

# F&R OSC QUARTERLY PERFORMANCE REPORT

## Finance and Resources

March 2016







Measure	Owner & Updater	Mar 2015 Result	Trend	Dec 2015 Result	Trend	Mar 2016 Result	Sign Off	Comments	Flag
CPC01 - Cashable savings from improved commissioning and procurement activities	Steve Baker Ben Hosier	No Data No Target		£351633 Target: 179269	↓	£415,248 Target: £239,026	✓	<b>Updater</b> The cumulative cashable savings delivered in 2015/16 was £415,248 (or 84%) of the annual target of £500,000. This target has been reset to £500k	
CPC02 - Amount of spend via collaborative contracts	Steve Baker Ben Hosier	No Data No Target		£3079686 Target: 2987829	→	£4,005,243 Target: £398,3772	✓	<b>Updater</b> The actual expenditure via collaborative contracts for 2015/16 is £4,005,243 (or 101%) of the target of £3,983,773.	
CPC03 - Amount of spend with Dacorum-based small to medium sized enterprises	Steve Baker Ben Hosier	No Data No Target		£4830969 Target: 5625000	↓	£6356727 Target: £7,500,000	✓	<b>Updater</b> The cumulative expenditure with Dacorum-based SME's was £6,356,727 (or 85%) of the annual target of £7,500,000.  The main reason for this shortfall is that revenue expenditure has reduced by approximately 10% from 2014/15 to 2015/16.	
CPC04 - Number of apprenticeships via contracts	Steve Baker Ben Hosier	No Data Target: 0		17 Target: 9	↓	17 Target: 12	✓	<b>Updater</b> The cumulative number of apprenticeships on DBC contracts for 2015/16 was 17 (or 141%) of the annual target of 12.	



Monitoring Information



CPC05 - Amount of spend with on the Third Sector	Steve Baker Ben Hosier	No Data No Target		£1185582 Target: 1493914		£1385594 Target: £1,991,886		<b>Updater</b> The cumulative expenditure with the Third Sector for 2015/16 was £1,385,594 (or 70%) of the annual target for £1,991,886.  The main reason for this shortfall is that revenue expenditure has reduced by approximately 10% from 2014/15 to 2015/16 and the DST receiving £150k reduction in grant funding.	
CSU02 - Percentage of enquiries that are resolved at first point of contact within the Customer Service Centre	Mark Housden Tracy Lancashire	99.37% (16561/16666) Target: 90		99.35% (12505/12587) Target: 90		99.42% (11946/12016) Target: 90		<b>Owner</b> Performance continues to be maintained. The number of face to face customers continues to reduce and this trend is running at approximately 28% less visitors when compared with 12 months ago	
CSU03 - Percentage of customers satisfied with service received from the Customer Service Centre	Mark Housden Tracy Lancashire	99.34% (3295/3317) Target: 80		99.86% (3541/3546) Target: 80		99.62% (3110/3122) Target: 80		<b>Owner</b> Satisfaction levels continue to be maintained	

Measure	Owner & Updater	Mar 2015 Result	Trend	Dec 2015 Result	Trend	Mar 2016 Result	Sign Off	Comments	Flag
CSU05 - Percentage of enquiries that are resolved at first point of contact within the Contact Centre	Mark Housden Tracy Lancashire	97.47% ( 193401/19842 5) Target: 90		96.79% (28722/29674) Target: 90		96.8% (31290/32326) Target: 90		<b>Owner</b> Performance continues to be maintained	
CSU06 - Percentage of customers satisfied with service received from the Contact Centre	Mark Housden Tracy Lancashire	98.42% (1931/1962) Target: 80		99.42% (2556/2571) Target: 80		98.39% (2636/2679) Target: 80		<b>Owner</b> Satisfaction levels continue to be maintained	
CSU09 - Head of Service Satisfaction Survey Score	Mark Housden Tracy Lancashire	No Data Target: 45		83% Target: 45		100% Target: 45		<b>Owner</b> Group managers continue to be satisfied with the service the CSU provides	

CSU10 - Call Handling: Average wait time	Mark Housden Tracy Lancashire	No Data Target: 210		93.67 Second(s) Target: 210		171.67 Second(s) Target: 210		<b>Owner</b> This is a new measure introduced in August 2015 following contractual negotiations. This KPI will give a clearer indication of the customer experience waiting to be answered by the call centre and no longer includes data relating to calls handled through the automated systems. Performance during the last quarter was above target with calls being answered in an average of 2 minutes 52 seconds. This is reduction in performance from the previous quarter due to high sickness levels in February. This has been addressed and additional staff taken on for the busy end of year peak demand.	
--	-------------------------------------	------------------------	--	--------------------------------	---	---------------------------------	---	---	--

