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Corporate Performance

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**SYNOPSIS**

To provide a six monthly update to the Audit and Governance Committee on the Council's corporate performance

**1. Relevant Background Details**

Corby Borough Council's corporate performance was previously addressed through the Signals of Success presentation, provided to the One Corby Policy Committee by the Chief Executive officer. Since the Chief Executive has been on secondment, the issue of corporate performance has not been presented for Elected Member scrutiny. The inclusion of this report on the Audit and Governance Committee agenda seeks to resolve this inconsistency and provide Elected Members with the same report (attached at Appendix 1) presented to the Senior Management Team (SMT) for consideration. Responsibility for the production of this report is with the Assistant Chief Executive, with the intention to be presented to the Audit and Governance Committee on a six monthly basis.

The Performance Matters 2012/13 report, to which this report refers, contains a group of 29 performance indicators, identified by SMT as being the business critical measures in their respective areas. The report is themed in line with the current "One Corby" Corporate Plan 2008-13 and includes data from the current period and three previous periods along with the current cumulative position. Each indicator is also assigned a Direction of Travel arrow, which identifies performance trend from the previous period (month / quarter / other). These arrows are colour coded to identify cumulative performance in relation to the target set for each indicator.

Where performance has fallen below the expected level, a commentary is provided to identify why the indicator is currently below the anticipated target and what remedial action will be taken to rectify this going forward.

**2. Report**

It is initially suggested that the Corporate Performance report to the Audit and Governance Committee is presented on a six monthly basis, which will provide a picture of performance halfway through the year and at year end. Therefore, the Performance Matters reports alluded to in these reports will be from September and March respectively. The current report (September 2012) is attached at Appendix 1 and should be read in conjunction with this report.

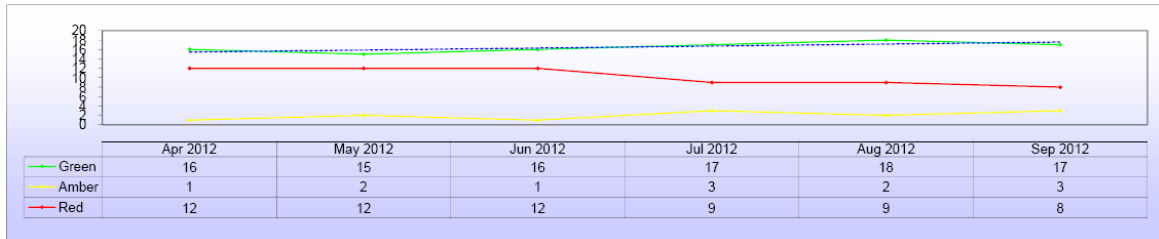
Since the start of the year, we have seen an improvement in the number of indicators on track to achieve their end of year targets. The number of indicators which have dipped into the amber threshold (those with a negative variance of less than 5% from the target set) have seen marginal variation throughout the first half of the year and the number of indicators performing below their anticipated targets has decreased from 12 to 8 in this period.

Seventeen indicators are on target or showing any positive variance since the last reporting period, 11 of these have improved their position, 1 has remained static and 5 have deteriorated.

Three indicators are currently showing a negative variance of less than 5% from the target set since the last reporting period, 2 of these have improved their position, 0 have remained static and 1 has deteriorated.

Eight indicators are currently showing a negative variance of more than 5% from the target set since the last reporting period, 3 of these have improved their position, 1 has remained static and 4 have deteriorated.

The Direction of Travel Comparison chart below illustrates our current performance across the first six months of the financial year. This chart includes a trend line, indicated by a broken blue line (-----). Trend lines are used to graphically display trends in data and to analyse problems of prediction.



### 3. Options to be considered (if any)

Whether the Audit and Governance Committee is the appropriate forum at which this report is discussed.

Whether the proposed six month frequency of the report being presented to Committee is reasonable.

What further information, if any, is required regarding this report.

What is the preferred method of Corporate Performance reporting, i.e. Report (as provided), Presentation (as Signals of Success) or other.

Following an initial read-through of the report, the Committee are asked to make comment on the content of the report and appendices and suggest changes to be considered for the next reporting period.

