REPORT TO:	FINANCE and MANAGEMENT COMMITTEE	AGENDA ITEM: 7
DATE OF MEETING:	3rd SEPTEMBER 2015	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE & CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (01283 595811) Kevin.stackhouse@south-derbys.gov.uk	DOC: u/ks/corporate planning/monitoring 201516/corporate services performance monitoring – Qtr 1 June 2015
SUBJECT:	CORPORATE SERVICES PERFORMANCE MONITORING 2015/16: QUARTER 1 TO JUNE 2015	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 08

1.0   Recommendations

1.1   That progress against performance targets is considered and noted.

2.0   Purpose of Report

2.1   To report progress against targets during the period April to June 2015 in relation to Corporate Services. Following completion of work in the Corporate Plan, which was approved by the Committee in June, this report reviews progress against on-going indicators and targets contained in the Management Plan for this service area.

2.2   When a new Corporate Plan is approved, the relevant targets and projects relating to this Committee will be added into future quarterly reports.

3.0   Detail

3.1   During the period in which the Corporate Plan is being reviewed, it is important that the Committee continues overseeing performance in benefits processing and customer services contact, together with collection rates and updates on key developments in Corporate Services that have previously been approved.

3.2   These indicators are designed to help measure value for money and the way in which the Council delivers services to its residents. In addition, the Committee remains responsible for reviewing health/safety and absence management performance, together with the Council's strategic risk register.

3.3 The targets set are based on benchmark standards and are regularly compared with other councils.

Collection Rates for Council Tax and Business Rates (NNDR)

3.4 The collection rates for Council Tax, Business Rates and Sundry Debtors are shown in the following table.

| Collection Rates	Annual Volumes	Actual 2013/14	Actual 2014/15	Target	Projection 2015/16	
Council Tax in-year Collection	£47.2m	97.80%	98.10%	97.40%	98.50%	GREEN
Council Tax Arrears Collection	£4.4m	22.10%	18.50%	26.70%	18.10%	RED
Business Rates Collection	£24.1m	98.10%	98.40%	96.10%	98.50%	GREEN
Recovery of Housing Benefit Overpayments	£1.4m	37.50%	40.10%	34.20%	39.20%	GREEN
Sundry Debtor Collection (incl. Arrears)	£4.6m	84.20%	90.10%	82.60%	89.60%	GREEN

3.5 The table shows that all collection targets are being exceeded, apart from Council Tax arrears. The targets are those set in the contract for Corporate Services.

3.6 The service provider (Northgate) is incentivised to maximise collection as much as possible, as they can gain a share of additional income. If overall collection falls below target, then they are required to make up any shortfall in cash collected.