Measure	Owner & Updater	Mar 2015 Result	Trend	Dec 2015 Result	Trend	Mar 2016 Result	Sign Off	Comments	Flag
CSU11 - Call Handling: Abandoned Call Rate	Mark Housden Tracy Lancashire	No Data Target: 20		12.18% (4116/33790) Target: 60		18.66% (7417/39743) Target: 20		<b>Owner</b> This is a new measure introduced in August 2015 following contractual negotiations. This KPI will give a clearer indication of the customer experience waiting to be answered by the call centre and no longer includes data relating to calls handled through the automated systems. The team struggled to meet the target during January and February due to high sickness rates and vacancies. A right to remedy was issued for January's performance. Performance during March has improved with staffing issues resolved and additional staff taken on to deal with the end of year peak demand. Overall performance for this quarter is above target.	






CSU12 - Face to Face; Average Wait Time	Mark Housden Tracy Lancashire	No Data Target: 450		184.33S Second (s) Target: 450		377S Second (s) Target: 450		<b>Owner</b> This is a new measure introduced in August following contractual negotiations. Wait times are more meaningful, reflect the experience of the customer waiting to be served and can be measured easily. Average time to see customers during the last quarter was 6 minutes 17 seconds which is above target but a reduction in service levels when compared with the previous quarter. This was due to staffing difficulties that have now been addressed. Additional staff have been taken on to cover the busy end of year peak in demand.	
---	-------------------------------------	------------------------	--	--------------------------------------	---	-----------------------------------	---	--	--

Measure	Owner & Updater	Mar 2015 Result	Trend	Dec 2015 Result	Trend	Mar 2016 Result	Sign Off	Comments	Flag
CSU13 - Face to Face: Waiting time more than 20 minutes	Mark Housden Tracy Lancashire	No Data Target: 5		0.33% (42/12587) Target: 5		3.15% (379/12016) Target: 5		<b>Owner</b> This is a new measure introduced in August following contractual negotiations. Wait times are more meaningful, reflect the experience of the customer waiting to be served and can be measured easily.  Service levels fell during this quarter with 379 visitors experiencing a wait of more than 20 minutes throughout this period. This fall is attributable to high staff sickness levels during January and February. This has been addressed and additional resources taken on to cope with the end of year peak in demand.	

Measure	Owner & Updater	Mar 2015 Result	Trend	Dec 2015 Result	Trend	Mar 2016 Result	Sign Off	Comments	Flag
CP01 - Percentage of commercial property occupation	Nicholas Brown Adriana Livingstone	98.34% (592/602) Target: 95	↑	97.99% (586/598) Target: 95	↑	98.49% (589/598) Target: 95	✓	<b>Updater</b> With a continued focus in this area and lots of hard work from the team re-letting assets when they come void, and a focus on keeping void periods as short as possible this all helps maintain a stable revenue stream from these assets.	
CP02 - Percentage arrears on commercial property rents	Nicholas Brown Adriana Livingstone	6.5% (309781/4762681) Target: 9.5	↑	6.4% (332223/5181393) Target: 9	↑	5% (279955/559177) Target: 9	✓	<b>Updater</b> As pre the monthly reporting. With continued effort we have reduced the arrears through hard work from Commercial Assets and Sundry debtors teams. We have a number of other cases which we have legal action on which do not show as debts as we have stopped the accounts as per legal advice, these are being actioned separately.	
FIN01 - Percentage of creditor trade invoices paid within 30 days	Richard Baker Sally Nunn	96.4% (3783/3926) Target: 95	↓	97% (3678/3790) Target: 96	↓	96.1% (3718/3868) Target: 96	✓	<b>Owner</b> An excellent result for the quarter	
FIN02a - Time taken for debtors to pay	Richard Baker Clare Dempsey	40.9 Days Target: 45	↑	33.6 Days Target: 45	↓	33.9 Days Target: 45	✓	<b>Owner</b> An excellent result for the quarter	
FIN03 - General Fund expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£18935000 Target: 19470000	↓	£19531000 Target: 19306000	↑	£18894000 Target: 19248000	✓	<b>Owner</b> The reasons for variances are detailed within the supporting financial performance reports.	

