

**Corporate Issues
Overview and Scrutiny Committee**



23 July 2015

**Quarter 4 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 (PIs) for the Altogether Better Council theme and report other significant performance issues for the 2014/15 financial year.

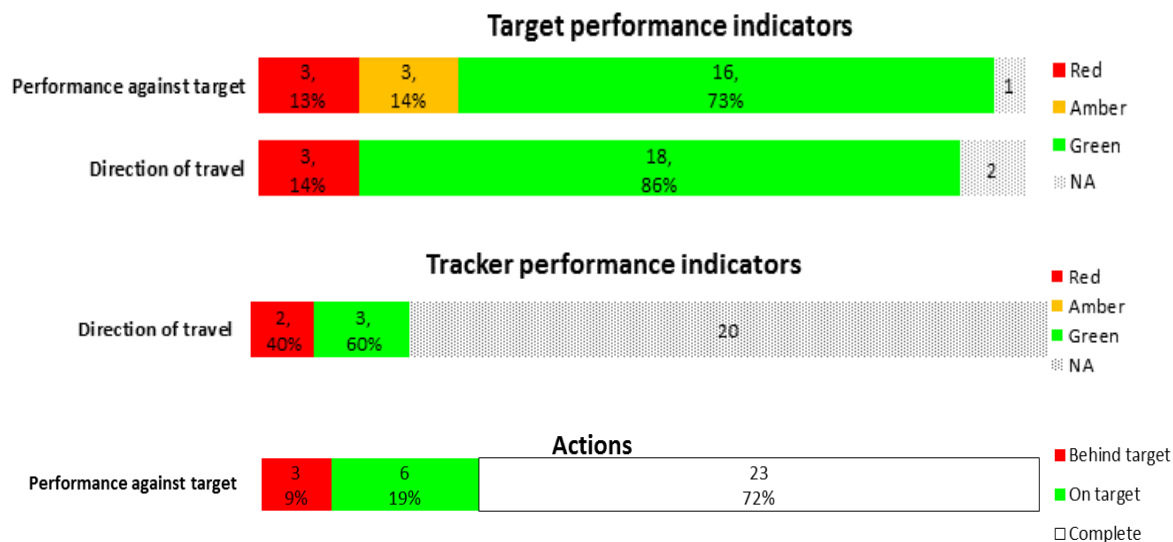
Overall Council Performance

2. Since 2010, the council has made significant financial savings following reductions in government grants and have delivered just under £137 million savings to date and have plans in place to make a further £16 million of reductions in 2015/16.
3. Demand over the year has increased for some of our key services such as children in need referrals, looked after children cases, people requiring rehousing, and freedom of information requests received. However, it is encouraging to note that there have been some notable reductions in demand placed on some of our services in line with council strategy. The number of incidents of fly-tipping being reported is starting to come down after a concerted effort to tackle the perpetrators. All contact through our customer services team whether through face-to-face, telephone or via electronic means is generally reducing in line with our customer first strategy, which aims to answer queries at first point of contact and reduce the need to contact the council again. There has been a large spike in terms of telephone calls received in the last quarter of the year which is predominantly as a result of the introduction of the new garden waste service which has generated a number of additional calls around the time of implementation, some of which have been new customers wanting to join the scheme.
4. Against this backdrop of reducing resources and increasing demand it is critical that the council continues to actively manage performance and ensures that the impact on the public of the difficult decisions we have had to make is minimised.

Altogether Theme Performance

5. The report sets out an overview of performance and progress for the Altogether Better Council 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).
6. 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 set of performance indicators are presented in Appendix 4.
7. A corporate performance indicator guide has been produced which provides full details of indicator definitions and data sources. This is available to view from the intranet or can be requested from the Corporate Planning and Performance Team at performance@durham.gov.uk.
8. Work has been carried out by officers and members on developing the proposed indicator set and targets for 2015/16 (see Appendix 5) to ensure that our performance management efforts continue to stay focused on the right areas.

Altogether Better Council: Overview



Council Performance

9. Key achievements this quarter include:

- a. There has been a significant increase in telephone calls received this period from 218,592 at quarter 3 to 290,384 this quarter. This is also an increase on the same period last year (257,158) (see Appendix 4, Chart 5). Calls for Registration Services were added to the Automatic Call Distribution during this quarter, and a large number of calls were received in relation to the new garden waste collection service.

During 2014/15, 936,286 telephone calls were answered, which is 95% of all calls received, compared to 89% during 2013/14. 93% were answered within three minutes compared to 81% during 2013/14.

Between January and March 2015, 271,967 telephone calls were answered, which is 94% of all calls received, compared to 96% at the same period last year. 97% were answered within three minutes against the target of 80%. This was an improvement on the same period last year, when 95% were answered within three minutes. There was a 15.4% decrease in contact received via emails and web forms (17,669) compared to the same quarter last year (20,895).

