

Public Document Pack



Supplement 1

Dear Councillor

CORPORATE PROJECTS SCRUTINY COMMITTEE - MONDAY, 11TH DECEMBER, 2017

I am now able to enclose, for consideration at next Monday, 11th December, 2017 meeting of the Corporate Projects Scrutiny Committee, the following appendices that were unavailable when the agenda was printed.

Agenda No	Item
------------------	-------------

- | | |
|----|--|
| 4. | <u>Performance Indicators and Formal Complaints Working Group Report (Pages 3 - 38)</u> |
|----|--|

Appendix A – Performance Indicators and Formal Complaints Working Group Draft Report

Addendum 1 – Notes of Working Group

Addendum 2 – Working Group Terms of Reference

Addendum 3 – Formal Complaints Presentation

Addendum 4 – Performance Indicators Document

Yours sincerely

A handwritten signature in black ink, appearing to read "P. L. R. B." with a large, sweeping underline that extends to the right.

Chief Executive

Encs

11 December 2017

Corporate Projects Scrutiny Committee

Formal Complaints and Performance Indicators Working Group Report

Report of: Steve Summers, Chief Operations Officer

Wards Affected: All

This report is: Public

1. Executive Summary

- 1.1 This report submits the report and recommendations of the Formal Complaints and Performance Indicators Working Group for consideration by the Corporate Projects Scrutiny Committee.

2. Recommendation(s)

- 2.1 To note the Formal Complaints and Performance Indicators Working Group and agree the recommendations contained within it.

3. Background

- 3.1 The Committees Terms of Reference include responsibility for the monitoring of Council service performance including Performance Indicators and Formal Complaints.

4 Reasons for Recommendation

- 4.1 To ensure the Council provides modern and effective customer services for Brentwood residents.

5 References to Corporate Plan

- 5.1 The vision of Transformation includes an action to improve the Council's governance arrangements, leading to faster, more effective decision-making. An effective scrutiny function is an essential element of that priority.

6 Implications

Financial Implications

Name & Title: Jacqueline Van Mellaerts, Deputy S151 Officer

Tel & Email: 01277 312829 /

jacquelinevanmellaerts@brentwood.gov.uk

6.1 There are no direct financial implications arising from this report.

Legal Implications

Name & Title: Daniel Toohey, Monitoring Officer & Head of Legal Services

Tel & Email: 01277 312500 / daniel.toohey@brentwood.gov.uk

6.2 There are no legal implications arising directly from this report.

7 Background Papers

7.1 None.

8 Appendices to this report

Appendix A – Formal Complaints and Performance Indicators Working Group Report. – Report to follow.

Report Author Contact Details:

Name: Steve Summers, Chief Operations Officer

Telephone: 01277 312500

E-mail: steve.summers@brentwood.gov.uk

Date 27th November 2017

Corporate Projects Scrutiny Committee

Performance Indicators and Formal Complaints Working Group Draft Report

<p>Working Group Members</p> <p>Cllr Pound (Chair)</p> <p>Cllr Barrett</p> <p>Cllr Poppy</p> <p>Apologies</p> <p>Cllr Chilvers</p> <p>Cllr Rowlands</p>
<p>Supporting Officers</p> <p>Steve Summers – Chief Operating Officer</p> <p>Sarah Bennett – Contact Centre Manager</p>
<p>Scope</p> <p>The scope of the Performance Indicators and Formal Complaints Working Group is set out below:</p> <ol style="list-style-type: none">1. To monitor and consider the Council's service performance Indicators.2. To consider in detail Formal Complaints received by the Council.3. To consider how Performance Indicators and Formal Complaints are reported to the Corporate Projects Scrutiny Committee.4. To make recommendations to the appropriate Corporate Projects Scrutiny Committee.

Methodology

The following methodology was agreed by the Working Group:

1. Presentation of Formal Complaints received April to September 2017 and outcomes by service – Addendum 3
2. Documentation detailing Performance Indicators for the period April to September 2017 by service – Addendum 4

Meeting Date

27th November 2017

Attached as Addendum 1 are the notes of the meeting.

Terms of Reference

The Working Groups Terms of Reference are attached at Addendum 2.

1. Report Recommendations

The report recommendations are set out in full below.

R.1 To review the Council's Formal Complaints Policy.

R.2 To provide detail to the next Working Group on what actions have been developed for Housing, Planning Services and Revenue and Benefits with regards to Formal Complaints.

R.3 To provide detail to the next Working Group on what actions have been developed for Housing and Streetscene with regards to Performance Indicators.

2. Introduction

2.1 Following a review in 2015 of its complaints procedure the Council has introduced a three stage complaints process which is intended to improve on the previous procedure for customers to take issue with any perceived failure to provide a service, failure to respond to requests or failure to adhere to standards on the part of the Council and its officers.

2.2 The council uses a variety of performance indicators to monitor how well services are performing in meeting the needs of service users. The council has set of key indicators of performance, the “toplines”. The topline include a variety of indicators that relate to the delivery of the Council’s priorities.

