

Date: 22 February 2022

Audit & Scrutiny Committee

Performance Indicators and Formal Complaints Working Group Report

Working Group Members

Cllr Nolan
Cllr Dr
Barrett
Cllr Hirst
Cllr Naylor
Cllr Tanner

Supporting Officers

Steve Summers – Strategic Director (Deputy Chief Executive)

Scope

The scope of the Performance Indicators and Formal Complaints Working Group is set out below:

- To monitor and consider the Council's service Performance Indicators.
- To consider in detail Formal Complaints received by the Council.
- To consider how Performance Indicators and Formal Complaints are reported to the Audit & Scrutiny Committee
- To make recommendations to the appropriate Audit & Scrutiny Committee.

Meeting Date

8th February 2022

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 That the working group continue to monitor the outcomes of the Formal Complaints for the remainder of 2021/22.

R.2 That the working group continue to monitor the outcomes of the Performance Indicators for the remainder of 2021/22.

2. Introduction

2.1 The council operates a two stage complaints process 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 includes a variety of indicators that relate to the delivery of the council’s priorities.

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

3. Explanation of Recommendations

Recommendation 1 That the working group continue to monitor the outcomes of the Formal Complaints for the remainder of 2021/22.
Explanation To continue to monitor formal complaints quarterly to identify common themes, trends or concerns.
Recommendation 2 That the working group continue to monitor the outcomes of the Performance Indicators for the remainder of 2021/22.
Explanation To monitor associated annual or quarterly trends and identify areas of performance concern.

**Performance Indicators and Formal Complaints Working Group
Minutes of Meeting 8th February 2022 18:30
Virtual via Microsoft Teams**

Present: Cllr Charles Nolan (CN) - Chair
Cllr Roger Hirst (RH)
Cllr Dominic Naylor (DN).

Also present: Steve Summers (SS) – Strategic Director (Deputy Chief Executive)
Jacqueline Van Mellaerts (JVM) – Corporate Director (Finance & Resources)
Greg Campbell (GC) – Corporate Director (Environment & Communities)
Tracey Lilley (TL) – Corporate Director (Housing & Community Safety)
Angela Abbott (AA) – Corporate Manager (Housing Needs & Independent Living)
Nichola Marsh (NM) – Corporate Manager (Housing Estates)
Leona Murray Green (LMG) – Corporate Manager (Customer Engagement)

Apologies: Cllr Dr Tim Barrett
Cllr Sandy Tanner
Phil Drane – Corporate Director (Planning & Economy)
Amanda Julian. - Corporate Director (Law & Governance)

1. Welcome

The Chair welcomed all present to the meeting.

2. Terms of Reference

These are attached to these minutes.

3. Formal Complaints

A presentation on formal complaints received for Q3 2021/22 was provided to the working group (Addendum 3) by SS.

Overall number of complaints for 2021/22 were compared with previous years and the number of complaints was noted. Whilst

noting the slight improvement in responding to formal complaints within the agreed timeframes CN asked if data for 2020/21 could be supplied for this for comparison purposes.

Action: SS to review whether 2020/21 data can be provided on formal complaints response times for comparison.

An improvement in street scene complaints was noted by the group. GC confirmed that there was no pattern for the missed collections and was not necessarily the same crew.

A question was raised regarding whether there was time limits to collect fly tips. GC advised there was however in certain cases where it was a large fly tip then certain machinery would need to be used.

The working group then reviewed outstanding Local Government Ombudsman (LGO) and Housing Ombudsman complaints. Outcomes of outstanding investigations will continue to be reported to the working group as they are received.

Working Group Action:

- For the working group to monitor these complaints against future quarters to identify concerns or themes.
- **Performance Indicators**

The working group were provided with data for the council's key Performance Indicators (PIs) (Addendum 4) for Q3 2021/22.

SS advised the group that the recent Peer Review had suggested that benchmarking with other local authorities was undertaken. This will be reported to a future meeting.

RH advised that he had a separate meeting with Street Scene Officers regarding the waste and recycling PI's (as requested at a previous working group). As a result Officers are going to review the indicators and report back.

Action: GC to review Waste and Recycling PIs.