Comparative Performance – Council Tax

3.7 The Council's performance compared to other authorities in Derbyshire and all Shire Districts across England is shown in the following bar chart.
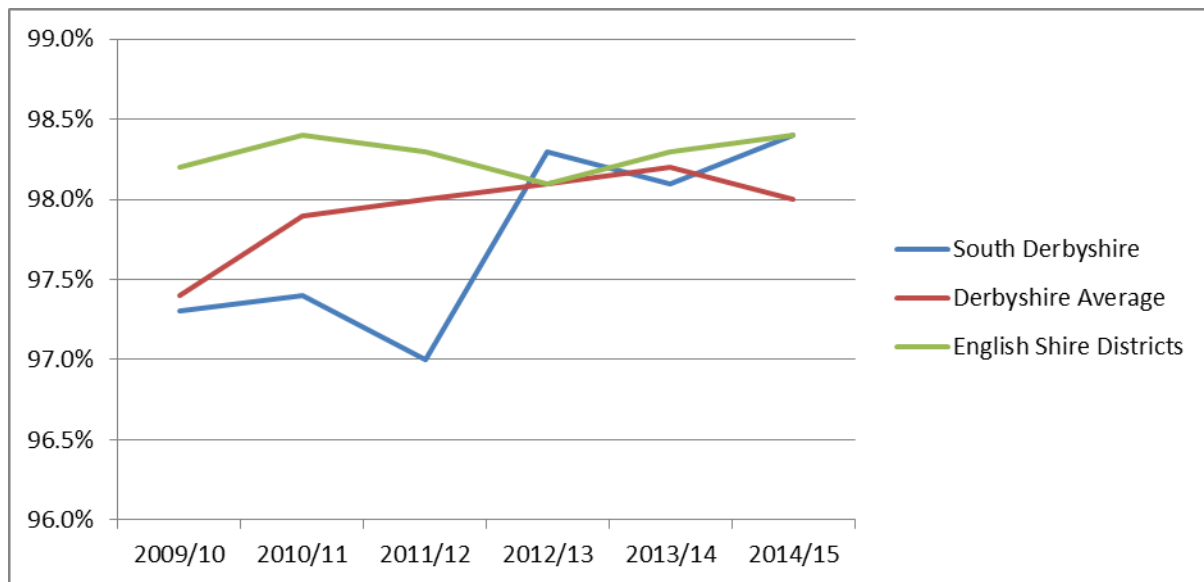
Council Tax – Collection Rates
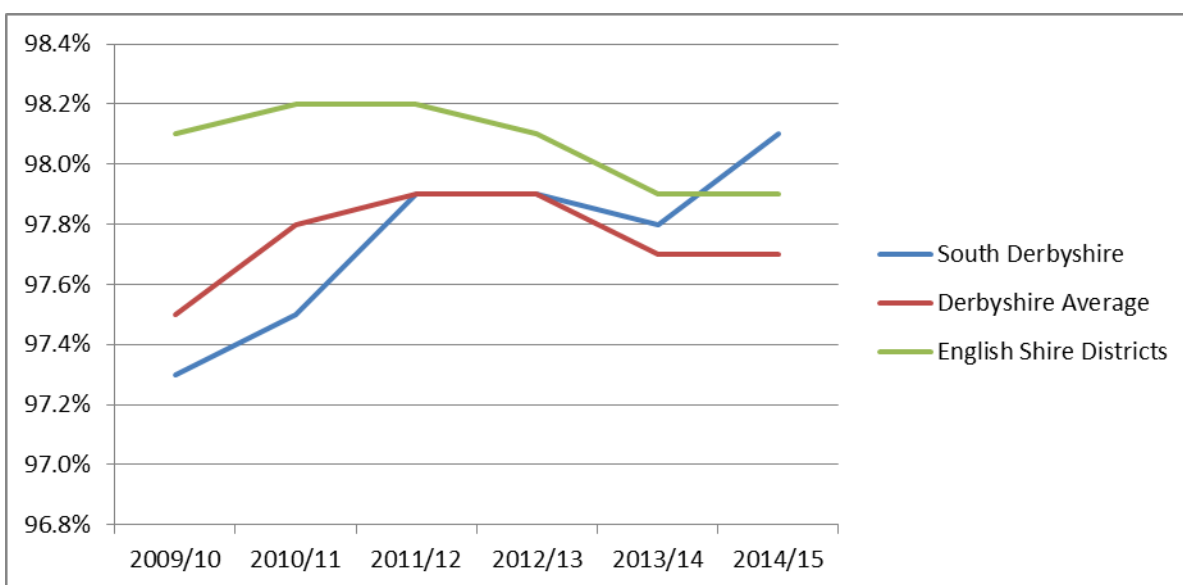
3.8   The chart shows that the Council's performance has steadily improved and now exceeds the average for other Derbyshire authorities and all shire districts in England. The Council's performance also contradicts the trend nationally, with performance being downward nationally, compared to the upward trend for the Council.

3.9   The Council's strategy is to concentrate resources on in-year collection to prevent arrears in the longer-term. The Council's performance on arrears collection will bring the overall performance back; the 18.5% rate achieved in 2014/15 compares with 22% nationally for all councils.

3.10 However, this is a very broad figure; no data is calculated which results in an overall collection figure for class of authority or for individual councils, which would enable a meaningful comparison to be made.

Comparative Performance – Business Rates

3.11 The Council's performance compared to other authorities in Derbyshire and all Shire Districts across England is shown in the following bar chart.

3.12 Similar to Council Tax collection, the Council's performance on Business Rates Collection has shown an upward trend and is currently on a par with the average of all shire districts. However, the chart shows how volatile the trend can be between years in Business Rates.

Benefits Processing

3.13 This is summarised in the following table.

Benefits Processing (Average Time)	Annual Volumes	Actual 2013/14	Actual 2014/15	Target	Projection 2015/16	
Processing New Claims	1,000	17 Days	40 Days	18 Days	17 Days	GREEN
Processing Change of Circumstances	14,000	14 Days	28 Days	8 Days	8 Days	GREEN

3.14 As previously reported in 2014/15, performance in benefits processing slipped dramatically. This was partly due to changes brought about from the Government's Welfare Reform programme.

