

Appendix A Quarter 2 2011/12 Performance Report - Corporate Services

Overview of Corporate Services indicators for Quarter 2 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 | Direction of travel | | 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 |

Corporate Health - Resources

Chief Finance Officer, Charles Warboys

Council tax and benefits

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

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

| CH 1 | | The percentage of Council Tax due, collected | | | | | | | | | | | Latest comparator group average | | - | Report comparison | Seasonal | Performance Judgement | ↑ | A | | | |
|--------------------------|---------|--|---------|--------|--------|--------|---------|---------|--------|-------|-------|---------|---------------------------------|--|---|-------------------|----------|-----------------------|---|---|--|--|--|
| Unit | Good is | 2009/10 | 2010/11 | | | | | 2011/12 | | | | | | | | | | | | | | | |
| % | High | Outturn | Qu 1 | Qu 2 | Qu 3 | Qu 4 | Outturn | Qu 1 | Qu 2 | Qu 3 | Qu 4 | Outturn | | | | | | | | | | | |
| Cumulative Target | | | 29.52 | 57.54 | 85.34 | 98.50 | 98.50 | 29.10 | 56.90 | 85.10 | 98.00 | 98.00 | | | | | | | | | | | |
| Cumulative Actual | | 97.19 | 28.79 | 56.61 | 84.47 | 97.60 | 97.60 | 28.97 | 56.67 | | | | | | | | | | | | | | |
| Variance | | | - 0.73 | - 0.93 | - 0.87 | - 0.90 | - 0.90 | - 0.13 | - 0.23 | | | | | | | | | | | | | | |

Comment: The interventions used to chase outstanding payments, including reminder letters and the issuing of summonses has ensured that the percentage of council tax collected remains very close to target. By the close of quarter 2, the Council had collected 56.67% of the Council Tax due to it for 2011/12. This is slightly up on last year, but still sees the Council 0.23% behind target, hence the amber rating. The 0.23% equates to £326K.

The Council will continue to chase non payment and remains confident that it will achieve its end of year target of 98%.

| 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) | | | | | | | | | | | | | Latest comparator group average | | - | Report comparison | Seasonal | Performance Judgement | ↑ | R | | | | | |
|------|---------|---|------------------|------|------|------|------|---------|------------------------|------------|-----------------|------|------|---------|---------------------------------|--|---|-------------------|----------|-----------------------|---|---|--|--|--|--|--|
| Unit | Good is | 2009/10 | 2010/11 | | | | | 2011/12 | | | | | | | | | | | | | | | | | | | |
| % | Low | Outturn | Target (Outturn) | Qu 1 | Qu 2 | Qu 3 | Qu 4 | Outturn | Target (Outturn) | Qu 1 | Qu 2 | Qu 3 | Qu 4 | Outturn | | | | | | | | | | | | | |
| | | 29 | 29 | 54 | 54 | 37 | 26 | 26 | 25 Average for year | 31 (31) | 35.43 (26.6) | | | | | | | | | | | | | | | | |

Comment: Performance has improved significantly compared to 2010/11 with a significant reduction in processing times. However as anticipated clearing the backlog of claims and amendments to existing benefits has resulted in an increase in the number of older claims being processed which has seen overall processing times deteriorate. This is only a temporary situation as the backlog will be cleared by the end of October and then we will see processing times significantly reduce.

Processing of new claims in September did not achieve target at 42.9 days but was a significant improvement on the same month in 2010/11 when it was 63 days. This is a considerable improvement particularly bearing in mind that overall performance is being suppressed as we deal with the backlog of older claims. Likewise the processing of changes was down to 32.8 days in September compared to 60 days in the previous year. Whilst this is a significant improvement we are again off target due to the impact of dealing with the backlog of older change requests. It is still anticipated that processing times will be brought into line with monthly targets by the end of the year. However achieving an overall rate of 25 days for the entire year remains a challenging target due to the impact of dealing with the backlog.