- b. During 2014/15, the library footfall figures were removed from customer access point (CAP) figures to present a more accurate reflection on the number of customers visiting CAPs to request a service. Appointments at CAPs for Revenues and Benefits were implemented from 1 December 2014. Average waiting time at a CAP during 2014/15 was three minutes and 28 seconds compared to four minutes and 11 seconds in 2013/14, an improvement of 43 seconds.

During quarter 4, the percentage of customers seen at CAPs within the 15 minutes was 99%, better than the same period last year (95%). The figures show an increase in customers from 46,271 in quarter 3 to 48,349 in quarter 4 but a decrease when comparing to the same period last year (68,283) (see Appendix 4, Chart 6).

- c. The occupancy of Business Durham premises increased steadily during 2014/15 and in the last two quarters reached the highest rate seen since this metric was monitored. At the end of March 2015, performance was 79.1%, exceeding the target of 77% and was better than the same period last year (73.9%). This was the result of intensive support to existing clients and a refurbishment programme funded from the capital programme. During 2014/15, £3,254,000 was generated, better than the target of £3,030,000 and performance for the same time last year (£2,513,000).
- d. Current tenant arrears as a percentage of the annual rent debit reduced from 1.99% in 2013/14 to 1.97% (£1.39m) in 2014/15 exceeding the target of 2.45%.
- e. Better than target performance has been sustained and consolidated for benefit claims processing for new claims and changes of circumstances throughout 2014/15. Processing times are better than the respective year-end target and better than the most recently reported national averages. During 2014/15:
 - i. New Housing Benefit (HB) claims were processed in 20.6 days on average, within the 23 day target and 1.8 days faster than during 2013/14. This compares favourably with the latest (quarter 3) national and nearest statistical neighbour figures which are both 22 days. The volume of new HB claims processed slightly decreased from 13,156 in 2013/14 to 13,054 in 2014/15 (Appendix 4, Chart 1).
 - ii. New Council Tax Reduction (CTR) claims were processed in 21.3 days on average, within the 23 day target and 2.9 days faster than during 2013/14. The volume of new CTR claims processed decreased from 14,799 in 2013/14 to 14,313 in 2014/15 (Appendix 4, Chart 2).
 - iii. Changes to HB claims were processed in 7.3 days on average, within the 11 day target and 4.8 days faster than during 2013/14. Performance was better than both the quarter 3 national and nearest statistical neighbour averages which are both 11 days. The volume of change of circumstances for HB claims processed increased from 113,614 in 2013/14 to 141,043 in 2014/15 mainly due to increased volume at quarter 4 connected with annual billing (Appendix 4, Chart 3).
 - iv. Changes to CTR claims were processed in 9.5 days on average, within the 11 day target and 3.8 days faster than during 2013/14. The volume of change of circumstances for CTR claims processed decreased from 112,567 in 2013/14 to 111,835 in 2014/15 (Appendix 4, Chart 4).

Efforts to improve the flow of information between different parts of the Revenues and Benefits Service have contributed to this improved position. This remains an area of focus as processes and procedures are reviewed.

- f. The 2014/15 collection rate for business rates was 97.2%, exceeding the 96.5% target. This represents a steady improvement over 2013/14 by 0.8%, and is the best collection rate performance since the council became a unitary authority in 2009. The collection rate equates to payments of £115.113m collected in-year against a net charge of £118.429m. However, based on 2013/14 benchmarking County Durham is still in the bottom quartile and below the 2013/14 England average of 97.9%.
- g. The 2014/15 collection rate for council tax was 95.8%, slightly below the 96% target. This represents an improvement on 2013/14 by 0.4% and is the best performance since 2010/11. This achievement is particularly significant considering the context of a circa £7.5m increase in collectable debit year-on-year as a result of council tax increases and the addition of new council tax dwellings. The collection rate equates to payments of £210.857m collected in-year against a net charge of £220.101m in 2014/15. However, based on 2013/14 benchmarking County Durham is still in the bottom quartile and below the 2013/14 England average of 97.2%.

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

- a. Council-wide efforts particularly during the latter half of 2014/15 resulted in much improved compliance with the council's established appraisal process. The employee appraisal rate of 83.9% in the 12 months to March 2015 only narrowly missed the 2014/15 target of 85%. With six months of more than 80% compliance, it is expected that continued council-wide focus and effort during 2015/16 will sustain and increase activity, embed good practice, and deliver quality appraisals for the benefit of both the council's employees and the council through improved performance.

Support from human resources officers through management alerts from the Resourcelink system will continue to be reviewed in order to assist managers.

