
Report to: Scrutiny Committee

Date of Meeting: 12 January 2012

Subject: 2011-12 Half Year Key Performance Indicator Report

Report by: Director of Finance & Corporate Services

1.0 Purpose

- 1.1. This report provides Scrutiny Committee with an update on the 2011-12 Corporate Key Performance Indicators. The report includes:

Appendix A - Guidance & Notes

Appendix B - Information on performance in the first six months of the current financial year (1st April 2011 to 30th September 2011).

2.0 Recommendations

- 2.1. Scrutiny Committee is asked to:

- a) Review the report and comment and challenge as appropriate; and
- b) Provide feedback on the format of the report, which has been revised and produced using the new Covalent Performance Management System.

3.0 Considerations

- 3.1. As recommended in the paper entitled Performance Reporting & Monitoring Process (June 2009), the Scrutiny Committee receives a progress report on the Key Performance Indicators at the half year and full year stages. Our Performance Management arrangements continue to be subject to development and improvement, with the implementation of Covalent Corporate Performance Management System marking a significant milestone in that process.
- 3.2. Public Performance Reports will be provided via ClacksWeb on an ongoing basis, in 'Clackmannanshire View' on a quarterly basis, and in the annual Council Tax leaflet. A review of Public Performance Reporting is currently being conducted through Clacks 1000 focus groups and other methods, the results of which, and subsequent changes to arrangements will be reported to Scrutiny Committee.

- 3.3. Some indicators are not included in this report due to being based on activities only conducted annually, such as surveys of Housing Quality or Roads requiring maintenance treatment, some areas of Facilities Management and Statutory Performance Indicators. It should be noted that some indicators reflect the performance of the Council as a whole, where 'Reported By' is the service area responsible for reporting the indicator and, in some cases, for influencing behaviour across the Council.
- 3.4. In 2011/12 we will continue to review each service's performance indicators and performance management arrangements to ensure full alignment with the corporate priority outcomes. Further review will also be conducted following any amendments to these outcomes by the Scrutiny Committee. The new Covalent system enables a more systematic and efficient model of managing and monitoring our performance, and the effects of many improvement actions can already be seen. Appendix B shows detailed information on performance against each corporate priority outcome. In summary:
- 3.5. The area has a positive image and attracts people and businesses
- All indicators relating to this outcome are achieving positive trends or consistently strong results so far in 2011-12. Targets have been achieved for most indicators, other than house completions and local residents rating their neighbourhood as a good place to stay, where further research is being conducted with the Clacks 1000 in order to make improvements.
- 3.6. Our communities are more cohesive and inclusive
- Positive results can also be seen in relation to this outcome in 2011-12, with targets being achieved for all indicators. Although the indicator on women in the top 2% of Council earners is shown as a decline, the value achieved is closer to the target of 51.2%, which is the percentage of women in the Scottish population.
- 3.7. People are better skilled, trained and ready for learning and employment
- Improvement is evident for both indicators reported for this outcome, with the target achieved for Teachers' sickness absence. Visits to libraries has also increased, and was only just under target.
- 3.8. Our communities are safer
- The replacement of Community Service orders with Community Payback and Unpaid Work Placements means that the two Criminal Justice indicators are new, though we are already performing strongly in relation to the Forth Valley average. All other indicators in this outcome are showing improved or consistently strong results, and are also achieving targets.
- 3.9. Vulnerable people and families are supported
- Again, positive results and the achievement of targets can be seen in relation to a number of community and home care, benefits processing and homelessness indicators. Though performance has declined in three indicators in this outcome, action is being taken to bring performance back within target by the end of the year.

3.10. Substance misuse and its effects are reduced

Inspections of premises to assess adherence to the smoking ban have been completed within target. Local residents' perceptions regarding substance misuse in the area are below target, and the full year performance report will provide further information on the success of initiatives in this area.

3.11. Health is improving and health inequalities are reducing

Attendances at swimming pools and indoor leisure facilities have increased compared to the first half of 2010/11. Efforts continue to be made to ensure that primary and secondary school children achieve targets for engagement in physical education.