Invoices and outstanding debt

| CH 3 | | Percentage of undisputed invoices paid within 30 days | | | | | | | | | | | | | Latest comparator group average | - | Report comparison | Seasonal | Performance Judgement | ↑ | G | | | | | | |
|------|---------|---|------------------|------|------|-------|-------|---------|------------------|------|-------|------|------|---------|---------------------------------|---|-------------------|----------|-----------------------|---|---|--|--|--|--|--|--|
| Unit | Good is | 2009/10 | 2010/11 | | | | | 2011/12 | | | | | | | | | | | | | | | | | | | |
| | | Outturn | Target (Outturn) | Qu 1 | Qu 2 | Qu 3 | Qu 4 | Outturn | Target (Outturn) | Qu 1 | Qu 2 | Qu 3 | Qu 4 | Outturn | | | | | | | | | | | | | |
| % | High | 82.6 | 90 | 88 | 85 | 85.28 | 86.73 | 86.73 | 90 | 92.5 | 90.75 | | | | | | | | | | | | | | | | |

Comment: Performance in Quarter 2 2011/12 fell short of that achieved in quarter 1, although the 90% target has still been achieved. It should be noted that a similar fall-off in performance was seen in 2010/11, suggesting that seasonal factors (e.g. staff away on holiday) may be playing a part. For this reason this indicator continues to be scored on a seasonal basis. The seasonal comparison shows a significant improvement in Quarter 2 this year compared to 2010/11, both for the Council as a whole, and for Directorates where comparable data exists.

- Social Care, Health & Housing performance has shown a slight decline, though is still well above target.
- Children's Services performance is improving towards target.
- Below-target performance for Sustainable Communities has further reduced, however analysis of month on month data shows that it was the September figures across the directorate that brought the cumulative quarterly performance down.
- Following the restructure this is the first quarter that ACE People and Organisation and ACE Resources data is available.

Percentage of undisputed invoices paid within 30 days

| Quarter | Target 2011/12 | Central Bedfordshire Council 2011/12 | Central Bedfordshire Council 2010/11 |
|-----------|----------------|--------------------------------------|--------------------------------------|
| Quarter 1 | 90 | 92.5 | 88 |
| Quarter 2 | 90 | 90.75 | 85 |
| Quarter 3 | 90 | | 86.73 |
| Quarter 4 | 90 | | 86.73 |

Percentage of undisputed invoices paid within 30 days broken down by directorates

| Directorate | Qu 1 2011/12 | Qu 2 2011/12 |
|---------------------------------|--------------|--------------|
| Central Bedfordshire Council | 92.5 | 90.75 |
| Social Care, Health and Housing | 96.5 | 95 |
| Children's Services | 86.5 | 87 |
| Sustainable Communities | 88.5 | 86 |
| Customer and Shared Services | 84.5 | 86 |
| Office of the Chief Executive | 94.5 | 91.5 |
| ACE Resources | | 82.5 |
| ACE People and Organisation | | 91.5 |
| Target | 90 | 90 |

