

Report of	Meeting	Date
Performance and Partnerships	Overview and Scrutiny Performance Panel	22 nd September 2016

PERFORMANCE FOCUS: CUSTOMER AND DIGITAL CONTEXT

PURPOSE OF REPORT

- To provide contextual information and initial questions for focus to the panel for Customer and Digital Directorate Performance.

RECOMMENDATION(S)

- That the context and questions be discussed at the Overview and Scrutiny performance panel, with a view to understanding performance.

Confidential report Please bold as appropriate	Yes	No

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy communities		An ambitious council that does more to meet the needs of residents and the local area	✓

BACKGROUND

- In its terms of reference, the overview and scrutiny performance panel agreed that at each meeting, as well as considering performance reports, the panel have the opportunity to focus in on any specific area of service delivery. For the September meeting, the panel have selected Customer and Digital Directorate Performance.
- Following the organisational restructure in May 2016, the Customer and Digital Directorate now encompasses the following services:
 - Customer and transactional services
 - Revenues and benefits
 - Planning and development control
 - Waste and Streetscene

- ICT

- The Directorate is primarily focused on providing end to end customer services, dealt with at the first point of contact wherever possible and promoting the use of digital channels as a straightforward and efficient way of managing services.
- The panel is being asked to focus on performance with regards to council tax and benefits processing, planning and Streetscene and waste services.
- The contact centre is currently undergoing a period of change and therefore will not be subject to focus at this meeting. An update is planned to be provided at the next panel meeting.
- This report provides contextual information to provide a general overview of service performance and suggests some initial questions to initiate discussions. This will enable the panel and relevant officers and Members to prepare in advance of the meeting.

PERFORMANCE CONTEXT

Council tax and benefits

- Performance indicators for council tax and benefits are outlined below:

			Target	Performance 2015/16	Performance 2016/17		
Council Tax collected	Bigger is better	Quarter One	April	10.47%	10.47%	10.46%	●
			May	19.71%	19.71%	19.42%	●
			June	28.87%	28.87%	28.66%	●
		Quarter Two	July	37.97%	37.97%	37.74%	●
			August	46.88%	46.88%	46.83%	●

NNDR collected ACTUAL	Bigger is better	Quarter One	April	13.5%	13.5%	14.24%	★
			May	21.9%	21.9%	22.22%	★
			June	29.98%	29.98%	30.94%	★
		Quarter Two	July	38.49%	38.49%	39.16%	★
			August	47.2%	47.2%	50.05%	★

Average time taken to process new claims and change events	Smaller is better	Quarter One	April	6 Days	9.66 Days	4.91 Days	★
			May	6 Days	8.18 Days	5.54 Days	★
			June	6 Days	8.32 Days	6.16Days	●
		Quarter Two	July	6 Days	8.00 Days	6.28 Days	●
			August	6 Days	7.69 Days	6.39 Days	▲

% new claims decided within 14 days of receiving all information from claimant	Bigger is better	Quarter One	April	98.5%	93.60%	95.56%	●
			May	98.5%	95.09%	96.08%	●
			June	98.5%	95.32%	95.43%	●
		Quarter Two	July	98.5%	96.08%	98.31%	●
			August	98.5%	97.95%	98.88%	★

Average days to process new claims	Smaller is better	Quarter One	April	12 Days	18.6 Days	14.32 Days	▲
			May	12 Days	16.91 Days	13.59 Days	▲
			June	12 Days	16.78 Days	13.95 Days	▲
		Quarter Two	July	12 Days	15.68 Days	13.84 Days	▲
			August	12 Days	14.44 Days	13.64 Days	▲

10. Overall performance with regards to council tax and benefits processing is mixed.

- a. Council tax collection performance for both quarter one 2016/17 and data available for quarter two (July and August) shows that this indicator is performing off target, but within 5% tolerance, with the end of quarter one performance showing a 0.7% decrease from the previous year. Nearest neighbours benchmarking information for quarter one 2016/17 shows Chorley ranking seventh out of a total of eight authorities with regards to the % of council tax collected (with 1st being the highest percentage).
- b. The indicators 'percentage of NNDR collected (actual)' and 'average days to process change events' were both performing above target at the end of quarter one. Both indicators continue to show positive performance moving into quarter two with percentage of NNDR collected showing better performance to date (50.5%) than this time last year (47.2%).
- c. The indicator 'average time taken to process new claims and change events' was performing slightly off target at the end of quarter one. Performance has worsened slightly as we have moved into quarter two and is now off target at 6.39 days. The target has been changed to 6 days for 2016/17 and was previously ten days. Nearest

neighbours benchmarking information suggests that Chorley ranked first out of four authorities with regards to this indicator in quarter one.