3.12. The environment is protected and enhanced for all

Indicators relating to this outcome also show positive results for the first half of this year. House completions on brownfield sites have increased, and the Council has reduced its consumption of gas and electricity, though an increase in water consumption has occurred due to a water main burst.

3.13. The Council is efficient, effective and recognised for excellence

A slightly more mixed picture can be seen for this outcome, though a large number of indicators in this area can only be reported at the end of the financial year. Positive trends can be seen in budget variance, calls answered by the contact centre, Freedom of Information requests, sickness absence, tenant arrears and Council tax income received within the year.

3.14. Overall, performance levels at the half year 2011-12 stage are very positive, and over two thirds of half year targets have been met. Remedial action is being taken in a number of areas to bring performance back on track by the end of the year, and seasonal variations can also be a factor in some areas. The Council will continue to assess the suitability of the performance measures in place, as well as in actual performance against them. The Scrutiny Committee will receive a further report on performance at the end of the financial year.

4.0 Sustainability Implications

4.1. There are no direct sustainability implications arising from this report.

5.0 Resource Implications

5.1. *Financial Details*

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

5.3. *Staffing*

5.4. There are no direct staffing implications arising from this report.

6.0 Exempt Reports

6.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities 2008 - 2011** (Please double click on the check box ☒)

The area has a positive image and attracts people and businesses	<input checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input checked="" type="checkbox"/>
Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>
Substance misuse and its effects are reduced	<input checked="" type="checkbox"/>
Health is improving and health inequalities are reducing	<input checked="" type="checkbox"/>
The environment is protected and enhanced for all	<input checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☒

No ☐

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers.

Yes ☒

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A - Guidance and Notes

Appendix B - 2011-12 Half Year Performance

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒









Author(s)

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Approved by

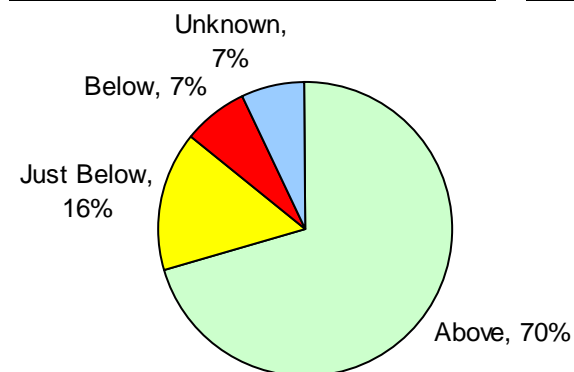
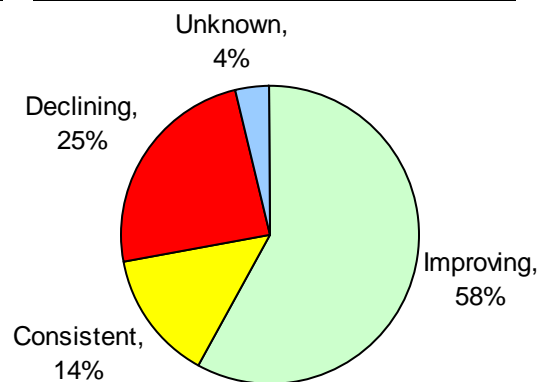
NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Director of Finance & Corporate Services	Signed: N Bridle
Elaine McPherson	Chief Executive	Signed: E McPherson

