

REPORT TO:	FINANCE and MANAGEMENT COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	18th FEBRUARY 2016	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE & CORPORATE SERVICES	OPEN
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SUBJECT:	CORPORATE SERVICES PERFORMANCE MONITORING 2015/16: QUARTER 3 TO DECEMBER 2015	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 08

1.0 Recommendation

- 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 December 2015 in relation to Corporate Services. Following completion of work in the Corporate Plan (2009 to 2014) which was approved by the Committee in June 2015, this report reviews progress against on-going indicators and targets contained in the Management Plan for this service area.
- 2.2 When the updated 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 has been reviewed, the Committee has continued to oversee 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 is also responsible for reviewing health and safety, together with absence management performance and 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

- 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 Performance in 2015/16 remains generally unchanged from that reported for the first half-year. The table shows that all collection targets are likely to be 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.
- 3.7 However, the above targets are aggregated for the purpose of measuring performance against the contractual target. Overall, Northgate are currently on track to exceed the target for 2015/16.
- 3.8 The performance on Council Tax arrears collection is being reviewed by the Overview and Scrutiny Committee as part of their budget scrutiny work for 2016/17.

Benefits Processing

- 3.9 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	16 Days	GREEN
Processing Change of Circumstances	14,000	14 Days	28 Days	8 Days	7 Days	GREEN

3.10 Performance continues to steadily improve and processing times have stabilised within targets due to the impact of recent system and process developments.

Customer Services

3.11 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%	81%	GREEN
Customer Satisfaction (face to face enquiries)	34,000	95%	94%	90%	94%	GREEN

3.12 Again, performance continues to steadily improve and response times have stabilised within targets due to the impact of recent system and process improvements.

3.13 The development of voice recognition within the telephony system, which also allows direct extensions to be keyed in, has helped to filter calls more efficiently and reduced the number of calls into the switchboard.

3.14 There has been no discernible change in the number of abandoned calls. This development was implemented in November 2015 and continues to be monitored.

Payment of Invoices

3.15 This is summarised in the following table.

Financial Efficiency	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%	98.25%	GREEN
Percentage of Invoices paid within 10-days	6,600	69.10%	74.64%	65.00%	82.50%	GREEN
Number of Payments made Electronically	32,500	98.30%	99.40%	90.00%	99.25%	GREEN

Projects and Service Improvements

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

Installation of Payment Machines

3.17 These became operational during September 2015 and are being well used. Cash is no longer taken on the Customer Service desks.

3.18 A new “self-service” computer terminal has been installed to enable visitors to deal with their council tax and benefit accounts on-line. Current take-up has been minimal but this is being trialled ahead of the implementation of Universal Credit.

ICT Upgrades

- 3.19 As previously reported, during the first quarter, wireless connectivity was extended to all parts of the Civic Offices. A major network upgrade was completed in January. The Council's network is now fully warranted and has modern ports and switches. This has strengthened the resilience and capacity for electronic communications, both internally and externally.
- 3.20 However, the increase in speed that was also expected has not to-date materialised. IT technicians are currently investigating why improvement in connection speed has not been experienced by all users.
- 3.21 Several servers have been replaced to meet the Government's Public Services Network requirements. This has resulted in most servers in the Council's IT estate being at the latest specification level.

Web site

- 3.22 Several changes have been made to the Council's current website 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 website hits, to ascertain why and how frequently people used, or wanted to use the website.
- 3.23 This is part of the strategy that enables those customers who are willing and able, to use the website in their dealings with the Council. A project to redevelop the website, following that of the internal intranet, has recently commenced; a new website is expected to be implemented during the latter part of 2016.

Health and Safety Overview

- 3.24 The accident statistics for April to December 2015 are detailed in **Appendix 1**. There was one reportable accident during the quarter October to December 2015. A detailed analysis of all accidents and near misses, including lessons learnt, is considered by the Health and Safety Committee.

Sickness Absence Data

- 3.25 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.
- 3.26 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.
- 3.27 The Council aspires to be at least below the local government average of around 8 days lost per employee.

3.28 Absence data for previous years, including 2015/16 year to–date (April to December 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	2,684.20	2,580.00	2,684.00	3,075.00	2,535.00	1,664.0
Number of Full Time Equivalents in the Year	292.7	259.3	262.4	250.5	253.8	250.01
Total Days Lost per Person	9.2	9.9	10.2	12.3	10.0	6.7
Average Number of People Absent Per Month	41	36	39	33	34	24

*** Note: 2015/16 is April to December 2015**

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

3.30 In December, 120 days were lost in total; 68 of these days were due to 4 long term absences, of which one case was directly work related.