### 4. Issues to be taken into account:-

#### ***Policy Priorities***

Effectively addressing business critical performance is central to achieving the priorities outlined in the Corporate Plan 2008/13.

#### ***Financial***

Reporting on performance will help to identify and address key financial issues.

#### ***Legal***

Whilst there are no legal issues relevant to the report, a number of the indicators contained within the accompanying Performance Matters report (such as the percentage of Freedom of Information requests completed) may have legal implications.

#### ***Performance Information***

This report and the current Performance Matters report (included at Appendix 1) provide business critical performance data as identified by members of SMT.

#### ***Best Value***

Improved performance in a number of the areas identified through this report and the current Performance Matters report (attached at Appendix 1) will have a direct impact on the Council's ability to provide Best Value to its customers.

#### ***Human Rights***

Reporting on performance will help to identify and address key human rights issues and a number of the indicators contained within the accompanying Performance Matters report (such as the number of working days lost due to sickness absence) may have human rights implications.

**Equalities**

Reporting on performance will help to identify and address key equality issues.

**Sustainability**

Whilst there are no immediate Sustainability issues relevant to the report, a number of the indicators contained within the accompanying Performance Matters report (such as CO2 reduction from local authority operations) may have sustainability implications. The only other minor sustainability issue is that in order for the report to make sense, it does need to be provided in colour, as the Direction of Travel information is colour coded.

**Community Safety**

Reporting on performance will help to identify and address key community safety issues.

**5. Conclusion**

A report will be provided to the Audit and Governance Committee six monthly to enable elected members to monitor the progress being made on corporate performance.

**6. Recommendation**

The Audit and Governance Committee are recommended to:

- a. Agree whether Audit and Governance Committee is the appropriate forum at which this report is discussed.
- b. Agree the frequency of the report being presented to Committee.
- c. Identify what further information, if any, is required regarding this report.
- d. Agree the method of Corporate Performance reporting, i.e. Report (as provided), Presentation (as Signals of Success) or other.
- e. Note and make comments on the Performance Matters report included at Appendix 1

**Background Papers**

None

**External Consultations**

None

**List of Appendices**

Appendix 1 – Performance Matters report (September 2012 edition)

**Officer to Contact**

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**CORBY BOROUGH COUNCIL**



# **Performance Matters**

**September 2012**

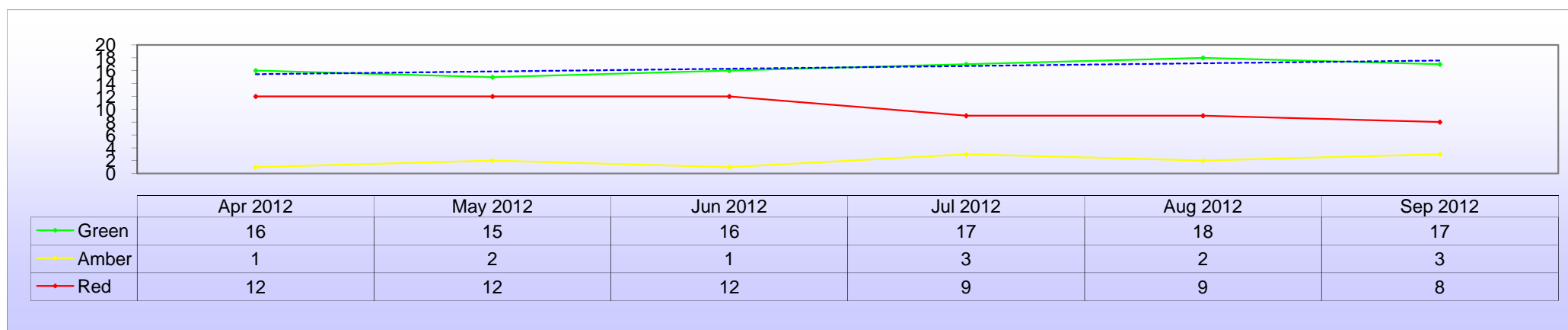
## BACKGROUND





To ensure all performance indicators are monitored and reviewed on a regular basis and sustainable improvements are being made “Performance Matters” will detail performance of those indicators believed to be most significant in the effective running of the Council. This will enable both Members and the Core Management Team to identify areas of second rate performance in order for action plans to be put in place to improve performance.