Appendix A - Guidance & Notes

Performance Indicator	The description of the indicator. Indicators in bold are specified Statutory Performance Indicators and are reported to Audit Scotland annually.
Compared to Last Value	<p>Whether performance levels have gone up or down (regardless of whether the actual values have gone up or down - we would aim to have an upwards arrow for all indicators). For annual indicators, this represents the annual change from 2009/10 to 2010/11. For half year indicators, this represents the change from the last half year value (normally the 2nd half of 2010-11). If half year data has not been presented, an arrow or dash indicates performance against the last full year data.</p> <p>  Performance has improved  Performance is consistent  Performance has declined  Performance cannot be compared to the previous value as either the previous data has not been provided, or the indicator has been changed or newly introduced, and is not comparable to previous data. </p>
Compared to Target	<p>This is monitored by comparing the current reported value to the target and tolerance. This tolerance varies for different indicators but is normally 5 or 10% below target.</p> <p>  Performance is meeting or exceeding the target  Performance is worse than the target but within tolerance  Performance is worse than the target and outwith tolerance  A target has not been set or provided to Strategy & Performance </p>
Latest Note	Managers' comments regarding the causes of strong performance, actions already planned that will improve performance, and/or remedial action that will be taken to improve performance.
Value	The value (performance level) achieved by Clackmannanshire Council in the time period shown.
Target	The target set by the service for the time period shown.
Scottish Average	The benchmark group average - for most indicators with benchmark data, this is from the Statutory Performance Indicators published annually by Audit Scotland on all 32 Scottish Councils. In a few cases, other benchmark groups are used (such as the Forth Valley average for Criminal Justice). Clackmannanshire Council and the Improvement Service are leading on the development of a public sector benchmarking group, to improve the range of benchmark data.
Reported By	The service responsible for reporting the indicator and normally either responsible for performance in that indicator, or for influencing behaviour in that area across the Council.
General	Some indicators are not included in this report due to being based on activities only conducted annually, such as surveys of Housing Quality or Roads requiring maintenance treatment, some areas of Facilities Management and Statutory Performance Indicators.

Appendix B - 2011-12 Half Year Performance

Corporate Priority Outcome	Compared to Last Value				Compared to Target				Total Indicators*
	↑	▬	↓	?	✓	⚠	✗	?	
1. The area has a positive image and attracts people and businesses	5	1			4	1		1	6
2. Our communities are more cohesive and inclusive	2	1	1		4				4
3. People are better skilled, trained and ready for learning and employment	2				1	1			2
4. Our communities are safer	3	2		2	5			2	7
5. Vulnerable people and families are supported	8	3	3		12	2			14
6. Substance misuse and its effects are reduced	3				1		2		3
7. Health is improving and health inequalities are reducing	1	1	2		4				4
8. The environment is protected and enhanced for all	3		1		2	1		1	4
9. The Council is efficient, effective and recognised for excellence	6		7		7	4	2		13
Overall	33 (58%)	8 (14%)	14 (25%)	2 (4%)	40 (70%)	9 (16%)	4 (7%)	4 (7%)	57 (100%)











* Some outcomes have relatively few indicators provided by the Council as greater contributions are provided by other Alliance partners (such as criteria 6 having significant input from the NHS and Police). Additional indicators will be provided in Single Outcome Agreement progress reports presented to the Scrutiny Committee annually.





1. The area has a positive image and attracts people and businesses

				Half Year Values & Targets						
Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	H1 2010/11		H2 2010/11		H1 2011/12		Reported By
				Value	Target	Value	Target	Value	Target	
Householder planning applications dealt with within 2 months	⬆️	✅	This level of service has consistently been amongst the best in Scotland.	96.3%	90.0%	92.7%	90.0%	97.4%	90.0%	Regulatory Services
Non-householder planning applications dealt with within 2 months	⬆️	✅	This level of service has consistently been amongst the best in Scotland.	82.9%	70.0%	84.9%	70.0%	86.6%	70.0%	Regulatory Services
Number of new house completions	⬆️	❓	Significant decline in housing completions due to national economic downturn, though maintaining around the same level as last year.	17		9		10		Regeneration
Invoices paid within 30 calendar days of receipt	⬆️	✅	Services and creditors making concerted effort to submit invoices timely and pay promptly. Services working to minimise time invoice taken to resolve dispute.			81.7%		87.0%	83.0%	Revenues & Payments
Building warrant applications responded to within 15 days	⬆️	✅	These levels of performance were consistently in the top quartile in Scotland when the indicator was statutory and comparison with other authorities was possible.	73.7%	80.0%	85.2%	80.0%	86.8%	80.0%	Regulatory Services
Local residents who rate their neighbourhood as a good place to stay	📊	⚠️	We continue to achieve positive results from residents who are satisfied with the neighbourhood that they live in. Research conducted through focus groups in December 2011 will be used to evaluate the factors that contribute to residents satisfaction with communities.			89.0%	97.0%	89.0%	97.0%	Strategy & Performance