Risk Register

3.31 An updated corporate risk register is detailed in **Appendix 2**. This has recently been reviewed in detail given the potential effects on Council services of the recent Financial Settlement, together with incidents and progress in IT and data security.

3.32 The register summarises 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:

- The potential effects on services of reductions in core spending power
- The potential effects of the national economic position at a local level
- Keeping pace with technology and security of data
- Business continuity and in particular the loss of the Civic Offices and IT
- Capacity and resilience in service provision
- A reduction in resources for the community and voluntary sector

3.33 Operational and service risks are detailed in Departmental Service Plans and reported to other Policy Committees. A separate financial risk register is 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

None

ACCIDENT STATISTICS

Purpose of the Report

This report provides an overview of the number of accidents that have occurred during the period 1 October to 31 December 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:

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

The table overleaf shows the number of accidents that have occurred during the current quarter by reportable accident type and category and the year-to-date.

During the third quarter of 2015/16 there were

- 9 accidents involving employees of which 0 were reportable.
- 1 accident involving a member of the public which was reportable.
- 4 near misses.
- Total of 14.

An increase has been generated throughout the year by minor incidents in the summer schemes. The table provides comparative details of the number of accidents for the previous year 2014. All incidents, existing risk assessments have been reviewed, with existing control measures reinforced and additional measures recommended.

Table: Accident Cause Statistics – (for the 3rd Quarter - 1 October to 31 December 2015) and Year to Date: Comparative Accident Cause Statistics for the previous year (2014/15)

Accident Cause	Quarter 3 (1 October - December 2015)					Current Year (to date) 1 April - 31 December 2015 Actual				Previous Year Total (to date) 1 April - 31 December 2014 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		-	-	-		4		-	-	3	2		-
Contact Fixed Objects (e.g. sharps)	3		-	-	3	6	3	-	-	3	2	-	-
Struck by Moving Vehicles RTA's		-	-	-		1	-	-	-		-		-
Struck by Moving Objects - others	3		-	-	3	5	8		-	6	4	2	-
Slips / Trips / Falls	1			1	2	4	14	2	5	9	13	2	-
Violence - Physical such as dog bites	-			-		-	2	-	-			-	
Violence - Verbal	2	-	-	-	2	2	-	-	-	-	-	-	-
Near Miss	4		-	-	4	9	1	-	-	2	-	-	-
Other, such as cuts.	-		-	-			4	-	1	4	2	1	1
Total	13			1	14	31	32	2	6	27	23	5	1

Source: SDDC Accident Statistics

	Risk Action	Risk Rating Likelihood/ Impact	Mitigating Action
<p>The effect on Services of reductions in Core Spending Power</p> <ul style="list-style-type: none"> The Council is now aware of reductions over the period 2016/17 to 2019/20; this was confirmed in the provisional Financial Settlement in December. <p>(Chief Officer Responsible – Director of Finance and Corporate Services)</p>	Treat the Risk	High	<ul style="list-style-type: none"> The Medium-term Financial Plan has been updated to reflect provisional figures and this was considered by the Committee on 14th January. Budgets are considered to be prudent with provisions for inflation and growth. Current reserves are healthy and will help to sustain funding reductions in the short-term allowing time for more sustainable action. As a growth area, the overall reduction in core funding will be less if growth out performs that planned and included in the MTFP. <p><i>The effects of the reductions are considered high as the Council will be required to identify additional resources of £1.5m prior to 2018/19 in order to protect the financial position on General Fund services.</i></p>
<p>The effects of the national economy locally.</p> <ul style="list-style-type: none"> Although the national economy grew in 2013 and 2014, there were signs that this slowed during 2015. This has caused some unease in financial markets and more global events are also creating uncertainty. Interest rates and inflation remain low. Locally, the amount of people claiming benefit has levelled off and has slightly reduced. Local unemployment levels are below national and regional averages. However, Council Tax and Housing Rent arrears have slightly increased over the last year. 	Tolerate the Risk	Medium	<ul style="list-style-type: none"> On-going budgets for income from planning fees and land charges, etc. are set at levels below current actuals leaving some room for a downturn. The MTFP is not reliant on interest rates increasing from the current level to generate revenue. Debt is at fixed interest rates and is affordable within the HRA's Financial Plan. The Council continues to work with voluntary and community groups to help people in need, including through the Derbyshire Financial Inclusion Partnership and with the CAB/CVS. Regular meetings take place.