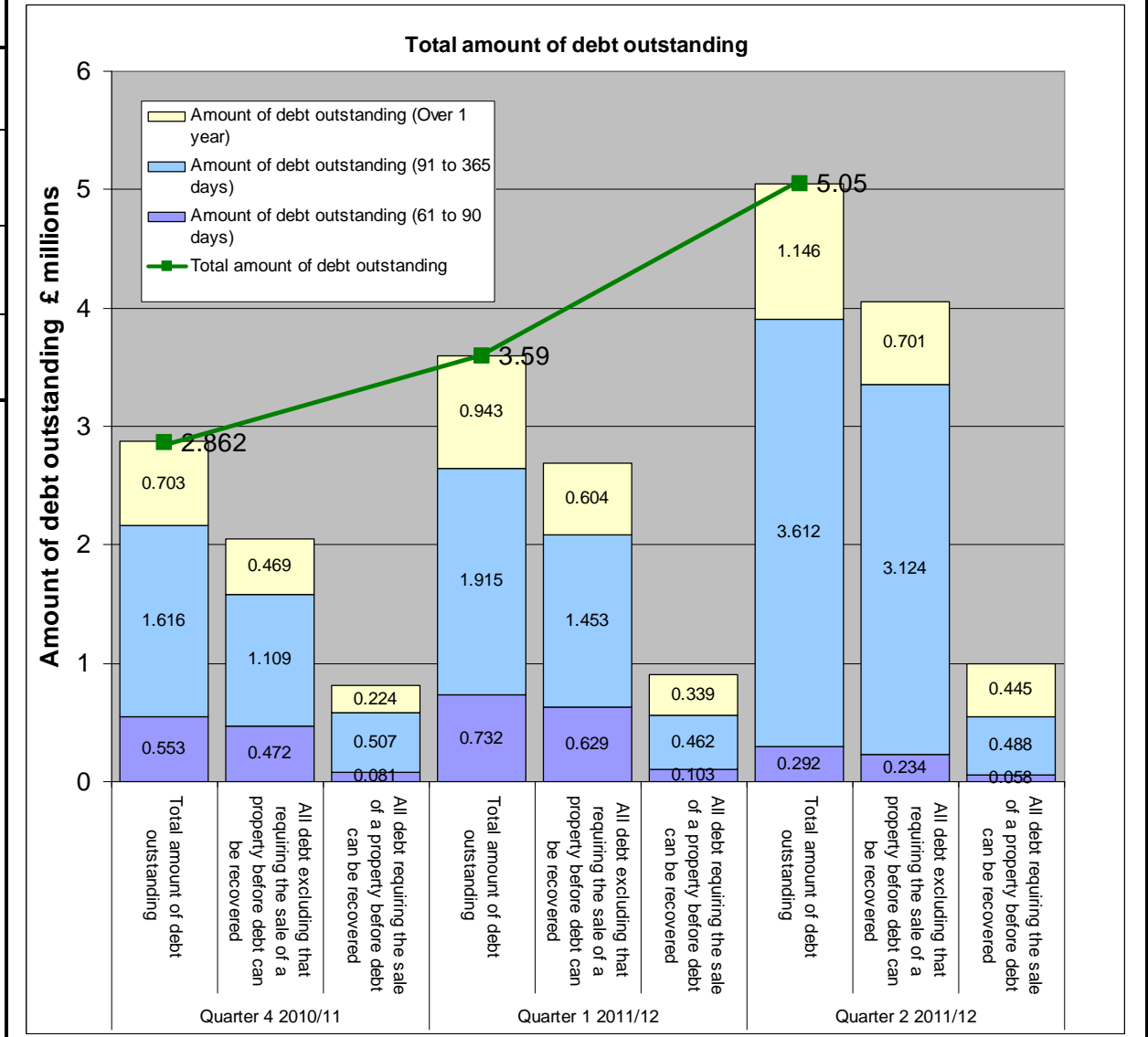
CH 4 **Amount of debt outstanding**

| Unit | Good is | Indicator | 2010/11 | 2011/12 | | | | | |
|------|---------|--|---|------------------|---------------|-------|-------|------|---------|
| | | | Outturn | Target (Outturn) | Qu 1 | Qu 2 | Qu 3 | Qu 4 | Outturn |
| £(m) | Low | All debt including that requiring the sale of a property before debt can be recovered. | Amount of debt outstanding (61 days and over) | 2.862 | No target set | 3.59 | 5.05 | | |
| | | | Amount of debt outstanding (61 to 90 days) | 0.553 | | 0.732 | 0.292 | | |
| | | | Amount of debt outstanding (91 to 365 days) | 1.616 | | 1.915 | 3.612 | | |
| | | | Amount of debt outstanding (Over 1 year) | 0.693 | | 0.943 | 1.146 | | |

| | | | | | | |
|---------------------------------|---|-------------------|--------------------|-----------------------|---|------------|
| Latest comparator group average | - | Report comparison | Quarter on quarter | Performance Judgement | ↓ | Not scored |
|---------------------------------|---|-------------------|--------------------|-----------------------|---|------------|

Comment: Compared to last quarter the level of debt over 61 days has increased by £1.373M. This increase is predominantly in the 91 to 365 days category primarily due to: (i) £805k owed by NHS which is still awaiting an agreement to be reached; and (ii) £1.1M which relates to a single invoice to Bedford Borough Council which was in dispute and subject to ongoing negotiations. Agreement over the level of debt has now been reached and a credit for £71k was raised in October to reduce the amount owed to enable resolution of the issue.