2.3 The topline measure performance across a range of council activity including: planning, housing, streetscene and revenue and benefits.

3. Explanation of Recommendations

Recommendation 1 To review the Council’s Formal Complaints Policy in line with best practice and report to the next Working Group.
Explanation To ensure the process meets guidance and advice of the Local Government Ombudsman.
Recommendation 2 To provide detail to the next Working Group on what actions have been developed for Housing, Planning Services and Revenue and Benefits with regards to Formal Complaints.
Explanation To ensure that the Council is actively developing plans to meet customer’s needs and provide a good standard of service.
Recommendation 3 To provide detail to the next Working Group on what actions have been developed for Housing and Streetscene with regards to Performance Indicators.
Explanation To ensure the Council is actively developing plans that meets customer’s needs and meet the required council standard.

**Performance Indicators and Formal Complaints Working Group
Minutes of Meeting 27 November 2017
Seven Arches Road**

Present: Cllr Jan Pound (JP) Chair, Cllr Cliff Poppy (CP) and Cllr Gareth Barrett (GB)

Also present: Steve Summers (SS) – Chief Operating Officer
Sarah Bennett (SB) – Contact Centre Manager

Apologies: Cllr Louise Rowlands, Cllr Karen Chilvers

1. Welcome

The Chair welcomed all present to the meeting, which was the first meeting of the group

2. Apologies for absence

Apologies were received from Cllrs Rowlands and Chilvers.

3. Minutes of Previous Meeting

Not applicable as this was the first meeting of the group.

4. Matters arising from previous meeting

Not applicable as this was the first meeting of the group.

5. Terms of Reference

These were presented by SS and are attached to these minutes and were agreed by the Working Group.

6. Review of reports provided

6.1 Formal Complaints

An overview of the key aspects of the Councils Formal Complaints Policy was provided by SS to the Working Group. Recent advice had been provided by the Local Government Ombudsman (LGO) that best practice had suggested that complaints policies should have a two stage approach rather than the three stage approach the Council's Policy currently adopted.

The intention of this was to provide a more speedy resolution for the complainant. The Working Group noted that of the 45 complaints received in the first 6 months of 2017/18 only 5 had gone onto the Third Stage.

Action: Officers to review LGO advice and guidance and provide a response to the next Working Group meeting.

6.2 A presentation was provided to the Working Group on Formal Complaints received by the Council for the previous four years. This identified an increase in formal complaints made over this period but it was acknowledged that the new policy in 2015 had provided greater access for complainants.

The Working Group reviewed individually the complaints received for the period April to September 2017. It was agreed that further detail on what actions had been taken with regard to Housing, Planning and Revenues and Benefits.

Action: Officers to provide actions taken by Housing, Planning and Revenues and Benefits to the next meeting.

6.3 Performance Indicators

The Working Group were provided with data for the Council's topline Performance Indicators for April to September 2017 and went through them individually. It was agreed that further detail on what actions had been taken with regard to Housing and Streetscene.

Action: Officers to provide actions taken by Housing and Streetscene to the next meeting.

7. Any Other Business

None.

8. Date of next meeting

Next meeting will take place in February 2018 – date to be finalised.

**Corporate Projects Scrutiny Committee
Performance Indicators & Formal Complaints Working Group – November 2017**

Members of Working Group

Crs. Pound, Rowlands, Poppy, Barrett and Chilvers.

Proposed Terms of Reference

1. To monitor and consider the Council's service performance Indicators.
2. To consider in detail Formal Complaints received by the Council.
3. To consider how Performance Indicators and Formal Complaints are reported to the Corporate Projects Scrutiny Committee.
4. To make recommendations to the appropriate Corporate Projects Scrutiny Committee.



**BRENTWOOD
BOROUGH COUNCIL**

Members Working Group Formal Complaints April – September 2017

Brentwood's Formal Complaint Process

1. Stage one - Officer from service replies in 20 working days
2. Stage two – Senior Officer from service replies in 20 working days
3. Stage three – Senior Officer from another service replies in 20 working days
4. Local Government Ombudsman/Local Government Housing Ombudsman

Brentwood's Formal Complaint Process

Does it work?

Formal Complaints received

Department	2013/14	2014/15	2015/16	2016/17
Assets	0	2	0	1
Customer Service	0	0	0	1
Community Services	0	0	0	2
Governance	0	0	1	1
Housing	10	11	32	30
Health, Safety & Localism	0	1	1	0
Legal	3	0	2	1
Planning	10	4	23	13
Revs & Bens	9	2	12	9
Streetscene	1	3	5	3
Total	33	23	76	61

Formal Complaints received April to September 2017

Department	April – June 17	July – September 17
Customer Service	0	1
Env Health & Licensing	0	1
Housing	9	15
Parking	0	1
Planning	1	6
Revs & Bens	4	4
Streetscene	1	2
Total	15	30



Formal Complaints - April to September 2017

Customer Service

No	Complaint	Outcome
1	Failure to properly register garden waste bin renewal	Upheld

