

additional papers 1



Executive Committee

Tue 10 Jul
2018
7.00 pm

Committee Room Two
Town Hall
Redditch

REDDITCH BOROUGH COUNCIL

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Executive

Tuesday, 10th July, 2018

7.00 pm

Committee Room 2 Town Hall

Agenda

Membership:

Cllrs:	Matthew Dormer (Chair)	Brandon Clayton Bill Hartnett
	David Bush (Vice- Chair)	Gareth Prosser Craig Warhurst
	Tom Baker-Price	
	Roger Bennett	
	Greg Chance	

9. Performance Report - help me to run a successful business (Pages 1 - 12)

This item has been attached to a separate colour supplement.

10. Performance Report - help me to be financially independent (Pages 13 - 26)

This item has been attached to a separate colour supplement.

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**EXECUTIVE
COMMITTEE**

10th July 2018

CORPORATE PERFORMANCE REPORT

Relevant Portfolio Holder	Councillor Tom Baker-Price, Portfolio Holder for Corporate Management
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deb Poole, Head of Business Transformation
Ward(s) Affected	All wards
Ward Councillor(s) Consulted	N/A
Key Decision / Non-Key Decision	No

1. SUMMARY OF PROPOSALS

To review performance information relating to the strategic purpose 'help me run a successful business'.

2. RECOMMENDATIONS

The Executive Committee is asked to note the contents of the report and associated appendix (Appendix 1).

3. KEY ISSUES

Financial Implications

- 3.1 Effective performance management will enable the Council to use limited resources in a more targeted manner, maximising the value of Council services and allowing the Council to be even more responsive to our customers' needs.

Legal Implications

- 3.2 There are no legal implications arising from this report.

Service / Operational Implications

- 3.3 Using performance data enables the Council to understand if it is working towards the strategic purposes and delivering the priority actions set out in the Council Plan.

Customer / Equalities and Diversity Implications

- 3.4 The strategic purposes are from a customers' perspective, so relevant and robust performance data will enable the Council to understand if it is delivering what matters to customers, as identified through the Council Plan.

**EXECUTIVE
COMMITTEE**

10th July 2018

- 3.5 There are no equality and diversity implications arising directly from this report; however, the importance of understanding how the Council perform for all residents is important.

4. RISK MANAGEMENT

- 4.1 By using data to ensure the Council meets the strategic purposes and delivers on the priority actions in the Council Plan, it will support the management of risks identified around the delivery of those strategic purposes. The strategy will also contribute to the management of risks around robust decision making and the accuracy/effectiveness of performance data.

5. APPENDICES

Appendix 1 - Corporate Performance Report (Help me run a Successful Business) June 2018

AUTHOR OF REPORT

Name: Tracy Beech, Policy Officer
email: tracy.beech@bromsgroveandredditch.gov.uk
Tel.: 01527 548247

REDDITCH BOROUGH COUNCIL**CORPORATE PERFORMANCE REPORT: 'HELP ME RUN A SUCCESSFUL BUSINESS' – 5 JUNE 2018****1. INTRODUCTION**

- 1.1 This bi-monthly report highlights the key areas for the strategic purpose 'help me run a successful business'.
- 1.2 This report also contains key organisational measures and performance towards the outcomes identified in the Council Plan. It will complement the use of the Corporate Measures Dashboard, the tool used for understanding and reporting our measures.

2. CONTEXT

- 2.1 The local economy in Redditch has been characterised historically by a resilient workforce and in March 2017 the employment rate in Redditch was 73% compared to 71.4% for the region. The Local Economy has historically had a large manufacturing base which at 21.1% of employment is 2.5 the national rate (8.3% for Great Britain). This reliance on manufacturing meant that that Redditch had a different economic cycle from most of the rest of the West Midlands which relied more heavily on service based employment.
- 2.2 More recently, new commercial space has been developed in the Borough including the development of Crescent Trade Park and Royal Enfield Business Park, which provide important new employment space for SME's. In addition, 2017 saw the official opening of the £1.5m North Worcestershire Engineering Centre of Excellence in Redditch, providing an important new training and skills base. Finally, the Redditch Gateway has recently received planning consent and this site will provide further commercial space to boost the local economy.
- 2.3 Whilst there have been a number of recent successes within the Borough, there still remain a number of challenges to overcome. One of these challenges is in relation to earnings, which was explored in more detail above.
- 2.4 In February 2018, a refreshed set of economic priorities were adopted by the Executive Committee of the Council. The economic priorities retain the focus on the current themes, 'Enterprising Redditch', 'Vibrant Redditch', 'Confident Redditch' and a 'Skilled Redditch' but also add a fifth, a 'Connected Redditch' recognising the importance of ensuring excellent connectivity with the wider West Midlands region.

3. STRATEGIC MEASURES

- 3.1 The following strategic measures are currently used to understand the purpose 'help me run a successful business':
- Progression of strategic sites (commercial)
 - Average weekly earnings for full time employees by residence
 - Average weekly earnings for full time employees by workplace

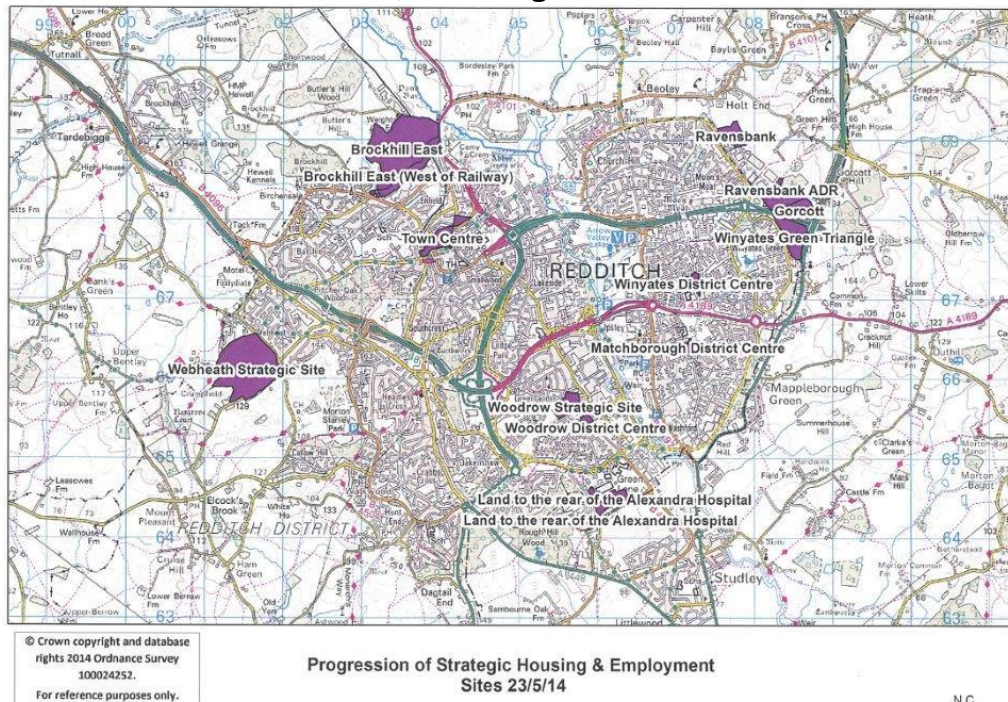
- 3.2 Due to the refresh of the economic priorities, officers are currently developing an updated set of economic measures which will enable members to take a wider view of what is happening with the local economy and to understand how the policies that the Council are taking forward are impacting upon the measures. Likely measures will include:

- numbers of enquiries received by the Council and the NWEDR team from prospective inward investors
- numbers of existing businesses supported to grow and develop
- numbers of new business start-ups
- skills attainment rates and
- town centre measures such as progression of key development sites

The revised set of measures should be available for the next reporting period.

3.3 Strategic Measures Charts

Progression of strategic sites (commercial) **Contact: Alison Grimmett, Planning Officer**



- 3.3.1 This measure is displayed in map format and has an annual update.

- 3.3.2 In March 2018 the commentary for each of the sites shows:

Redditch Eastern Gateway: 'game changer' for Worcestershire LEP. Outline application approved by Redditch BC and Bromsgrove DC and Stratford on Avon DC.

Brockhill East: Outline planning consent for office development on both Phases 1 and 2, however no indications site will be progressed in next few months.

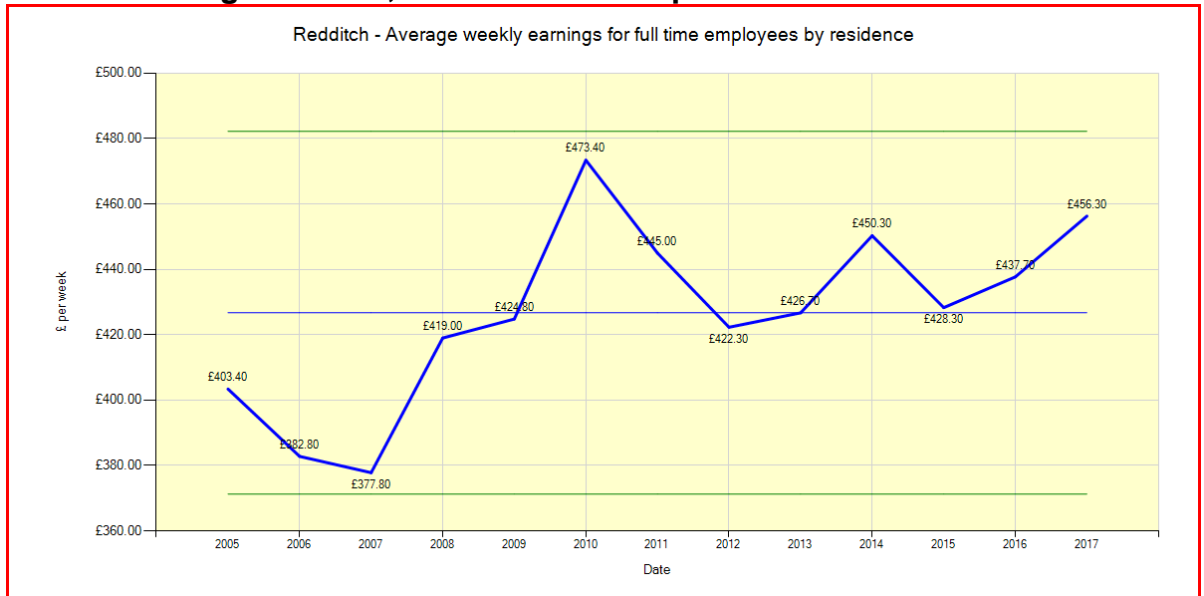
Land off Weights Lane: Outline planning consent for 5000sqm of office floor space. Site is currently being marketed by John Truslove.

Land rear of Alexandra Hospital: Working with land owners to progress comprehensive delivery of this site.