It is important to note that the total debt outstanding includes debt secured against house sales that is not immediately recoverable. This is shown separately in the chart,



Corporate Health - People and Organisation

Assistant Chief Executive - Deb Clarke

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

Seasonal = Compared to the same time in the previous year
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Agency staff

| CH 5 | | Total number of agency staff | | | | | | | Latest comparator group average | | Report comparison | | Performance Judgement | | Not scored | | Not scored | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--------------|------------------------------|--------------------------|---------|--------|------|------|---------|---------------------------------|---|-------------------|---|-----------------------|---|------------|---|------------|---|------------------|--------------|--------------|-------------------|-------|-------|----------------|-------|-------|-------------------------------|-------|-------|-----------------------------|------|------|-------------|------|------|---------------|--------------|--------------|-------------|-------|-------|--------------------------|-------|-------|------------|------|------|------|-------|-------|----------------|-------|-------|
| Unit | Good is | 2010/11 | | 2011/12 | | | | | - | - | - | - | - | - | - | - | - | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Outturn | Target (Outturn) | Qu 1 | Qu 2 | Qu 3 | Qu 4 | Outturn | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| % | | 193 | Level determined by need | 166.49 | 161.21 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Comment: 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 5.28 in Quarter 2 2011/12 when compared to Quarter 1 2011/12.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <div style="display: flex; justify-content: space-around;"> <div style="width: 45%;"> <p>Total number of agency staff (FTE) broken down by the reason for the cover</p> <table border="1"> <caption>Total number of agency staff (FTE) broken down by the reason for the cover</caption> <thead> <tr> <th>Reason for cover</th> <th>Qu 1 2011/12</th> <th>Qu 2 2011/12</th> </tr> </thead> <tbody> <tr> <td>Vacant post cover</td> <td>76.17</td> <td>89.59</td> </tr> <tr> <td>Sickness cover</td> <td>13.81</td> <td>13.66</td> </tr> <tr> <td>Project work / heavy workload</td> <td>64.53</td> <td>47.36</td> </tr> <tr> <td>Maternity & Paternity cover</td> <td>4.33</td> <td>5.32</td> </tr> <tr> <td>Leave cover</td> <td>7.65</td> <td>5.28</td> </tr> </tbody> </table> </div> <div style="width: 45%;"> <p>Total number of agency staff (FTE) broken down by type of cover</p> <table border="1"> <caption>Total number of agency staff (FTE) broken down by type of cover</caption> <thead> <tr> <th>Type of cover</th> <th>Qu 1 2011/12</th> <th>Qu 2 2011/12</th> </tr> </thead> <tbody> <tr> <td>Social Work</td> <td>43.64</td> <td>44.61</td> </tr> <tr> <td>Professional & Technical</td> <td>47.18</td> <td>35.15</td> </tr> <tr> <td>Industrial</td> <td>5.82</td> <td>4.27</td> </tr> <tr> <td>Care</td> <td>27.43</td> <td>29.82</td> </tr> <tr> <td>Administrative</td> <td>42.42</td> <td>47.36</td> </tr> </tbody> </table> </div> </div> | | | | | | | | | | | | | | | | | | | Reason for cover | Qu 1 2011/12 | Qu 2 2011/12 | Vacant post cover | 76.17 | 89.59 | Sickness cover | 13.81 | 13.66 | Project work / heavy workload | 64.53 | 47.36 | Maternity & Paternity cover | 4.33 | 5.32 | Leave cover | 7.65 | 5.28 | Type of cover | Qu 1 2011/12 | Qu 2 2011/12 | Social Work | 43.64 | 44.61 | Professional & Technical | 47.18 | 35.15 | Industrial | 5.82 | 4.27 | Care | 27.43 | 29.82 | Administrative | 42.42 | 47.36 |
| Reason for cover | Qu 1 2011/12 | Qu 2 2011/12 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Vacant post cover | 76.17 | 89.59 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sickness cover | 13.81 | 13.66 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project work / heavy workload | 64.53 | 47.36 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Maternity & Paternity cover | 4.33 | 5.32 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Leave cover | 7.65 | 5.28 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Type of cover | Qu 1 2011/12 | Qu 2 2011/12 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social Work | 43.64 | 44.61 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Professional & Technical | 47.18 | 35.15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Industrial | 5.82 | 4.27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Care | 27.43 | 29.82 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Administrative | 42.42 | 47.36 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Sickness absence