Formal Complaints - April to September 2017 Env Health & Licensing

No	Complaint	Outcome
1	Mishandling of neighbour complaint	Ongoing

Formal Complaints - April to September 2017

Housing



No	Complaint	Outcome
1	No response to various contact re works to property	Upheld
2	Conduct of Leasehold Officer	Not upheld
3	Handling of homeless application	Not upheld
4	No response from Repairs department re adaptations	Upheld
5	No response after numerous attempts to contact Housing department	Upheld

Formal Complaints - April to September 2017

Housing

No	Complaint	Outcome
6	No response to numerous enquiries re mess in neighbouring gardens	Upheld
7	No response to various contact re replacement kitchen floor	Upheld
8	Condition of property after moving in	Not upheld
9	No response action taken re condition of neighbouring garden	Part upheld
10	Delays and lack of communication re repairs for disabled tenant	Not upheld

Formal Complaints - April to September 2017 Housing

No	Complaint	Outcome
11	Request for compensation for damage caused by leak at neighbouring property	Not upheld
12	Property left in disrepair after tenants vacated, which resulted in loss of value when property was sold (complainant rented private property to Council)	Not upheld
13	Persistent contact from Estates Management Team after an arrears arrangement had been agreed	Part upheld
14	Failure of Estates Management to contact complainant regularly re neighbour issues & conduct of Housing Manager during a telephone call	Not upheld
15	Delay & loss of documents in relation to a request for a bath	Not upheld

Formal Complaints - April to September 2017 Housing



No	Complaint	Outcome
16	Incorrect information provided by Leasehold Officer	Not upheld
17	No contact made between Feb 2017 & Aug 2017 re Housing Application	Upheld
18	Handling of ASB complaint	Not upheld
19	Difficulty contacting Housing department and loss of documents	Upheld
20	No response to several telephone calls and poor advice given re Section 21	Part upheld

Formal Complaints - April to September 2017 Housing



No	Complaint	Outcome
21	No response to various contact re replacement doors	Part upheld
22	Mishandling of housing application and lack of support provided by front line staff	Part upheld
23	Poor handling of homeless application despite serious mental health issues	Ongoing
24	Mishandling of ASB complaint	Not upheld

Formal Complaints - April to September 2017 Parking

No	Complaint	Outcome
1	No response from BBC to enquiry re use of Disabled bays	Upheld

Formal Complaints - April to September 2017

Planning

No	Complaint	Outcome
1	Lack of acknowledgment to numerous objections and querying why decision did not go to committee	Not upheld
2	Case Officer's failure to address neighbour concerns, lack of consultation with neighbours and unsatisfactory response to written correspondence	Ongoing
3	Handling of planning application and inadequate contact from department	Ongoing
4	Maladministration of enforcement of conditions	Not upheld
5	Delays in validating application and use of old contact details without authority	Part upheld

Formal Complaints - April to September 2017 Planning



No	Complaint	Outcome
6	Several complaints relating to handling of planning application and neighbour objections	Not upheld
7	Delays and conflicting advice between a pre application and certificate of lawfulness	Part upheld

Formal Complaints - April to September 2017

Revenue & Benefits

No	Complaint	Outcome
1	Lack of response to Housing Benefit claim from Jan 2017 – Apr 2017	Not upheld
2	Poor advice and explanation of DD deductions by telephone	Upheld
3	No response to emails sent to Revs & Bens Manager	Upheld
4	Delays in processing Council Tax overpayment	Upheld

