

Agenda Item	6.b
Report No	RES/04/23

THE HIGHLAND COUNCIL

Committee: Corporate Resources Committee

Date: 22 February 2022

Report Title: Resources and Finance – Q3 Revenue and Performance Monitoring to 31 December 2022

Report By: Interim Chief Executive

1. Purpose/Executive Summary

- 1.1 This report provides information relating to the Quarter 3 Revenue and Performance monitoring position for the period to 31 December 2022 for the Resources and Finance Directorate.
- 1.2 In addition to the main revenue budget variances for which the Directorate has direct responsibility, contextual information is also incorporated into this report. Bringing together revenue and performance into a single monitoring report supports financial governance, informs decision making, and enables improvement actions to be identified. This approach is also intended to improve the accessibility of this monitoring report for Members and the wider readership by embedding contextual information, enhancing transparency, and enabling an informed view to be made of overall financial and service delivery performance for the Directorate.
- 1.3 The performance information contained within this report includes the Accounts Commission's Statutory Performance Indicators (SPIs) for the Directorate, local key performance measures and where available, comparisons to Scottish averages. Trend information is also provided to evidence areas of strong performance and those requiring improvement. Presenting information in this way also provides opportunities for learning and sharing across the Directorate and the wider Council. A list of the current SPIs for the Resources and Finance Directorate, together with the frequency of reporting, is provided at **Appendix 5**. Future reports will also include comparisons against other Councils with similar profiles, where this is available, and will expand performance reporting for the activities undertaken by the Directorate.
- 1.4 Some activities delivered by the Resources and Finance Directorate, such as Loans Fund and Council Tax Income, are contained within the Corporate Revenue Monitoring Report which is a separate item on today's agenda. To ensure transparency, performance information relating to council tax is also contained within this report.

2. Recommendations

2.1 Members are invited to:

- i. consider the Revenue position for Quarter 3 period to 31 December 2022;
- ii. scrutinise the statutory performance indicators, local key performance measures and where available, comparisons to Scottish averages; and
- iii. review the effectiveness of the standard and level of services provided by the Resources and Finance Directorate and alignment with the Council's commitment to Best Value and continuous improvement.

3. Implications

- 3.1 **Resource:** The budget of £14.096m available to the Resources and Finance Directorate is 2.1% of the total general fund for the totality of the Council's services (£679.105m). The Directorate has a budgeted staffing establishment of circa 435.9 FTEs. Corporate leadership in financial governance, human resources and provision of shared business support services are key responsibilities of the Directorate. Also, the Directorate provides the corporate leadership role for the core revenues streams (Council Tax, Non-Domestic Rates and Sundry Debt Income), and the strategic and operational delivery of financial assessments and provision of welfare services for our residents. Our responsibilities within the Revenues part of the Directorate involve engaging with every household, business and other rate payers in Highland.
- 3.2 **Community (Equality, Poverty and Rural):** The extent of the strategic role and significant support provided by the Directorate to reduce poverty, alleviate financial insecurities and promote equalities are evidenced by the Welfare Budget.
- 3.3. **Legal:** The Local Government (Scotland) Act 1973 requires the Council to set its budget and thereafter budget holders are responsible for providing services within the budget allocated for that purpose.
- 3.3.1 For the provision of welfare support, the Council has a legal duty to provide such services for specified groups, which, as detailed in the Welfare Budget, includes for example the outsourced services delivered by Citizens Advice. These duties are specified in the Social Work (Scotland) Act 1968, the Carers (Scotland) Act 2016 and the Child Poverty (Scotland) Act 2017.
- 3.3.2 The Directorate is also responsible for ensuring policies are in place, and support is provided for managers and employees to ensure the Council continues to comply with all employment and health and safety requirements.
- 3.4 **Risk:** There is a risk that the post-Covid impacts, cost of living pressures and energy price increases and resulting mitigations continue to result in additional and increased demand. This includes for example, for the provision of critical demand-led financial assessments and welfare services as reported in the welfare budget set out in **Appendix 3** to this report.
- 3.5 There are no **Climate Change/Carbon Clever or Gaelic** implications arising as a direct result of this report.