In relation to PI HO7 (No of applicants on the waiting list for local authority housing). RH queried the current figure which felt low and when officers felt this figure would stabilise. AA advised that applicants needed to re-apply hence the current level of figures, these figures had also been benchmarked and were standard.

In relation to EO1 and EO2 (% of invoices paid within 20/30 days) JVM advised the group that the council had recently moved to 'No Purchase Order No Pay'. This was a cultural change within the organisation and was having an initial effect on performance. Again, there was a need to undertake benchmarking with other authorities to compare performance and targets.

CN asked in relation to HR03 (Number of days sickness lost per month) whether additional information regarding the split between manual and office staff could be provided.

Action: JVM to review whether split between manual and office staff can be provided.

Working Group Action:

- For the working group to continue to review progress of the quarterly Performance Indicators.

5. Any Other Business

None

6. Date of next meeting

To be arranged.

Addendum 2

Audit & Scrutiny Committee Performance Indicators & Formal Complaints Working Group

Members of Working Group

Cllrs. Nolan, Dr Barrett, Naylor, Tanner and Hirst.

Terms of Reference

- To monitor and consider the Council's service Performance Indicators.
- To consider in detail Formal Complaints received by the Council.
- To consider how Performance Indicators and Formal Complaints are reported to the Audit & Scrutiny Committee.
- To make recommendations to the appropriate Audit & Scrutiny Committee.



Members Working Group Formal Complaints Q3 2021/22

Oct-Dec 2021

Formal Complaints received annually

Department	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Assets	0	2	0	1	1	2	3	0
Building Control	0	0	0	0	0	0	1	0
Community Safety	0	0	0	0	0	1	1	7
Community Services	0	0	0	2	1	0	2	0
Customer Service	0	0	0	1	1	4	5	7
Democratic Services	0	0	1	1	0	0	2	1
Housing	10	11	32	30	38	47	75	66
Env Health & Licensing	0	1	1	0	1	3	4	10
Finance	0	0	0	0	0	2	0	0
Legal	3	0	2	1	0	0	0	0
Licensing	0	0	0	0	0	0	0	2
Parking	0	0	0	0	1	1	3	1
Planning	10	4	23	13	10	10	16	15
Revs & Bens	9	2	12	9	31	33	28	8
Streetscene	1	3	5	3	5	15	44	63
Total	33	23	76	61	89	118	184	180

2021/22 Formal Complaints received

Oct to Dec 2021

Q3			
Department	Total	Upheld	%
Assets	0	N/A	N/A
Community Services	0	N/A	N/A
Electoral Services	0	N/A	N/A
Environmental Health	1	0	0%
Housing	18	7	39%
Planning	3	0	0%
Revenues & Benefits	4	2	50%
Streetscene	10	8	80%
Total	36	17	47%

YTD			
Department	Total	Upheld	%
Assets	1	N/A	N/A
Community Services	1	N/A	N/A
Electoral Services	1	0	0%
Environmental Health	6	3	50%
Housing	48	17	35%
Planning	15	4	27%
Revenues & Benefits	8	4	50%
Streetscene	22	14	63%
Total	102	42	41%

2021/22 Formal Complaints responded to within agreed timeframe Oct to Dec 2021

Q3	
Department	%
Assets	N/A
Community Services	N/A
Electoral Services	N/A
Environmental Health	100%
Housing	72%
Planning	100%
Revenues & Benefits	100%
Streetscene	60%
Total	72%

YTD	
Department	%
Assets	0%
Community Services	0%
Electoral Services	100%
Environmental Health	100%
Housing	71%
Planning	76%
Revenues & Benefits	83%
Streetscene	55%
Total	80%

Channel received



	Q1	Q2	Q3	Q4
Online form	41%	46%	50%	
Email	43%	50%	42%	
Website enquiry	11%	0%	3%	
Via LGO/HO	3%	0%	0%	
Telephone	0%	0%	0%	
Letter	2%	4%	6%	

Upheld Formal Complaints – Oct to Dec 2021

Housing



No	Complaint	Stage
1	Axis advised engineer was on way to property which was not correct	Stage 1
2	Boiler could not be serviced due to boiler not being switched off leading to a number of appointments being made	Stage 1
3	Poor workmanship toilet cistern	Stage 1
4	Delay in initial contact and subsequent contact from Officer	Stage 1
5	Not accepted onto Housing Register	Stage 2 – Part Upheld
6	No response regarding fitting of heaters and no offer of temporary heaters	Stage 1
7	Incorrect work undertaken and delays and lack of communication	Stage 2 – Part Upheld