Formal Complaints - April to September 2017 Revenue & Benefits

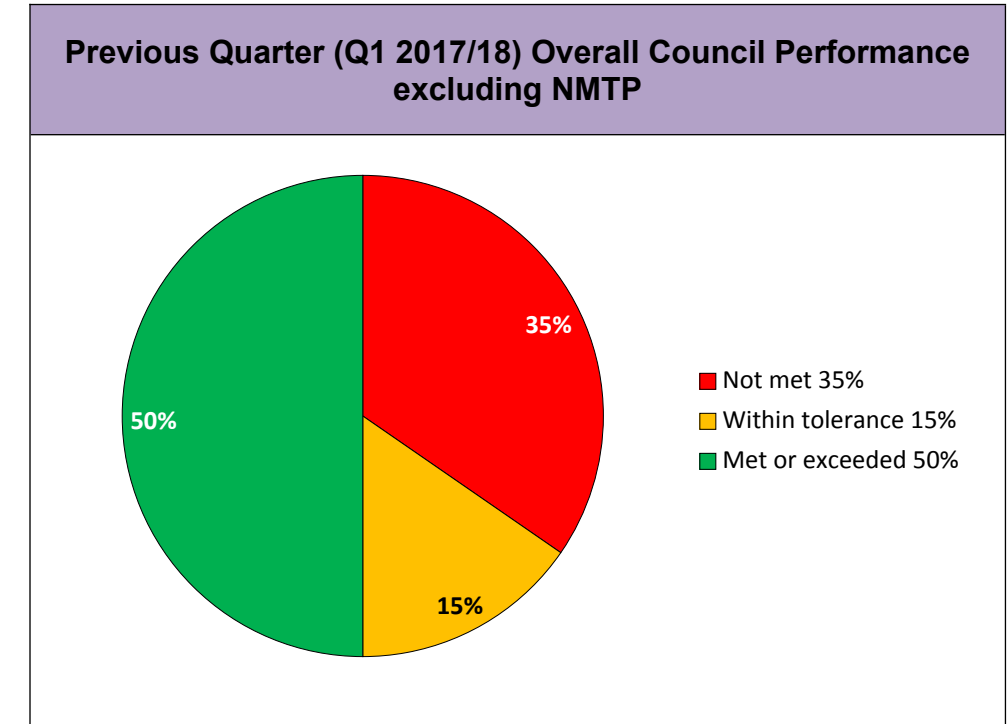
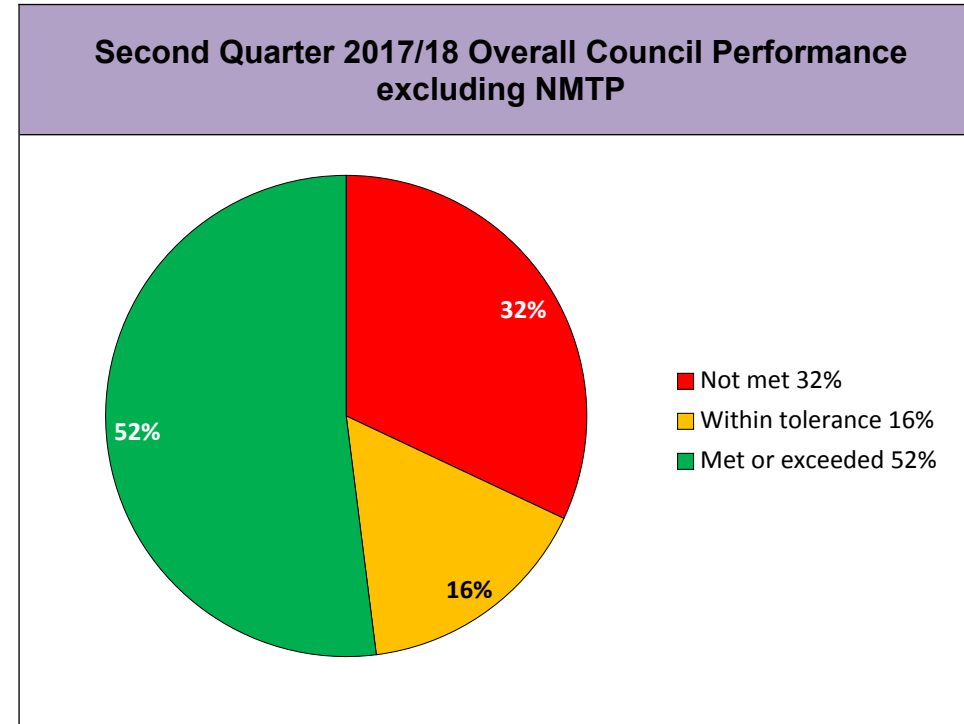
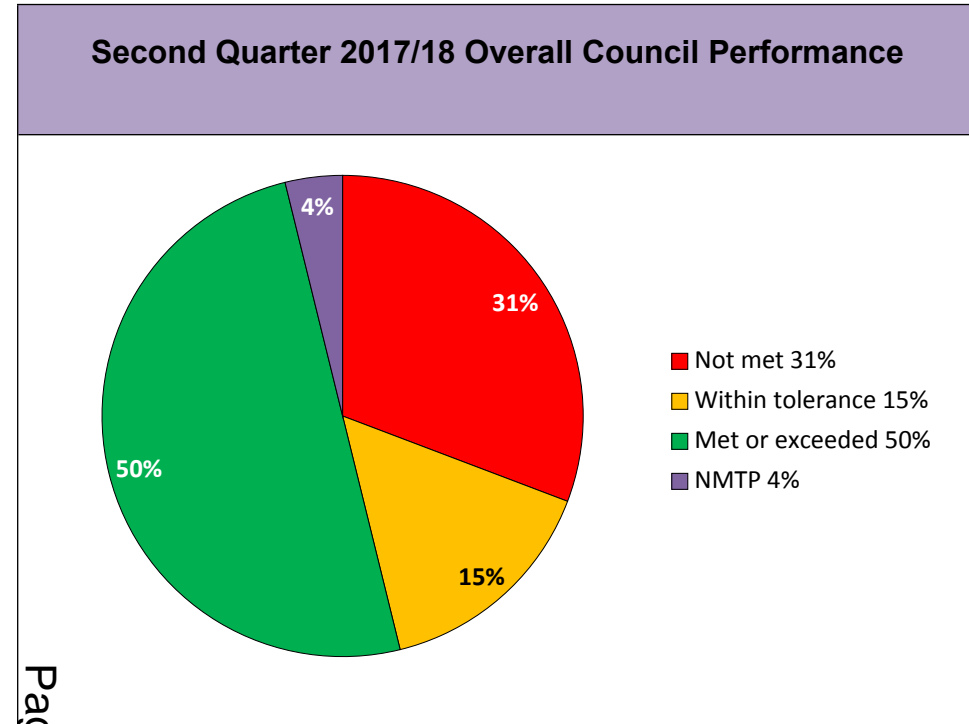
No	Complaint	Outcome
5	Lack of response in relation to court summons	Upheld
6	No response received to emails sent to benefits inbox and failure to explain benefit reduction	Part upheld
7	Continued recovery action after promise it had been halted while missing payments were located on bank statement	Part upheld
8	Inadequate process for setting up DD, which resulted in second reminder being issued	Upheld

