QUARTERLY PERFORMANCE

Finance and Resources

June 2016

High Level Only

Measure	Owner & Updater	Jun 2016 Result	Trend	Mar 2016 Result	Jun 2015 Result	Actions	Comments	Sign Off
CP01 - Percentage of commercial property occupation	Nicholas Brown Adriana Livingstone	97.99% (586/598) Target: 95	↘	98.49% (589/598) Target: 95	98.66% (589/597) Target: 95		**Updater** The figures are on par with last years figures even though we are taking properties back where there are debt issues, but we are also strong at marketing properties where possible before they are void to try and reduce the void periods.	✔
CP02 - Percentage arrears on commercial property rents	Nicholas Brown Adriana Livingstone	7.3% (322627/4447200) Target: 8.8	↘	5% (279955/5591777) Target: 9	7.3% (309490/4244200) Target: 9	we will continue to work to keep levels low.	**Updater** With continued hard work from the Estates and Sundry debtors teams the figures are within target.	✔
CSU02 - Percentage of enquiries that are resolved at first point of contact within the Customer Service Centre	Mark Housden Tracy Lancashire	99.46% (12234/12300) Target: 90	↗	99.42% (11946/12016) Target: 90	99.35% (16120/16226) Target: 90		**Owner** Performance continues to be maintained. The number of face to face customers continues to reduce and this trend is running at approximately 24% less visitors when compared with the same period 12 months ago	✔
CSU03 - Percentage of customers satisfied with service received from the Customer Service Centre	Mark Housden Tracy Lancashire	99.95% (1859/1860) Target: 80	↗	99.62% (3110/3122) Target: 80	99.75% (5555/5569) Target: 80		**Owner** Satisfaction levels continue to be maintained	✔
CSU05 - Percentage of enquiries that are resolved at first point of contact within the Contact Centre	Mark Housden Tracy Lancashire	97.18% (30312/31191) Target: 90	↗	96.8% (31290/32326) Target: 90	99.44% (179678/180685) Target: 90		**Owner** Performance continues to be maintained	✔
CSU06 - Percentage of customers satisfied with service received from the Contact Centre	Mark Housden Tracy Lancashire	98.99% (2061/2082) Target: 80	↗	98.39% (2636/2679) Target: 80	98.22% (2974/3028) Target: 80		**Owner** Satisfaction levels continue to be maintained	✔
CSU09 - Head of Service Satisfaction Survey Score	Mark Housden Tracy Lancashire	No Data Target: 45		100% Target: 45	71% Target: 45		**Owner** The Quarterly survey is currently underway. However monthly meetings with Group Managers continue to show that they are satisfied with the service the CSU provides	✔

Measure	Owner & Updater	Jun 2016 Result	Trend	Mar 2016 Result	Jun 2015 Result	Actions	Comments	Sign Off
CSU10 - Call Handling: Average wait time	Mark Housden Tracy Lancashire	202 Second(s) Target: 210	↘	171.67 Second(s) Target: 210	No Data Target: 210		Owner This is a new measure introduced in August 2015 following contractual negotiations. This KPI gives 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 3 minutes 22 seconds. This is reduction in performance from the previous quarter due to staffing difficulties coinciding with peak demand. A right to remedy was issued for May's performance. Action has been taken and performance improved during June.	✔
CSU11 - Call Handling: Abandoned Call Rate	Mark Housden Tracy Lancashire	20.55% (8067/39257) Target: 20	↘	18.66% (7417/39743) Target: 20	No Data Target: 20	Action Taken by Northgate: Manage sickness as per the NPS sicknesses management policy Recruit to 2 vacant apprentice positons Review existing resources to ensure staffing meets business needs	Owner This is a new measure introduced in August 2015 following contractual negotiations. This KPI now gives 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. May proved to be difficult. A high sickness rate coupled with the loss of two staff and a vacant apprenticeship post meant the team struggled to meet the target during May. This coincided with the peak demand for the year connected with annual billing, This resulted in the target for this quarter not being met. A right to remedy was issued for May's performance. Action has been taken and performance was above target during June.	✔
CSU12 - Face to Face; Average Wait Time	Mark Housden Tracy Lancashire	375S Second(s) Target: 450	↗	377S Second(s) Target: 450	No Data Target: 450		Owner This is a new measure introduced in August 15 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 15 seconds which is above target.	✔

