

Finance and Management Performance Action Plans 2019/20 Quarter 2

Appendix D



O1.2 Rent arrears of
Current tenants as a % of
rent due

2.85%

Target <2.5%

There are five actions for Finance and Management

Theme: Outcomes

Target vs performance:

Q2 Target: 2.5%

Q2 Performance: 2.85%

Trend (compared to last quarter/year):

Q1 Performance: 2.47%

Background:

The increase in rent arrears is likely to be a result of the increased numbers of tenants in receipt of Universal Credit (UC) and now subject to either delays in payment or simply a change in their payment schedule.

Current UC claimants from Department of Work and Pensions Landlord Portal	254
Total UC Claimant Rent arrears as at 06.10.19	£126,785.71
Total rent arrears for same group of people at 18.11.18	£60,471.79
Total Increase in rent arrears for UC claimants since UC roll out	£ 66,313.92

A group of 136 tenants who went on to claim UC had a balance of £0.00 at 18.11.18, the total arrears for that same group of people is currently £39,129.19. Had those tenants continued to claim Housing Benefit after November 2018 it is likely that the level of increase would not have happened, barring a change in circumstances.

This is a trend that is echoed in all other areas where UC has been introduced so the Council is not unique in this. Anecdotal information from Trent and Dove Housing indicates that its arrears are also increasing.

Key actions underway:

- Review all rent arrears accounts to ensure that the correct level

of enforcement action is being taken.

- Two members of the team, along with the Tenancy Sustainment Officer, will be focusing solely on income collection, arrears recovery and benefit queries/advice.
- Re-visit projects preparing tenants practically for UC with a programme of communications. This is designed to encourage current benefit claimant tenants to pay extra onto their rent to mitigate against the five weeks arrears which will occur when they move to UC.
- Finalise the arrears recovery procedure in the Orchard system to ensure that recovery is compliant, effective and is clear to Council tenants.
- Re-commence cold-calling to tenants who are in arrears.

Opportunities/risks:

- Opportunity to enhance services through completion of Orchard tasks.
- Opportunity to focus on tenants and provide support with their finances.
- Risks- that arrears continue to rise (at trend which is echoed by other providers in the region).



O4.1 average working days lost per employee.

2.30 days

Target <2.00 days

Theme: Outcomes

Target vs performance:

Q2 Target: 2.00 days per quarter
Q2 Performance: 2.30 days.

Based on a straight-line projection the annual target of 8 days per employee will not be achieved. Estimated outturn is 8.58 days.

Trend (compared to last quarter/year):

Performance is 0.30 days higher than previous quarter that represents an increase of 15% from the previous month.

Compared to the same quarter last year, performance is 24% lower and the overall straight-line project shows an improvement from last year's outturn figure of 11.38 days down to 8.58 days per employee – this would represent a reduction in the absence rate of 25%.

Background:

Whilst the performance is over target, the outturn figure demonstrates a sustained improvement in the number of working days being lost to ill health across the workforce. When compared to the same quarter over previous years, the level of performance is lower than any of the preceding 6 years.

Key actions underway:

An internal working group of employer and employee representatives, led by the Strategic Director (Service Delivery), meet to consider a range of measures to address the current levels of absence. The focus for the group is around 'improving attendance' with an emphasis centred around the highest incidences of sickness absence such as those related to mental health and musculoskeletal along with reviewing existing employment procedures to provide a rounded view of actions to be progressed.

An action plan has been developed and contact been made with different partners to identify initiatives to be progressed. Training has provided in

Mental Health First Aid with six people now available as points of contact; Mental Health Awareness for Managers; general Mental Health Awareness; Suicide Awareness; Handling Difficult Conversations and a coaching network for managers to support them in the role dealing with mental health in the workplace.

In support of the Five Ways to Wellbeing campaign (5WTWB); Body MOT's, lunch time walks, and other health promotion activities have been provided.

A review of the Attendance Management Procedure has been completed with amendments to trigger points and increased access to support materials and resources featuring in the new Procedure that is effective from 1st October 2019.