3.15 During the year, various system and process improvements were implemented, financed by the Council from Government funding. This included the implementation of a Risk Based Verification Framework in May 2015. The Committee also agreed to continue funding one additional post to support the service provider.

3.16 These improvements and investment of resources, has resulted in processing being brought back within target, with performance as at June 2015, reflecting the projection for the year.

3.17 Comparatively, in 2014/15, the average processing times for new claims for Shire Districts was 22 days and 5 days for change of circumstances. In Derbyshire, this was better at 20 days and 4 days respectively.

Customer Services

3.18 Performance is summarised in the following table.

Customer Services	Annual Volumes	Actual 2013/14	Actual 2014/15	Target	Projection 2015/16	
Telephone calls answered within 20 seconds	135,000	81%	77%	80%	79%	RED
Customer Satisfaction (face to face enquiries)	34,000	95%	94%	90%	95%	GREEN

3.19 As previously reported, call volumes and visitor numbers continue to remain high. Including peak periods, telephone calls are answered on average, in around 50 seconds.

3.20 The Committee have previously agreed to relax the targets until further improvements are implemented later in the year. As approved, the position will be reviewed following the half-yearly results.

Payment of Invoices

3.21 This is summarised in the following table.

	Annual Volumes	Actual 2013/14	Actual 2014/15	Target	Projection 2015/16	
Percentage of Invoices paid within 30-days	6,600	96.40%	97.24%	97.50%	98.00%	GREEN
Percentage of Invoices paid within 10-days	6,600	69.10%	74.64%	65.00%	80.00%	GREEN
Number of Payments made Electronically	32,500	98.30%	99.40%	90.00%	99.00%	GREEN

Projects and Service Improvements

3.22 An update on the main projects is provided in the following sections

Installation of Payment Machines

3.23 These are due to be installed and will become operational later in September. On-going publicity and communication with the public has been on-going for several months.

3.24 In addition, new "self-service" computer terminals are due to be installed to enable visitors to deal with their Council Tax and Benefits Account on-line. These terminals will also be used for the introduction of Universal Credit into South Derbyshire, which will now take place on 26th October 2015.

ICT Upgrades

3.25 During the first quarter, wireless connectivity was extended to all parts of the Civic Offices. A major network upgrade is currently taking place and is being tested.

3.26 This will be live by December 2015. This will increase the speed of communications internally and externally, together with strengthening resilience and security features to protect the Council's data and IT infrastructure.

3.27 Several servers are being replaced to meet the Government's Public Services Network requirements. This will result in most servers in the Council's IT estate being at the latest specification level.

Web site

3.28 A few changes have been made to the Council's current web site to make it easier for visitors to navigate to certain parts, for example, to pay or make amendments to their Council Tax account. This was in response to an analysis of web site hits, to ascertain why and how frequently people used, or wanted to use the web site.

3.29 This is part of the strategy that enables those customers who are willing and able, to use the web site in their dealings with the Council. A project to redevelop the web site, following that of the internal intranet, is currently in the planning stage.

Health and Safety Overview

3.30 The accident statistics for April to June 2015 are detailed in **Appendix 1**.

Sickness Absence Data

3.31 Following deteriorating performance on sickness absence in 2013/14, the Council's absence rate during 2014/15 steadily improved. For 2014/15, there was an average of 9.9 days lost per employee for the year, which compared with 12.4 days in 2013/14.

3.32 The rate can be disproportionately affected by the number of long term absences, which occur for various reasons and which are not always work related.

3.33 The Council aspires to be at least below the local government average of around 8 days lost per employee.

3.34 Absence data for previous years, including 2015/16 year to–date (April to June 2015) is detailed in the following table.

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Number of Days Lost in the Year	2,684.2	2,580.0	2,684.0	3,075.0	2,535.0	580.0
Number of Full Time Equivalents in the Year	292.7	259.3	262.4	250.5	253.8	253.6
Total Days Lost per Person	9.2	9.9	10.2	12.3	10.0	2.3
Average Number of People Absent Per Month	41	36	39	33	34	27

Note: 2015/16 is April to June 2015 (first quarter)

3.35 Based on a straight line projection the out-turn for 2015/16 would be just over 9 days.

3.36 In June, 230 days were lost in total; 121 of these days were due to 6 long term absences, of which one case was work related.