Measure	Owner & Updater	Jun 2016 Result	Trend	Mar 2016 Result	Jun 2015 Result	Actions	Comments	Sign Off
CSU13 - Face to Face: Waiting time more than 20 minutes	Mark Housden Tracy Lancashire	2.75% (338/12300) Target: 5	↗	3.15% (379/12016) Target: 5	No Data Target: 5		Owner This is a new measure introduced in August 15 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 improved overall during this quarter with 265 visitors experiencing a wait of more than 20 minutes. This is above the agreed targets.	✔
FIN01 - Percentage of creditor trade invoices paid within 30 days	Richard Baker Sally Nunn	96.6% (3205/3319) Target: 96	↗	96.1% (3718/3868) Target: 96	97% (4615/4756) Target: 96		Owner A great result for the period	✔
FIN02a - Time taken for debtors to pay	Richard Baker Clare Dempsey	33.9 Days Target: 40	↘	33.9 Days Target: 45	31.5 Days Target: 45		Owner A great result for the period	✔
FIN03 - General Fund expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£19077000 Target: 18438000	↘	£18894000 Target: 19248000	£19973000 Target: 19136000		Owner The key variances are detailed within the supporting financial performance report	✔
FIN04 - HRA expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£44353000 Target: 44101000	↗	£58322000 Target: 57765000	£57779000 Target: 57765000		Owner The key variances are detailed within the supporting financial performance report	✔
FIN05 - HRA income – outturn forecast against budget	Richard Baker Caroline Souto	£57701000 Target: 57654000	↘	£58025000 Target: 57765000	£57765000 Target: 57765000			✖
FIN06 - General Fund Capital Expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£20950713 Target: 25821655	↘	£19004000 Target: 29218188	£25707547 Target: 28727188		Owner The key variances are detailed within the supporting financial performance report	✔
FIN07 - HRA Capital Expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£27932397 Target: 29229902	↘	£30530000 Target: 32062071	£35821609 Target: 35563608		Owner The key variances are detailed within the supporting financial performance report	✔
FIN08 - Investment income – outturn forecast against budget	Richard Baker Tracy Claridge	£489720 Target: 448000	↘	£533580 Target: 313000	£426950 Target: 313000		Owner Broadly on target	✔
FIN11 - Investment Property Income ytd budget against ytd actual	Nicholas Brown Caroline Souto	£2116621 Target: 2036321	↘	£4666933 Target: 4218000	£1857389 Target: 1971751	we will continue to work to keep reviews high	Updater	✔
FIN13 - Car Parking Income ytd budget against ytd actual	Nicholas Brown Caroline Souto	£533576 Target: 521285	↗	£2096178 Target: 2085000	£556888 Target: 521250	we will continue to work to maintain an efficent service	Updater	✔

Measure	Owner & Updater	Jun 2016 Result	Trend	Mar 2016 Result	Jun 2015 Result	Actions	Comments	Sign Off
RBF01 - Average time taken to decide a new claim for Housing Benefit	Chris Baker Matthew Kelly	20.8 Days (12558/604) Target: 20	↘	18.4 Days (10311/559) Target: 23	22.7 Days (13223/583) Target: 23	A recruitment exercise has started to replace the officers who have left, and temporary staff have been engaged to support the service during the recruitment phase.	Updater The upward trend of this indicator has been reversed in the last month of the quarter. Considering the resourcing issues the service has faced, performance has remained relatively stable - compared to the corresponding quarter last year, performance is 2 days better. Owner This is a good performance in this quarter, taking into account the loss of two experienced staff members. Performance has improved by 8% from the same period of 2015/16, during which time not only did we still have the DBC staff who have left recently, but we also paid for three officers from a provider of offsite processing. The service is therefore currently providing an improved service for a lower cost.	✔
RBF02 - Average time taken to decide a change event for Housing Benefit	Chris Baker Matthew Kelly	8 Days (60997/7612) Target: 11.5	↘	4.9 Days (70705/14510) Target: 13	12.3 Days (106063/8621) Target: 13		Updater Performance in this area is very good. The small backlog that has built up due to resourcing issues has probably added around a day to the average. Performance is 4 days better than in the corresponding quarter last year. Owner One of the key reasons for the improvement from last yesr is that we have been able to automate the processing of more of the information sent to us by DWP. This has mitigated the impact of the resource loss that we have suffered with two experienced officers leaving.	✔
RBF04 - NNDR (Business Rates) in-year collection rate	Chris Baker Jake Seabourne	27.7% Target: 27.7	↗	98.3% Target: 99	30.2% Target: 24.8		Owner The amount which has been collected is in line with the profiled target, and so we currently expect to reach our year end target.	✔

Measure	Owner & Updater	Jun 2016 Result	Trend	Mar 2016 Result	Jun 2015 Result	Actions	Comments	Sign Off
RBF05 - Council Tax collection rate	Chris Baker Jake Seabourne	30.4% Target: 30.2	⬈	98% Target: 98	30.2% Target: 30.1		**Owner** The collection level is slightly above the profiled target for this point of the year. We believe that there are two main factors contributing to this. The team's improved performance in customer contact response means that more people received updated bills with instalments starting from April or May (for example those who moved shortly after the annual bills were sent in March). Also, there are strong indications that the revisions made to reminder letters (using nudge techniques), have led to more people bringing payments up to date, as we had a reduction in the number of accounts progressing to summons this year.	✔
RBF06 - Council Tax customer contact response (percentage of contacts responded to within 14 days)	Chris Baker Anna Elliott	91% (10056/11066) Target: 75		No Data Target: 90	No Data Target: 70		**Updater** This is an excellent start to the year, and has been aided by the reduced numbers of customer contact documents outstanding at annual billing in March 2016. Although in March/April we receive the highest number of customer documents, we completed a higher number of these in April than anticipated, which lead to the good performance in May and June, which is good news for our customers. **Owner** During Q1 of 2015/16, the team achieved performance of 72% for this measure. The significant improvement shows the excellent work that the team have done to improve processes, and ensure that residents receive new bills or answers to queries in a timely manner. This is then also reflected in the improved collection rate, as the swifter resolution of contacts means that more residents have instalments at an earlier date.	✔