4. Appendix 1 Resources and Finance Revenue Budget Monitoring 2022/23

4.1 **Appendix 1** to this report provides the Quarter 3 monitoring statement for 2022/23 showing the forecasted year end outturn at Quarter 3 2022/23. The Service is showing an estimated year end outturn of £13.833m against a net annual budget of £14.096m, representing an underspend of £0.263m. This does not include the Welfare Budget which is reported separately at Appendix 3.

4.2 Directorate

The overspend in the Directorate line of £0.164m mainly arises from the net effect of the vacancy that exists for the Executive Chief Officer for Resources & Finance along and with the Service Staff vacancy management savings agreed by the Council in March 2022 which offsets staffing underspends across the rest of service.

4.3 People (Annual Budget: £2.454m)

The budget for People mainly relates to staff and corporate training. This budget is reporting a predicted year end overspend of £0.018m. There are some underspends offsetting some overspends in this part of the service, such as underspends in Health and Safety staffing and the costs for the employee survey.

4.4 Revenues and Business Support (Annual Budget: £8.121m)

For this section, the forecasted underspend is £0.339m which is mainly arising from secondments and maternity leave. Vacancies are being held for a range of reasons and include pending changes and developments that are underway across Directorates so that an informed assessment can be made of future staffing needs, process redesign, and to enable the agreed staff saving for this section to be delivered.

4.5 Corporate Finance (Annual Budget: £3.580m)

The forecasted underspend in Corporate Finance of £0.106m is mainly arising from underspends in the Accounting and Insurance Section of £0.054m relating to staffing and other expenditure underspends and a Payroll & Creditors forecasted underspend of £0.052 mainly due to part year staffing vacancies. The movement in this section from the previous Quarter is the net effect of further staffing underspend and a 12.5% increase in the external audit fees for 2022/23.

4.6 Resources & Finance Savings 2022/23

The agreed savings for the Directorate are detailed at Appendix 7 and show some slippage. A re-procurement process is being progressed for R/F 1 and it is anticipated that the forecasted income from Corp/26 will not be fully realised.

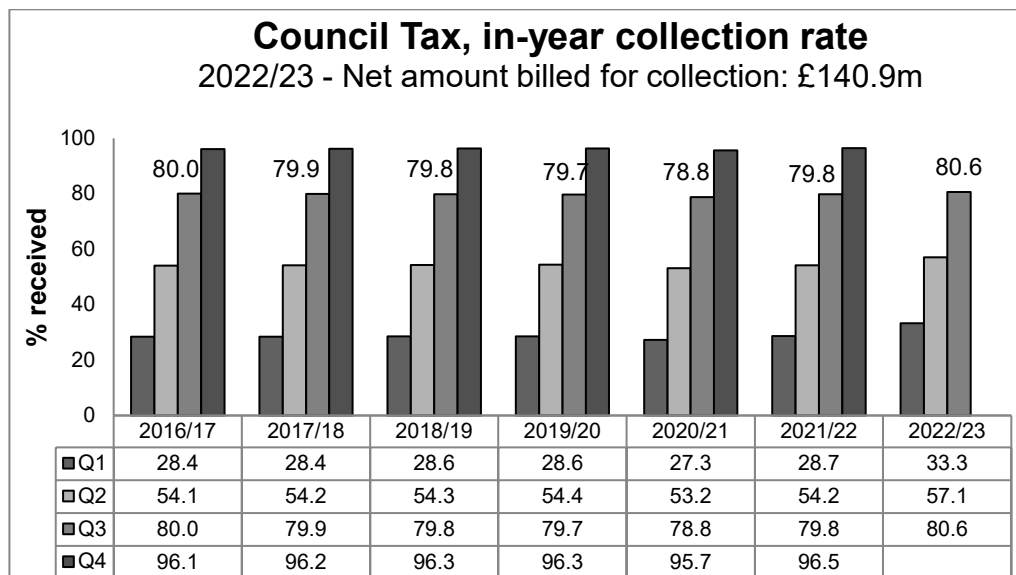
5. Performance Information

5.1 As described in section 1 of this report, a single report containing both revenue and performance information has several benefits. The following paragraphs provide performance information for the Directorate and while this mainly focuses on those responsibilities for the Head of Revenues and Business Support, the aim is to expand the breadth of information provided in future reports to reflect the responsibilities of each Head of Service.

5.2 Performance for outsourced activities led by the Directorate is reported separately to this Committee at various points throughout the year.