Risk Register

3.37 An updated corporate risk register is detailed in **Appendix 2**. This shows, what are considered to be, the key corporate risks to the Council, together with the mitigating action that is currently in place to address these risks. The key risks are:

- Reductions in Government funding
- The current national economic position
- Keeping pace with technology, including security requirements
- Business continuity
- Capacity and resilience
- Working with the community and voluntary sector

3.38 Operational and service risks are detailed in Departmental Service Plans with a separate financial risk register contained in the Medium Term Financial Plan.

4.0 Financial Implications

4.1 None directly

5.0 Corporate Implications

5.1 None directly

6.0 Community Implications

6.1 None directly

7.0 Background Papers

Gov.UK – Council Tax and Business Rates Collection

https://www.gov.uk/government/collections/council-tax-statistics#collection-rates-for-council-tax-and-non-domestic-rates

Gov.UK – Processing of Housing Benefit Claims

https://www.gov.uk/government/statistics/housing-benefit-statistics-on-speed-of-processing-2014-to-2015

ACCIDENT STATISTICS

Purpose of the Report

This report provides an overview of the number of accidents that have occurred during the period 1 April to 30 June 2015 within the Council.

Background

The Health & Safety Officer provides advice and training on health and safety matters across the Council. This Officer is also responsible for producing management information on the number of accidents. These are collated on a regular basis and are reported to the joint Health & Safety Committee. This Committee reviews the accidents and makes recommendations or learning that needs to be implemented.

Accident Statistics

The Council's accident statistics are broken down into reportable and non- reportable accidents.

Reportable accidents are those covered by RIDDOR (Reporting of Injuries, Diseases & Dangerous Occurrences Regulations, 1995). These accidents have to be reported to the Health and Safety Executive and include:

- o Where a member of staff has been required to stay in hospital for 24 hours after an accident;
- o Where a member of the public was taken to hospital for treatment after the accident;
- o If the accident results in the member of staff being off work for 7 days after the date of the accident,

During the first quarter of 2015/16 there were 19 accidents/near misses in total.

Employees

8 accidents involved employees, including 3 near misses; none of these were reportable.

Members of the Public

There were 11 accidents involving members of the public, including 1 near miss; 2 of the 11 accidents were reportable.

All of the accidents are detailed in the following table, which shows accident type and category.

Table: Accident Cause Statistics – (for the 1st Quarter - 1 April to 30 June 2015) and Year to Date: Comparative Accident Cause Statistics for the previous year (2014/15)

Accident Cause	Quarter 1 (1April – 30 June 2015)					Current Year To Date (2015/16) Actual				Previous Year (2014/15) Actual			
	Non Reportable		Reportable		Total	Non Reportable		Reportable		Non Reportable		Reportable	
	Employees	Public	Employees	Public		Employees	Public	Employees	Public	Employees	Public	Employees	Public
Manual handling	2	-	-	-	2	2	-	-	-	3	2	-	-
Contact Fixed Objects (e.g. sharps)	1	3	-	-	4	1	3	-	-	6	2	-	-
Struck by Moving Vehicles RTA's	-	-	-	-	-	-	-	-	-	-	-	-	-
Struck by Moving Objects – others	1	2	-	-	3	1	2	-	-	7	4	2	-
Slips / Trips / Falls	1	2	-	2	5	1	2	-	2	10	14	1	-
Violence – Physical such as dog bites	-	-	-	-	-	-	-	-	-	-	-	-	-
Violence - Verbal	-	-	-	-	-	-	-	-	-	-	-	-	-
Near Miss	3	1	-	-	4	3	1	-	-	8	2	-	-
Other, such as cuts.	-	1	-	-	1	-	1	-	-	5	3	1	1
Total	**8**	**9**	**-**	**2**	**19**	**8**	**9**	**-**	**2**	**39**	**27**	**4**	**1**