- b. Improving the management of attendance and reducing sickness absence continues to be a priority for the council. Data in the 12 months to March 2015 show:
 - i. The average days lost to sickness absence per full time equivalent (FTE) employee (including school based employees) for the rolling year to March 2015 was 9.58 days. Whilst performance is an improvement from the December 2012 peak of 9.8 days, the target of 8.7 days has not been achieved. The average days lost to sickness absence has increased from 9.31 days at quarter 3, a deterioration of 2.9%.
 - ii. The average number of days lost to sickness absence per FTE (when excluding schools based employees) for the rolling year to March 2015 was 12.14 days. Whilst performance is an improvement from the December 2012 peak of 12.72 days, the target of 11.8 days has not been achieved. The average days lost to sickness absence has increased from 11.97 days at quarter three, a deterioration of 1.4%.
 - iii. During the rolling year, 45% of posts (excluding school based employees) had no sickness absence.

- iv. The percentage time lost to sickness absence (excluding schools) was 4.8% at the end of quarter 4.

Sickness absence levels continue to present challenge; significant effort to improve the consistency of attendance management across the organisation has not resulted in overall on-target sickness levels. Recent and ongoing interventions include:

- Attendance management groups to continue to consider detailed data with a view to improving practice and bringing about increased attendance.
- A streamlined draft Attendance Management Policy, including a rehabilitation section, and a strengthened approach for the management of short term sickness.
- Compulsory sickness absence training for managers (tiers 4 and 5).

- c. Overall 2014/15 performance for paying undisputed invoices within 30 days to our suppliers was 91.4%. The 92% target was achieved in only six of the 12 months, and as such, improvement work remains ongoing. Between January and March 2015, over 88,000 supplier invoices were paid and 92.47% of those were paid within 30 days. Performance exceeded the 92% target. This represents an improvement over the previous quarter (2%) and over the same period last year (3.9%). Actions undertaken to improve performance include:

- i. In order to improve payment performance, coded invoices were manually entered into Oracle, bi-passing the DbCapture Solution, since December 2014. This process continued during quarter 4. A review of DbCapture system was undertaken by the software provider in March 2015. This review assessed current processes and payment types in order to ensure the most efficient process is being utilised.
- ii. Monthly Invoice Payment Improvement Group Meetings are being held and attended by representatives from each service to discuss procure to pay developments, process changes and system enhancements in order to improve performance across the council. In addition to this, collaboration meetings between Account Payable Supervisors and each service grouping are being held monthly to discuss developments which are specific to their service.
- iii. The Invoice Payment Improvement Group have finalised the business intelligence (BI) analytics (and guidance notes). Invoice payment performance is now available to all BI users on their desktop.

- d. The percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within 20 days was 73% this quarter, one percentage point deterioration from the previous quarter (74%). This remains below the national target of 85%. Performance has improved by three percentage point from the same period last year (70%) (see Appendix 4, Chart 7). 76% of requests were responded to on time during 2014/15, a slight reduction on last year (77%).

- e. As reported in the Altogether Better for Children and Young People theme, our tracker indicator for child poverty shows that 22.7% of children in County Durham were living in poverty (20,060 children) at November 2014. This is slight improvement from 23.5% the previous year (20,840 children). The County Durham rate is worse than the England rate (16.8%), although slightly better than the North East rate (23.3%).
- f. The key Council Plan actions which have not achieved target in this theme include:
 - i. There have been further delays to the delivery and completion of the office accommodation programme from April to June 2016. The construction phase of the Newton Aycliffe Library scheme is now scheduled to commence on 29th September 2015 with an opening date of June 2016. Construction of Stanley CAP and Library is programmed for a completion date of March 2016.
 - ii. The development of a community led local development structure to maximise involvement of Area Action Partnerships and increase resources available for locally identified actions has been delayed from March 2015 to September 2015 as the European operational programme has still not been signed off yet by the government.
 - iii. As part of data protection arrangements, the improvement of the use of Privacy Impact Assessments for regular data sharing has been delayed from March 2015 until May 2015.

11. 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. Potential restitution of search fee 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. Lawyers, instructed through the Local Government Association on behalf of local authorities, have produced a framework for settlement and this is currently being considered. Central Government has now agreed to underwrite a significant proportion of the cost and it is anticipated that this can be resolved by the end of June 2015.

- d. The council could suffer significant adverse service delivery and financial impact if the new banking contract is not properly implemented. The new banking contract has been awarded and a project board established to ensure a smooth transition process.
- e. If we were to fail to comply with Central Government's Public Services Network Code of Connection 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. 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. This will remain on the register as an inherent strategic risk.