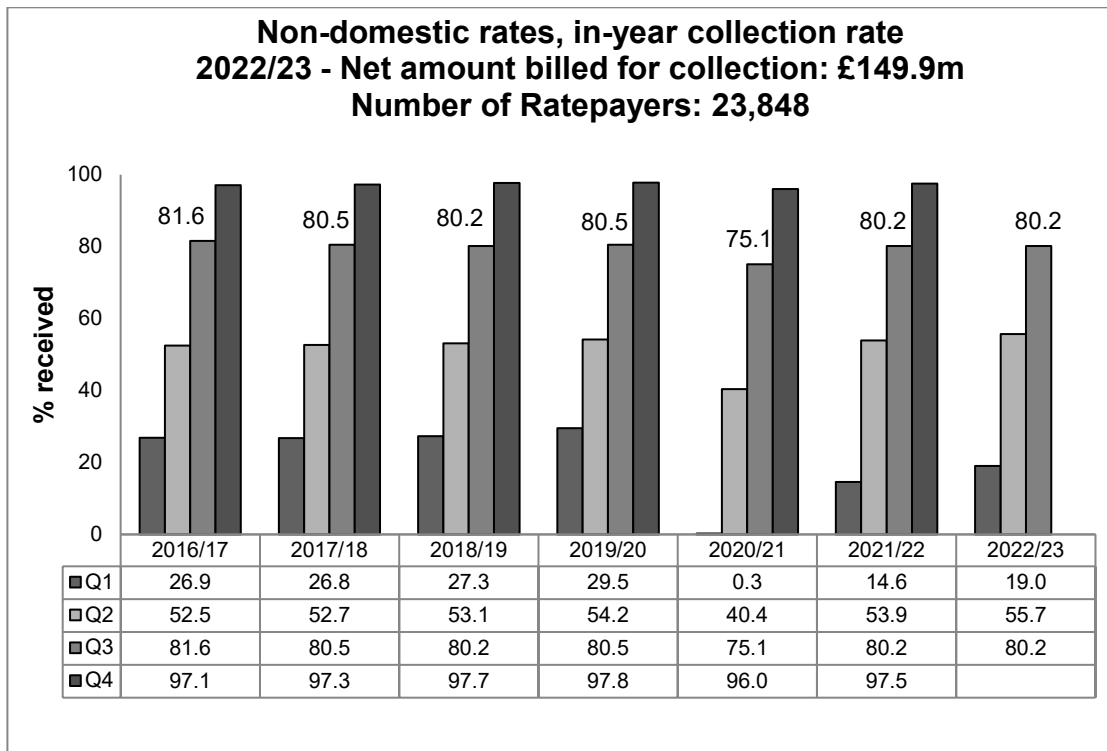
5.3 Revenues and Business Support - Council Tax In-year Collection Rate

- 5.3.1 The Council Tax in-year collection rate in Q3 is 80.6%, representing an increase of 0.8% on the comparable period last year.
- 5.3.2 The Directorate continues to have a sharp focus on council tax collections with a view to maximising this important income stream for the Council. Steps are taken regularly by the Welfare Support Team to promote the Council Tax Reduction scheme using social media and, in every case, when undertaking welfare checks for all residents choosing this service. The availability of this financial support to reduce council tax bills is also promoted on the reverse side of council tax bills and on all recovery notices. A useful ready reckoner to council tax entitlement is published on the Council's [website](#) to encourage take-up by enabling council tax payers to compare their household composition and income with the qualifying thresholds for their council tax band. Through the Council's outsourced services provided by Citizens Advice, advisers routinely provide in-person face to face support for clients to apply for this valuable support. A planned annual recovery schedule is in place to ensure that recovery and enforcement actions are progressed in accordance with the appropriate regulations. This encourages payments and helps to identify council tax payers who require additional time to pay and welfare support.
- 5.3.3 Council Tax Reduction reduces the council tax liability by up to 100% for individual households and in these circumstances, limits the bill to Scottish Water's water and wastewater charges. Council tax payers can apply for this support via the Council's Apply Once online application [form](#), by contacting the Welfare Support Team at welfare.support@highland.gov.uk or by calling 0800 090 1004.
- 5.3.4 Council Tax contributes around 20.0% of the Council's general fund and is used to bridge the difference between the block grant and the Council's estimated expenditure. There is therefore a sharp focus on council tax collections' performance and actions to mitigate performance fluctuations. For example, Direct Debits now make up 76.0% of council tax bill payments (Q3), which is on a par with the performance for the comparable period last year.
- 5.3.5 Direct debit payments and the value of receipts supports collections performance, reduces bank charges resulting in financial savings, and enables the Council to better predict future income levels, which are important for treasury management and financial planning purposes.