Upheld Formal Complaints – Oct to Dec 2021

Revenues and Benefits



No	Complaint	Stage
1	Received two Council Tax bills and couldn't get through to the Billing Team	Stage 1
2	Length of time benefit claim to be processed, loss of documents and calls not returned	Stage 1 – Part upheld

Upheld Formal Complaints – Oct to Dec 2021

Streetscene

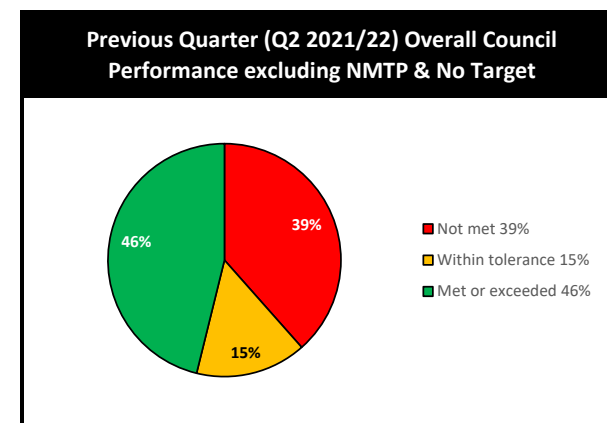
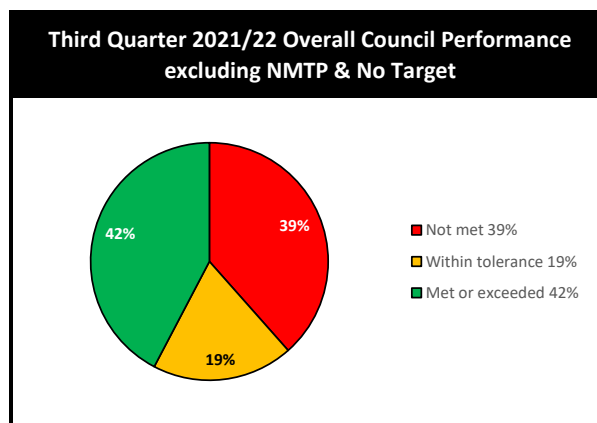
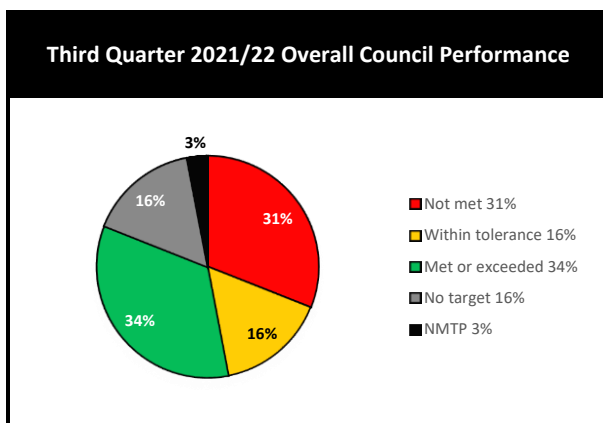


No	Complaint	Stage
1	Bin was used by crews	Stage 1
2	Repeated missed collections	Stage 2
3	Repeated missed collections	Stage 2
4	Missed collection	Stage 1
5	Poor customer service	Stage 1
6	No action taken on reported flytipping	Stage 1
7	Brown bin missed collection	Stage 1
8	Poor customer service from crew	Stage 2

Ombudsman



	Service	LGO/HO	Complaint	Council's decision	Ombudsman outcome
1	Environmental Health	LGO	Business operating from next door household property	Part upheld	No fault found
2	Housing	HO	Told conflicting information about being able to move whilst having rent arrears and handling of ASB reports	Part upheld	No fault found
3	Planning	LGO	Dispute that planning condition has been achieved	Not upheld	Under investigation
4	Streetscene	LGO	Failure to address complaints about littering on the A12 and linked slip roads	Upheld	Decision not to investigate – insufficient injustice
5	Planning	LGO	Length of time taken to determine retrospective planning application and reluctance to use enforcement	Not upheld	Decision not to investigate – too early to investigate the issues complained about


