 - Telephone calls

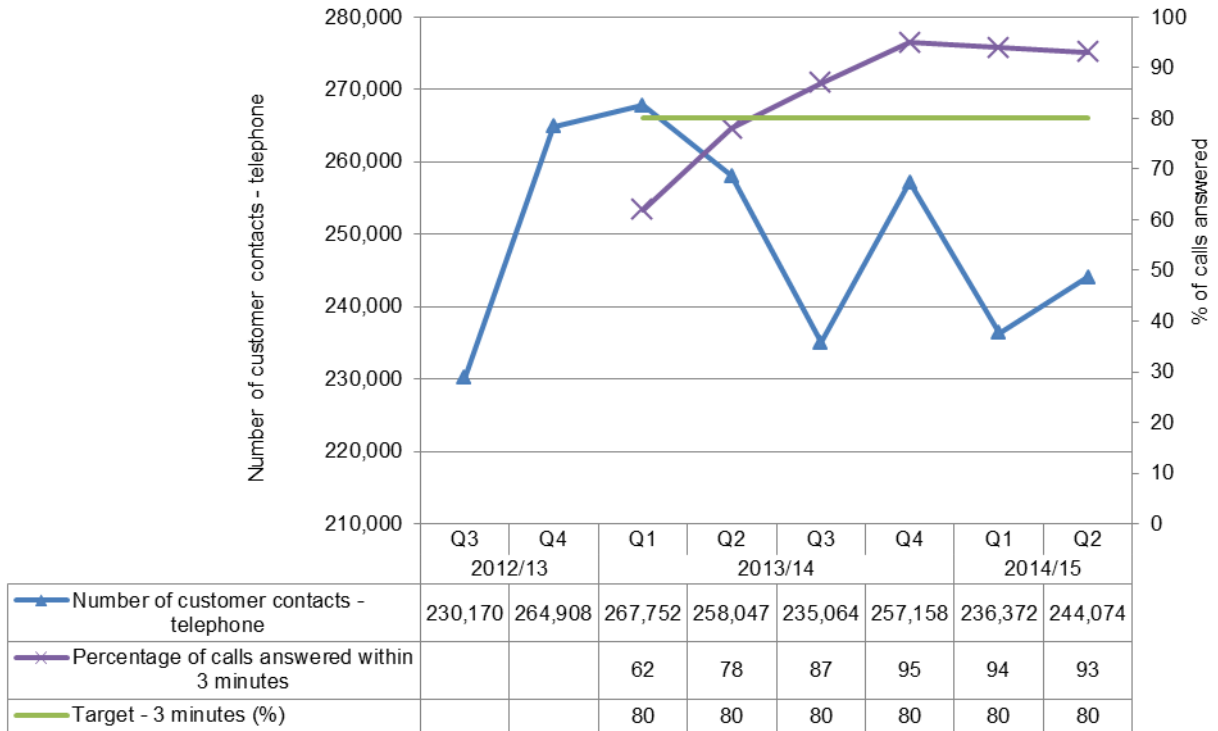


Chart 6 – Face to face contacts