- 5.3.6 The Revenues Team continues to focus on recovering unpaid sums in respect of the current and prior years and is working closely with the Council's appointed Sheriff Officers to focus on those debts where Summary Warrants have been granted.
- 5.3.7 The number of council tax payers (122,375) included in the above bar chart shows the position as at December 2022. As new builds come onto the market and are made available for ownership, private rented and social housing, there is natural movement in the tax base and number of council tax payers throughout the year. The March annual billing position is therefore used year on year to provide trend data and to develop business intelligence. Having such rich data, helps to inform improved performance and decision making.
- 5.4 Revenues and Business Support - Non-Domestic Rates In-Year Collection Rate**
- 5.4.1 The Council's total revenue funding provided by the Scottish Government is made up of 3 components: General Revenue Grant (GRG); Distributable Non-Domestic Rate Income (NDRI) and specific ring-fenced grants.
- 5.4.2 Non-Domestic Rates are collected and retained by the Council. The Scottish Fiscal Commission is responsible for preparing the national forecast for NDR income to be collected, based on several factors including revaluations, appeals and the likely poundage set. The forecast is then redistributed to local authorities using the most recent prior year Non-Domestic Rates income returns submitted by councils, adjusted to reflect variations between the estimated Non-Domestic Rates Income and the actual amount collected. This means the amount collected by an individual authority has no direct impact on the total funding as the Scottish Government provides each local authority with their formula share of GRG plus NDRI.
- 5.4.3 Economic volatility is very quickly evident from fluctuations in Non-Domestic Rates income and underlines the importance of understanding and acting upon the trend information detailed in the table below. Keeping abreast and responding to external influences continue to be an important focus for the Revenues Team.
- 5.4.4 The collection rate for Q3 remains the same when compared with the same period in the previous year. The trend data in the table below however shows a slightly declined collection rate when compared with the pre-Covid position.

5.4.5



5.4.6 Relief from Non-Domestic Rates is available to achieve competitive equity and fairness. This includes for example the Small Business Bonus Scheme. The Scottish Government's latest published statistics show that 11,870 properties in Highland received £20.8m of relief from Non-Domestic Rates through the Small Business Bonus Scheme.

5.4.7 Each year, processes are in place, the Council's website is updated, and the Revenues Team is trained to identify qualifying properties and to automatically award available relief wherever possible. To raise awareness and to relieve ratepayers from rates bills, information regarding relief is provided on non-domestic rates bills and published on the Council's website.

5.4.8 For ratepayers required to apply for relief, the Revenues team proactively invite applications where sufficient information is available, but this is not possible in all cases and relies on some ratepayers applying independently. Steps continue to be taken to identify properties that may be entitled where ratepayers have not yet applied for relief.