Source: SDDC Accident Statistics

CORPORATE RISK RESGISTER as at JUNE 2015

	Risk Action	Risk Rating Likelihood/ Impact	Mitigating Action
Reductions in Government Funding • The Council is aware of reductions over the period 2016/17 to 2019/20; this was confirmed in the 2015 Budget. (*Chief Officer Responsible – Director of Finance and Corporate Services*)	Treat the Risk	Remains High	• The Medium-term Financial Plan assumes an overall reduction in funding. • Budgets considered prudent with provisions for inflation and growth. • Current reserves are healthy and will help to sustain further reductions in the short-term allowing time for more sustainable action. • As a growth area, overall reduction in core funding could be mitigated through the New Homes Bonus, Retained Business Rates and additional service income. *It is considered that the risk will remain high until the detailed implications of the 2015 spending review are known (December 2015) and action can be taken to protect the Council's financial position.*
Economic Situation • Although nationally there are indications to suggest that the economic situation is improving, many analysts are still unsure how sustainable and consistent this is. As a Growth area, the economic cycle has a relatively greater impact on the Council. • Locally, the amount of people claiming benefit has levelled off and has slightly reduced. However, Council Tax and Housing Rent arrears have slightly increased. • New development and regeneration locally continues although it is slower and less frequent compared to pre 2010 as many businesses are still taking a cautionary approach. (*Chief Officers Responsible – Director of Finance and Corporate Services and Director of Community and Planning Services*)	Tolerate the Risk	Remains Medium	• Budgets for income streams and specific grant allocations are assumed at current minimum levels; service provision is based on this. • Supporting voluntary and community groups to help people in need, including through the Derbyshire Financial Inclusion Partnership and with the CAB/CVS. • Measures in place to maximise benefit subsidy and fraud is proactively being pursued with successful prosecutions. • The Asset Management Plan has focused on ensuring the Council's assets are being positioned to react to an economic upturn. This includes land assembly and possible joint venture arrangements. • On-going dialogue with developers and housing providers to look at alternative options for regeneration. *The risk remains Medium, but it is considered that the Council is undertaking as much action as reasonably possible to mitigate influencing factors.*

	Risk Action	Risk Rating Likelihood/ Impact	Mitigating Action
Keeping pace with Technology • The Council's IT infrastructure needs to keep pace with existing and emerging technologies. • Stricter regulations for managing and exchanging information in electronic form through the Public Services Network (*Chief Officer Responsible – Director of Finance and Corporate Services*)	Treat the Risk	Remains Medium	• The IT strategy has identified some key projects that are currently being actioned, with the server infrastructure upgraded during 2013 and 2014. The network for data flow is currently being upgraded to make it faster and more resilient. • Network and wireless points recently upgraded. • E-mail archiving/storage system, desktop virtualisation and Microsoft upgrade completed. • Remote access also upgraded in 2014. • Disaster Recovery solution being strengthened at an independent location and business continuity for IT being reviewed. • The Council undertakes an annual independent health check to ensure that the Council is compliant with the Government's Security Standard (Public Services Network – PSN). The Council achieved compliance with new regulations in April 2015. • Annual internal audit review tests robustness of systems and infrastructure – recommendations for improvement are monitored by the Audit Sub-Committee. *Although the risk remains Medium, current investment and positive actions over the coming year should lower this risk in the longer-term.*
Business Continuity and in particular the loss of the main Civic Offices. • Council services are predominantly managed from one Administrative Building. There is no alternative building to accommodate an IT facility which is crucial to enable many services to operate. (*Chief Officer Responsible – Director of Finance and Corporate Services*)	Treat the Risk	Remains High	• Disaster Recovery solution now being upgraded off-site (as above). Relocation of infrastructure into a Data Centre under review. • All data backed up and stored in a secure offsite facility outside of the Region. • Maintain relationships with other agencies and partners to secure alternative accommodation on a reciprocal basis if required. • Could take advantage of spare capacity in private sector market although this would depend on timing. *Although the likelihood of occurrence is low, the potential impact of this risk is high. However, current investment into the off-site facility to provide a disaster recovery solution should lower this risk in the longer-term.*
Capacity and Resilience in Service Provision • Reducing staff and budget resources could lower capacity and resilience within council services.	Treat the Risk	Remains Medium	• Training and development programme being implemented for senior and aspiring managers. • Recent restructures becoming mature and bedding in.

	Risk Action	Risk Rating Likelihood/ Impact	Mitigating Action
(***Chief Officer Responsible – Chief Executive Officer***)			
Partners and Voluntary Sector • Financial pressures on partners who deliver services with or on behalf of the Council, including voluntary organisations. (***Chief Officer Responsible – Director of Community and Planning Services***)	Tolerate the Risk	Remains Medium	• Current grant funding is being maintained and increased in 2015/16 for all supported organisations. • Spending can be refocused to meet external funding requirements and is project based rather than on-going. • Dedicated officer time to support the voluntary sector and local organisations. *The risk remains Medium, but it is considered that the Council is undertaking as much action as reasonably possible to mitigate the risk.*