

Appendix A Quarter 1 2011/12 Performance Report - Corporate Services

Overview of Corporate Services for Quarter 1 2011/12

Corporate Services - Resources			
CH 1	The percentage of Council Tax due, collected	↑	A
CH 2	Time taken to process Housing Benefit, Council Tax, new claims and change events	↑	R
CH 3	Undisputed invoices paid within 30 days	↑	G
CH 4	Amount of debt outstanding	↓	Not scored
Corporate Services - People and Organisation			
CH 5	Total number of Carlisle Managed Solutions agency staff	Not scored	Not scored
CH 6	Corporate sickness absence	↑	A
CH 7	The percentage of first point resolutions by the Customer Service Contact Centre	↓	G

Performance Judgement	Trend		RAG score	
	↓	Performance is reducing	R	RED - target missed / off target - Performance at least 10% below the required level of improvement
	↔	Performance remains unchanged	A	AMBER - target missed / off target - Performance less than 10% below the required level of improvement
	↑	Performance is improving	G	GREEN - Target achieved or performance on track to achieve target

Seasonal = Compared to the same time in the previous year
 Quarter on quarter = Compared to the previous quarter
 Annual = Compared to a fixed point in the previous year

Corporate Services - Resources
Assistant Chief Executive: John Unsworth

Deputy Leader and Executive Member for Corporate Resources - Cllr Maurice R Jones
Deputy Executive Member for Corporate Resources - Cllr David John Hopkin
Deputy Executive Member for Corporate Resources - Cllr Richard D Wenham

Council tax and benefits

	Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Trend comparison	Performance Judgement	Comment	
CH 1	The percentage of Council Tax due, collected	%	High	2011/12	98.00	29.10					Seasonal	↑	A	<p>Whilst quarter 1 performance has improved when compared to the same period in 2010/11, it is 0.13% behind target which equates to £184k. This position is being rectified through a range of actions which in June 2011 resulted in:</p> <ul style="list-style-type: none"> • 9,000 reminders for late payment of Council Tax being issued. • 1,840 summonses and 1,800 Liability Orders being issued against customers in the Magistrates Court. <p>This action should have a positive impact in quarter 2.</p>
				2010/11	98.50	28.79	27.82	27.86	13.13	97.60				
				2009/10	97.00	28.63	28.22	28.00	12.34	97.19				
CH 2	Time taken to process Housing benefit, Council Tax Benefit, new claims and change events (NI 181) (Figures in brackets show the target average number of days for the quarter)	Days Average for period	Low	2011/12	25 Average for year	31 (31)					Seasonal	↑	R	<p>Whilst the judgement for this indicator is scored as Red as there is still much improvement to be made, the time taken to process benefit claims and change events has reduced significantly, down from 54 days in quarter 1 2010/11 to 31 days in quarter 1 2011/12. This reduction is good coinciding as it does with the peak in workload that unavoidably occurs during quarter 1, following the issuing in the last week of March of 109,000 annual council tax bills and 18,000 letters to benefits claimants to notify them of their entitlement.</p> <p>Monthly targets have been set to assist the service achieve an overall average processing time of 25 days for 2011/12 and end the year with a processing time of 19 days. Performance in April met this target but fell behind in May and June. It is anticipated that there will be a dip in August and September as additional resources are allocated to tackling the current backlog, quickly processing a large number of older claims, which will be included in the figures for this indicator. It is then anticipated that processing times will gradually come down as the service is able to focus on processing newer claims.</p>
				2010/11	29	54	54	37	26	26				
				2009/10	22	31	31	TBA	TBA	29				