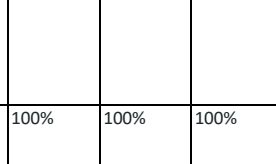


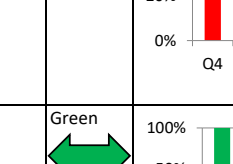


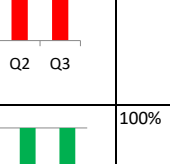


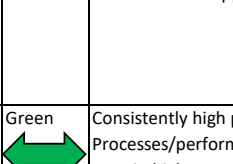




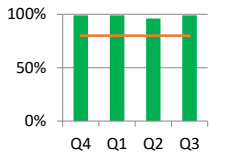


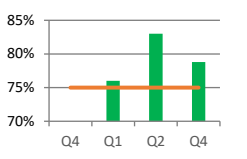

Third Quarter 2021/22 Performance by Department


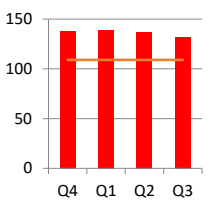


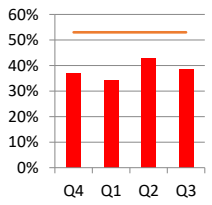


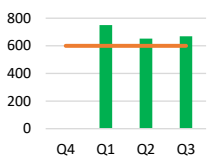


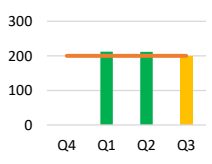


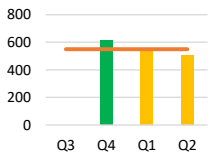

		Red		Amber		Green		No Target		NMTP		Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.
Economy	Planning	1	17%	0	0%	4	67%	0	0%	1	17%	6
Environment	Street Scene	2	29%	3	43%	2	29%	0	0%	0	0%	7
	Environmental Health	1	50%	1	50%	0	0%	0	0%	0	0%	2
Housing	Housing	3	60%	1	20%	0	0%	1	20%	0	0%	5
Effective	Finance	2	67%	0	0%	0	0%	1	33%	0	0%	3
	Human Resources	0	0%	0	0%	0	0%	1	100%	0	0%	1
	Revenues and Benefits	0	0%	0	0%	5	100%	0	0%	0	0%	5
	Contact Centre	1	33%	0	0%	0	0%	2	67%	0	0%	3
Total		10	31%	5	16%	11	34%	5	16%	1	3%	32
Previous Quarter Total		10	31%	4	13%	12	38%	5	16%	1	3%	32


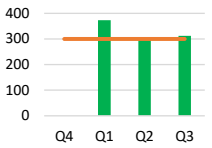


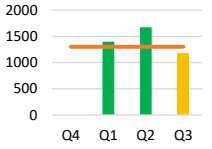


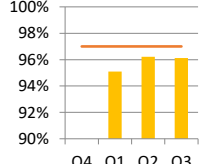


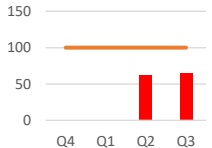

Key


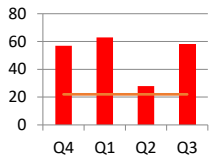


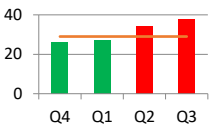


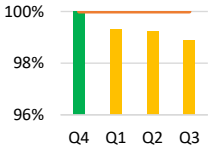


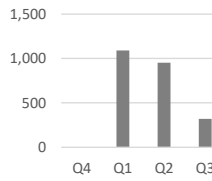


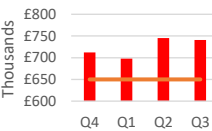

	Current performance is below target by more than the specified target deviation.
	Current performance is below target but is within tolerance.
	Current target has been met or exceeded.
	No target.
NMTP	Not measured this period.
	Performance for the quarter or year to date is improving (up) or deteriorating (down) compared to previous quarter or across the year.