| CH 6 | | Average number of days lost per employee (FTE) | | | | | | | | | | | | | Latest comparator group average | | Report comparison | | Performance Judgement | | ↑ | | A | | | | | | | | | | | | | | | | | | | | |
|--|-------------------------------------|--|------|------|------|------|---------|------------------|------|------|------|------|---------|---|---------------------------------|---|-------------------|---|-----------------------|---|---|--|------------------------|-------------------------------------|--------|--------------|------|-----|--------------|------|-----|--------------|------|-----|----------------|------|-----|--------------|------|-----|--------------|------|-----|
| Unit | Good is | 2010/11 | | | | | | 2011/12 | | | | | | - | - | - | - | - | - | - | - | | | | | | | | | | | | | | | | | | | | | | |
| | | Target (Outturn) | Qu 1 | Qu 2 | Qu 3 | Qu 4 | Outturn | Target (Outturn) | Qu 1 | Qu 2 | Qu 3 | Qu 4 | Outturn | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| % | Low | 8.0 | 1.8 | 2.13 | 2.72 | 2.42 | 9.07 | 8.0 | 2.33 | 2.2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Comment: 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.</p> <p>Building on the sickness absence training already provided to managers, further training is planned over the coming months.</p> <p>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.</p> <p>The figures show that sickness absence is improving, with Quarter 2 2011/12 showing the third successive quarterly fall. However the indicator has been scored as AMBER as Quarter 2 remains above the quarterly target.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Average number of days lost per FTE employee during the quarter</p> <table border="1"> <caption>Average number of days lost per FTE employee during the quarter</caption> <thead> <tr> <th>Time period - Quarters</th> <th>Average number of days lost per FTE</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Qu 1 2010/11</td> <td>~1.8</td> <td>2.0</td> </tr> <tr> <td>Qu 2 2010/11</td> <td>~2.1</td> <td>2.0</td> </tr> <tr> <td>Qu 3 2010/11</td> <td>~2.7</td> <td>2.0</td> </tr> <tr> <td>Qu 4 2010 / 11</td> <td>~2.4</td> <td>2.0</td> </tr> <tr> <td>Qu 1 2011/12</td> <td>~2.3</td> <td>2.0</td> </tr> <tr> <td>Qu 2 2011/12</td> <td>~2.2</td> <td>2.0</td> </tr> </tbody> </table> | | | | | | | | | | | | | | | | | | | | | | | Time period - Quarters | Average number of days lost per FTE | Target | Qu 1 2010/11 | ~1.8 | 2.0 | Qu 2 2010/11 | ~2.1 | 2.0 | Qu 3 2010/11 | ~2.7 | 2.0 | Qu 4 2010 / 11 | ~2.4 | 2.0 | Qu 1 2011/12 | ~2.3 | 2.0 | Qu 2 2011/12 | ~2.2 | 2.0 |
| Time period - Quarters | Average number of days lost per FTE | Target | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Qu 1 2010/11 | ~1.8 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Qu 2 2010/11 | ~2.1 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Qu 3 2010/11 | ~2.7 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Qu 4 2010 / 11 | ~2.4 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Qu 1 2011/12 | ~2.3 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Qu 2 2011/12 | ~2.2 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Customer Services

| CH 7 | | Percentage of first point resolutions by the Customer Service Contact Centre | | | | | | | | | | | | | | | | | | | |
|--|---------|--|------------------|-------|-------|-------|-------|---------|------------------|-------|-------|------|------|---------|---------------------------------|---|-------------------|--------------------|-----------------------|---|---|
| Unit | Good is | 2009/10 | 2010/11 | | | | | | 2011/12 | | | | | | Latest comparator group average | - | Report comparison | Quarter on quarter | Performance Judgement | ↑ | G |
| | | Outturn | Target (Outturn) | Qu 1 | Qu 2 | Qu 3 | Qu 4 | Outturn | Target (Outturn) | Qu 1 | Qu 2 | Qu 3 | Qu 4 | Outturn | | | | | | | |
| % | High | 76.0 | 80 | 87.29 | 89.53 | 90.46 | 89.64 | 89.23 | 80 | 88.76 | 88.85 | | | | | | | | | | |
| <p>Comment: 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 (FPOC).</p> <p>The Customer Contact Centre received 153,549 calls in Quarter 2, of these 45% came through on the 'General Enquiries' line.</p> <p>Analysis of these 'General Enquiry' line calls revealed that 25% (17,127) of these were where the caller merely asked to be directed to a named member of staff, therefore with no opportunity to achieve FPOC these have been removed from the calculation.</p> | | | | | | | | | | | | | | | | | | | | | |