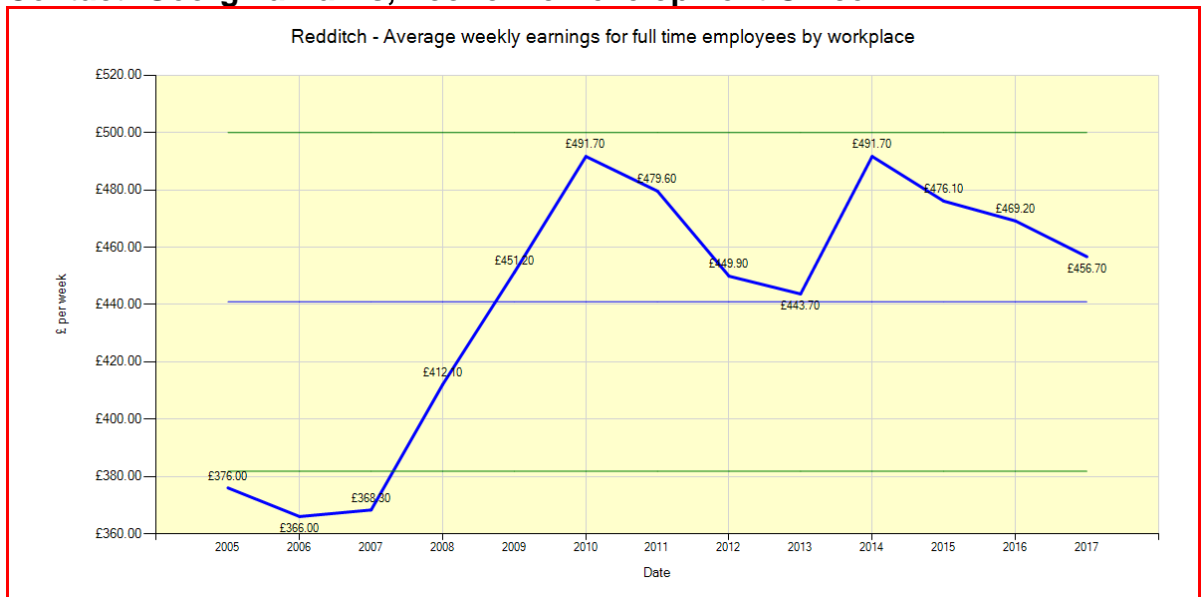
District Centres: Redevelopment of Church Hill District Centre comprising new retail and community facilities and 51 dwellings was completed by 31 March 2015. Early progress is underway to consider options for the redevelopment of Matchborough and/or Winyates District Centre(s).

Town Centre: Discussions with landowners and agents ongoing. No firm proposals at this time.

Average weekly earnings for full time employees by residence **Contact: Georgina Harris, Economic Development Officer**



Average weekly earnings for full time employees by workplace **Contact: Georgina Harris, Economic Development Officer**



- 3.3.3 The data used for these measures is provided by NOMIS (National Manpower Information Systems (Office for National Statistics)); from the annual survey of hours and earnings – resident analysis. It shows the median weekly pay (gross) for full time workers who live or work in Redditch.

- 3.3.4 It is to be expected that the Average Weekly Earnings by Residence will be higher than the Average Weekly Earnings by Workplace as residents will always be willing to travel outside of an area to access higher paid jobs. The fact that the residence figure and the workplace figure are virtually the same suggests that either residents are not travelling outside of the Borough to access employment opportunities or that those that do are not able to access higher paid opportunities than those available locally.
- 3.3.5 Both the Average Weekly Earnings by Residence and Average Weekly Earnings by Workplace are lower than for Worcestershire (£538.70 and £499.50 respectively), the West Midlands (£517.40 and £514.90) and Great Britain (£552.70 and £552.30).
- 3.3.6 The Average Weekly Earnings by Workplace has been declining since 2014. This suggests that either the area is losing higher paid jobs or newly created employment opportunities are of lower value; or possibly a combination of both. The relocation of businesses such as the Law Society out of the Borough is likely to have had a negative impact on the Average Weekly Earnings by Workplace figure.
- 3.3.7 As well as the general decline in the Average Weekly Earnings by Workplace there is a concerning disparity between the earnings of males and females. Male residents earn 21.4% more than female residents (£497.90 to £410). The difference in terms of workplace is even greater – 43.2% or £563.60 to £393.60.
- 3.3.8 The Council's revised economic priorities places a key focus on addressing the imbalances in the local labour market and over time increasing the average local resident wages and local worker wages so that they are in line with the regional average. The Council's strategy is focused on working to ensure that the Borough is attractive for high value inward investors and to ensure that there is sufficient land for existing businesses to move to within the Borough. The development of the Redditch Gateway site is seen to be crucial in re-positioning the local economy towards high value – high skilled jobs and therefore driving up average local wages. The Council and the NWEDR team is working pro-actively with the site developer (Stoford Developments), land owners and Local Enterprise Partnerships to promote the site to prospective occupiers with a targeted marketing campaign to be launched over the summer.
- 3.3.9 Furthermore, joint work is taking place between the Council and providers such as Heart of Worcestershire College and Midland Group Training to address the skills issues that exist locally, with the latter in particular focused on increasing the supply of engineering apprentices through its dedicated Engineering Centre of Excellence facility in Redditch.

4. ENGAGEMENT/RESEARCH

- 4.1 A survey of the Redditch Community Panel was undertaken in November 2017. The survey was sent to 531 panel members either electronically or through a postal survey. The response rate for the survey was 42.7%. This survey included questions relating to 'help me run a successful business'. Further analysis of the survey data is due to be undertaken and will be issued to relevant officers and Members in due course.

- 4.1.1 I am confident when I buy goods or services in my area that businesses will treat me fairly:

I agree strongly	9.1%
I agree	60.3%
I neither agree nor disagree	26.3%
I disagree	2.9%
I disagree strongly	1.4%
Not relevant to me	0%

- 4.1.2 I am confident when I buy products in my area that they will be safe:

I agree strongly	11.5%
I agree	60.6%
I neither agree nor disagree	23.6%
I disagree	2.4%
I disagree strongly	1.9%
Not relevant to me	0%

- 4.1.3 To what extent do you get involved in the following?

- Shop locally and support local businesses	
I already do this but can't do more	46.3%
I already do this and could do more	31.8%
I would like to do this but I can't now	5.0%
I would like to do this but don't know how	1.5%
Not applicable	15.4%

5. **KEY CORPORATE MEASURES SUITE**

- 5.1 The following key measures are currently used by the organisation to better understand the corporate picture.

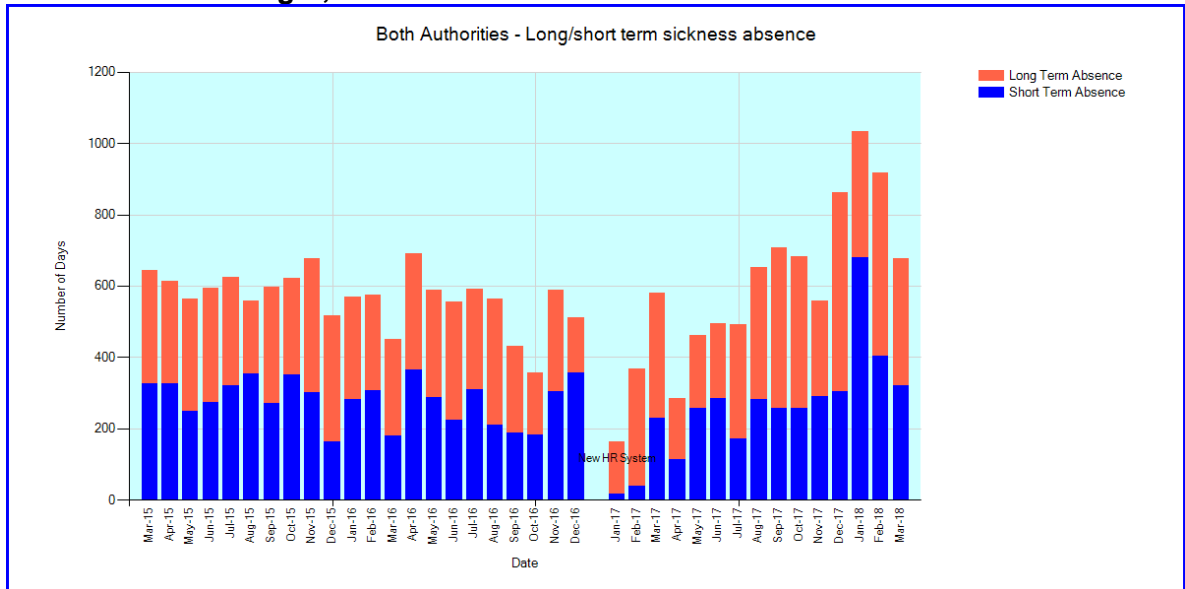
Sickness Data

- 5.1.1 In order to support the organisation to capture as comprehensive a set of sickness data as possible, a new online self-serve module has been implemented as part of the HR21 system. The module allows managers to input sickness data directly into the system rather than completing paper records. This reduces checking of data by the Payroll Service and enables associated records, e.g. doctors notes, to be stored in one place.
- 5.1.2 The recording, monitoring and reporting of sickness will continue to be developed and improved upon. As part of the HR & OD Strategy, work is being undertaken to review the Sickness Absence Policy and Procedures. This work is being carried out in conjunction with managers and Heads of Service and Trade Unions. The 2016/17 figure was 8.01 days per FTE (full time equivalent); the figure for 2017/18 is 10.15 per FTE. In comparison the 2017/18 national figures, according to 'Xpert HR' are 9.1 days per FTE in the public sector and 5.1 days per FTE in the private sector. We recognise that the local figures have risen and we are continuing to monitor the situation.

- 5.1.3 As can be seen from the tables below, the new system was implemented during December 2016 and January 2017. Since the introduction of the new system, sickness data has increased overall as can be seen by the year end figure. This might be partly due to better recording and monitoring directly by managers; however it is also noted that the flu season this year has had a particular impact on sickness levels. This data will continue to be closely monitored.