Measure	Owner & Updater	Mar 2015 Result	Trend	Dec 2015 Result	Trend	Mar 2016 Result	Sign Off	Comments	Flag
FIN04 - HRA expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£56738000 Target: 60083000	↓	£57971000 Target: 57765000	↓	£58322000 Target: 57765000	✓	<b>Owner</b> The reasons for variances are detailed within the supporting financial performance reports.	
FIN05 - HRA income – outturn forecast against budget	Richard Baker Caroline Souto	£56649000 Target: 56131000	↓	£58021000 Target: 57765000	↑	£58025000 Target: 57765000	✓	<b>Owner</b> The reasons for variances are detailed within the supporting financial performance reports.	
FIN06 - General Fund Capital Expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£16350000 Target: 18087000	↑	£21651199 Target: 29052000	↑	£19004000 Target: 29218188	✓	<b>Owner</b> The reasons for variances are detailed within the supporting financial performance reports.	
FIN07 - HRA Capital Expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£25971000 Target: 35050000	↓	£32062071 Target: 32062071	↑	£30530000 Target: 32062071	✓	<b>Owner</b> The reasons for variances are detailed within the supporting financial performance reports.	
FIN08 - Investment income – outturn forecast against budget	Richard Baker Tracy Claridge	£449650 Target: 287000	↑	£517940 Target: 313000	↑	£533580 Target: 313000	✓	<b>Owner</b> The higher interest projection is due to higher than budgeted balances. The main factor of increased balances is general fund PLWB loans; we have borrowed £19.78M in advance of need. This was to take advantage of historically low interest rates available.	
FIN11 - Investment Property Income ytd budget against ytd actual	Nicholas Brown Caroline Souto	£4057861 Target: 3935000	↑	£3968591 Target: 4101921	↑	£4666933 Target: 4218000	✓	<b>Owner</b> Approx 9% up on target.	
FIN13 - Car Parking Income ytd budget against ytd actual	Nicholas Brown Caroline Souto	£2171141 Target: 1945000	↓	£1610545 Target: 1563750	↓	£2096178 Target: 2085000	✓	<b>Owner</b> Broadly in line with target	

Measure	Owner & Updater	Mar 2015 Result	Trend	Dec 2015 Result	Trend	Mar 2016 Result	Sign Off	Comments	Flag
RBF01 - Average time taken to decide a new claim for Housing Benefit	Chris Baker Stuart Potton	24.6 Days (15323/622) Target: 23	↗	17.4 Days (9930/570) Target: 23	↘	18.4 Days (10311/559) Target: 23	✓	<p><b>Updater</b> The average time taken to assess new claims in the fourth quarter has been very good with a six day improvement compared with March 2015.</p> <p><b>Owner</b> The cumulative positive impact of the various process and procedural changes made during the last year, and the continued hard work of the team is demonstrated by the 25% improvement from the same period last year.</p>	
RBF02 - Average time taken to decide a change event for Housing Benefit	Chris Baker Stuart Potton	7.1 Days (90155/12633) Target: 13	↗	10.8 Days (53878/5002) Target: 13	↗	4.9 Days (70705/14510) Target: 13	✓	<p><b>Updater</b> The average time taken during the quarter to decide a change of circumstances has remained under target. The quarterly result reflects the good performance during the last three months and is a 3 day improvement on the same period last year.</p> <p><b>Owner</b> Performance during quarter 4 is always lower than the rest of the year due to the inclusion of calculations linked to the annual benefit uprating and rent changes.</p> <p>It is particularly pleasing to see the improvement in relation to quarter 4 of last year, as this indicates the underlying improvement in performance in this area.</p>	
RBF04 - NNDR (Business Rates) in-year collection rate	Chris Baker Jake Seabourne	98.1% Target: 99	↗	77.2% Target: 76.7	↘	98.3% Target: 99	✓	<p><b>Owner</b> This is a significant improvement (0.2%) on last year's collection rate, and is a positive performance from the team.</p>	

Measure	Owner & Updater	Mar 2015 Result	Trend	Dec 2015 Result	Trend	Mar 2016 Result	Sign Off	Comments	Flag
RBF05 - Council Tax collection rate	Chris Baker Jake Seabourne	97.7% Target: 97.5		86.2% Target: 86.4		98% Target: 98		<b>Owner</b> The team have worked hard this year to ensure that processes are more efficient and that customers receive responses from us quickly. The positive effect of this is shown in the achievement of the annual target, with an increase of 0.3% from last year's result.	
RBF06 - Council Tax customer contact response (percentage of contacts responded to within 14 days)	Chris Baker Stuart Potton	No Data Target: 0		98% (10021/10183) Target: 90		96% (8716/9062) Target: 90		<b>Owner</b> Performance during this quarter remained above target. This demonstrates the continuing commitment to good customer service from the team.	