There is a dedicated site on the intranet containing supporting materials and resources around mental health and employee wellbeing. The Five Ways to Wellbeing campaign (5WTWB) is also being promoted internally with support from the Health Partnership Manager and Derbyshire County Council. National initiatives are promoted such as Mental Health Awareness Week.

Work is also being completed on the potential to offer employees access to physiotherapy services to support employees with musculoskeletal and related conditions in a similar way the counselling support is provided to employee with mental health and related conditions.

Opportunities/risks:

Sickness absence will lead to disruptions in service delivery and affect individual and team performance. Whilst employees are still paid during a period of absence (although this can reduce in periods of longer absence) extra costs can be incurred to cover the duties of absent colleagues.

Having effective practices and processes in place to manage the health and well-being of the workforce promotes a positive workforce environment and early, preventative action to improve levels of performance and attendance at work.



O5.1 Expand services in the Customer Contact Centre and maintain facilities for face to face enquiries where required

78%

Target < 80%

Theme: Outcome

Strategic Measure:

Target vs performance:

Q2 Target: >80% for all calls answered within 20 seconds

Q2 Performance : 78%

Trend (compared to last quarter/year):

Although quarter two has not been achieved, there has been an improvement from quarter one which was recorded at 75.9% Quarter two for 2018 achieved 71.6% so still a good improvement following previous year and also last quarter.

Background:

Customer Services did achieve >80% for August and September. July was the month where the target was not met and the out turn was 74.5%. The contributing factors to this include, a full weeks benefits training course for three new members of staff resulting in lack of resources for answering incoming. We also experienced a higher volume of calls relating to Council Tax due to 1000 reminders that were received by residents.

Total number of face to face visitors during the quarter were 8185 (this includes Reception and Enquiry Desk) - this is comparable to the same period in 2018 which was 8063 visitors.

Key actions underway:

All new members of staff have now received adequate training and performance is improving.

Opportunities/risks:

The Contact Centre is currently undergoing an office extension and once this has been completed, will be in a position to grow and answer more queries at first point of contact. A new CRM solution is also being investigated.



PE2.2 Average time for processing new Benefit claims

18.23 days

Target < 18 days

Theme: People

Target vs performance:

Q2 Target: <18 days
Q2 Performance: 18.23 days
Annual Performance: 20.51 days

Trend (compared to last quarter/year):

2018/2019 Q2 Performance 18.40 days
Annual Performance met: 17.5 days

Background:

The progressive rollout of Universal Credit (UC) is starting to impact on recent performance. This is because of the inherent delays in the UC processing cycle which will delay the point at which a claim may be calculated by the Council following an application made to it. Added to this, benefits processing has been under resourced by 1FTE.

Key actions underway:

Work is being carried out to identify and design a revised methodology and indicator that continues to give Members the accurate information and an assurance that claims are being processed promptly by assessors once all the information has been received from all sources (including the DWP).

Benefits Assessor vacancy was filled on 1st May 2019. Training prioritised on processing of new claims. This has successfully reduced the speed of processing new claims which stood at 22.9 days in quarter one.

Opportunities/risks:

Redesigning the methodology allows the ongoing opportunity to work more closely with the DWP to identify and resolve issues where delays occur as a result of the changes to procedures following the full migration of claims to UC. This will also help minimise rent arrears for Council Tenants



PL1.8 Capital
maintenance programme
for investment in public
buildings.

Not Achieved

Theme: Place

Target vs performance:

Q2 Target: Presentation of five year maintenance plan of approval
Q2 Performance: Measure not met – The detailed planned maintenance programme will be drafted once the condition survey has been undertaken.

Trend (compared to last quarter/year):

N/A – New measure

Background:

Action to be implemented following restructure

Key actions underway:

Restructure report presented on 10th October 2019 to Finance & Management Committee. Following approval, staff resource will be created and recruitment will take place to undertake condition surveys.

Opportunities/risks:

Completion of condition surveys will enable informed decision-making on maintenance priorities. Competing work priorities will impact on the delivery timescales.