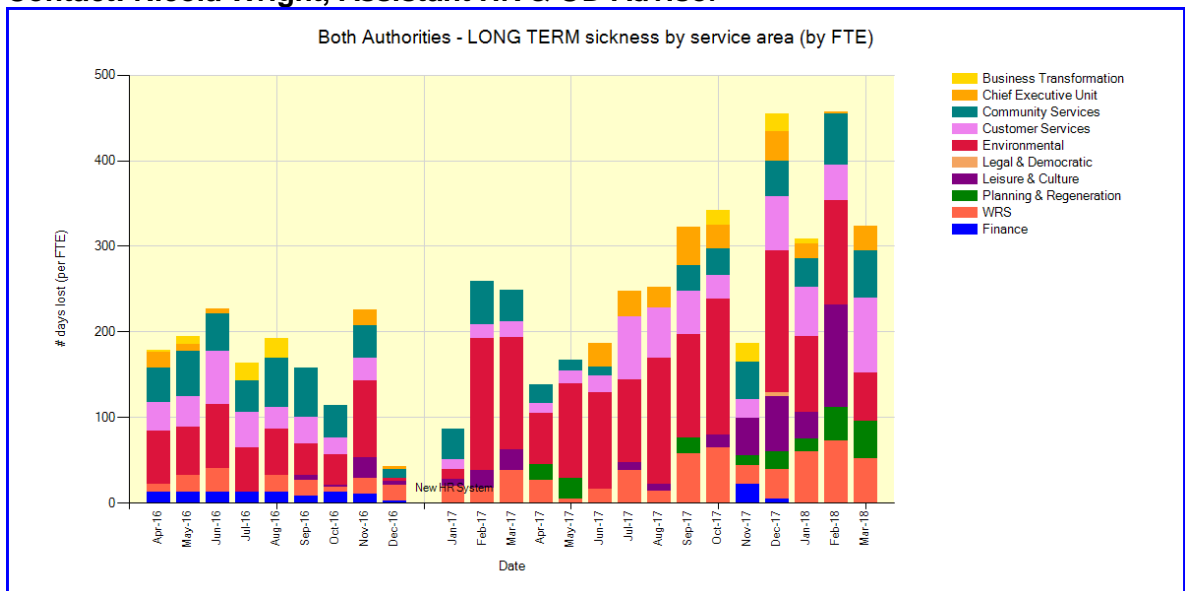
Long/Short Term Sickness Absence

Contact: Nicola Wright, Assistant HR & OD Advisor



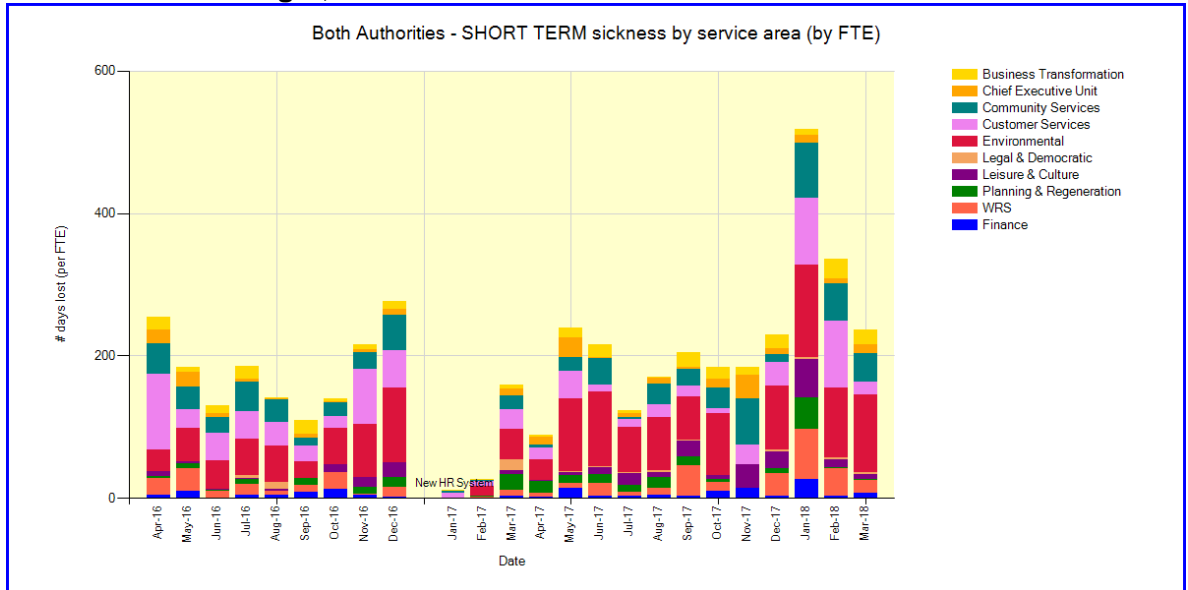
Long Term Sickness Absence by service area (by FTE)

Contact: Nicola Wright, Assistant HR & OD Advisor



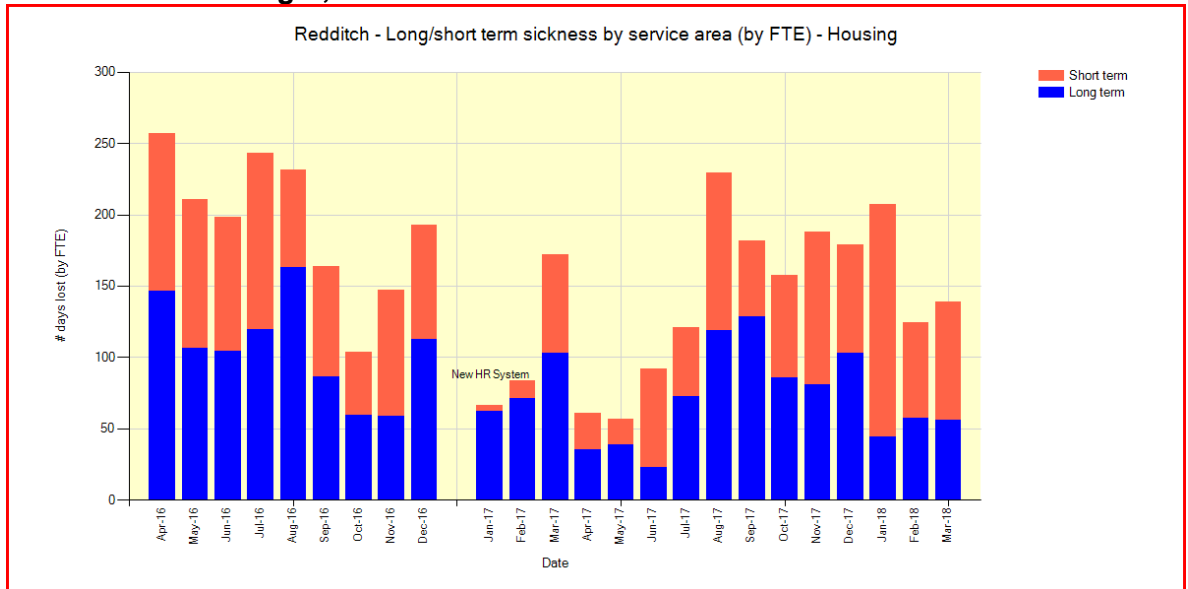
Short Term Sickness Absence by service area (by FTE)

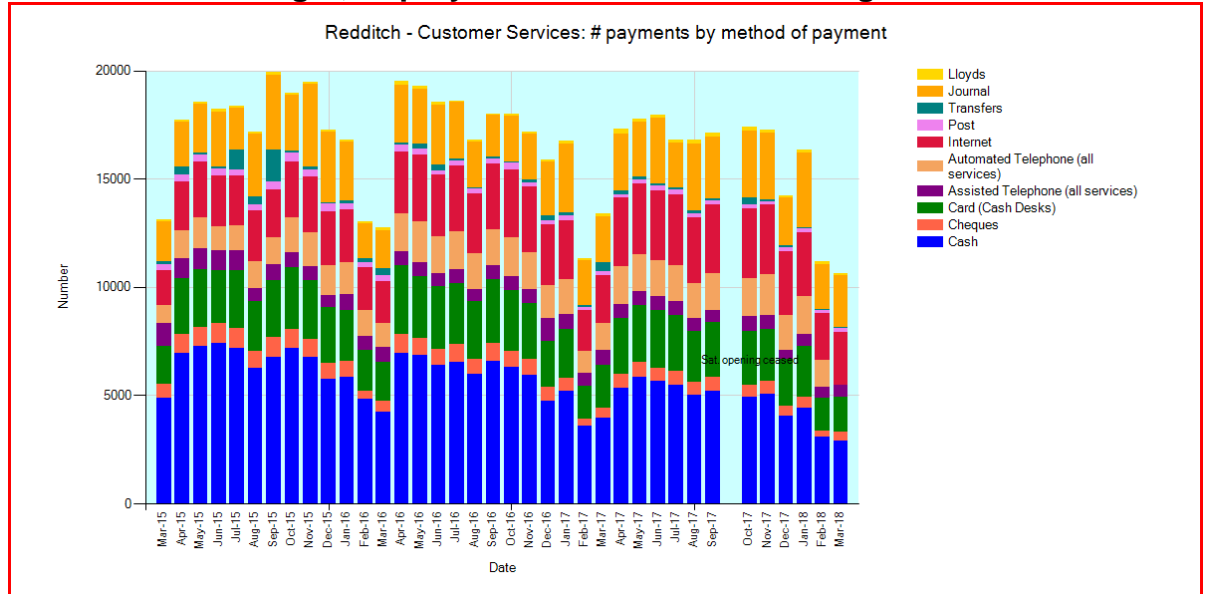
Contact: Nicola Wright, Assistant HR & OD Advisor



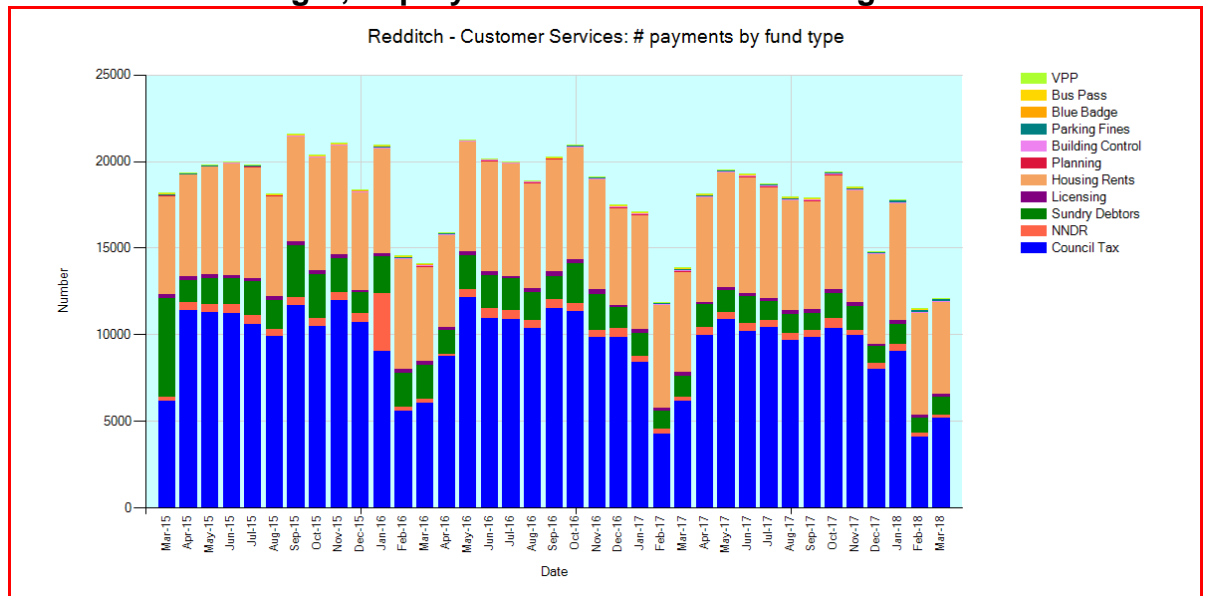
Long/Short Term Sickness Absence by service area (by FTE) - Housing