2. Our communities are more cohesive and inclusive

				Half Year Values & Targets						
Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	H1 2010/11		H2 2010/11		H1 2011/12		Reported By
				Value	Target	Value	Target	Value	Target	
Employees who have completed equalities monitoring forms			Performance remains comparable with the same time last year. We continue to stress the benefits to employees of completing monitoring forms, however, there is no obligation on them to do so.	75.2%				75.4%	74.0%	Governance
Percentage of the highest paid 2% of earners among council employees that are women			Performance remains in line with target.					53.5%	51.2%	Governance
Percentage of the highest paid 5% of earners among council employees that are women			Performance remains in line with target.	48.6%	50.0%	49.5%	50.0%	51.5%	51.2%	Governance
Racist graffiti removed within 4 hours			There were no reports of racist graffiti in the first half of 2011-12. This data is subject to checking but occurrences are historically very few.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Waste, Streetcare & Lands

3. People are better skilled, trained and ready for learning and employment





				Half Year Values & Targets						
Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	H1 2010/11		H2 2010/11		H1 2011/12		Reported By
				Value	Target	Value	Target	Value	Target	
Number of visits to libraries (per 1,000 population)			A number of positive initiatives such as Open Days, Author Visits, Rhyme Time/Storytelling have been introduced to reverse the national downward trend of visits to libraries. We have seen a 15% increase in Web4U computer use over the last 12 months.	4,451	3,920	4,097	3,920	4,211	4,225	Customer Services
Working days lost through Teachers' sickness absence			Whilst there was some minor variation in the second half of 2010/11, strong performance has been maintained over the year as a whole.	2.1%		2.8%		2.2%	2.5%	Governance

4. Our communities are safer







				Half Year Values & Targets						
Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	H1 2010/11		H2 2010/11		H1 2011/12		Reported By
				Value	Target	Value	Target	Value	Target	
Court Reports with Community Payback Order as the preferred option, where CPO was the main outcome			This indicator was introduced in 2011 with the introduction of Community Payback Orders. Baseline data obtained this year will be used to set targets for future years, but performance is currently positive in comparison to the Forth Valley averages of 57.3% (1st quarter) and 52.0% (2nd quarter).					56.7%		Criminal Justice Services
Unpaid Work Placements that started within 7 days of a Community Payback Order being imposed by the court			This indicator was newly introduced in 2011 when Unpaid Work replaced Community Service Orders. Baseline data obtained this year will be used to set targets for future years, but performance is currently positive in comparison to the Forth Valley average of 61.0% (1st quarter) and 54.4% (2nd quarter).					59.4%		Criminal Justice Services
Street light repairs completed within 7 days			Consistently better than target.	94.2%	90.0%	86.8%	90.0%	92.3%	90.0%	Roads & Transportation
People killed or seriously injured as a result of road accidents			We have seen a substantial reduction in the first two quarters of 2011/12 compared with 2010/11. The target for this measure is to reduce the number of people killed or seriously injured.	21		13		4		Roads & Transportation
Abandoned vehicles removed within 14 days			In the first half of 2011/12 one vehicle reported and removed within 14 days.					100.0%	80.0%	Regulatory Services
High risk food safety inspections completed within required timescale			Performance is consistently 100%. This could reduce if resources are diverted due to any emergency such as a food poisoning outbreak.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Regulatory Services
Local residents who state vandalism or graffiti is a dislike about their local neighbourhood			There has been a marked improvement in performance over the past 6 months. It is too early to say whether this is a seasonal variation or a positive trend. Planned focus group work with the Clacks 1000 should help to better clarify cause.			23.0%	20.0%	18.0%	20.0%	Strategy & Performance