Invoices and outstanding debt

	Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Trend comparison	Performance Judgement	Comment	
CH 3	Undisputed invoices paid within 30 days	%	High	2011/12	90	92.5					Seasonal	↑	G	<p>There has been significant improvement in quarter 1 2011/12, with all directorates showing an improvement when compared to the quarter 1 2010/11. The improvement of over 10% by Adult Social Care, Health and Housing is particularly notable as this was set against already strong comparative performance.</p> <p>The overall 2011/12 quarter 1 performance at 92.5% is also a real improvement over the previous quarters figure (86.73%).</p> <p>Schemes such as 'No PO, No pay' are supporting this improvement as is a strong focus on the subject across directorates, following the streamlined requisitioning training provided since January 2011.</p> <p>The underperformance in quarter 1 by Customer and Shared Services, relates to poor performance in May that affected the overall performance for the quarter. (April 88%, May 77%, and June 92%). Action taken since May has produced an improvement in performance within the directorate.</p>
				2010/11	90	88.00	85.00	85.28	86.73	86.73				
				2009/10						82.6				
3(a)	Social Care Health and Housing	%	High	2011/12		96.65								
				2010/11	-	86.00	84.00	92.41	93.78	-				
3(b)	Children's Services	%	High	2011/12		86.46								
				2010/11	-	79.00	81.00	76.30	81.05	-				
3(c)	Sustainable Communities	%	High	2011/12		88.54								
				2010/11	-	84.00	76.00	82.35	86.71	-				
3(d)	Customer and Shared Services			2011/12		84.44								
				2010/11	-	71.00	71.00	76.67	84.47	-				
3(e)	Office of the Chief Executive	%	High	2011/12		94.52								
				2010/11	-	82.00	65.00	80.49	93.18	-				

Debt outstanding

	Indicator	Unit	Good is	2010/11	2011/12					Trend comparison	Performance Judgement		Comment	
				Outturn	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4		Outturn			
CH 4	Total amount of debt outstanding	(£m)	Low	2.862	No target set	3.59					Quarter on quarter	↓	Not scored	<p>Compared to last quarter the overall level of debt outstanding has increased by £728k, this is reflected in increases in each of the debt categories.</p> <p>In respect of the 61 to 90 day category an invoice for NHS Bedfordshire for £238k is being actively chased, it was awaiting payment pending the signing of an agreement.</p>
4(a)	Amount of debt outstanding 61 to 90 days	(£m)	Low	0.553		0.732					Quarter on quarter	↓		<p>In respect of the 91 to 365 day category one invoice for NHS Bedfordshire valued at £563k is awaiting agreement. The issuing department are aware and are chasing. In addition the sum of £130k is owed by a company who have since gone into liquidation, here relevant forms have been completed and have been sent to the receivers.</p>
4(b)	Amount of debt outstanding 91 to 365 days	(£m)	Low	1.616		1.915					Quarter on quarter	↓		<p>In respect of those over 1 year category, £218k related to invoices issued to Bedford Borough. The Income Team have been actively chasing services to sort out the disputes that remain.</p>
4(c)	Amount of debt outstanding Over 1 year	(£m)	Low	0.693		0.943					Quarter on quarter	↓		<p>The first of the automated reminders tailored to suit debt type were sent on the 5th July, this has reduced the number reminders sent to customers but will initiate faster pursual of accounts that remain unpaid at 52 days.</p> <p>Revised management information regarding outstanding debts is to be provided following July period end and on an ongoing basis.</p>

Corporate Services - People and Organisation

Assistant Chief Executive - Deb Clarke

Seasonal = Compared to the same time in the previous year
 Quarter on quarter = Compared to the previous quarter
 Annual = Compared to a fixed point in the previous year

Deputy Leader and Executive Member for Corporate Resources - Cllr Maurice R Jones
Deputy Executive Member for Corporate Resources - Cllr David John Hopkin
Deputy Executive Member for Corporate Resources - Cllr Richard D Wenham