Risk Action	Risk Rating Likelihood/ Impact	Mitigating Action
<ul style="list-style-type: none"> New development and regeneration locally continues although it is slower and less frequent compared to pre 2010 as many investors and businesses are still taking a cautionary approach. <p><i>(Chief Officers Responsible – Chief Executive and Director of Finance and Corporate Services)</i></p>		<ul style="list-style-type: none"> 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 D2N2 to access funding and with developers to look at alternative options for regeneration. <p><i>The risk remains Medium, but it is considered that the Council is undertaking as much action as reasonably possible at this stage to mitigate influencing factors.</i></p>
<p>Keeping pace with technology and security of data</p> <ul style="list-style-type: none"> The Council’s IT infrastructure needs to keep pace with existing and emerging technologies to ensure sufficient capacity and resilience. Stricter regulations for managing and exchanging information in electronic form through the Public Services Network. Systems subject to virus attacks. Greater expectations through Data Protection regulations to safeguard personal information. 	Treat the Risk	<p>High</p> <ul style="list-style-type: none"> Significant investment in recent years has upgraded the server infrastructure. The network for data flow has recently been upgraded to strengthen capacity and resilience. Network and wireless points recently upgraded. E-mail archiving/storage system, desktop virtualisation and Microsoft upgrade completed. Remote access also upgraded in 2015. Disaster Recovery solution being strengthened at an independent location and business continuity for IT being reviewed and tested. 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. Regular training and briefings given to Members and Officers to raise awareness of potential data and security issues.

	Risk Action	Risk Rating Likelihood/ Impact	Mitigating Action
<p>(Chief Officer Responsible – Director of Finance and Corporate Services)</p>			<ul style="list-style-type: none"> Staff resources identified for reviewing the management of information across the Council. <p><i>The risk is high and there have been recent incidents that have tested the Council's framework and processes. As approved, the longer-term aim of finding a data centre solution will be pursued in 2016.</i></p>
<p>Business Continuity and in particular the loss of the main Civic Offices and IT.</p> <ul style="list-style-type: none"> Council services are predominantly managed from one Administrative Building. <p>(Chief Officer Responsible – Director of Finance and Corporate Services)</p>	Treat the Risk	High	<ul style="list-style-type: none"> Business Continuity Plan in place which is regularly reviewed. A partial Disaster Recovery solution is available off site which would allow major systems to be accessed remotely. This will be developed further in 2016. Relocation of infrastructure into a Data Centre to be progressed in 2016. All data backed up to tape 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. Provision for home working and remote access in place. Insurance cover provided for 4 years and insurers provide support to secure temporary accommodation. <p><i>Although the likelihood of occurrence is low, the potential impact of this risk is high.</i></p>
<p>Capacity and Resilience in Service Provision</p> <ul style="list-style-type: none"> Reducing staff and budget resources could lower capacity and resilience within council services. <p>(Chief Officer Responsible – Chief Executive Officer)</p>	Tolerate the Risk	Medium	<ul style="list-style-type: none"> Training and development programme being delivered for senior and aspiring managers. Recent restructures continue to mature and bed in. <p><i>The risk remains medium but could increase depending on the effects of the reduction in core spending power over the medium-term. This could lead to additional measures in order to treat this risk in the future.</i></p>

	Risk Action	Risk Rating Likelihood/ Impact	Mitigating Action
<p>Reduction in resources for partners in the community and voluntary sector</p> <ul style="list-style-type: none"> Financial pressures on partners who deliver services with or on behalf of the Council, including voluntary organisations. <p>(Chief Officer Responsible – Director of Community and Planning Services)</p>	Tolerate the Risk	Medium	<ul style="list-style-type: none"> Current grant funding is being maintained and increased in 2016/17 for all supported organisations. Spending can be refocused to meet external funding requirements and is project based rather than on-going. Dedicated officer time in place to support the voluntary sector and local organisations. This includes direct secondment where necessary. <p><i>The risk remains Medium, but it is considered that the Council is undertaking as much action as reasonably possible at this stage to mitigate the risk.</i></p>