Contact: Nicola Wright, Assistant HR & OD Advisor

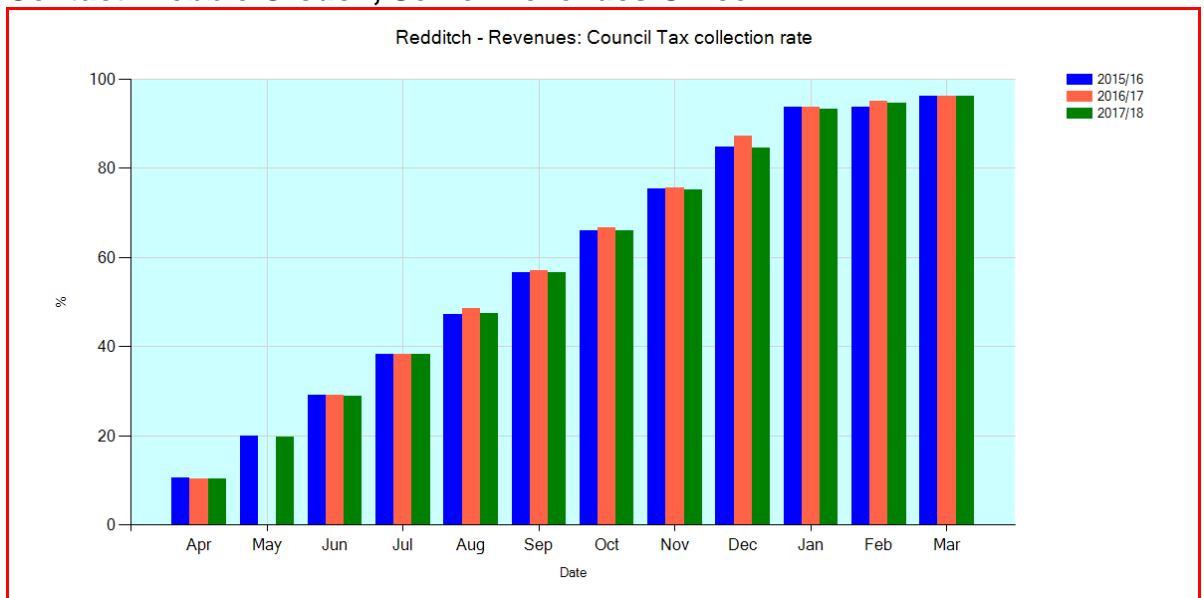


Payments and Collection Data**Customer Services: # payments by method of payment****Contact: Maria Wright, Deputy Customer Services Manager**

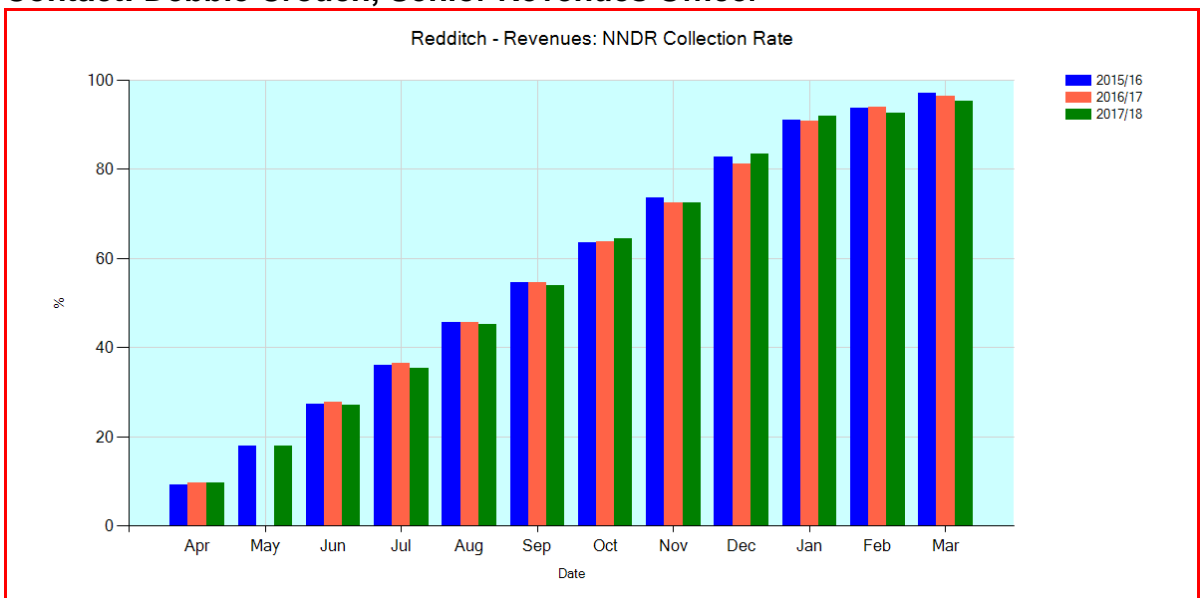
- 5.1.4 January and February are traditionally the months when least payments are made due to the majority of people paying their council tax in 10 instalments. We are continuing to encourage customers to use payment methods other than cash, which is the most expensive to process. A project group has recently been set up to look at payment methods and our systems for taking payments.

Customer Services: # payments by fund type**Contact: Maria Wright, Deputy Customer Services Manager**

- 5.1.5 Council Tax and Housing rents clearly make up the majority of payments.

Revenues: Council tax collection rate**Contact: Debbie Crouch, Senior Revenues Officer**

- 5.1.6 The Council Tax collection rate remains stable. Dips in collection during the year have balanced out by the end of the financial year to bring us to the same position as in the previous 2 years.

Revenues: NNDR collection rate**Contact: Debbie Crouch, Senior Revenues Officer**

- 5.1.7 The data suggests an overall dip in business rate collection rates but this is due to 2 large liabilities being added to the rating list at the very end of the financial year, thus skewing the picture.

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REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**10th July 2018**CORPORATE PERFORMANCE REPORT**

Relevant Portfolio Holder	Councillor Baker-Price, Portfolio Holder for Corporate Management
Portfolio Holder Consulted	
Relevant Head of Service	Deb Poole, Head of Business Transformation
Ward(s) Affected	All wards
Ward Councillor(s) Consulted	N/A
Key Decision / Non-Key Decision	No

1. SUMMARY OF PROPOSALS

To review performance information relating to the strategic purpose 'help me to be financially independent'.

2. RECOMMENDATIONS

The Executive Committee is asked to note the contents of the report and associated appendix (Appendix 1).

3. KEY ISSUES**Financial Implications**

- 3.1 Effective performance management will enable the Council to use limited resources in a more targeted manner, maximising the value of Council services and allowing the Council to be even more responsive to our customers' needs.

Legal Implications

- 3.2 There are no legal implications arising from this report.

Service / Operational Implications

- 3.3 Using performance data enables the Council to understand if it is working towards the strategic purposes and delivering the priority actions set out in the Council Plan.

Customer / Equalities and Diversity Implications

- 3.4 The strategic purposes are from a customers' perspective, so relevant and robust performance data will enable the Council to understand if it is delivering what matters to customers, as identified through the Council Plan.

**EXECUTIVE
COMMITTEE**10th July 2018

- 3.5 There are no equality and diversity implications arising directly from this report; however, the importance of understanding how the Council perform for all residents is important.

4. RISK MANAGEMENT

- 4.1 By using data to ensure the Council meets the strategic purposes and delivers on the priority actions in the Council Plan, it will support the management of risks identified around the delivery of those strategic purposes. The strategy will also contribute to the management of risks around robust decision making and the accuracy/effectiveness of performance data.

5. APPENDICES

Appendix 1 - Corporate Performance Report: 'Help me to be financially independent' – 10th July 2018

AUTHOR OF REPORT

Name: Tracy Beech, Policy Officer
email: tracy.beech@bromsgroveandredditch.gov.uk
Tel.: 01527 548247

REDDITCH BOROUGH COUNCIL**CORPORATE PERFORMANCE REPORT: 'HELP ME TO BE FINANCIALLY INDEPENDENT' – 10 JULY 2018****1. INTRODUCTION**

- 1.1 This bi-monthly report highlights the key areas for the strategic purpose 'help me to be financially independent'.
- 1.2 This report also contains key organisational measures and performance towards the outcomes identified in the Council Plan. It will complement the use of the Corporate Measures Dashboard, the tool used for understanding and reporting our measures.

2. CONTEXT

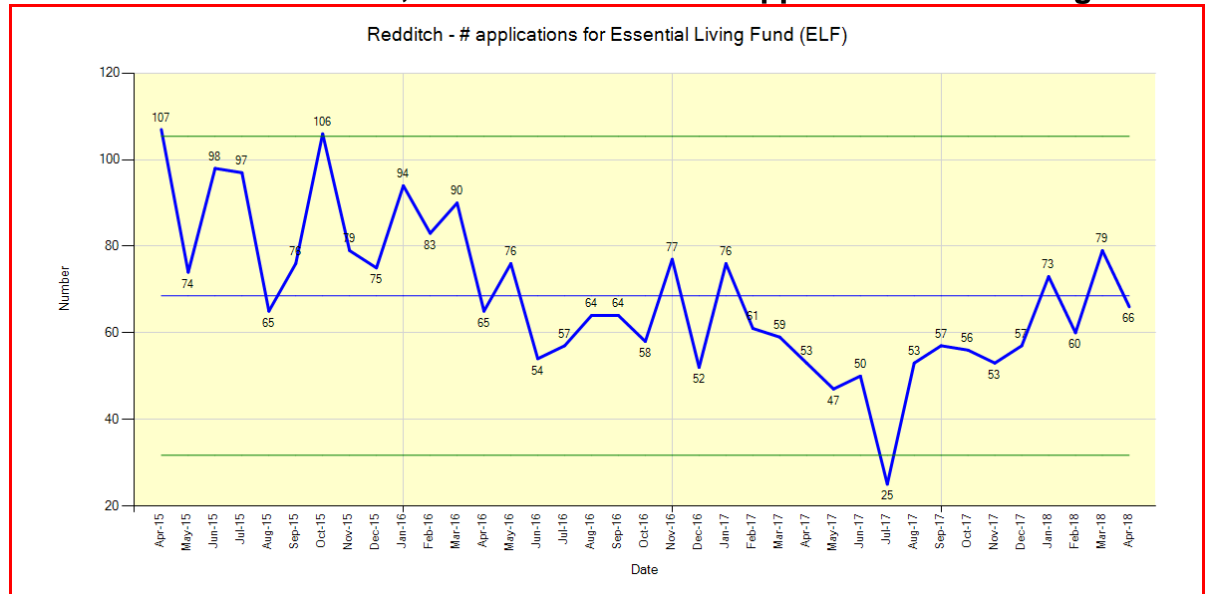
- 2.1 One of the key Strategic Purposes that has been identified following discussions and feedback from the community is to support people in being financially independent. Financial independence can be interpreted in a number of ways. Our aim is for individuals being able to manage within their current financial resources (including some benefits) and to work towards lifting working age people out of reliance on benefits or Council Tax Support. It is important to ensure opportunities to increase income by securing work at a higher income are developed through improved education and increased skills.
- 2.2 The Council Plan has developed key themes in relation to the support of this purpose. These have links to the delivery of other strategic purposes and include:
- Develop education and skills to sustain financial independence
 - Support communities during changes to welfare and benefits
 - Support residents to reduce levels of individual debt
 - Support reductions in winter deaths and fuel poverty
 - Support the provision of affordable housing in the District to meet the needs of the community
- 2.3 It is appreciated that some of the themes are more difficult to measure and therefore the following measures at section 3 have been identified to start to understand how the Council is meeting elements of the themes to be supported through the work to deliver this strategic purpose.
- 3. STRATEGIC MEASURES**
- 3.1 The following strategic measures are currently used to understand the purpose 'help me run a successful business':
- # applications for Essential Living Fund (ELF)
 - # ELF applications by demographic (gender)
 - # ELF applications by demographic (ethnicity)
 - # ELF applications by demographic (age)
 - # applications for ELF by reason for application
 - # people receiving housing benefit (working age)

- # Local Authority rent accounts in arrears (all arrears)
 - Total amount of rent arrears

3.2 Strategic Measures Charts

applications for Essential Living Fund (ELF)

Contact: Rachael Dobson, Assistant Financial Support Services Manager



- 3.2.1 When responsibility for social welfare was transferred to local authorities it was delegated by Worcestershire County Council to the districts along with the government funding at that time.