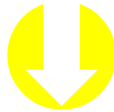



Performance Matters will help measure the rate of progress being made in achieving our “One Corby” corporate priorities.





COLOUR CODE	↑	→	↓	●	TOTAL	SUMMARY OF PERFORMANCE
<b>Green</b> On target or any positive variance	11	1	5	0	17	To allow an accessible and visual check, arrows are included to identify the performance trend from the last calculation (month / quarter / other) of the indicator.  The arrows are colour coded to show cumulative performance in relation to the target set for each performance indicator.
<b>Amber</b> A negative variance of less than 5% from the target set	2	0	1	0	3	
<b>Red</b> A negative variance of more than 5% from the target set	3	1	4	0	8	
<b>TOTAL BY DIRECTION OF TRAVEL</b>	<b>16</b>	<b>2</b>	<b>10</b>	<b>0</b>	<b>28</b>	

The **Direction of Travel Comparison** chart below includes a trend line for the current period (April to March of the current financial year), indicated by a broken blue line (-----). Trend lines are used to graphically display trends in data and to analyse problems of prediction.

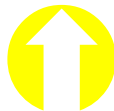





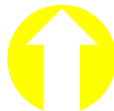



Performance Indicator		Target	Performance Analysis		Comment	
			Month	Position		
<b>REGENERATION AND GROWTH</b>						
<b>NI 154</b>  Reported monthly (financial)  Higher is better	Net additional homes provided	Monthly Cumulative <b>250</b>	Jul 2012	19		September's outturn is 41% lower than the 285 completions provided during the same period last year, and 33% lower than the monthly target. The majority of which were provided at Land West of Stanion and Oakley Vale. This indicator is largely dependent on the housing market; however, the Council is trying to increase development by seeking funding from various sources, reviewing large scale development options with ATLAS and proposing deferred developer contributions to help deliver stalled development sites.
	<b>Previous Year's Outturn</b> 482 <b>Most Recent Top Quartile Outturn</b> N/A	Annual Cumulative <b>500</b> Mar 2013	Aug 2012	37		
			<b>Sep 2012</b>	<b>21</b>		
			<i>Current Cumulative</i>	168		
<b>NI 155</b>  Reported monthly (financial)  Higher is better	Number of affordable homes delivered (gross)	Monthly Cumulative <b>21</b>	Jul 2012	0		September's outturn is 72% lower than the 39 affordable completions provided during the same period last year, and 48% lower than the monthly target. This indicator is largely dependent on the housing market; however, the Council is trying to increase development by seeking funding from various sources, reviewing large scale development options with the Advisory Team for Large Applications (ATLAS) and proposing deferred developer contributions to help deliver stalled development sites.
	<b>Previous Year's Outturn</b> 102 <b>Most Recent Top Quartile Outturn</b> N/A	Annual Cumulative <b>41</b> Mar 2013	Aug 2012	5		
			<b>Sep 2012</b>	<b>0</b>		
			<i>Current Cumulative</i>	11		
<b>NI 157 a</b>  Reported monthly (financial)  Higher is better	Processing of planning applications: Major applications	Monthly Cumulative <b>60.00%</b>	Jul 2012	100.00%		
	<b>Previous Year's Outturn</b> 41.18% <b>Most Recent Top Quartile Outturn</b> 79.09%	Annual Cumulative <b>60.00%</b> Mar 2013	Aug 2012	0.00%		
			<b>Sep 2012</b>	<b>100.00%</b>		
			<i>Current Cumulative</i>	66.66%		
<b>NI 157 b</b>  Reported monthly (financial)  Higher is better	Processing of planning applications: Minor applications	Monthly Cumulative <b>85.00%</b>	Jul 2012	91.67%		
	<b>Previous Year's Outturn</b> 77.05% <b>Most Recent Top Quartile Outturn</b> 83.66%	Annual Cumulative <b>85.00%</b> Mar 2013	Aug 2012	83.33%		
			<b>Sep 2012</b>	<b>100.00%</b>		
			<i>Current Cumulative</i>	90.24%		