Recommendations and reasons

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

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

Performance against target

Latest reported data have improved from comparable period

GREEN

Performance better than target

Latest reported data remain in line with comparable period

AMBER

Getting there - performance approaching target (within 2%)

Latest reported data have deteriorated from comparable period

RED

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	97	Jan - Mar 2015	80	GREEN	95	GREEN			
65	NS24	Percentage of customers seen within 15 minutes at a customer access point	99	Jan - Mar 2015	95	GREEN	95	GREEN			
66	RES/038	Percentage all ICT service desk incidents resolved on time	93	Jan - Mar 2015	90	GREEN	90	GREEN			
67	RES/NI/181a1	Average time taken to process new housing benefit claims (days)	20.61	2014/15	23.00	GREEN	22.39	GREEN	22.00 GREEN	22** GREEN	Oct - Dec 2014
68	RES/NI/181a2	Average time taken to process new council tax reduction claims (days)	21.29	2014/15	23.00	GREEN	24.21	GREEN			
69	RES/NI/181b1	Average time taken to process change of circumstances for housing benefit claims (days)	7.33	2014/15	11.00	GREEN	12.14	GREEN	11.00 GREEN	11** GREEN	Oct - Dec 2014
70	RES/NI/181b2	Average time taken to process change of circumstances for council tax reduction claims (days)	9.46	2014/15	11.00	GREEN	13.28	GREEN			
71	RES/001	Savings delivered against the Medium Term Financial Plan (MTFP) (£m)	23.0	As at Mar 2015	23.0	GREEN	20.9	NA			

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
72	RES/002	Percentage of council tax collected in-year	95.80	2014/15	96.00	AMBER	95.44	GREEN	97.20 RED	96.01* RED	2013/14
73	RES/003	Percentage of business rates collected in-year	97.20	2014/15	96.50	GREEN	96.42	GREEN	97.90 RED	97.76* RED	2013/14
74	RES/129	Percentage of council tax recovered for all years excluding the current year	99.18	Jan - Mar 2015	98.50	GREEN	99.36	RED			
75	RES/130	Percentage of business rates recovered for all years excluding the current year	99.50	Jan - Mar 2015	98.50	GREEN	99.28	GREEN			
76	REDPI39	Current tenant arrears as a percentage of the annual rent debit	1.97	Jan - Mar 2015	2.45	GREEN	1.99	GREEN			
77	REDPI78	Percentage of capital receipts received [5]	109.0	2014/15	100.0	GREEN	100.0	GREEN			
78	REDPI33	Percentage of Business Durham business floor space that is occupied	79.12	As at Mar 2015	77.00	GREEN	73.90	GREEN			
79	REDPI76	Income generated from Business Durham business space (£)	3,254,000	2014/15	3,030,000	GREEN	2,513,000	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	97.10	As at Mar 2015	98.00	GREEN	97.70	GREEN			
82	RES/LPI/010	Percentage of undisputed invoices paid within 30 days to our suppliers	91.4	2014/15	92.0	AMBER	90.5	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
83	ACE006	Percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within statutory deadlines	73	Jan - Mar 2015	85	RED	70	GREEN			
84	RES/LPI/012	Days / shifts lost to sickness absence – all services including school staff	9.58	2014/15	8.70	RED	9.00	RED			
85	RES/LPI/012a	Days / shifts lost to sickness absence – all services excluding school staff	12.14	2014/15	11.80	RED	12.08	RED			
86	RES/011	Percentage of performance appraisals completed (excluding schools)	83.9	2014/15	85.0	AMBER	68.9	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											
183	NS43a	Number of customer contacts- face to face	48,349	Jan - Mar 2015	46,271	NA	68,283	NA			
184	NS43b	Number of customer contacts-telephone	290,384	Jan - Mar 2015	218,592	NA	257,158	NA			
185	NS43c	Number of customer contacts- web forms	4,889	Jan - Mar 2015	3,654	NA	5,390	NA			
186	NS43d	Number of customer contacts- emails	12,780	Jan - Mar 2015	10,669	NA	15,505	NA			
187	NS20	Percentage of abandoned calls	5	Jan - Mar 2015	5	AMBER	4	RED			
188	NS100	Number of complaints recorded on the Customer Relationship Management database (CRM)	641	Jan – Mar 2015	493	RED	685	GREEN			
189	RES/013	Staff aged under 25 as a percentage of post count	5.52	As at Mar 2015	5.59	NA	5.59	NA			
190	RES/014	Staff aged over 50 as a percentage of post count	38.80	As at Mar 2015	38.42	NA	38.34	NA			
191	RES/LPI/011a	Women in the top five percent of earners	52.03	As at Mar 2015	52.32	NA	51.02	NA			
192	RES/LPI/011bi	Black and minority ethnic (BME) as a percentage of post count	1.53	As at Mar 2015	1.50	NA	1.42	NA			
193	RES/LPI/011ci	Staff with disability as a percentage of post count	2.73	As at Mar 2015	2.73	NA	2.85	NA			