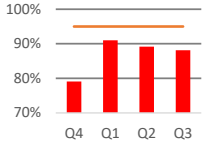


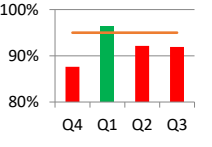


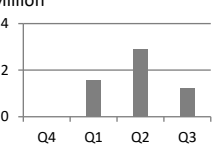


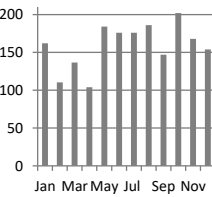

Growing our economy														
Department and PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results			Q Status & Trend	Q Graphic	2021/22 Year to Date			Commentary
			Q4 Result	Q1 Result	Q2 Result	Q3 Result	Q Target	YTD Result			YTD Target	YTD Status & Trend		
Planning P01	Number of new homes approved to be built in the Borough	Annual	61	NMTP	NMTP	NMTP	No target	NMTP 		NMTP	No target	NMTP 	The gross number of new homes approved to be built in the Borough. Approvals for new homes help towards the Borough's supply of homes, specifically the required five-year housing supply (published annually). The total for 2020/21 is lower than previous years. This is likely due to an increase in extensions to existing dwelling since the pandemic, lack of available land (we need the Local Plan to be adopted to unlock green belt sites) and people turning their focus to home renovations. Not measured at this point.	
Planning P02	% of appeals allowed against the authority's decision to refuse planning applications	Quarterly	39.90%	53.30%	41%	46%	31%	Red 		47%	31%	Red 	Monitoring is done to understand why appeals happen and what can be done to reduce them / reduce number of overturns. Also working with agents to understand what we can do to help. An 'Appeals Update' is presented to Planning Committee which started on Feb 2021 to provide more detail on appeals.	
Planning P03	Processing of planning applications as measured against targets for 'Major' application types	Quarterly	100%	100%	100%	100%	50%	Green 		100%	50%	Green 	Consistently high performance achieved throughout the year. Processes/performance are constantly being reviewed to ensure standards remain high. Number of Major application types received have not been affected by COVID. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.	
Planning P04	Processing of planning applications as measured against targets for 'Minor' application types	Quarterly	97.30%	95.90%	98%	95%	70%	Green 		96.33%	70%	Green 	Consistently high performance. Processes/performance are constantly being reviewed to ensure standards remain high. Number of minor application types dropped off this year due to COVID, but not as much as expected. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.	

Planning P05	Processing of planning applications as measured against targets for 'Other' application types	Quarterly	99.10%	99.10%	95.80%	98.90%	80%	Green 		97.93%	80%	Green 	Consistently high performance achieved throughout the year. Processes/performance is constantly being reviewed to ensure standards remain high. Number of other application types dropped off this year due to COVID, but not as much as expected. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.
Planning P06	Percentage of planning applications approved	Quarterly	NMTP	76.30%	83.40%	78.80%	75%	Green 		79.50%	75%	Green 	This is a new PI for 2021/22 and reports approvals of all PS1 and PS2 applications (i.e. excl. pre-applications)