Performance Indicator		Target	Performance Analysis		Comment
			Month	Position	
<b>REGENERATION AND GROWTH</b>					
<b>NI 157 c</b>  Reported monthly (financial)  Higher is better	Processing of planning applications: other applications	Monthly Cumulative <b>94.00%</b>	Jul 2012	94.44%	 Two applications were decided out of time; one required additional information and the second is linked to an ongoing enforcement matter.
	<b>Previous Year's Outturn</b> 92.90% <b>Most Recent Top Quartile Outturn</b> 91.82%	Annual Cumulative <b>94.00%</b> Mar 2013	Aug 2012	85.71%	
			<b>Sep 2012</b>	<b>84.61%</b>	
			<i>Current Cumulative</i>	91.02%	
<b>CLIMATE CHANGE AND ENVIRONMENT</b>					
<b>NI 185</b>  Reported quarterly (financial)  Higher is better	CO2 reduction from local authority operations	Quarterly Cumulative <b>1.7%</b>	Mar 2012	11.7%	 This measure will be updated once the new Sustainability Officer has been recruited. This is expected to be in January 2013, with the figures updated from February 2013.
	<b>Previous Year's Outturn</b> 11.7% <b>Most Recent Top Quartile Outturn</b> N/A	Annual Cumulative <b>3.3%</b> Mar 2013	Jun 2012	9.5%	
			<b>Sep 2012</b>	<b>TBC</b>	
			<i>Current Cumulative</i>	<i>TBC</i>	
<b>NI 191</b>  Reported monthly (financial)  Lower is better	Residual Waste per Household	Monthly Cumulative <b>240 Kg</b>	Jul 2012	31 Kg	
	<b>Previous Year's Outturn</b> 515 Kg <b>Most Recent Top Quartile Outturn</b> 387 Kg	Annual Cumulative <b>480 Kg</b> Mar 2013	Aug 2012	34 Kg	
			<b>Sep 2012</b>	<b>36 Kg</b>	
			<i>Current Cumulative</i>	234 Kg	
<b>NI 192</b>  Reported monthly (financial)  Higher is better	Percentage of household waste sent for reuse, recycling and composting	Monthly Cumulative <b>48.00%</b>	Jul 2012	59.29%	
	<b>Previous Year's Outturn</b> 41.02% <b>Most Recent Top Quartile Outturn</b> 42.89%	Annual Cumulative <b>48.00%</b> Mar 2013	Aug 2012	58.43%	
			<b>Sep 2012</b>	<b>50.32%</b>	
			<i>Current Cumulative</i>	48.90%	





Performance Indicator		Target	Performance Analysis		Comment
			Month	Position	
<b>ECONOMIC DEVELOPMENT, JOBS AND SKILLS</b>					
<b>CBP 1</b>  Reported monthly (financial)  Higher is better	Percentage of available investment properties occupied	Monthly Cumulative <b>90.00%</b>	Jul 2012	91.39%	
			Aug 2012	92.05%	
	<b>Previous Year's Outturn</b> 94.34%	Annual Cumulative <b>90.00%</b> Mar 2013	<b>Sep 2012</b>	<b>92.05%</b>	
	<b>Most Recent Top Quartile Outturn</b> N/A		<i>Current Cumulative</i>	91.94%	
<b>SAFER, STRONGER COMMUNITIES</b>					
<b>NI 195 a</b>  Reported four monthly (financial)  Lower is better	Improved Street and Environmental Cleanliness – Levels of Litter	Tri Annual Cumulative <b>4%</b>	Nov 2011	7%	
			Mar 2012	7%	
	<b>Previous Year's Outturn</b> 7%	Annual Cumulative <b>4%</b> Mar 2013	<b>Jul 2012</b>	<b>9%</b>	
	<b>Most Recent Top Quartile Outturn</b> 6%		<i>Current Cumulative</i>	9%	
<b>NI 195 c</b>  Reported four monthly (financial)  Lower is better	Improved Street and Environmental Cleanliness – Levels of Graffiti	Tri Annual Cumulative <b>2%</b>	Nov 2011	3%	
			Mar 2012	6%	
	<b>Previous Year's Outturn</b> 6%	Annual Cumulative <b>2%</b> Mar 2013	<b>Jul 2012</b>	<b>2%</b>	
	<b>Most Recent Top Quartile Outturn</b> 1%		<i>Current Cumulative</i>	2%	
<b>EQEP 1</b>  Reported quarterly (financial)  Higher is better	Number of Empty Homes (6 months empty) returned to Occupation	Quarterly Cumulative <b>120</b>	Mar 2012	84	
			Jun 2012	61	
	<b>Previous Year's Outturn</b> 291	Annual Cumulative <b>240</b> Mar 2013	<b>Sep 2012</b>	<b>87</b>	
	<b>Most Recent Top Quartile Outturn</b> N/A		<i>Current Cumulative</i>	148	