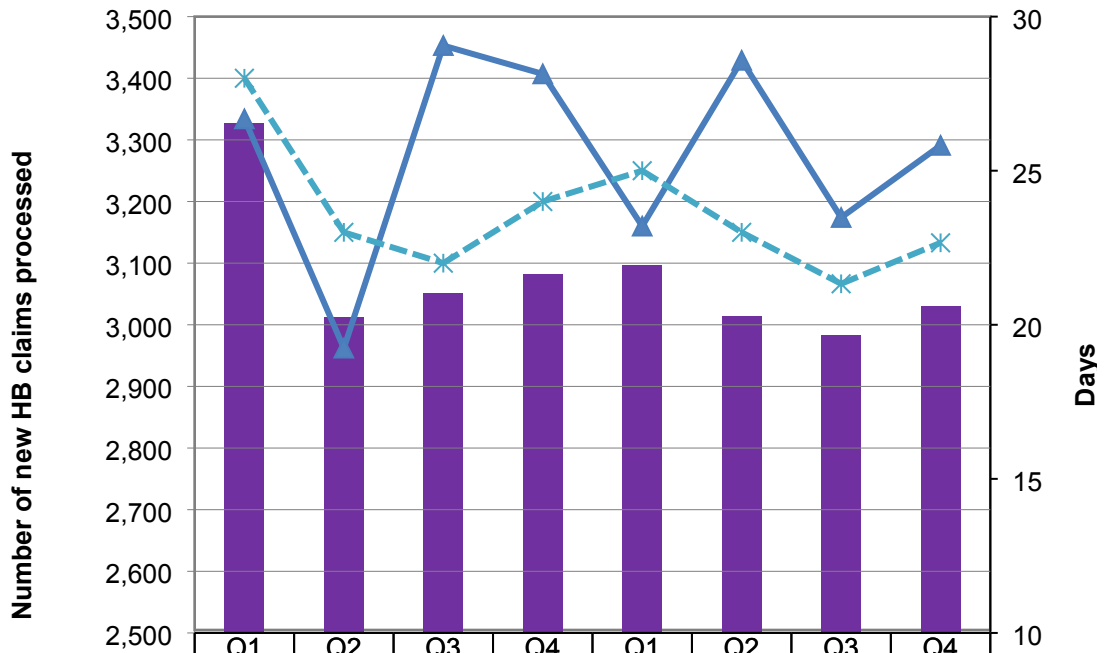
Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
194	REDPI79	Number of tenants of the seven main housing providers seen through the triage process	Not reported	NA	Not reported	NA	813	NA			
195	REDPI79 a	Percentage of triaged tenants of the seven main housing providers who were given employability advice	Not reported	NA	Not reported	NA	35	NA			
196	REDPI79 b	Percentage of triaged tenants of the seven main housing providers who were given debt advice	Not reported	NA	Not reported	NA	37	NA			
197	REDPI79 c	Percentage of triaged tenants of the seven main housing providers who were given income advice	Not reported	NA	Not reported	NA	41	NA			
198	REDPI79 d	Percentage of triaged tenants of the seven main housing providers that have been rehoused	Not reported	NA	Not reported	NA	4.0	NA			
199	RES028	Discretionary Housing Payments - value (£) for customers affected by social sector size criteria	1,146,867.00	2014/15	934,274.00	NA	832,006.57	NA			
200	RES029	Discretionary Housing Payments - value (£) for customers affected by local housing allowance reforms	131,568.00	2014/15	115,379.00	NA	125,977.46	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
201	ACE016	Percentage of children in poverty (quarterly proxy measure) (Also in Altogether Better for Children and Young People)	22.7	As at Nov 2014	23.0	AMBER	23.5	GREEN	16.8	23.3*	As at Nov 2014
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)	17,840	As at Mar 2015	18,039	NA	17,581	NA			
204	RES/035	Staff - total full time equivalent (FTE) (including schools)	14,119	As at Mar 2015	14,110	NA	14,225	NA			
205	RES/052	Percentage of posts with no absence (excluding schools)	45.02	2014/15	46.66	RED	Data not available	NA [1]			
206	RES/020	Percentage of time lost to sickness in rolling year (excluding schools)	4.80	2014/15	4.73	RED	4.76	RED			
207	RES/036	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents reported to the Health and Safety Executive (HSE)	12	Jan - Mar 2015	11	N/A	12	NA			