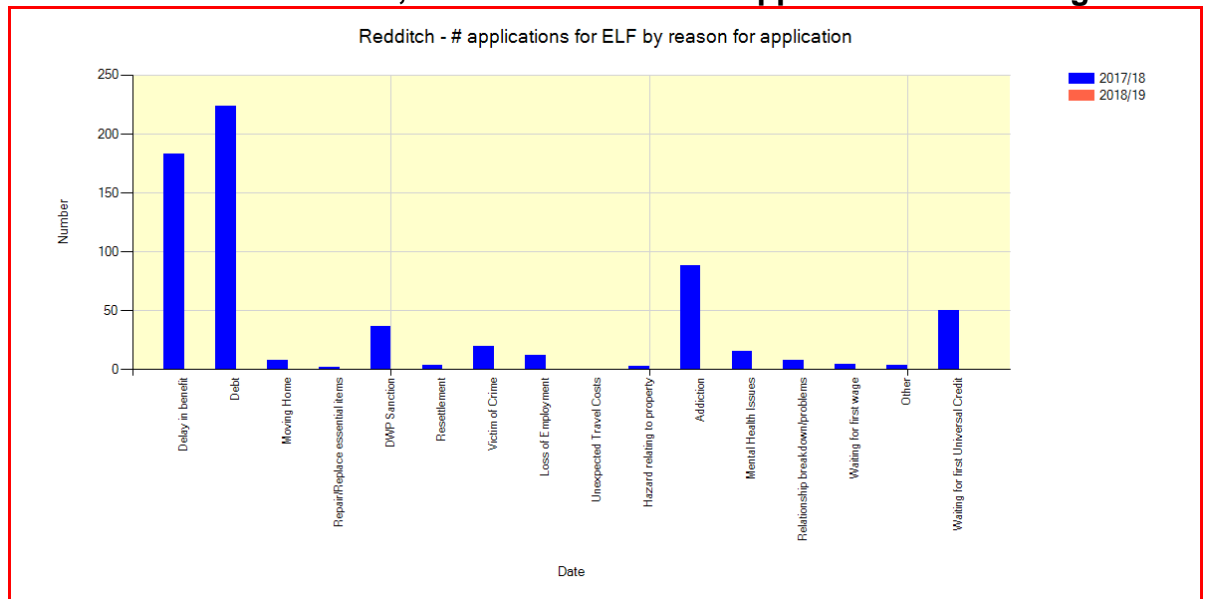
Over the intervening period there has been a stabilisation of applications. This is in part due to a better overall economic picture, but more fundamentally because of the steps taken to support people who apply for help.

The Essential Living Fund is used in conjunction with other avenues of support, as well as budgeting and debt advice to support anyone presenting in financial hardship.

The approach used has helped to ensure that anyone making applications but unwilling to engage with our officers to reduce the likely need for support over a long term period, do not tend to make repeat applications. This in turn has ensured that we are helping the most vulnerable and at risk. As can be seen from the chart above, the level of requests for the Essential Living Fund has reduced which reflects the further support that is available from the Financial Independence Team.

applications for ELF by reason for application

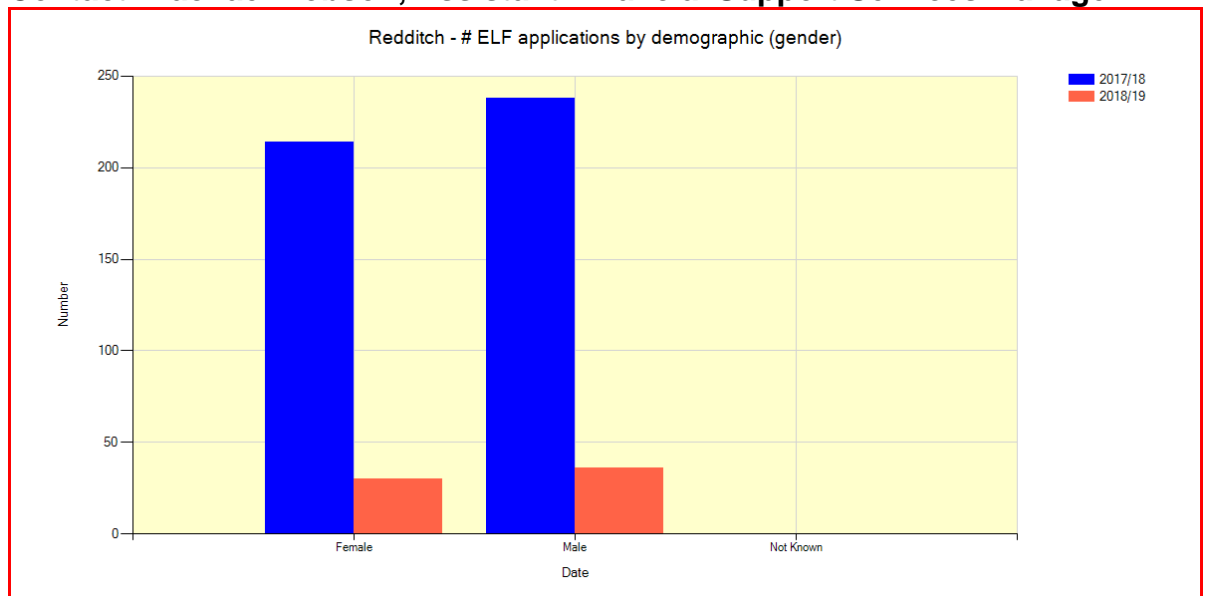
Contact: Rachael Dobson, Assistant Financial Support Services Manager



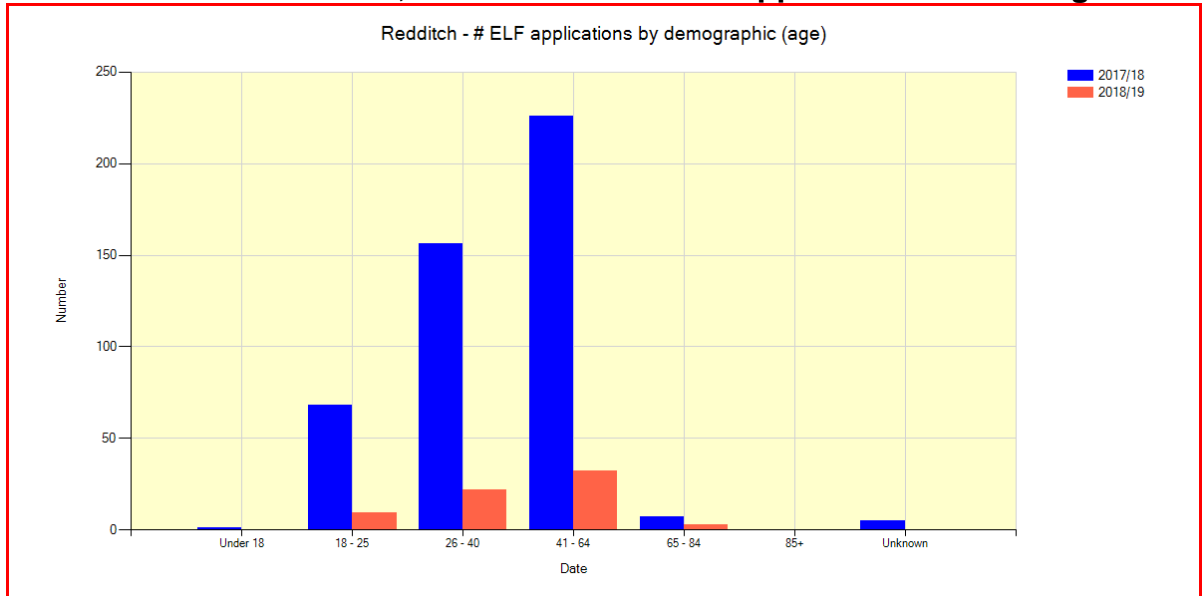
- 3.3 Debt remains a big cause of hardship but delays in DWP benefits, Universal Credit, and DWP sanctioning is causing the majority of need when combined. As a result of the Universal Credit roll out we have seen the number of ELF applications due to delays in payment more than treble. We will be watching these figures closely to understand the ongoing impact of Universal Credit, but it is hoped that recent changes made by the Government will help to ease the situation for new claimants.

ELF applications by demographic (gender)

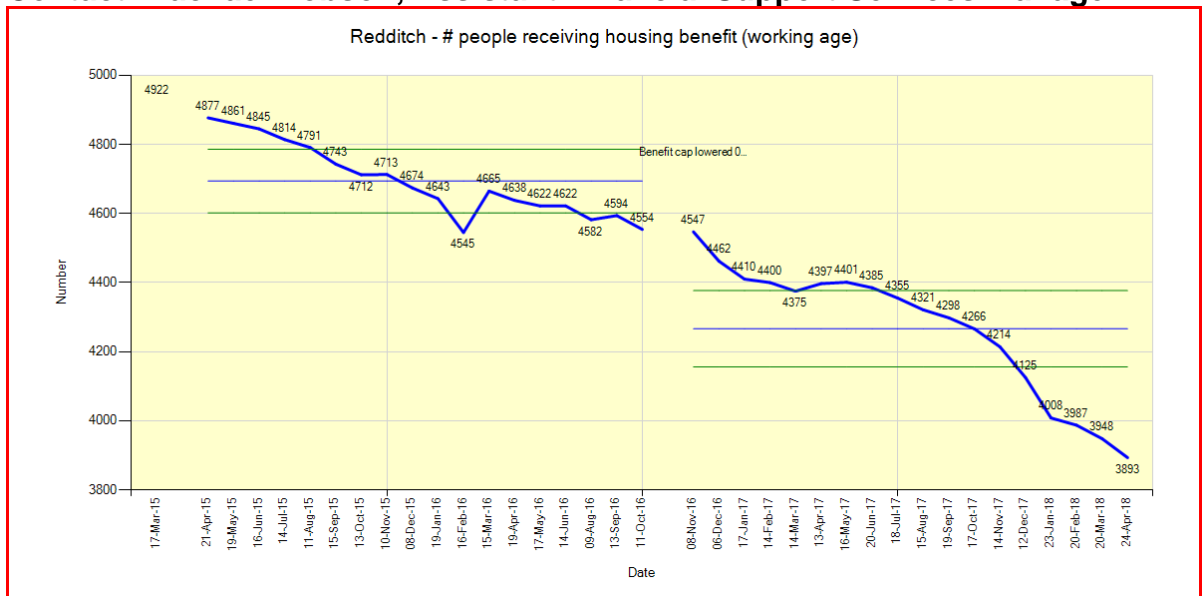
Contact: Rachael Dobson, Assistant Financial Support Services Manager



