

Appendix C – Guide to performance measures

PI	Description	Purpose
All: No. of complaints logged centrally (Service Area)	List of no. of complaints and compliments logged against each service area per month No. of complaints noted first then no. of compliments	Convey awareness of the level of complaints and compliments received by the Council and how that changes over time. Highlight effects of initiatives and issues on complaint levels
CS: Avg days sickness/FTE	Total days sickness divided by no of FTE's	Broad overview of our sickness levels; includes long term and short term sickness. Used as a comparator for national and regional sickness levels
CS: Long term sickness	Total No. of days away from work for periods longer than 4 weeks	To show the split between long term and short term sickness, number of cases included for context
CS: Short term sickness	Total No. of days away from work for periods shorter than 4 weeks	To show the split between long term and short term sickness, number of instances included to show average time off per event
EH: % of nuisance complaints resolved at informal stage	% of nuisances complaints resolved before notice is served	To show the work done in resolving complaints earlier and therefore cheaper than constantly issuing abatement notices. Higher percentages should lower the overall cost of providing the service
EH: Avg Time to serve notice or close complaints	Avg time taken, from the customers point of view, to resolve nuisance complaints.	Reduced time will result in better quality of service from the customers point of view
EH: Time taken to process Disabled Facilities Grant (Fast track)	Time taken for the portion of Disabled Facilities Grants fully under Environmental Health's control	To judge the performance officers are fully responsible and have full control over as opposed to the work carried out by external contractors.
EH: Average time taken to process Disabled Facilities Grant (Fast track)	Average time taken to process DFGs from initial contact to completion (in work days)	To show performance in delivering DFGs. The majority of the time taken for DFGs is dependent on external contractors. Improved management and coordination of the contractors should serve to reduce the overall time taken even further.
EH: Volume of nuisance complaints	Number of nuisance complaints received	To show the volume of work that has to be undertaken by the service
ES: Car parking Income (Quarterly target: non-cumulative)	Quarterly performance against expected quarterly value for day tickets only	Non-cumulative to judge quarters independently and move away from particularly good or bad early performance affecting ongoing reporting

ES: Car parking season tickets sold (Yearly comparison)	Season tickets sold in comparison to same stage last year	
ES: Car parking tickets sold (Yearly comparison)	Tickets sold in comparison to same stage last year	
ES: Overall Recycling rate %	Headline recycling rate (including recycled, re-used or sent for composting)	
ES: Overall waste arising	Residual waste per household for the quarter	
ES: PCN's: issued vs cancelled	Ratio of penalty charge notices issued vs the number cancelled	To show the number of issued tickets not valid or challenged
ICT & CS: % of calls experiencing long wait time	% of calls answered after xx minutes	This PI will come on stream after data from suppliers development work becomes available. Guide to the number of callers that receive a bad level of service from us. Intended to keep CST staff motivated to balance call wait times with service levels. Old PI (calls answered in 20 secs) gives limited motivation to staff during busy periods to manage call loads
ICT & CS: % of enquiries resolved at first point of contact	Captured from demand logger. % of calls where customer enquiry was resolved during or after the first phone call, with no further customer contact received	This PI will come on stream after data from development work becomes available. Encourage process improvement from CST and drive the capture of all relevant issues at first point of contact. Reduce the amount of repeat or follow up calls needed for the CST and reduce avoidable contact. Continued integration and optimisation with the new website will further serve to increase performance levels and reduce calls to CST
ICT & CS: Ageing profile of benefit applications (days)	Average age of 'live' applications	Absolute value is of limited importance; its usefulness is when comparing what happens to the figure varies from month to month. This is a leading indicator which gives managers an indication of workloads and possible issues over the coming months enabling proactive or corrective actions to be performed

ICT & CS: Average call answer time	Average time it takes to answer all calls	This PI will come on stream after data from development work becomes available. All calls counted (including long wait times). This measure can be captured for various time periods to really investigate the how service levels change over time and in response to new initiatives or staff levels. Removes the counter-productive driver that calls passing a certain cut-off time have no additional effect on the performance levels, makes all calls important.
ICT & CS: Council Tax arrears	Assesses % council tax paid to date and historic arrears	To highlight issues in either current or historic collection rates.
ICT & CS: Level of temporary accommodation use (Avg over the month)	Total number of nights of temporary accommodation used over the month divided by the days in the month	Previous PI was just a snapshot of the situation at the end of the month, meaning performance could be skewed by officer action without increasing overall performance levels. This measure looks at performance over the month for a more accurate view of the use of temporary accommodation and is affected by both increased numbers of people as well as longer lengths of time in temporary accommodation.
ICT & CS: No. of benefit applications	Number of new applications received each month	
PEC: Active Applications (at start of month)	Applications in progress (only applications counted for Major/minor/other reporting)	To show work levels
PEC: Ageing profile of planning Applications	Leading indicator showing average age of applications	Absolute value is of limited importance; its usefulness is when comparing what happens to the figure varies from month to month. This is a leading indicator which gives managers an indication of workloads and possible issues over the coming months enabling proactive or corrective actions to be performed
PEC: Average time for completion (Major/Minor/Other)	Average end to end time for applications not going through the pre-app process	To remove the driver that meant that applications one day past the cut-off date for the old national indicators were lowered in priority. Makes all applications important for the officers

<p>PEC: Average time for completion (Major/Minor/Other) following Pre-App</p>	<p>Average end to end time for applications going through the pre-app process</p>	<p>To help justify the pre-app process and resource given to it. Can be used to sell the process to customers if significant difference in processing time is found.</p> <p>Will be reported as the applications proceed through the pre-app and then planning process</p>
<p>PEC: Complaints (Justified/Non-Justified split)</p>	<p>Number of complaints received each month. Split into Justified (things we did wrong or could have done better) and Non-Justified (complaints about the decision or misattributed complaints)</p>	<p>To show the volume and type of complaints received. The complex planning arena is prone complaints that the council has limited responsibility for but these still take resources to manage.</p>
<p>PEC: Justified Complaint Type (Process: Statutory Procedure: Person: Communication)</p>	<p>Assessment of Justified complaints into type. One recorded complaint can cover multiple areas so the numbers may not tally with the measure above.</p>	<p>To show which areas need most improvement (currently being addressed in an internal customer first improvement group).</p>
<p>PEC: Enforcement action</p>	<p>To show the type and numbers of different routes employed by the enforcement team in closing cases</p>	<p>Enforcement action is only one of 4 main routes to resolve possible planning breaches. This should show the work being done to rectify issues in other, often more cost effective, ways</p>