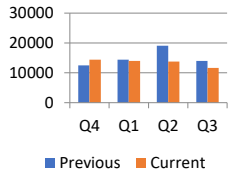
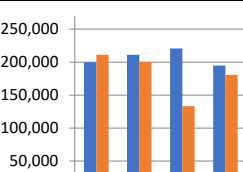
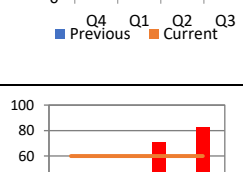
Protecting our environment														
Department and PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results			Q Status & Trend	Q Graphic	2021/22 Year to Date			Commentary
			Q4 Result	Q1 Result	Q2 Result	Q3 Result	Q Target	YTD Result			YTD Target	YTD Status & Trend		
Street Scene and Environment E01	Residual household waste per household	Quarterly	137.81kg	139.11kg	137.13kg	132.10kg	109kg	Red 		136.11kg	109kg	Red 	Estimated as statistics to be verified by ECC. 2020/21 actuals - 544.4kg per household (34,010 households) Residual waste has risen nationally in response to COVID-19 with more people being at home, ecommerce etc. Qtr 3 sees a slight improvement with Government encouraging people to visit the office once again, but this is causing further problems with new strains of the virus occurring.	
Street Scene and Environment E02	Percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion	Quarterly	34.99%	40.38%	42.04%	38.72%	53%	Red 		40.38%	53%	Red 	Estimated as statistics to be verified by ECC 2020/21 actuals - 41.51% The changeover of flats onto the New Recycling Scheme is proving difficult, with constant contamination of the communal bins, and some of these properties having insufficient room for kerbside collections.	
Street Scene and Environment E03	Paper and card recycled by tonne	Quarterly	NMTP	720.45 tonne	652.73 tonne	668.4 tonne	600 tonne	Green 		2071.58 tonne	1800 tonne	Green 	This is a new PI for 2021/22. Paper & card fluctuates per period with the main production centred around the public holidays of Easter and Christmas. The target set was uncertain at the time as we changed over from Orange Sacks to the new kerbside collection regime.	
Street Scene and Environment E04	Cans and plastic recycled by tonne	Quarterly	NMTP	207.3 tonne	205.8 tonne	198.3 tonne	200 tonne	Amber 		621.58 tonne	600 tonne	Green 	This is a new PI for 2021/22. Cans & plastics are proving difficult for residents to understand due to the nature allowed by the recycling centre stringent targets. Most contamination arises around the Christmas period possibly to do with thin films and packaging from Amazon having an effect.	
Street Scene and Environment E05	Mixed glass recycled by tonne	Quarterly	NMTP	613.72 tonne	543.76 tonne	503.9 tonne	550 tonne	Amber 		1661.38 tonne	1650 tonne	Green 	This is a new PI for 2021/22. The use of glass could be skewed due to Government not allowing the Hospitality industry to remain open and more people being at home, with a drop coming out of the earlier strains of the COVID virus.	

Street Scene and Environment E06	Food waste recycled by tonne	Quarterly	NMTP	327.9 tonne	307.2 tonne	312.5 tonne	300 tonne	Green 		992.6 tonne	900 tonne	Green 	This is a new PI for 2021/22. Food waste data should remain fairly static with minor variations depending on number of days collected, or with Q2 families were allowed to go on holidays once more.
Street Scene and Environment E07	Garden waste recycled and diverted from landfill per tonne	Quarterly	NMTP	1388.9 tonne	1672.6 tonne	1169.5 tonne	1300 tonne	Amber 		4240.70 tonne	3900 tonne	Green 	This is a new PI for 2021/22. There has been a marked increase in the number of Brown Bin leases this year with a steady increase on quarter collections, but fluctuations will arise as the seasons change so will update the quarter targets accordingly going forward.
Environmental Health EH01	Food safety/hygiene standards in food premises - % of broadly compliant food premises	Quarterly	See commentary	95.10%	96.21%	96.19%	97%	Amber 		95.83%	97%	Amber 	The Q3 result continues to be lower than target. This is due to a large number of new premises registering with us during COVID-19 (well over double that we would get in a year pre-COVID) and a delay in us inspecting premises due to being engaged in COVID-19 work. In addition, the Food Standards Agency suspended inspections for six months during the initial stages of the pandemic. We are therefore carrying an outstanding inspection list, which to my knowledge has never been the case at Brentwood Borough Council.
Environmental Health EH02	Service requests investigated within target time (5 days)	Quarterly	NMTP	NMTP	62.50%	65.00%	100%	Red 		63.75%	100%	Red 	This is a new PI for 2021/22 and is being reported from Q2. The figure for target response reflects the timeliness of responses by officers to service requests. The figure is improving with some way to go to achieve optimum performance. This figure can be effected by staff absences and work volumes and so is not necessarily reflective of the quality of the work undertaken.