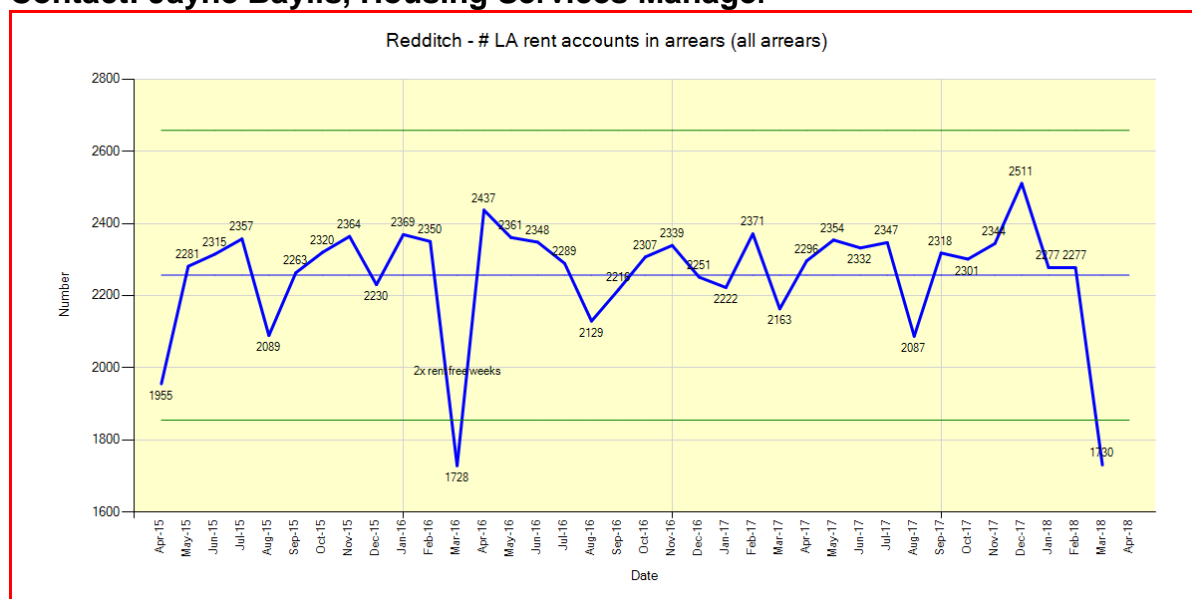
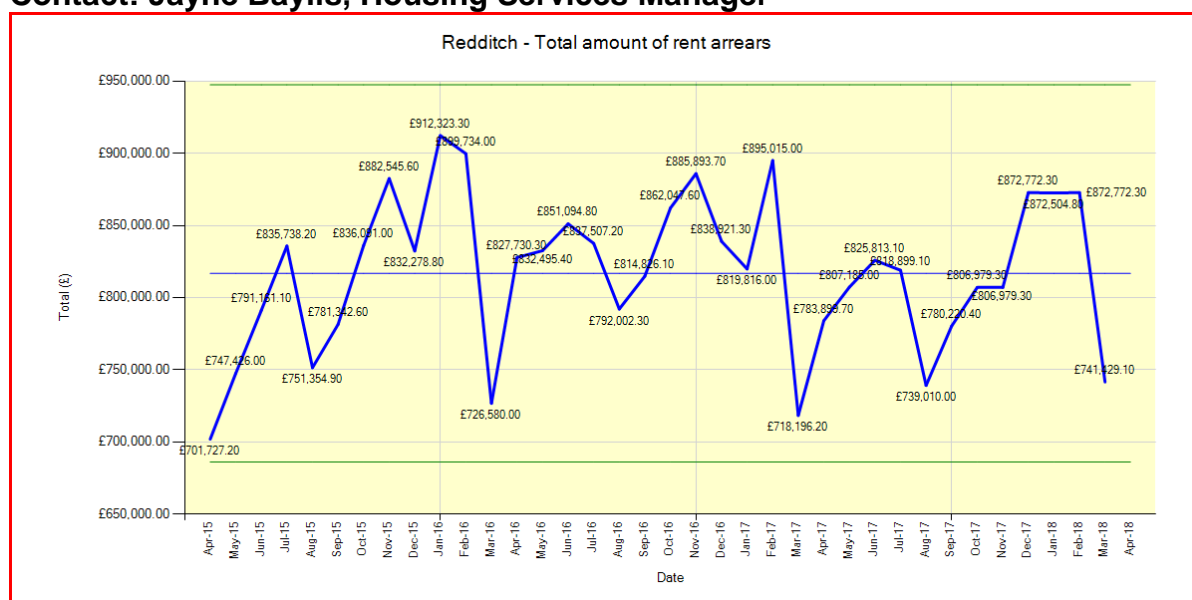
- 3.4 Over the time that we have been administering the scheme the split of applications by gender has remained much the same.

ELF applications by demographic (age)**Contact: Rachael Dobson, Assistant Financial Support Services Manager**

- 3.5 There tends to be an assumption that it is mainly young people who are suffering the most hardship. In fact our data shows that it is people in the 41-54 age bracket that require most support. The Financial Independence Team continue to work with those requesting support to understand the root cause and any trends that may be apparent in their financial hardship.

people receiving housing benefit (working age)**Contact: Rachael Dobson, Assistant Financial Support Services Manager**

- 3.6 The number of working age households claiming housing benefit has reduced significantly since May 2015. This is due in part to the benefit cap introduced in October 2016, but more significantly due to the roll out of Universal Credit, which has resulted in a shift of claimants making new claims over to DWP. The fact that this has not yet resulted in a massive drop in housing benefits claims suggest that there are still a lot of people in work and receiving some housing benefits.

Local Authority rent accounts in arrears (all arrears)**Contact: Jayne Baylis, Housing Services Manager****Total amount of rent arrears (local authority)****Contact: Jayne Baylis, Housing Services Manager**

- 3.7 Local Authority rent arrears in the last financial year were £741,429.13 across 1730 accounts. This is the arrears of all the current rent accounts. (NB. The rent debt may go across 1 or more financial years).

As a percentage of the total rent debit, based on the properties in our stock as at 3rd April 2017, the arrears are 3%.

Arrears and rent accounts are following normal trends. Rent is charged over 48 weeks meaning 4 weeks each year are non-chargeable; this contributes to the dips seen in the charts above. A recent tenant's survey demonstrated that tenants would like the 4 no collection weeks to continue.

Officers are working to introduce operational measures. They have had a meeting with the Performance Scrutiny working group to discuss what would be useful and of interest to see, as part of rent arrears measures going forward.

It is clear that the measures above only reflect a small element of the information and data that the Council needs to address and understand the strategic purpose. Officers will continue to work to identify further strategic measures that may help support the Council to meet the purpose.

4. **ENGAGEMENT/RESEARCH**

- 4.1 A survey of the Redditch Community Panel was undertaken in November 2017. The survey was sent to 531 panel members either electronically or through a postal survey. The response rate for the survey was 42.7%. This survey included questions relating to 'help me run a successful business'. Further analysis of the survey data is due to be undertaken and will be issued to relevant officers and Members in due course.

- 4.1.1 To what extent do you agree or disagree with these statements about issues which might be affecting residents of the District?

Fuel poverty (struggling to pay for heating/lighting) is a significant problem:

I agree strongly	11.9%
I agree	28.1%
I neither agree nor disagree	20.5%
I disagree	6.7%
I disagree strongly	1.9%
Don't know	31.0%

Household debt is a significant problem:

I agree strongly	10.5%
I agree	30.5%
I neither agree nor disagree	17.1%
I disagree	3.8%
I disagree strongly	2.4%
Don't know	35.7%

- 4.1.2 To what extent do you agree or disagree with these statements about living independently and social contact?

I am able to manage my household finances:

I agree strongly	47.1%
I agree	41.9%
I neither agree nor disagree	5.7%
I disagree	1.9%
I disagree strongly	1.4%
Not relevant to me	1.9%

5. KEY CORPORATE MEASURES SUITE

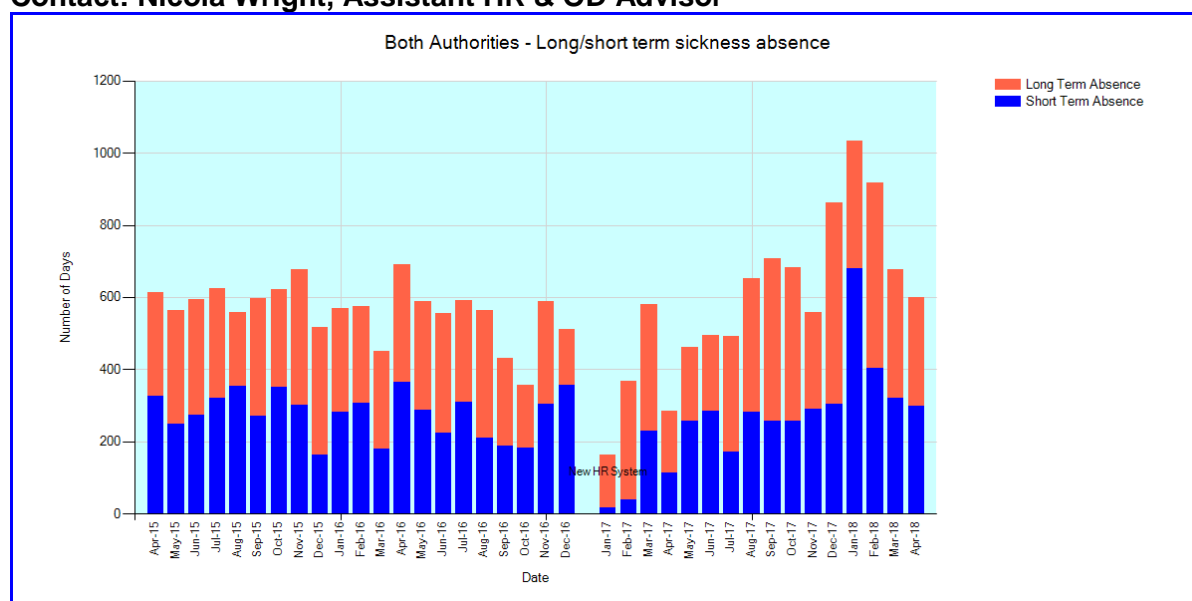
- 5.1 The following key measures are currently used by the organisation to better understand the corporate picture.