Formal Complaints - April to September 2017

Streetscene

No	Complaint	Outcome
1	Failure by crew to clear up after recycling collection and failure to return despite reporting the mess	Part upheld
2	Lack of response to multiple reports concerning Larkins Playing Field	Part upheld
3	Seeking reimbursement for personal trolley that was taken during refuse collection	Upheld – complainant accepted a Council bin as a replacement

Performance Dashboard - Second Quarter 2017/18



Page 29


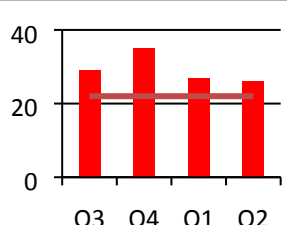


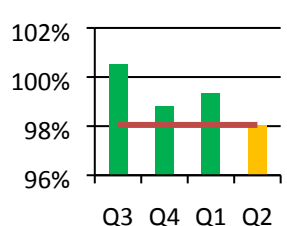


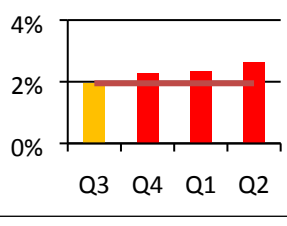


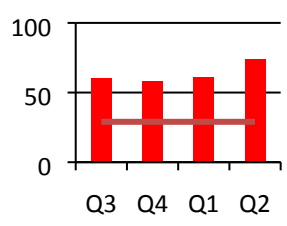


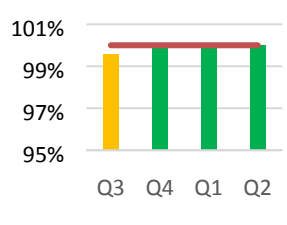



Second Quarter 2017/18 Performance by Department

Dept.							NMTP		Total
	No	%	No	%	No	%	No	%	
Contact Centre	0	0	0	0	4	100	0	0	4
Environmental Health	0	0	0	0	1	100	0	0	1
Finance	1	50	0	0	1	50	0	0	2
Housing	3	50	2	33	1	17	0	0	6
Human Resources	0	0	2	100	0	0	0	0	2
ICT	0	0	0	0	1	100	0	0	1
Planning	1	20	0	0	3	60	1	20	5
Revenues and Benefits	1	33	0	0	2	67	0	0	3
Street Scene and Environment	2	100	0	0	0	0	0	0	2
Total	8	31	4	15	13	50	1	4	26
<i>Previous Quarter Total</i>	<i>9</i>	<i>33</i>	<i>4</i>	<i>15</i>	<i>13</i>	<i>48</i>	<i>1</i>	<i>4</i>	<i>27</i>

Key

	Current performance is below target by more than the specified target deviation.
	Current performance is below target but is within tolerance.
	Current target has been met or exceeded.
NMTP	Not measured this period.
	Performance for the quarter or year to date is improving (up) or deteriorating (down) compared to previous quarter or across the year.