5. Vulnerable people and families are supported









				Half Year Values & Targets						
Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	H1 2010/11		H2 2010/11		H1 2011/12		Reported By
				Value	Target	Value	Target	Value	Target	
Number of people waiting in short stay settings for more than 6 weeks for discharge to appropriate settings	▬	✔	Performance is being maintained at zero for census dates and the Community Care teams are working with partners to minimise delays in discharges over the 1-6 week time period.	0	0	0	0	0	0	Adult Care
People for whom community care assessment targets were met	⬆	✔	There is a drive to maintain referral and assessment responses within local priority target times which are within the national standard. Overall performance is improving with a decrease in employee absence rates.	74%	80%	76%	80%	84%	80%	Adult Care
People receiving intensive home care 10+hrs	⬆	✔	Increasingly supporting people to remain in their own homes.	127		134		155	150	Adult Care
Timeframes met for initial appointments to mental health services	⬇	✔	Progress continues to be positive in meeting 1 and 6 week timescales. Current focus on lower-tier self-management based interventions should reduce future need for higher-tier services.	97%	88%	96%	92%	95%	90%	Adult Care
Average number of moves experienced by Looked After and Accommodated Children in the year	▬	✔	General trend remains positive and is significantly under the target of 2 moves. Clackmannanshire tends to have more young people in foster care as a % of the total LAAC population, which further underlines the positive nature of the ongoing trend.	1.0	2.0			1.0	2.0	Child Care
Reports submitted to the children's reporter within 20 working days	⬆	✔	Continuing scrutiny is required to improve further on report timescales. Work is ongoing to produce a Central Scotland screening process that should have a positive impact in 2011-2012.	60%	75%	60%	75%	75%	75%	Child Care
Children with a supervision requirement seen by a supervising officer within 15 working days	▬	✔	On Target. Self-evaluation continues to scrutinise the quality of contact following implementation of a supervision requirement.	100%	100%	100%	100%	100%	100%	Child Care
Average time (days) taken to process new benefits claims and changes of circumstances	⬆	✔	Benefits processing has shown a great improvement in terms of speed during last year and is well ahead of target (Scottish Average no longer published by Audit Scotland).	16.0 days	13.0 days			14.0 days	13.0 days	Revenues & Payments
Homeless applicants lost contact with prior to completion of homeless assessment	⬆	✔	Further work required to establish the circumstances of these lost contact cases.					5.50%	6.00%	Regeneration
Cases reassessed as homeless within 12 months of completion (permanent accommodation)	⬇	⚠	Further research is required to define preventable reassessments.	4.30%	4.00%			4.80%	4.00%	Regeneration
Homeless decision notifications issued within 28 days of date of presentation (permanent accommodation)	⬆	✔	Continue to improve. New target to be discussed for 2012 due to the removal of priority need.	64.80%	70.00%			85.59%	70.00%	Regeneration
Homeless cases housed into permanent accommodation	⬆	✔	Further analysis is required to establish the reasons why these cases do not result in a permanent tenancy.	57.62%				59.38%	50%	Regeneration

				Half Year Values & Targets						
Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	H1 2010/11		H2 2010/11		H1 2011/12		Reported By
				Value	Target	Value	Target	Value	Target	
Homeless decision notifications issued within 28 days (temporary accommodation)			The Council is working towards the Scottish Government's 2012 target to abolish the homeless priority need test. This legislative change means that households previously found to be Homeless Non Priority, with a duty to provide temporary accommodation for a reasonable period, will now be entitled to settled (permanent) accommodation. Intentionally Homeless households continue to be entitled to temporary accommodation for a reasonable period. This group currently only makes up 3% of assessments and would not be relative to previously reported figures therefore we would not continue to use this as a KPI.	65.28%	70%			78.72%	70%	Regeneration
Homeless cases reassessed within 12 months (temporary accommodation)			The Council is working towards the Scottish Government's 2012 target to abolish the homeless priority need test. This legislative change means that households previously found to be Homeless Non Priority, with a duty to provide temporary accommodation for a reasonable period, will now be entitled to settled (permanent) accommodation. Intentionally Homeless households continue to be entitled to temporary accommodation for a reasonable period. This group currently only makes up 3% of assessments and would not be relative to previously reported figures therefore we would not continue to use this as a KPI.	5.56%	6%			6.38%	6%	Regeneration