Sickness Data

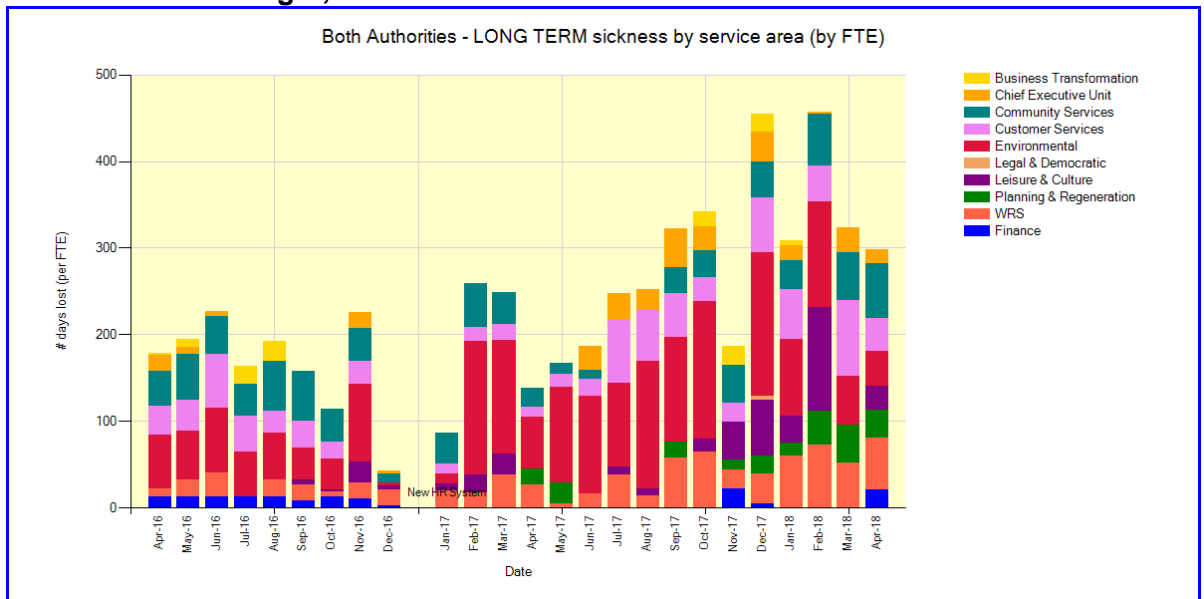
- 5.1.1 In order to support the organisation to capture as comprehensive a set of sickness data as possible, a new online self-serve module has been implemented as part of the HR21 system.
- 5.1.2 Sickness figures have increased over the last 12 month period; this could be attributed to the implementation of the self-service recording system. The system for recording has been internally audited and all recommendations have been met, this included corporate messages regarding the responsibility of managers in recording sickness. Now we have a suitable system for recording sickness, the priorities for HR are monitoring and offering advice and support to managers to reduce sickness absence in their teams.
- 5.1.3 As part of a sickness absence working group there is now an internal issue log relating to sickness absence where issues can be logged to assist in future development of absence management. The issue log is divided into four main sections policy, process, training, and communication, each being tackled individually. The HR team are also actively working with the managers to look at the application of the sickness policy and are formally reviewing the policy in line with the recommendations.
- 5.1.4 Future planned self-service system development also includes managers having access to sickness reports, development of a data dashboard and a return to work interview facility.

Long/Short Term Sickness Absence

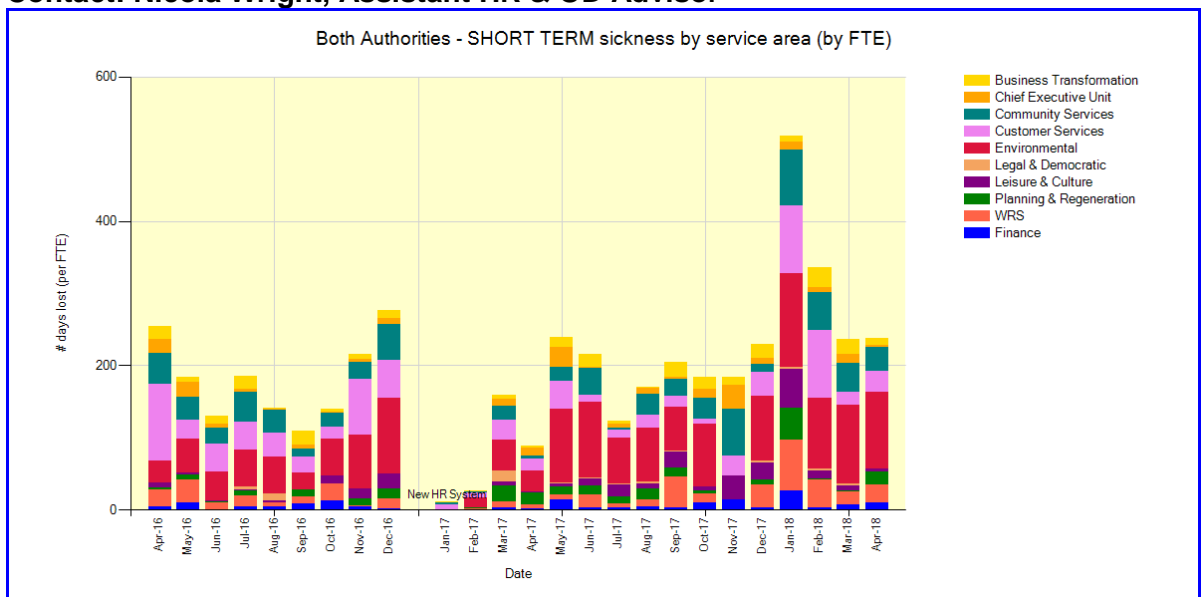
Contact: Nicola Wright, Assistant HR & OD Advisor



- 5.1.5 Short term compared to long term sickness has remained fairly static over the 12 month period even though it has increased overall. The HR team continue to monitor and assist managers in tackling both types of sickness, as well as using the data to make informed interventions where required, such as review of sickness absence policy, occupational health services and the employee assistance programme.

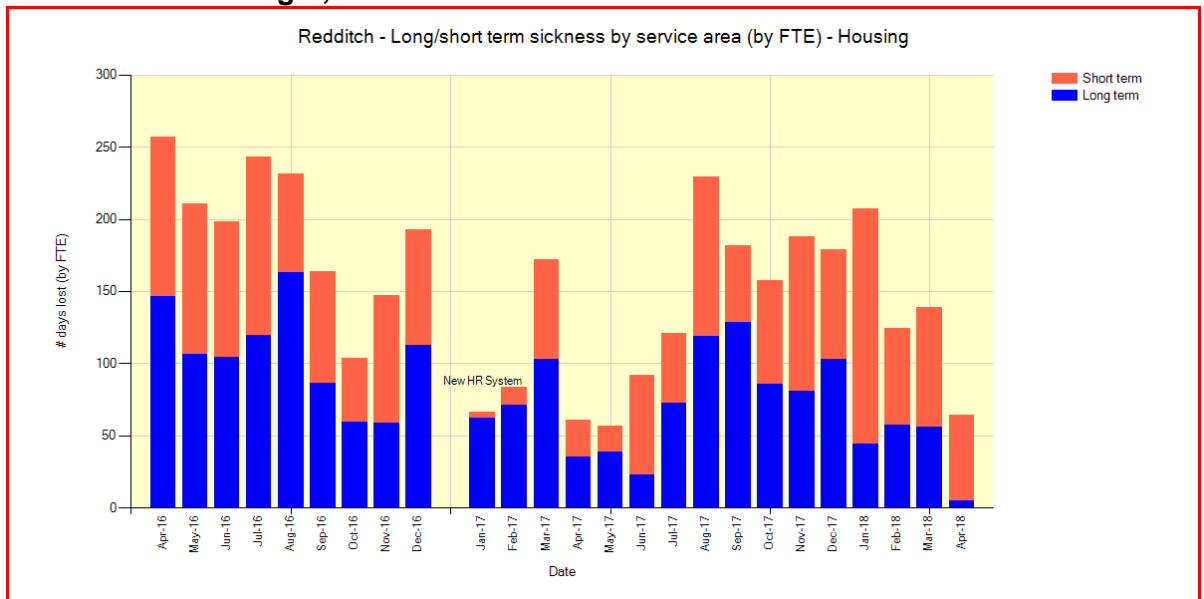
Long Term Sickness Absence by service area (by FTE)**Contact: Nicola Wright, Assistant HR & OD Advisor**

- 5.1.6 Long term sickness has risen overall in comparison to the sickness period of 16/17; however we have attributed this to the implementation of a more efficient recording system. Work will continue within HR to research, implement and monitor effective methods of dealing with long term sickness.

Short Term Sickness Absence by service area (by FTE)**Contact: Nicola Wright, Assistant HR & OD Advisor**

- 5.1.7 Short Term Sickness was much higher in January and sickness data suggested the reason for this was a combination of stress/depression/anxiety and infections such as flu. The HR team will be able to use this data to make recommendations to reduce sickness absence in the same period next year, by a variety of interventions.

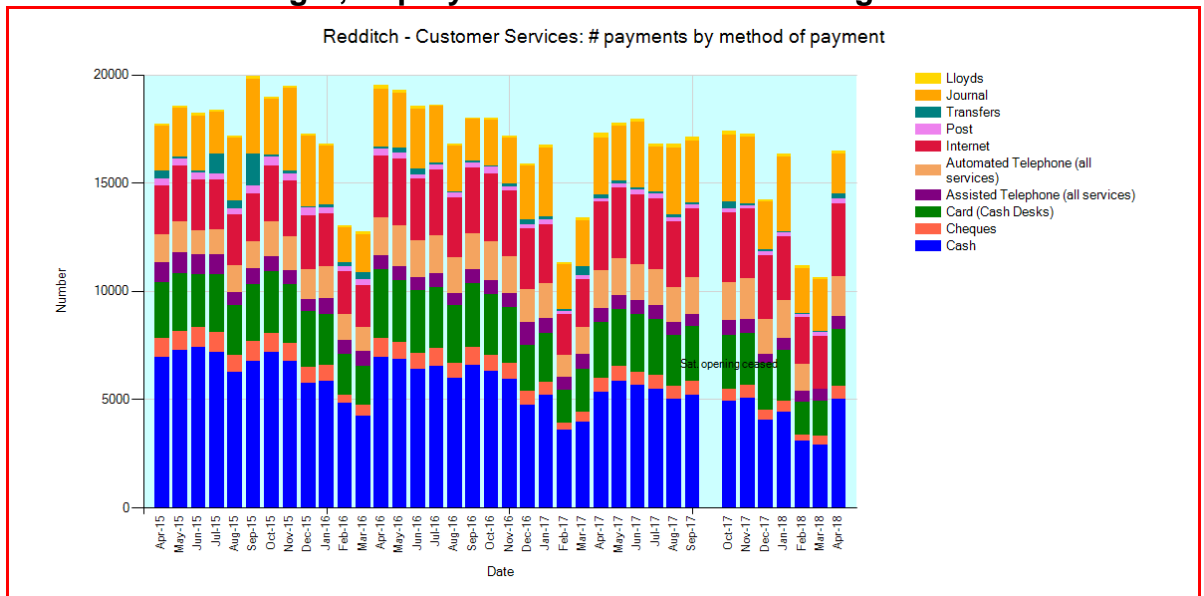
Long/Short Term Sickness Absence by service area (by FTE) - Housing
Contact: Nicola Wright, Assistant HR & OD Advisor