Improving our housing														
Department and PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results			Q Status & Trend	Q Graphic	2021/22 Year to Date			Commentary
			Q4 Result	Q1 Result	Q2 Result	Q3 Result	Q Target	YTD Result			YTD Target	YTD Status & Trend		
Housing H01	Average re-let times for Local Authority Housing	Quarterly	57 Days (45 Days GN, 55 Days SH, 116 Days TA)	63 Days (37 Days GN, 112 Days SH, 53 Days TA)	28 Days (24 Days GN, 0 Days SH, 35 Days TA)	58 Days (47 Days GN, 71 Days SH, 64 Days TA)	22 Days	Red 		49 Days	22 Days	Red 	Void turnaround has decreased as we see more voids coming in and works needed within them. We also saw a period here where voids were held longer than usual by estates to facilitate the decant of tenants from our development sites.	
Housing H04	Households living in temporary accommodation	Quarterly	26	27	34	38	29	Red 		33	29	Red 	With recent Government directives towards the accommodation of rough sleepers we have seen an increase in the levels of TA through our Severe Weather Emergency Protocol and COVID response. We are forecasting a steady increase in placements due to the directive to omit the reason to believe priority need when accessing rough sleeper approaches.	
Housing H05	Gas servicing in Council homes	Quarterly	100%	99.31%	99.25%	98.87%	100%	Amber 		99.14%	100%	Amber 	LGSR (Landlord Gas Safety Record) compliance remains high and we continue to prioritise access to properties outstanding.	
Housing H07	No. of applicants on the waiting list for Local Authority housing	Quarterly	NMTP	1,091	953	321	No Target	No Status 		321	No Target	No Status 	This is a new PI for 2021/22. Housing Register: 143 Transfer Register: 177 Following the completion of the council's housing register re-registration project in line with the new Allocations Policy our figures have decreased quite significantly. We have benchmarked our post re-registration figures with neighboring boroughs and have identified that this is a reasonable response at this stage. We forecast a steady increase in applicants who continue to re-apply to join the register.	
Housing H08	Average Rent Arrears Total (Current Tenants, Garages)	Quarterly	£712,342	£698,450	£744,917	£741,419	£650,000	Red 		£741,419	£650,000	Red 	There are now more staff processing accounts than previous quarters and there is capacity to complete all actions. Unfortunately, this quarter with the festive period is well known for having a large impact on arrears performance. We believe that we may have been able to reduce the arrears average further if it wasn't due to the Christmas increases.	

Delivering an effective and efficient council														
Department and PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results			Q Status & Trend	Q Graphic	2021/22 Year to Date			Commentary
			Q4 Result	Q1 Result	Q2 Result	Q3 Result	Q Target	YTD Result			YTD Target	YTD Status & Trend		
Finance E01	% of invoices from local suppliers paid within 20 day	Quarterly	79.09%	91.02%	89.17%	88.11%	95%	Red 		89.43%	95%	Red 	With shift over to No PO No Pay, managers are getting to grip with this and invoices were sent back when no PO was quoted. However, there was a delay in some managers authorising invoices which caused an effect on the scores.	
Finance E02	% of invoices from all suppliers paid within 30 days	Quarterly	87.61%	96.38%	92.12%	91.90%	95%	Red 		93.47%	95%	Amber 	With shift over to No PO No Pay, managers are getting to grip with this and invoices were sent back when no PO was quoted. However, there was a delay in some managers authorising invoices which caused an effect on the scores.	
Finance E03	Value of corporate debt	Quarterly	NMTP	£1.547m	£2.886m	£1.245m	Reduction from previous quarter	No Status 		£1.245m	Reduction from previous quarter	No Status 	Debt decreased with largest value invoices being paid. Still vast proportion of debt is associated with SAIL and ECC with their invoices making up over 50% of all debt.	
Human Resources HR03	Number of days sickness lost per month	Monthly	Jan 162 Feb 110.5 Mar 136.5	Apr 104 May 184 Jun 176	Jul 176 Aug 186 Sep 147	Oct 202 Nov 168 Dec 154	No Target	No Status 		1497	No Target	No Status 	This PI reflects the number of working days lost to sickness each month. Absence figures for Q3 compared to this time last year have increased. This is due to a number of employees off due to long term absences (28 days or more). With the main reason for long term absence being Anxiety/Depression, long covid and musculoskeletal. We have been pro actively targeting support to managers over the last quarter and through managing absences under the policy have reduced the number of long term absences, with a positive return to work for a number of these employees. In terms of short term absences the main reasons for short term absences for Q3 was Covid (including side effects of the vaccine or self isolation), gastroenteritis conditions or coughs/cold or flu. We continue to offer support to all employees around their wellbeing by way of wellbeing check ins, employee assistance programme, regular 1:1s and Team meetings, Mental Health First Aiders, wellbeing teams channel, wellbeing sway site, lunch and learn sessions and encouraging a form of physical activity.	