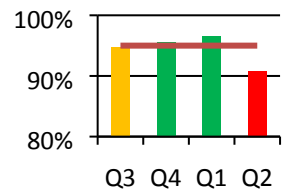


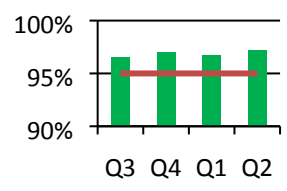


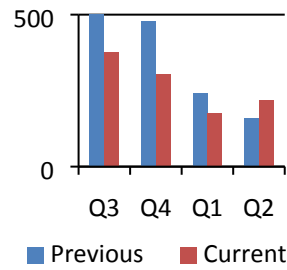


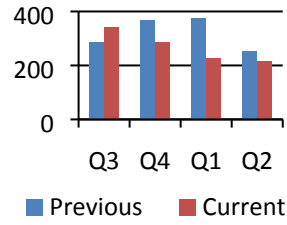


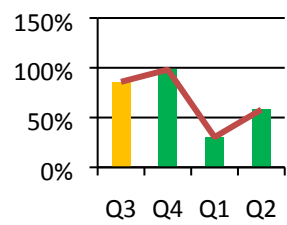

Appendix C

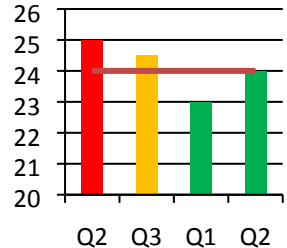
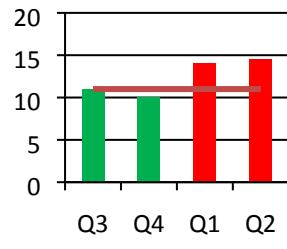
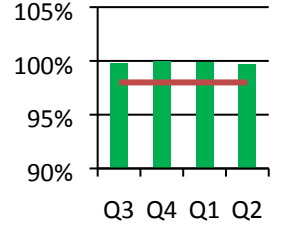
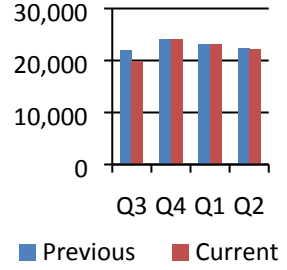
Operational Indicators – Community, Health and Housing													
Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results		2017/18 Quarterly Results					2017/18 Year to Date			Commentary
			Q3 Result	Q4 Result	Q1 Result	Q2 Result	Q Target	Q Status /Trend	Q Graphic	YTD Result	YTD Target	YT Status /Trend	
Housing H01	Average re-let times for Local Authority Housing	Monthly	29 Days (22 days GN & 38 days SH)	35 Days (25 days GN & 44 days SH)	27 Days (25 Days GN & 33 Days SH)	26 Days (20 Days GN & 37 Days SH)	22 days	 ↑		27 days	22 days	 ↑	The average re-let time has reduced in Quarter 2 from Quarter 1. We are currently working on refining the voids process in order that we can reduce this figure further.
Housing H02	% Rent collected from current tenants only as a percentage of rent due	Monthly	100.54%	98.80%	99.32%	98.02%	98.05%	 ↓		98.67%	98.05%	 ↓	Rent collection has dropped slightly before top quartile in Quarter 2. Estates management continue to conduct monthly patch campaigns with a large drive on making sustainable arrangements. We have recently had two new assistant income officers start in the team who are focusing on low level arrears to reduce the risk of accounts reaching high level arrears. Housing Benefit is currently working behind in processing cases including change of circumstances. Estates Management are working alongside our colleagues in Basildon to prioritise high risk cases.
Housing H03	Rent arrears of current tenants as a percentage of rent due	Quarterly	1.97%	2.28%	2.33%	2.64%	1.95%	 ↓		2.49%	1.95%	 ↓	Due to the slight decrease in arrears collection the percentage of arrears has increased slightly. Estates Management are working to reduce this through monthly arrears campaigns and the appointment of two new assistant income officers.
Housing H04	Households living in temporary accommodation	Monthly	60	58	61	71	29	 ↓		71	29	 ↓	The increase reflects a regional and national increase in homelessness. Consistent efforts are made to reduce numbers in TA and to find more efficient ways of managing 'move on'. The majority of households in TA are in 3 bedroom need of which there is a very low number of permanent stock. We are consistently working to maximise 'move on' opportunities.
Housing H05	Gas servicing in Council homes	Quarterly	99.55%	100%	100%	100%	100%	 ↑		100%	100%	 ↑	Gas continues to be a high priority and currently undergoing a review of the process to ensure it is robust
Housing H06	Level of Arrears at the end of quarter	Quarterly	£257,423	£274,834	£284,665	£352,790	Reduction from previous quarter	 ↓	Thousands	£68,215 increase	Reduction from previous quarter	 ↓	Arrears do fluctuate throughout the quarter; however, this figure is high. Despite the push from Estates Officers during patch campaigns the figure has increased dramatically.

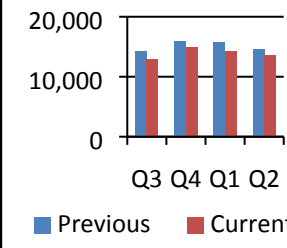
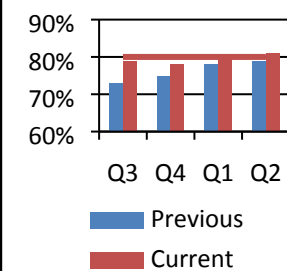
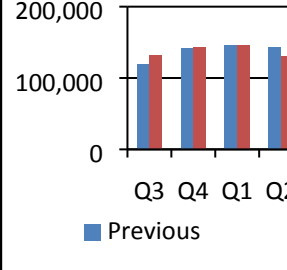
Operational Indicators – Community, Health and Housing													
Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results		2017/18 Quarterly Results					2017/18 Year to Date			Commentary
			Q3 Result	Q4 Result	Q1 Result	Q2 Result	Q Target	Q Status /Trend	Q Graphic	YTD Result	YTD Target	YT Status /Trend	
								↓				↓	