Agency staff

	Indicator	Unit	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Trend comparison	Performance Judgement		Comment
CH 5	Total number of agency staff	Number of staff	2011/12	Level determined by need during quarter	166.49					Not scored	Not scored	Not scored	<p>The Council continues to manage the level of agency staff that it uses; monitoring the reason for their usage and the category of job the agency worker is carrying out. The use of agency workers is one of the resourcing options that allows us to be flexible in our resourcing options. This is especially important during times of restructuring where skills or capacity gaps have been identified for a period of time or there is a need to covering a role prior to commencing change.</p> <p>As the optimum number of agency staff will fluctuate from quarter to quarter due to changing needs, it is not possible to performance score this indicator. However it is worth noting that the number of agency staff (FTE) fell by 13% in quarter 1 2011/12 when compared to quarter 4 2010/11 and is down 19.5% when compared to the same point in the previous year.</p>
			2010/11		207	191	182	192	193 (Quarterly average)				
5(a)	Leave cover	Number of Staff (FTE)	2011/12		7.65								
5(b)	Maternity and Paternity cover	Number of Staff (FTE)	2011/12		4.33								
5(c)	Project work / Heavy workload	Number of Staff (FTE)	2011/12		64.53								
5(d)	Sickness cover	Number of Staff (FTE)	2011/12		13.81								
5(e)	Vacant post cover	Number of Staff (FTE)	2011/12		76.17								
	Total				166.49								
5(f)	Administrative	Number of Staff (FTE)	2011/12		42.42								
5(g)	Care	Number of Staff (FTE)	2011/12		27.43								
5(h)	Industrial	Number of Staff (FTE)	2011/12		5.82								
5(i)	Professional and Technical	Number of Staff (FTE)	2011/12		47.18								
5(j)	Social Work	Number of Staff (FTE)	2011/12		43.64								
	Total				166.49								

Sickness absence

	Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Trend comparison	Performance Judgement	Comment																				
CH 6	Corporate sickness absence • Average number of days lost per employee	Average	Low	2011/12	8.0	2.33					Quarter on Quarter	↑	A	We continue to carefully monitor levels and patterns of sickness absence and work closely with all managers, supporting them as they follow our robust sickness absence policies. Building on the sickness absence training already provided to managers, further training is planned over the coming months. As part of this support, Human Resources works closely with Occupational Health to provide support to those identified as having higher levels of sickness absence. The figures show that sickness absence is improving, with quarter 1 2011/12 showing the second successive quarterly fall. However the indicator has been scored as AMBER as quarter 1 was above the quarterly target.																			
				2010/11	8.0	1.8	2.13	2.72	2.42	9.07																							
<p style="text-align: center;">Average number of days lost per FTE employee during the quarter</p> <table border="1"> <caption>Data for Sickness Absence Graph</caption> <thead> <tr> <th>Quarter</th> <th>Target</th> <th>2010/11</th> <th>2011/12</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>2.0</td> <td>1.8</td> <td>2.33</td> </tr> <tr> <td>2</td> <td>2.0</td> <td>2.13</td> <td></td> </tr> <tr> <td>3</td> <td>2.0</td> <td>2.72</td> <td></td> </tr> <tr> <td>4</td> <td>2.0</td> <td>2.42</td> <td></td> </tr> </tbody> </table>														Quarter	Target	2010/11	2011/12	1	2.0	1.8	2.33	2	2.0	2.13		3	2.0	2.72		4	2.0	2.42	
Quarter	Target	2010/11	2011/12																														
1	2.0	1.8	2.33																														
2	2.0	2.13																															
3	2.0	2.72																															
4	2.0	2.42																															

Customer Services

	Indicator	Unit	Good is	Year	Target (Outturn)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	Trend comparison	Performance Judgement	Comment	
CH 7	The percentage of first point resolutions by Customer Service Contact Centre	%	High	2011/12	80.0	88.76					Quarter on quarter	↓	G	The purpose of this indicator is to ensure that the Council's Customer Service Contact Centre works towards resolving 80% of calls at first point of contact. The Customer Contact Centre received 146,739 calls in quarter 1, of these 46% came through on the 'General Enquiries' line. Analysis of these 'General Enquiry' line calls revealed that 25% (16,449) of these calls were where the caller was merely asking to be directed to a named member of staff, with no opportunity to achieve FPOC and have therefore been removed from the calculation.
				2010/11	80.0	87.29	89.53	90.46	89.64	89.23				
				2009/10						76.0				