Performance Indicator	Target	Performance Analysis		Comment		
		Month	Position			
<b>SAFER, STRONGER COMMUNITIES</b>						
<b>EQSS 19</b>  Reported monthly (financial)  Lower is better	Number of incidents of fly-tipping	Monthly Cumulative <b>494</b>	Jul 2012	85		
			Aug 2012	127		
	<b>Previous Year's Outturn</b> 1,092	Annual Cumulative <b>988</b>	<b>Sep 2012</b>	<b>98</b>		
	<b>Most Recent Top Quartile Outturn</b> N/A		Mar 2013	<i>Current Cumulative</i> 512		
<b>NPCS 6</b>  Reported monthly (financial)  Higher is better	Percentage of closed antisocial behaviour cases that were resolved	Monthly Cumulative <b>90.00%</b>	Jul 2012	86.67%		
			Aug 2012	95.65%		
	<b>Previous Year's Outturn</b> 97.91%	Annual Cumulative <b>90.00%</b>	<b>Sep 2012</b>	<b>100.00%</b>		
	<b>Most Recent Top Quartile Outturn</b> N/A		Mar 2013	<i>Current Cumulative</i> 95.70%		
<b>HEALTH AND WELL-BEING</b>						
<b>CL 1</b>  Reported monthly (financial)  Higher is better	Culture and Leisure Services Income rates	Monthly Cumulative <b>£1,258,795</b>	Jul 2012	£206,871		
			Aug 2012	£228,464		
	<b>Previous Year's Outturn</b> N/A	Annual Cumulative <b>£2,517,590</b>	<b>Sep 2012</b>	<b>£230,784</b>		
	<b>Most Recent Top Quartile Outturn</b> N/A		Mar 2013	<i>Current Cumulative</i> £1,411,346		
<b>CL 2</b>  Reported monthly (financial)  Higher is better	Membership Scheme - Total number of people on scheme	Monthly Cumulative <b>1,450</b>	Jul 2012	43		
			Aug 2012	10		
	<b>Previous Year's Outturn</b> 2,853	Annual Cumulative <b>2,900</b>	<b>Sep 2012</b>	<b>40</b>		
	<b>Most Recent Top Quartile Outturn</b> N/A		Mar 2013	<i>Current Cumulative</i> 2,995		