- d. At the end of quarter one, the indicator ‘percentage of new claims decided within 14 days of receiving all information from claimants’ was off track but within the 5% tolerance. As of August 2016, performance against this indicator has improved and is now above target at 98.88%.
- e. The indicator ‘average days to process new claims’ was performing worse than target at the end of quarter one and continues to be off track as of August 16 at 13.64 day. However, performance against this indicator has improved when compared to the same period 2015/16.

Streetscene

- 11. There has been an issue with the way performance against some of the indicators for this service has been being collated. The team are currently working with ICT to establish the best way to collate the relevant information going forward.

Waste

- 12. The following waste indicators can be reported:

			Target	Performance 2015/16	Performance 2016/17	
Number of missed collections per 100,000 collections of household waste	Smaller is better	April	49	32	56	▲
		May	49	35	49	★
		June	49	40	48	★
		July	49	43	49	★
		August	49	44	49	★

				Performance 2014/15	Performance 2015/16	
% of household waste sent for reuse, recycling or composting	Bigger is better	Q1	48.0%	52.87%	51.7%	★
		Q2	48.0%	52.46%	53.2%	★
		Q3	48.0%	49.43%	45.7%	●
		Q4	48.0%	47.77%	48.0%	★

- a. The indicator ‘number of missed collections per 100,000 collections of household waste’ was performing better than target at the end of quarter one and is on target as of August 2016. Although on target average performance to date (50.2) is worse than average performance last year (38.8).

- b. Performance outlined with regards to the indicator ‘% of household waste sent for reuse, recycling or composting’ is for 2014/15 and 2015/16 as there is always a time lag in the availability of this data. Year to date 2015/16 performance was on target, an improvement from the previous year’s position which was lower than target at 47.77%.

Planning

13. There have been some issues with the availability of planning performance data for 2016/17. Due to a recent I-DOX system upgrade, it has not been possible to run the automated PS 1/2 report for quarter one. To resolve this, each decision code needs to be individually mapped and then inputted manually. This mapping of the planning indicators (PS1/2) performance data in I-DOX has proved difficult. The team are currently working on and seeking to get some external validation that the mapping is correct and performance information will be ready for end of next quarter (two).
14. With regards to last year’s performance, at the end of quarter four 2015/16 three of the key service delivery measures for planning were performing better than target and all three measures had shown an increase in performance when compared to the same period the previous year.

		Target	Performance quarter 4 2015/16	
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	91.13%	★
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	73.53%	★
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	81.38%	★

Performance summary

15. Overall, performance within the Customer and Digital Directorate is broadly positive and in some instances has shown an improvement from 2015/16. There are however, some issues within specific services at present in relation to collation of data and reporting of certain indicators and we need to understand measures put in place to resolve/ mitigate these issues.

Questions

16. The following provides some suggested questions to initiate discussions of the panel:

- a) Please provide an overall update on the current situation with regard to performance for this Directorate

Council Tax and Benefits

- b) What impact has the Single Front Office had on the way we process benefits, particularly in terms of new claims and change events?

Waste

- c) How are waste and indicators measured? What is the process?
d) How do we ensure data quality with the involvement of a third party contractor?

Streetscene

- e) Please could you provide an update on the issues relating to measuring Streetscene service performance? How will the issues be resolved?
f) Are there any performance concerns due to limited data being available?

Planning

- g) Please could you provide an update on the issues regarding monitoring and reporting of planning performance.
h) Are there any concerns around service performance given lack of data? Can you confirm that data will be available for reporting at quarter two?

IMPLICATIONS OF REPORT

17. This report has implications in the following areas and the relevant Directors' comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area	✓	Policy and Governance	

COMMENTS OF THE STATUTORY FINANCE OFFICER

18. No comments

COMMENTS OF THE MONITORING OFFICER

19. No comments

CHRIS SINNOTT
DIRECTOR POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
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