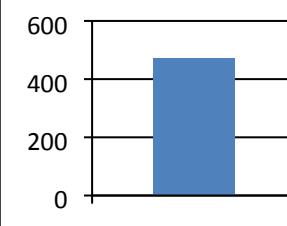
Operational Indicators – Environment and Enforcement													
Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results		2017/18 Quarterly Results					2017/18 Year to Date			Commentary
			Q3 Result	Q4 Result	Q1 Result	Q2 Result	Q Target	Q Status/ Trend	Q Graphic	YTD Result	YTD Target	YTD Status /Trend	
Street Scene and Environment E01	Residual household waste per household	Quarterly	122.20kg	121.33kg	130.37kg	120.91kg	109kg	●		125.64kg	109g	●	Estimated as statistics to be verified by ECC
Street Scene and Environment E02	Percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or	Quarterly	43.46%	41.13%	44.40%	45.94%	53.00%	●		45.18%	53.00%	●	It is evident that recycling rate are reducing in the longer term, which is a national trend. There will be a campaign to increase the sale of brown bins. Estimated as statistics to be verified by ECC
Environmental Health EH01	Food safety/hygiene standards in food premises	% of broadly compliant food premises - Quarterly	98.92%	99.15%	98.91%	99.26%	97%	✓		99.09%	97%	✓	Broad compliance across food premises continues dues to the concerted actions of this department.



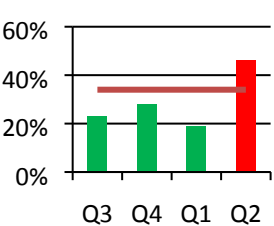




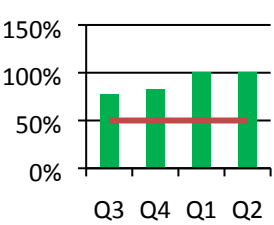




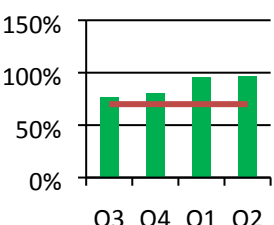




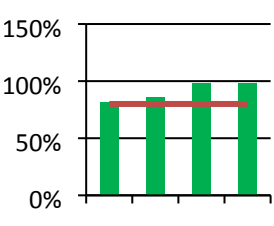


Operational Indicators – Policy, Projects and Resources

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results		2017/18 Quarterly Results					2017/18 Year to Date			Commentary
			Q3 Result	Q4 Result	Q1 Result	Q2 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Finance F01	% of invoices to local suppliers paid within 20 days	Monthly	94.71%	95.52%	96.58%	90.76%	95%	 ↓		93.67%	95%	 ↓	Finance continues to be proactive in progressing invoices for payment when the due date is approaching, and in resolving purchase order mismatches. Accounts Payable officers are spending some time each week in departments where invoices need to be expedited to ensure all are authorised in time to meet the targets. Dip in performance for local invoices is due to staffing issues in some areas where a combination of compassionate, sick and annual leave occurred simultaneously, and other staff were not able to authorise invoices as they had no knowledge of the work/ services completed.
Finance F02	% of invoices to all suppliers paid within 30 days	Monthly	96.56%	97.01%	96.76%	97.22%	95%	 ↑		96.99%	95%	 ↑	Finance continues to be proactive in progressing invoices for payment when the due date is approaching, and in resolving purchase order mismatches. This action helps improve performance. Accounts Payable officers are spending some time each week in departments where invoices need to be expedited to ensure all are authorised in time to meet the targets.
Human Resources HR01	Working days/shifts lost to short term sickness	Monthly	Oct 127 Nov 136 Dec 110.5	Jan 140 Feb 83 Mar 82	Apr 20 May 78.5 Jun 77.5	Jul 55.7 Aug 81.9 Sep 82	No target.	 ↓		395.7	No target.	 ↑	Sickness levels are being reviewed on a regular basis. Management continue to note all sickness levels and ensure compliance with sickness policy. A key element of the review is monitoring of the data by service to see if this impacts performance levels. Whilst short term sickness in Q2 is up on the previous quarter and the same quarter last year, the overall trend sees a reduction in sickness compared with the previous year.
Human Resources HR02	Working days/shifts lost to long term sickness	Monthly	Oct 105 Nov 88 Dec 149	Jan 103 Feb 28 Mar 156	Apr 71 May 91 Jun 66	Jul 41 Aug 112 Sep 63	No target.	 ↑		445	No target.	 ↑	Sickness levels are being reviewed on a regular basis. Management continue to note all sickness levels and ensure compliance with sickness policy. A key element of the review is monitoring of the data by service to see if this impacts performance levels. Long term sickness is carefully managed and continues to drop, from Q1 to Q2 and greatly in comparison with last year.
Revs and Bens CT01	Council Tax collection	Monthly	85.81%	98.43%	30.4%	58.15%	58.01%			58.15%	58.01%		At the end of the second quarter collection is at 58.15% which is 0.1% up at the same point last year. We continue to employ a more robust and structured recovery process issuing more reminder notices, final notices and taking