[1] Frequency changed and past data not available

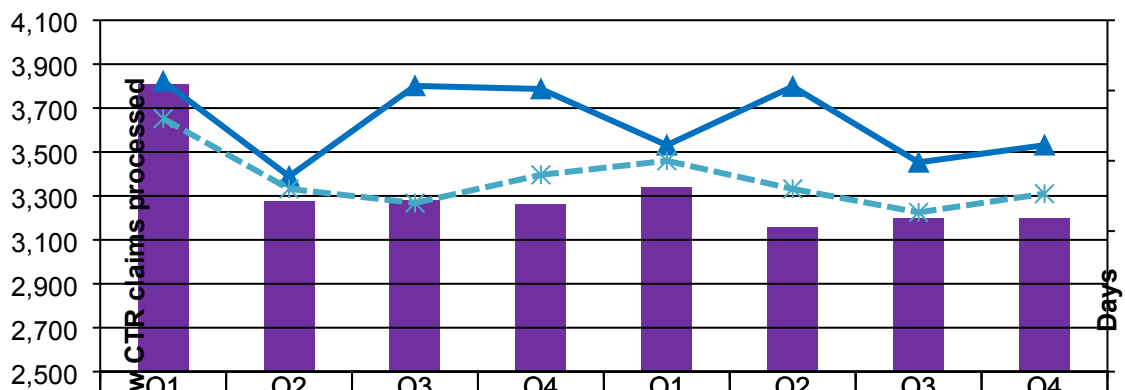
Appendix 4: Volume Measures

Chart 1 – Housing Benefits – new claims



■ Average days taken to process claims	27	20	21	22	21.93	20.28	20	21
▲ Number of claims processed	3,334	2,962	3,453	3,407	3,160	3,429	3,174	3,291
✱ Target (days)	28.00	23.00	22.00	24.00	25.00	23.00	21.33	22.66

Chart 2 – Council Tax Reduction – new claims



■ Average days taken to process claims	20.46	22.11	22.18	21.93	23.10	20.31	20.90	20.93
▲ Number of claims processed	3,822	3,389	3,801	3,787	3,531	3,798	3,453	3,531
✱ Target (days)	28.00	23.00	22.00	24.00	25.00	23.00	21.33	22.66

Chart 3 – Housing Benefits – changes of circumstances

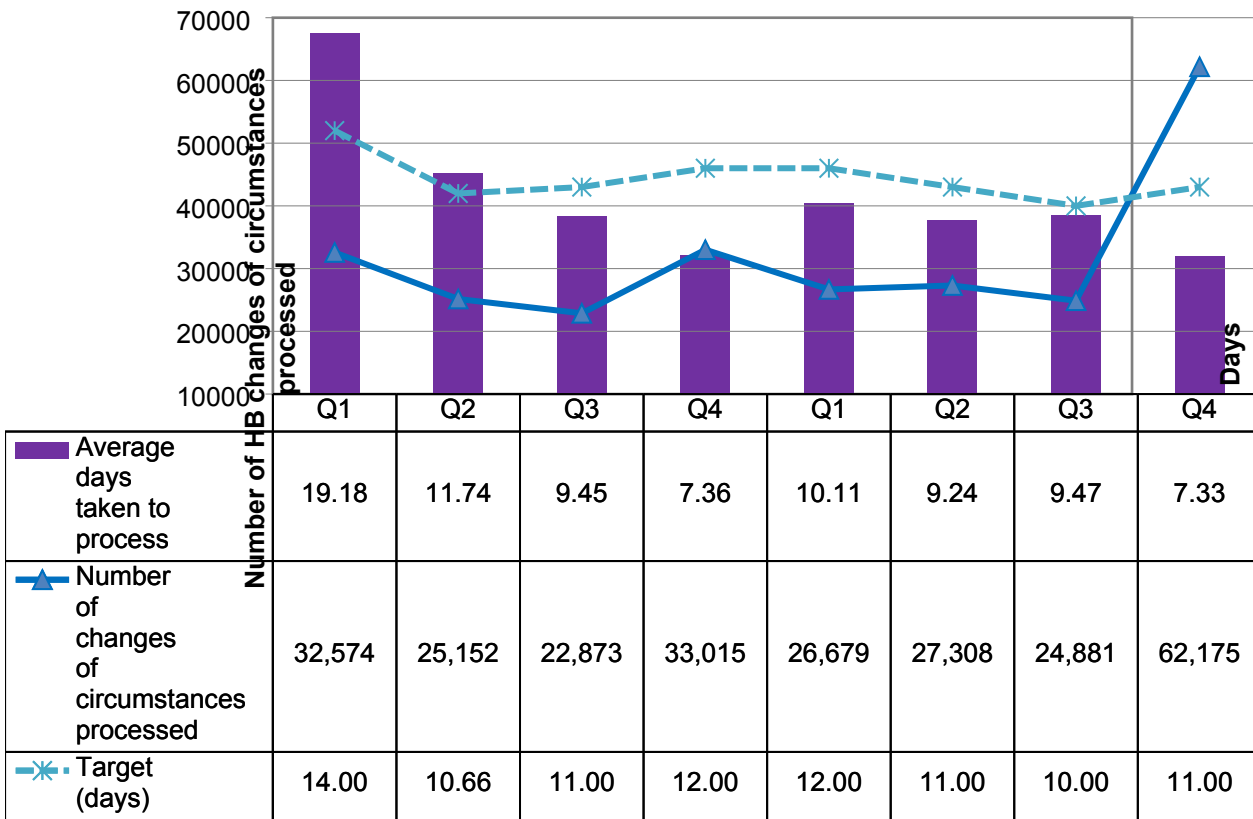
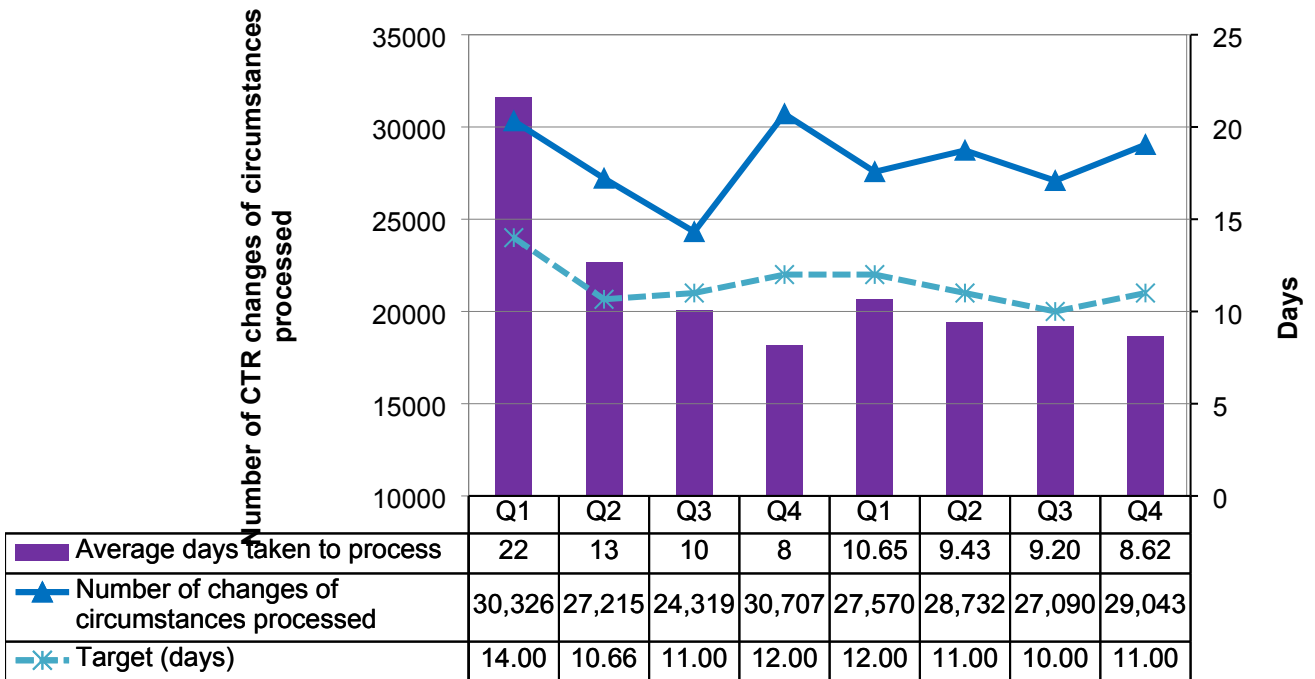