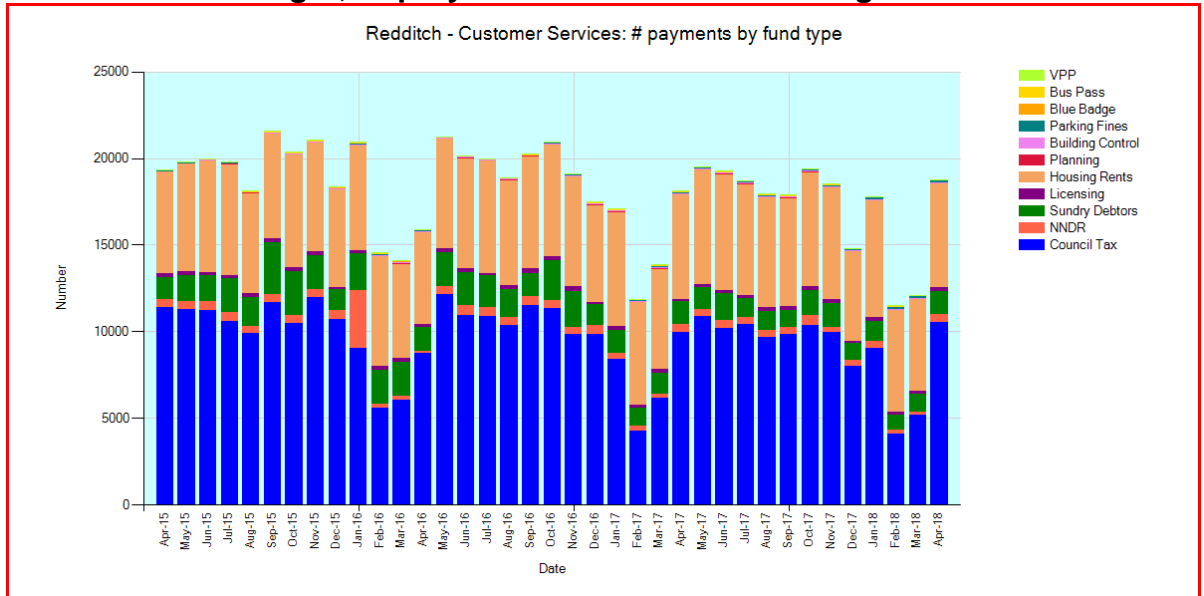
5.1.8 Due to a number of changes within Housing Management, HR are providing ongoing assistance in the monitoring and recording of sickness absence.

Payments and Collection Data

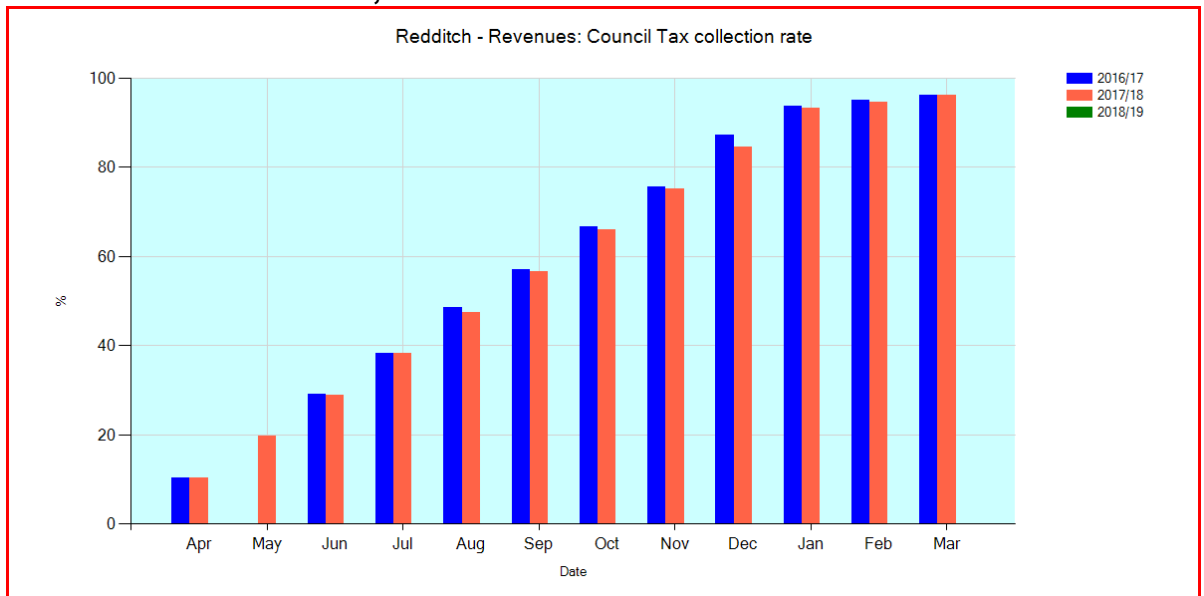
Customer Services: # payments by method of payment
Contact: Maria Wright, Deputy Customer Services Manager



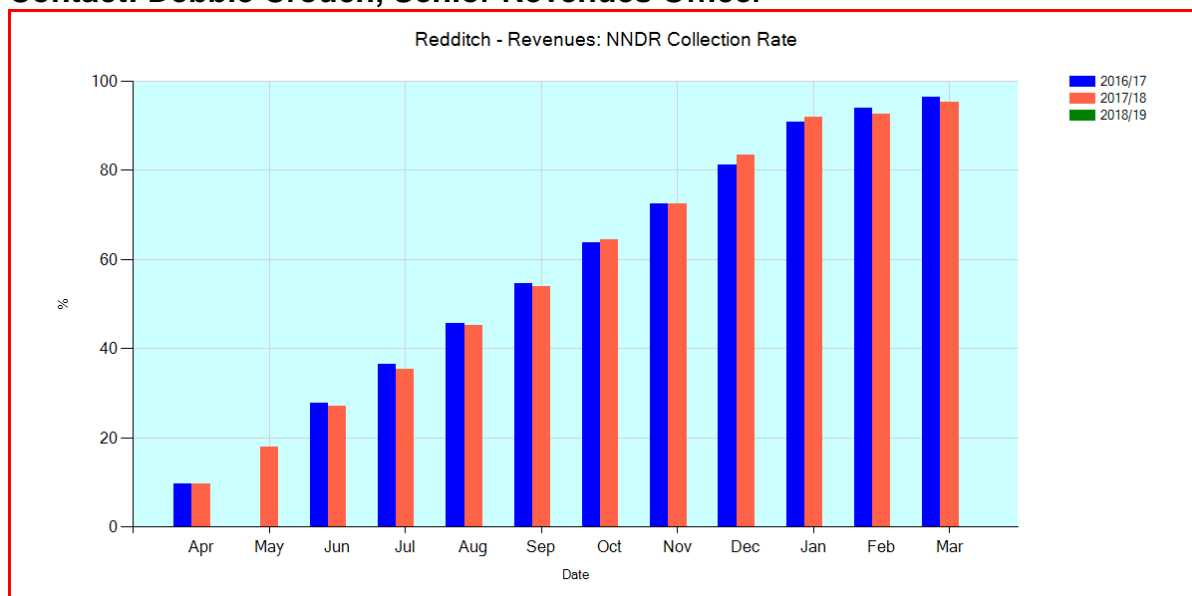
5.1.4 January and February are traditionally the months when least payments are made due to the majority of people paying their council tax in 10 instalments. We are continuing to encourage customers to use payment methods other than cash, which is the most expensive to process. A project group has recently been set up to look at payment methods and our systems for taking payments.

Customer Services: # payments by fund type**Contact: Maria Wright, Deputy Customer Services Manager**

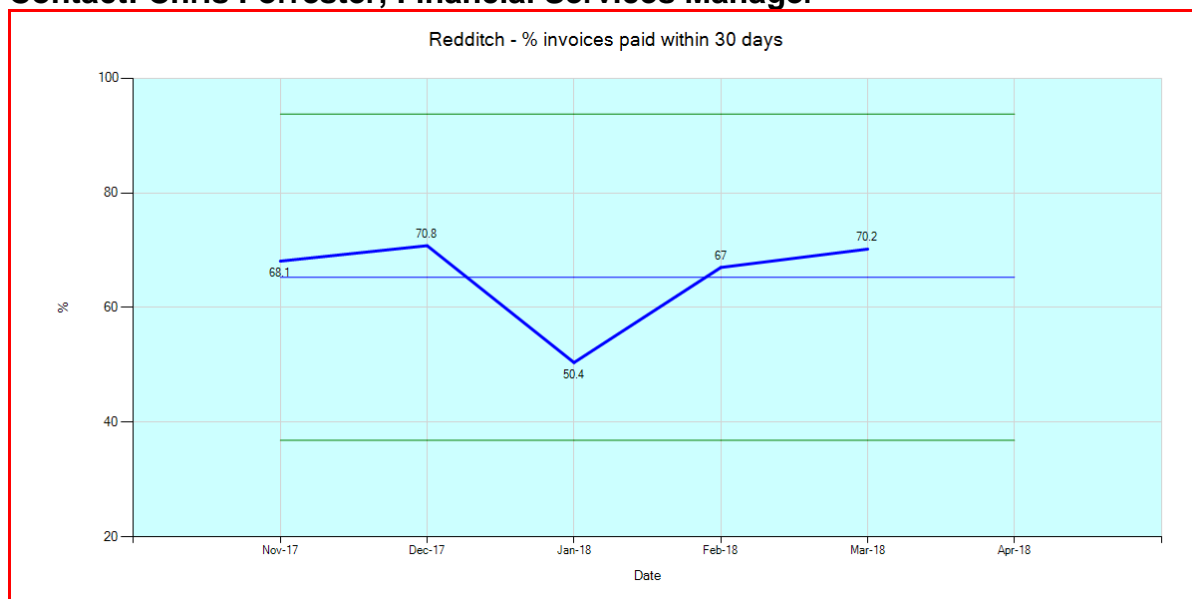
5.1.5 Council Tax and Housing rents clearly make up the majority of payments.

Revenues: Council tax collection rate**Contact: Debbie Crouch, Senior Revenues Officer**

5.1.6 The Council Tax collection rate remains stable. Dips in collection during the year have balanced out by the end of the financial year to bring us to the same position as in the previous 2 years.

Revenues: NNDR collection rate**Contact: Debbie Crouch, Senior Revenues Officer**

- 5.1.7 The data suggests an overall dip in business rate collection rates but this is due to 2 large liabilities being added to the rating list at the very end of the financial year, thus skewing the picture.

Financial Services**Finance: % invoices paid within 30 days****Contact: Chris Forrester, Financial Services Manager**

- 5.1.8 There has been a marked improvement in the payment of invoices over the period. Issues remain with the system and its functionality. This is being addressed as part of the consideration of the new enterprise system with the aim to improve the payment profile.

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