Revs & Bens CT01	Council Tax collection	Quarterly	97%	29.20%	56.30%	83.30%	81%	Green ↑		83.30%	81%	Green ↑	The back office team are being proactive in their approach to cases where no payment has been received. A 'soft' reminder letter has been issued inviting customers to contact for help, support and advice. Together with this the team have actively dialled out to customers to offer the same along with adjust instalment plans. For customers who have previous years arrears we are prioritising the in-year charge and will discuss previous years' arrears with customers later in the year.
Revs & Bens CT03	Housing Benefit and Pensioner Council Tax Support - time taken to process new claims	Quarterly	14.5 days	16 days	16 days	18 days	18 days	Green ↓		16.66 days	18 days	Green ↔	The target has been reduced from 21 days to 18 days for 2021/22. New claims for this quarter and year to date remain at target despite increased call on resources for other activities and loss of experienced members of staff. With fewer new claims received due to changes in legislation where fewer are left eligible to claim Housing Benefit rather than Universal Credit Housing costs, it is the more complicated cases of temporary and supported accommodation which the team are to deal with. By the nature of these vulnerable tenants obtaining documentation with the month that legislation requires us to give customers to do so makes targets less than one month quite a challenge but one that we are meeting with careful monitoring and chasing customers and relevant organisations in order to get Housing Benefit in payment at the earliest opportunity
Revs & Bens CT05	Housing Benefit and Pensioner Council Tax Support - time taken to process Change of Circumstances	Quarterly	4.5 days	5 days	5.5 days	6 days	6 days	Green ↓		5.5 days	6 days	Green ↓	The target has been reduced from 8 days to 6 days for 2021/22. We are at target for this PI despite additional calls on our resources. Continued monitoring of days to process and outstanding work to ensure work is moved through to completion
Revs & Bens CT07	Council Tax Reduction scheme for working age persons - time taken to process new applications	Quarterly	3 days	3 days	3 days	2 days	3 days	Green ↑		2.66 days	3 days	Green ↑	The target has been reduced from 5 days to 3 days for 2021/22. We have dedicated officers working on CTR applications to ensure these are processed in a timely manner to ensure that accounts are up to date so that residents made aware how much and when they are required to pay their Council Tax.
Revs & Bens CT08	Council Tax Reduction scheme for working age persons - time taken to process change of circumstances	Quarterly	2 days	2 days	3 days	2 days	3 days	Green ↑		2.33 days	3 days	Green ↑	The target has been reduced from 5 days to 3 days for 2021/22. We have dedicated officers working on CTR applications to ensure these are processed in a timely manner to ensure that accounts are up to date so that residents made aware how much and when they are required to pay their Council Tax.

Contact Centre CC02	Telephone calls taken by the Contact Centre for those services undertaken by the Contact Centre	Quarterly	14,385	13,969	13,769	11,665	No Target	No Status ↓		39,403	No Target	No Status ↓	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. It does not include calls that have selected option '0' (this figure is reflected in CC01). The services undertaken by the Contact Centre are Environmental Health, Licensing, Planning, Building Control, Parking, Operational Services and Housing Services.
Contact Centre CC04	Website sessions	Quarterly	211,054	200,356	133,370	180,536	No Target	No Status ↑		514,262	No Target	No Status ↓	<p>Website sessions are defined as:</p> <p>A session is the period time a user is actively engaged with your website. By default, if a user is inactive for 30 minutes or more, any future activity is attributed to a new session. Users that leave your site and return within 30 minutes are counted as part of the original session.</p> <p>A new corporate website was launched in June 2021, which now includes Cookie consent. We will carefully monitor trends associated with this across 2021/22.</p>
Contact Centre CC05	% calls answered within SLA	Quarterly	NMTP	33 seconds	71 seconds	83 seconds	60 seconds	Red ↓		62.33 seconds	60 seconds	Amber ↓	<p>This is a new PI for 2021/22.</p> <p>Benchmarking across Essex reports varying targets for time to answer. We have set our target relatively low in recognition of the important of maintaining a good level of customer service.</p> <p>Current trend - New staff have been training over the past 5 months. Reception re-opened in October, moving 2 CCA's back to Reception with reduced numbers in the Contact Centre.</p>