Chart 4 – Council Tax Reduction – changes of circumstances



Appendix 5: Proposed 2015/16 Corporate Indicator set and 3 year targets

Indicator Type	PI ref	PI Description	Service Grouping	Frequency	Performance		2014/15 Target	Proposed targets			National Comparison
					2013/14	2014/15 Q3		2015/16	2016/17	2017/18	
Altogether Better Council											
Tracker	NS43a	Number of customer contacts- face to face	NS	Quarterly	263,646	166,422					
Tracker	NS43b	Number of customer contacts-telephone	NS	Quarterly	1,018,021	699,038					
Tracker	NS43c	Number of customer contacts- web forms	NS	Quarterly	18,738	11,997					
Tracker	NS43d	Number of customer contacts- emails	NS	Quarterly	52,341	37,047					
Tracker	NS20	Percentage of abandoned calls	NS	Quarterly	4	5					
Target	NS22	Percentage of calls answered within 3 minutes	NS	Quarterly	95	94	80	80	80	80	
Target	NS24	Percentage of customers seen within 15 minutes at a Customer Access Point (CAP)	NS	Quarterly	95	97	95	95	95	95	
Target	NS25	Percentage of customers with an appointment at a customer access point who are seen on time	NS	Quarterly				95	95	95	
Target	RES/038	Percentage of all ICT Service Desk incidents resolved on time	RES	Quarterly	90	94	90	90	90	90	
Tracker	RES/013	Staff aged under 25 as a percentage of post count	RES	Quarterly	5.59	5.59					
Tracker	RES/014	Staff aged over 50 as a percentage of post count	RES	Quarterly	38.34	38.42					
Tracker	RES/LPI/011a	Women in the top 5% of earners	RES	Quarterly	51.02	52.32					
Tracker	RES/LPI/011b(i)	Black and minority ethnic (BME) as a percentage	RES	Quarterly	1.42	1.5					