								↑			↑	Court hearings on a monthly basis.	
Revs and Bens CT03	Time taken to process new Housing Benefit/Council Tax Support claim	Quarterly	25 days	24.5 days	23 days	24 days	24 days	✓		23.5 days	24 days	✓	Q2 continues to be on target with our processing times for new claims at 25 days in period, on target for year to date. We are exploring IT solution which can automate some of our processing streams, which we hope will reduce processing times and improve our customer's journey. The First Response pilot scheme has commenced and this team will work between the CSC and back office Revenues & Benefits to resolve escalated complex enquiries through to conclusion and enable resolution of cases of extreme hardship or vulnerability whilst improving the customer journey.
Page 33	Time taken to process Housing benefit and Council Tax Support Change of Circumstances	Quarterly	11 days	10 days	14 days	14.5 days	11 days	●		14.25 days	11 days	●	Average days for change of circumstances for this quarter are over target. We are seeing an increase in the numbers of notified changes in circumstances received for each customer, which in turn means we are processing higher numbers and these assessments tend to be of greater complexity. The service is always keen to explore new ways of working, and embracing new IT ideas, we are exploring IT solutions which can automate some of our processing streams. We have been working closely with the Systems Team to implement automated processing of the electronic information we receive from the Department for Works and Pensions. This went live towards the end of the quarter and we hope to see good results in the next Quarter.
								↓	↓				
ICT ICT01	Website uptime	Quarterly	99.80%	99.99%	99.92%	99.72%	98%	✓		99.82%	98%	✓	Drops in website availability can be attributed to a number of factors, usually external, such as a power surge or cut.
Contact Centre CC01	Telephone calls received via auto attendant	Quarterly	19,921	24,144	23,238	22,218	No target.	✓		45,456	No target.	✓	This figure depicts the number of calls received by the Contact Centre via the main Council telephone no. 01277 312500. We continue to monitor trends associated with these statistics.

Contact Centre CC02	Telephone calls taken by the Contact Centre for those services undertaken by the Contact Centre	Quarterly	12,839	15,004	14,213	13,579	No target.	✓ ↓		27,792	No target.	✓ ↓	This figure depicts the number of calls received via the main Council telephone no. 01277 312500 and that have selected the applicable service from the options provided in the auto attendant. It does not include calls that have selected option '0'. The services currently undertaken by the Contact Centre are Environmental Health, Licensing, Planning and Building Control, Street Scene and Housing Services.
Contact Centre CC03	% of telephone calls resolved for those services undertaken by the Contact Centre	Quarterly	79%	78%	80%	81%	80%	✓ ↑		80.5%	80%	✓ ↑	As above. The individual outcomes per service for this quarter range from 64% - 94%. Monthly meetings continue to be held with the service areas to identify areas of improvement and training needs.
Contact Centre CC04	Website sessions	Quarterly	132,320	143,506	146,146	130,524	No target	✓ ↓		565,123	No target.	✓ ↓	Website sessions are affected by seasonal variances, with the start of the financial year and the summer months providing more hits on average. This trend is reflected in previous years. Comparison with 2016/17 Q2 shows an increase of 1% of first time visits to the website for the same period and 69% of the total amount of visits were made via iOS.

Operational Indicators – Planning and Licensing														
Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results		2017/18 Quarterly Results					2017/18 Year to Date			Commentary	
			Q3 Result	Q4 Result	Q1 Result	Q2 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend		
Planning P01	Number of new homes approved to be built in the Borough	Annual	NMTP	Data not yet available	NMTP	NMTP	NMTP	NMTP	NMTP		NMTP	No target	NMTP	The gross number of new homes approved to be built in the Borough. This gives an indication of new homes expected to be completed in the Borough in future. Approvals for new homes help towards the Borough's supply of homes, specifically the required five year

Operational Indicators – Planning and Licensing													
Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results		2017/18 Quarterly Results					2017/18 Year to Date			Commentary
			Q3 Result	Q4 Result	Q1 Result	Q2 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Planning P02	% of appeals allowed against the authority's decision to refuse planning applications	Quarterly	23%	28%	18.8%	46.2%	34%	 		33%	34%	 	Performance below target but the cumulative total April to September is 33.3% which is within target.
Planning P03	Processing of planning applications as measured against targets for 'Major' application types	Quarterly	77.78%	82.61%	100%	100%	50%	 		100%	50%	 	Exceeding target. Use of 'extension of time' agreements with applicants is critical in achieving targets as is the importance of pre-application discussions and PPA
Planning P04	Processing of planning applications as measured against targets for 'Minor' application types	Quarterly	77.44%	81.45%	95.8%	97.1%	70%	 		96%	70%	 	Positive increase from previous quarter, monitoring of trends in numbers of applications and staffing levels and deployment of appropriate skill base to more complex applications, together with the use of 'extension of time' agreements.
Planning P05	Processing of planning applications as measured against targets for 'Other' application types	Quarterly	81.22%	85.78	98.3%	98.0%	80%	 		98.15%	80%	 	More effective collaboration with agents and applicants should ensure this trend is continued in the upcoming quarter.

This page is intentionally left blank