6. Substance misuse and its effects are reduced

				Half Year Values & Targets						
Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	H1 2010/11		H2 2010/11		H1 2011/12		Reported By
				Value	Target	Value	Target	Value	Target	
Smoking regulation inspections completed on time			Inspections are completed in tandem with other enforcement visits in accordance with current government guidance. There are also inspections carried out on some businesses as part of a programme and these have all been completed within target.			97.87%	100.00%	100.00%	100.00%	Regulatory Services
Local residents who state alcohol abuse is a dislike about their neighbourhood			We have seen a small improvement over the past year, and a significant reduction since 2008/09, though we have not met the target. The Clackmannanshire Alcohol Service is a key component of the Healthier Lives programme which aims to reduce harm arising from alcohol misuse and increase opportunities for those recovering from substance misuse.			28.0%	20.0%	27.0%	20.0%	Strategy & Performance
Local residents who state drug abuse/dealing is a dislike about their neighbourhood			We have seen an improvement over the reporting periods, although the target has not been met. Over the past year we have seen the development of the Clackmannanshire Drugs and Alcohol Partnership Strategy (CADP) which sets out the direction for partnership action on substance misuse.			21.0%	15.0%	18.0%	15.0%	Strategy & Performance

7. Health is improving and health inequalities are reducing





				Half Year Values & Targets						
Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	H1 2010/11		H2 2010/11		H1 2011/12		Reported By
				Value	Target	Value	Target	Value	Target	
Visits to indoor sports facilities excluding pools (per 1,000 population)			It is unclear which facilities have been included in the previous years figures. Both pricing and marketing initiatives have increased the attendance at these facilities in the first half of the year. Whilst the last value was higher this was during the winter when there is normally greater attendance.	3,370	3,492	4,357	3,492	4102	4000	Facilities Management
Visits to swimming pools (per 1,000 population)			In gross terms the number of visits to swimming pools has increased despite the closure of Alva Swimming Pool.	1,610	1,514	1,463	1,514	1658	1,187	Facilities Management
Engagement in Physical Education (minutes per week per secondary pupil)			Alva Academy have increased core PE for senior pupils, on average due to timetabling constraints secondary pupils get 110 minutes per week.					110	120	Sports Development
Engagement in Physical Education (minutes per week per primary pupil)			An audit of 2 hours PE was conducted in August 2011 and 94% of all primary pupils get a minimum of 120 minutes per pupil per week.					118.2	120	Sports Development

8. The environment is protected and enhanced for all

				Half Year Values & Targets						
Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	H1 2010/11		H2 2010/11		H1 2011/12		Reported By
				Value	Target	Value	Target	Value	Target	
New house completions on brownfield sites	⬆️	❓	Improvements still being made, despite significant decline in housing completions due to economic downturn.	.0%		11.1%		40.0%		Regeneration
Consumption of gas in Council buildings in a rolling year (MWh)	⬆️	✅	This calculated every quarter for the previous 12 months. This "rolling year" method is used to remove the seasonal effect on gas consumption figures. The performance shown is up to, and including, the second quarter of 2011-12. Performance 5.9% below target reduction figure	18,949 MWh	20,000 MWh	22,511 MWh	20,000 MWh	18,824 MWh	20,000 MWh	Property & Fleet
Consumption of electricity in Council buildings in a rolling year (MWh)	⬆️	✅	As above Performance 0.1% below target reduction figure	9,410 MWh	9,000 MWh	9,060 MWh	9,000 MWh	8,989 MWh	9,000 MWh	Property & Fleet
Consumption of water in Council buildings in a rolling year (m3)	⬇️	⚠️	As above Performance 3.7% above target due to a water main burst. Previous low figures were partly due to a delay in Scottish Water invoicing for new High Schools.	82,650	100,000	75,610	100,000	103,686	100,000	Property & Fleet