Indicator Type	PI ref	PI Description	Service Grouping	Frequency	Performance		2014/15 Target	Proposed targets			National Comparison
					2013/14	2014/15 Q3		2015/16	2016/17	2017/18	
		of post count									
Tracker	RES/LPI/011c(i)	Staff with disability as a percentage of post count	RES	Quarterly	2.85	2.73					
Tracker	ACE016	Percentage of children in poverty (quarterly proxy measure) (Also in Altogether Better for Children and Young People)	ACE	Quarterly	23.6	23.3 (May 14)					17.6
Tracker	ACE017	Percentage of children in poverty (national annual measure) (Also in Altogether Better for Children and Young People)	ACE	Annual Q2	23 (2011)	22.7 (2012)					18.9
Tracker	ACE019	Percentage of households that need to spend more than 10% of their income on fuel to maintain an adequate standard of warmth	ACE	Annual Q2	19.5 (2011)	17.9 (2012)					13.9 (2012)
Tracker	RES/028	Discretionary Housing Payments - value (£) for customers affected by social sector size criteria	RES	Quarterly	832,006.57	934,274.00					
Tracker	RES/029	Discretionary Housing Payments - value (£) for customers affected by Local Housing Allowance Reforms	RES	Quarterly	125,977.46	115,379.00					
Target	RES/NI/181a1	Time taken to process new Housing Benefit claims year to date and (discreet quarter)	RES	Quarterly	22.39	19.64	23	22	21	TBC	23 (Q2 13/14)

Indicator Type	PI ref	PI Description	Service Grouping	Frequency	Performance		2014/15 Target	Proposed targets			National Comparison
					2013/14	2014/15 Q3		2015/16	2016/17	2017/18	
Target	RES/NI/1 81a2	Time taken to process new Council Tax Reduction claims year to date and (discreet quarter)	RES	Quarterly	24.21	20.9	23	22	21	TBC	
Target	RES/NI/1 81b1	Time taken to process change of circumstances for housing benefit claims year to date and (discreet quarter)	RES	Quarterly	12.14	9.47	11	10	10	TBC	10 (Q2 13/14)
Target	RES/NI/1 81b2	Time taken to process change of circumstances for Council Tax Reduction claims year to date and (discreet quarter)	RES	Quarterly	13.28	9.2	11	10	10	TBC	
Target	RES/001	Savings delivered against the Medium Term Financial Plan (MTFP) (£m)	RES	Quarterly	20.9	22 (23 @ Q4)	23	16.283	36.554	34.829	
Target	RES/002	Percentage of Council Tax Collected In-Year	RES	Quarterly	95.44	82.94	96	96.2	96.4	96.6	97 (13/14)
Target	RES/003	Percentage of business rates collected in-year	RES	Quarterly	96.42	81.63 (97.20 @ Q4)	96.5	96.7	96.9	97.1	97.9 (13/14)
Tracker		Staff - total post count (excluding schools)	RES	Quarterly	New indicator	9,987 (Q4)					
Tracker		Staff - total full time equivalents (excluding schools)	RES	Quarterly	New indicator	7,450 (Q4)					
Target	RES/129	Percentage of council tax recovered for all years excluding the current year	RES	Quarterly	99.36	99.07	98.5	98.5	98.5	98.5	
Target	RES/130	Percentage of business rates recovered for all years excluding the current year	RES	Quarterly	99.28	99.18	98.5	98.5	98.5	98.5	

Indicator Type	PI ref	PI Description	Service Grouping	Frequency	Performance		2014/15 Target	Proposed targets			National Comparison
					2013/14	2014/15 Q3		2015/16	2016/17	2017/18	
Target	REDPI49b	£ generated from solar installations on council owned buildings	RED	Annual Q4	214,000 (13/14)	214,000 (13/14)	242,000	242,000	242,000	242,000	
Target	REDPI68	Average asset rating of Display Energy Certificates in county council buildings	RED	Quarterly	97.7	99.1	98	97	96	95	
Target	ACE006	Percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within statutory deadlines (20 working days)	ACE	Quarterly	70	74	85	85	85	85	
Target	RES/LPI/010	Percentage of undisputed invoices paid within 30 days to our suppliers	RES	Quarterly	89	91	92	92	93	93	
Target	RES/011	Percentage of performance appraisals completed	RES	Quarterly	68.85	81.72	85	90 87.5 (Q2)	95	95	
Tracker	RES/020	Percentage of time lost to sickness in rolling year (excluding schools)	RES	Quarterly	4.76	4.73					
Tracker	RES/052	Percentage posts with no absence (excluding schools) rolling year	RES	Quarterly		46.66					
Target	RES/LPI/012	Days/shifts lost to sickness absence - all services including school staff	RES	Quarterly	9	9.31	8.7	8.5	8.2	8	
Target	RES/LPI/012(a)	Days/Shifts lost to sickness absence - all services excluding school staff	RES	Quarterly	12.08	11.97	11.8	11.5	11.2	11	

Indicator Type	PI ref	PI Description	Service Grouping	Frequency	Performance		2014/15 Target	Proposed targets			National Comparison
					2013/14	2014/15 Q3		2015/16	2016/17	2017/18	
Tracker	RES/036	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) Incidents reported to the Health and Safety Executive	RES	Quarterly	64	45					