Performance Indicator		Target	Performance Analysis		Comment	
			Month	Position		
<b>CUSTOMER FIRST</b>						
<b>NI 181</b>  Reported monthly (financial)  Lower is better	Time taken to process Housing Benefit / Council Tax Benefit new claims and change events	Monthly Cumulative <b>10.0 days</b>	Jul 2012	11.4 days		The average number of days is now reducing on a monthly basis and the target is expected to be reached by the end of the year.
	<b>Previous Year's Outturn</b> 5.3 days  <b>Most Recent Top Quartile Outturn</b> 7.0 days	Annual Cumulative <b>10.0 days</b> Mar 2013	Aug 2012	8.5 days		
			<b>Sep 2012</b>	<b>7.3 days</b>		
			<i>Current Cumulative</i>	<i>10.2 days</i>		
<b>FS 2</b>  Reported monthly (financial)  Higher is better	Collection of Sundry Debts	Monthly Cumulative <b>90.00%</b>	Jul 2012	95.50%		Please note that the data for this indicator is provided cumulatively each month, due to current reporting capabilities.
	<b>Previous Year's Outturn</b> 93.11%  <b>Most Recent Top Quartile Outturn</b> N/A	Annual Cumulative <b>90.00%</b> Mar 2013	Aug 2012	95.58%		
			<b>Sep 2012</b>	<b>95.16%</b>		
			<i>Current Cumulative</i>	<i>95.16%</i>		
<b>FS 7</b>  Reported monthly (financial)  Higher is better	Information and Computer Technology service availability	Monthly Cumulative <b>97.00%</b>	Jul 2012	98.00%		Please note that the data for this indicator is provided cumulatively each month, due to current reporting capabilities.
	<b>Previous Year's Outturn</b> N/A  <b>Most Recent Top Quartile Outturn</b> N/A	Annual Cumulative <b>97.00%</b> Mar 2013	Aug 2012	99.00%		
			<b>Sep 2012</b>	<b>98.00%</b>		
			<i>Current Cumulative</i>	<i>98.00%</i>		
<b>FS 24</b>  Reported monthly (financial)  Higher is better	Percent of Council Tax collected in year	Monthly Cumulative <b>49.00%</b>	Jul 2012	38.20%		Please note that the data for this indicator is provided cumulatively each month, due to current reporting capabilities.
	<b>Previous Year's Outturn</b> N/A  <b>Most Recent Top Quartile Outturn</b> 98.48%	Annual Cumulative <b>98.00%</b> Mar 2013	Aug 2012	47.12%		
			<b>Sep 2012</b>	<b>56.29%</b>		
			<i>Current Cumulative</i>	<i>56.29%</i>		

Performance Indicator		Target	Performance Analysis		Comment	
			Month	Position		
<b>CUSTOMER FIRST</b>						
<b>FS 38</b>  Reported monthly (financial)  Higher is better	Telephone statistics: Average call waiting times in One Stop Shop / Main switchboard	Monthly Cumulative <b>85.00%</b>	Jul 2012	86.46%		
			Aug 2012	88.05%		
	<b>Previous Year's Outturn</b> N/A	Annual Cumulative	<b>Sep 2012</b>	<b>91.09%</b>		
	<b>Most Recent Top Quartile Outturn</b> N/A	<b>85.00%</b> Mar 2013	<i>Current Cumulative</i>	88.12%		
<b>FS 39</b>  Reported monthly (financial)  Higher is better	Percent of One Stop Shop customers seen within 10 minutes	Monthly Cumulative <b>90.00%</b>	Jul 2012	55.00%		A significant increase in the amount of benefit work now being received and more complex cases having to be dealt with following further redundancies and changes in circumstances has meant that the knock on effect is that things are taking a little more time than we would like at this present time. This is being monitored on a daily basis and hope that things become more settled in the coming months.
			Aug 2012	59.00%		
	<b>Previous Year's Outturn</b> N/A	Annual Cumulative	<b>Sep 2012</b>	<b>61.00%</b>		
	<b>Most Recent Top Quartile Outturn</b> N/A	<b>90.00%</b> Mar 2013	<i>Current Cumulative</i>	58.00%		
<b>FS 30</b>  Reported monthly (financial)  Higher is better	Percentage of Freedom of Information requests completed within 20 working days	Monthly Cumulative <b>95.00%</b>	Jul 2012	100.00%		Performance for September was 100% following the transfer of service to the One Stop Shop. The cumulative figure is expected to increase as the year goes on, although it is unlikely to achieve target due to the poor performance during the first three months of the financial year.
			Aug 2012	100.00%		
	<b>Previous Year's Outturn</b> N/A	Annual Cumulative	<b>Sep 2012</b>	<b>100.00%</b>		
	<b>Most Recent Top Quartile Outturn</b> N/A	<b>95.00%</b> Mar 2013	<i>Current Cumulative</i>	61.79%		
<b>HR 1</b>  Reported monthly (financial)  Lower is better	Number of working days lost due to sickness absence	Monthly Cumulative <b>8.00 days</b>	Jul 2012	11.30 days		There is a combination of factors affecting the current increase in sickness levels, relating to issues such as employee relations, operations and personal circumstances which are mostly affecting cases of long term sick leave.
			Aug 2012	12.06 days		
	<b>Previous Year's Outturn</b> 8.73 days	Annual Cumulative	<b>Sep 2012</b>	<b>10.23 days</b>		
	<b>Most Recent Top Quartile Outturn</b> 8.40 days	<b>8.00 days</b> Mar 2013	<i>Current Cumulative</i>	10.78 days		