9. The Council is efficient, effective and recognised for excellence

				Half Year Values & Targets						
Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	H1 2010/11		H2 2010/11		H1 2011/12		Reported By
				Value	Target	Value	Target	Value	Target	
Council spend above or below annual budgets (budget variance) (£,000)	⬆️	✅	As the Council redesigns its services through management restructures, a number of one-off savings have arisen in 2011/12 mostly through current staffing vacancies.					£2300	£252	Accountancy
Councillor Enquiries dealt with within target times	⬇️	⛔	Councillor enquiries are monitored through a caseload management system that issues reminders to ensure deadlines are met. The causes for overdue responses are closely scrutinised. In this particular period one response was delayed due to the nature of the issue. The enquiry has now been closed.					50.0%	95.0%	Business Support
Customers satisfied/very satisfied with the Community Access Points	⬇️	⚠️	High level customer satisfaction is being maintained.	96.0%	100.0%	96.5%	100.0%	96.0%	100.0%	Customer Services
Calls resolved at first point of contact at the Contact Centre	⬇️	⚠️	Minor drop of 2% since last report.	83.0%	83.0%	83.0%	83.0%	81.0%	83.0%	Customer Services
Calls answered by the Contact Centre	⬆️	✅	Target has now been met and exceeded in last 3 consecutive months.	92.0%	93.5%	92.0%	93.5%	93.0%	93.0%	Customer Services
Customers satisfied/very satisfied with the Contact Centre	⬇️	⚠️	Satisfaction levels maintained at last years levels. Customer feedback suggests the drop from previous years levels is due to some dissatisfaction with the overall service being delivery, not simply the customer contact through the Contact Centre.	94.0%	95.5%	88.2%	95.5%	87.0%	95.5%	Customer Services
Freedom of Information requests dealt with within 20 days	⬆️	⚠️	The service continues to support and prompt services to ensure compliance and the actual % figure continues to be one of the highest amongst Scottish local authorities.			94.0%	100.0%	96.6%	100.0%	Governance
Working days lost through other Local Government Employees' sickness absence	⬆️	✅	Performance remains positive as a result of various proactive activities, including more systematic monitoring and use of return to work interviews designed to support employees as they come back to work following a period of sickness.					3.4%	4.0%	Governance
Housing response repairs completed within target times	⬆️	✅	Housing and PCU staff continue to work in partnership to drive service delivery improvements	94.68%	87.5%	93.29%	87.5%	94.89%	94.25%	Housing Management
Rent loss due to empty (void) properties as a percentage of the total rent due	⬇️	✅	Housing and PCU teams continue to work closely together to ensure that the focus remains on minimising the time that properties lie empty.	0.7%	0.8%			0.8%	0.8%	Housing Management
Current tenant arrears as a percentage of net rent due	⬇️	⛔	Over the first half of the year, the current tenant arrears have remained low and have been at their lowest in the last 5 years. Only in September, the arrears percentage increased to above the 10/11 level. It still remains to be lower than previous years. The Income Team have transferred from Housing into Revenue Services during this time. The team have worked well to manage this change and still deliver a quality service and maintain the improvement in performance.	5.90%	6.10%			6.08%	5.80%	Revenues & Payments

				Half Year Values & Targets						
Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	H1 2010/11		H2 2010/11		H1 2011/12		Reported By
				Value	Target	Value	Target	Value	Target	
Current tenants owing more than 13 weeks rent (excluding those owing less than £250)			There are various elements that affect the level of arrears owed by tenants but the most common reasons are related to housing benefit and legal system involvement, when arrears can build up and be difficult to recover. In the period April - September 11, 73 cases were entered into the legal process.					4.78%	4.80%	Revenues & Payments
Percentage of the income due from Council Tax that was received during the year			Ahead of target and 1% above last years collection level achieved at the same time last year. This is primarily due to the change of payment date from 15th to 1st of each month and the ongoing Direct Debit take up campaign.	50.9%	50.6%			52.1%	50.6%	Revenues & Payments