Performance Indicator	Target	Performance Analysis		Comment		
		Month	Position			
<b>CUSTOMER FIRST</b>						
<b>HR 2</b>  Reported monthly (financial)  Higher is better	Percentage of annual Employee Development Scheme paperwork return rate	Monthly Cumulative <b>N/A</b>	Mar 2010	30.84%		
	<b>Previous Year's Outturn</b> 34.45%  <b>Most Recent Top Quartile Outturn</b> N/A	Annual Cumulative <b>70.00%</b> Mar 2012	Mar 2011	34.45%		
			<b>Mar 2012</b>	<b>74.89%</b>		
			<i>Current Cumulative</i>	<i>74.89%</i>		
<b>NPDLO 13</b>  Reported monthly (financial)  Lower is better	Percentage of all jobs completed out of target time	Monthly Cumulative <b>15.00%</b>	Jul 2012	10.70%		
	<b>Previous Year's Outturn</b> 5.21%  <b>Most Recent Top Quartile Outturn</b> N/A	Annual Cumulative <b>15.00%</b> Mar 2013	Aug 2012	5.72%		
			<b>Sep 2012</b>	<b>2.26%</b>		
			<i>Current Cumulative</i>	<i>6.88%</i>		
<b>NPLLS 6</b>  Reported monthly (financial)  Lower is better	Average re-let time (calendar days) - General Needs and Housing for Older People	Monthly Cumulative <b>26 days</b>	Jul 2012	23 days		
	<b>Previous Year's Outturn</b> 26 days  <b>Most Recent Top Quartile Outturn</b> 25 days	Annual Cumulative <b>26 days</b> Mar 2013	Aug 2012	21 days		
			<b>Sep 2012</b>	<b>24 days</b>		
			<i>Current Cumulative</i>	<i>24 days</i>		
<b>NPLLS 7</b>  Reported monthly (financial)  Lower is better	Number of void properties as at end of each month	Monthly Average <b>30</b>	Jul 2012	37		Whilst the current average figure is below target, the actual monthly figure is on target at 30 properties.
	<b>Previous Year's Outturn</b> 57  <b>Most Recent Top Quartile Outturn</b> 9	Annual Average <b>30</b> Mar 2013	Aug 2012	33		
			<b>Sep 2012</b>	<b>30</b>		
			<i>Current Average</i>	<i>35</i>		

Performance Indicator		Target	Performance Analysis		Comment	
			Month	Position		
<b>CUSTOMER FIRST</b>						
<b>NPLLS 16</b>  Reported monthly (financial)  Lower is better	Monetary arrears figure as at end of month	Monthly Average <b>£190,000</b>	Jul 2012	£263,299		Although we are currently not on target, we are £33,000 down on the same period as the previous year, when we ended up just £2,000 off target. No new initiatives are being considered, as we have been able to reach or near reach our target in previous years using current initiatives. Processes for managing arrears include robust procedures from first week missed including letters, calls and home visits, monthly arrears audits on all officers, monthly HIT Squads targeting one area by all officers, Christmas and year-end clear account incentives, pre Christmas two-week rent campaign, pre year-end one-week rent campaign and close working relationships with housing benefit staff.
			Aug 2012	£224,417		
	<b>Previous Year's Outturn</b> £249,179	Annual Average	<b>Sep 2012</b>	<b>£264,025</b>		
	<b>Most Recent Top Quartile Outturn</b> N/A	<b>£190,000</b> Mar 2013	<i>Current Average</i>	£251,675		