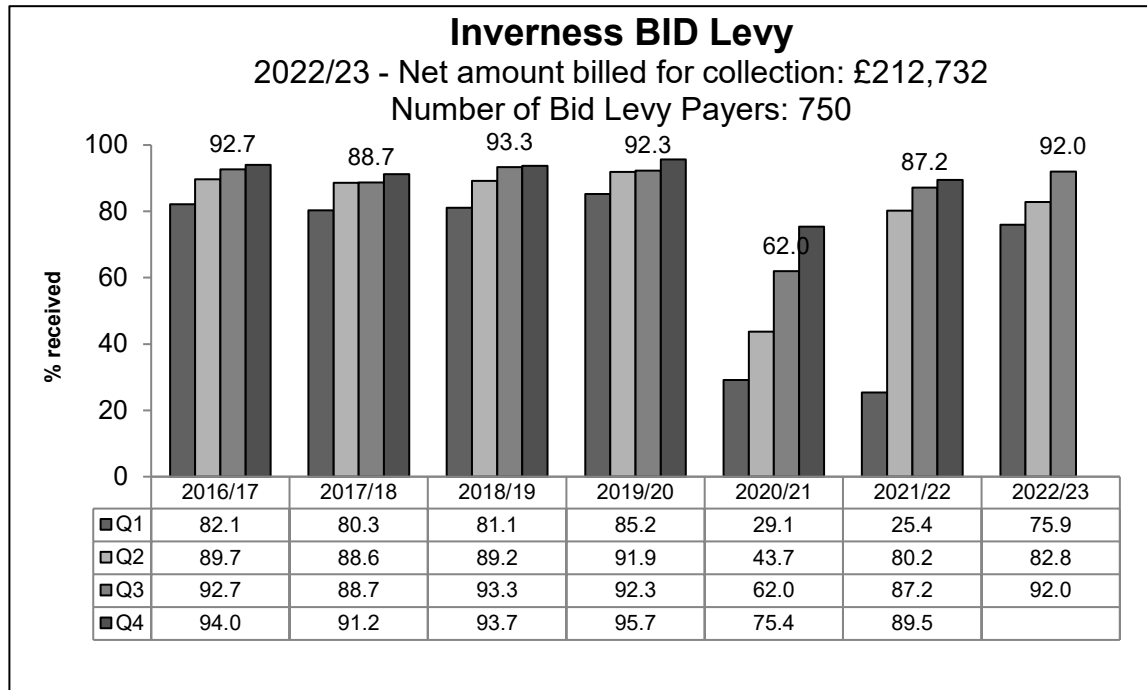
5.5 Revenues and Business Support - Business Improvement Districts (BID)

5.5.1 The Revenues Team is responsible for administration and collection of the 3 BIDs currently operating within Highland and for the recovery of the associated annual administrative costs from each BID. Officers continue to progress billing and recovery of each BID in accordance with planned annual schedules.

5.5.2 When monitoring collection performance for each BID, Members will wish to note that billing for the Inverness and the Inverness & Loch Ness Tourism BID levies was undertaken in line with previous years, i.e., April 2022. The Nairn BID billing year commences in October each financial year.

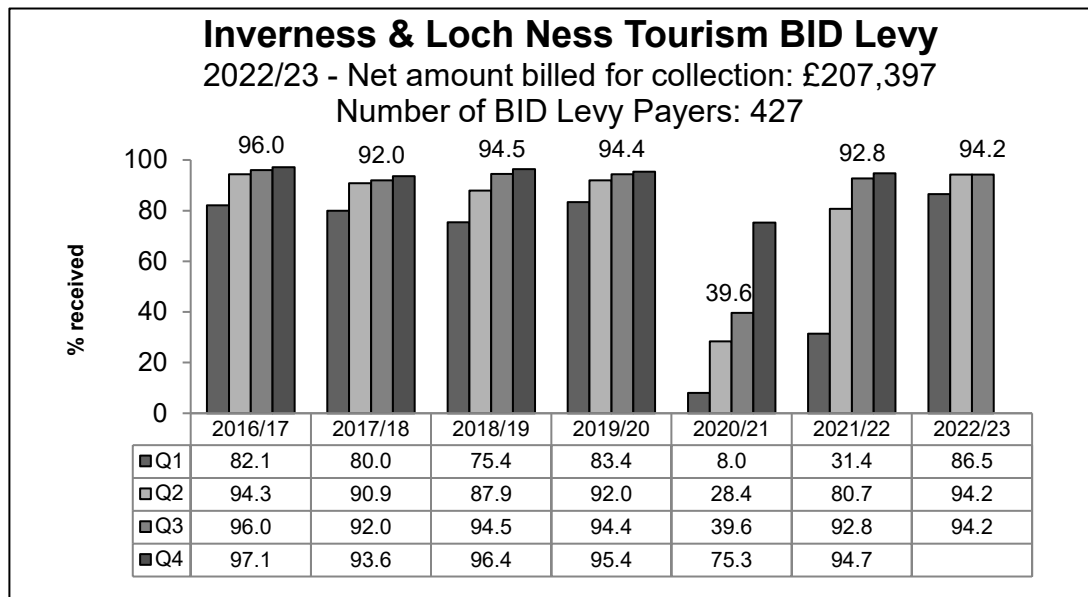
5.5.3 Inverness BID Levy

The figures below indicate an increase on Q3 performance compared with the previous two years, with levels continuing to increase, and closer to pre-Covid levels.



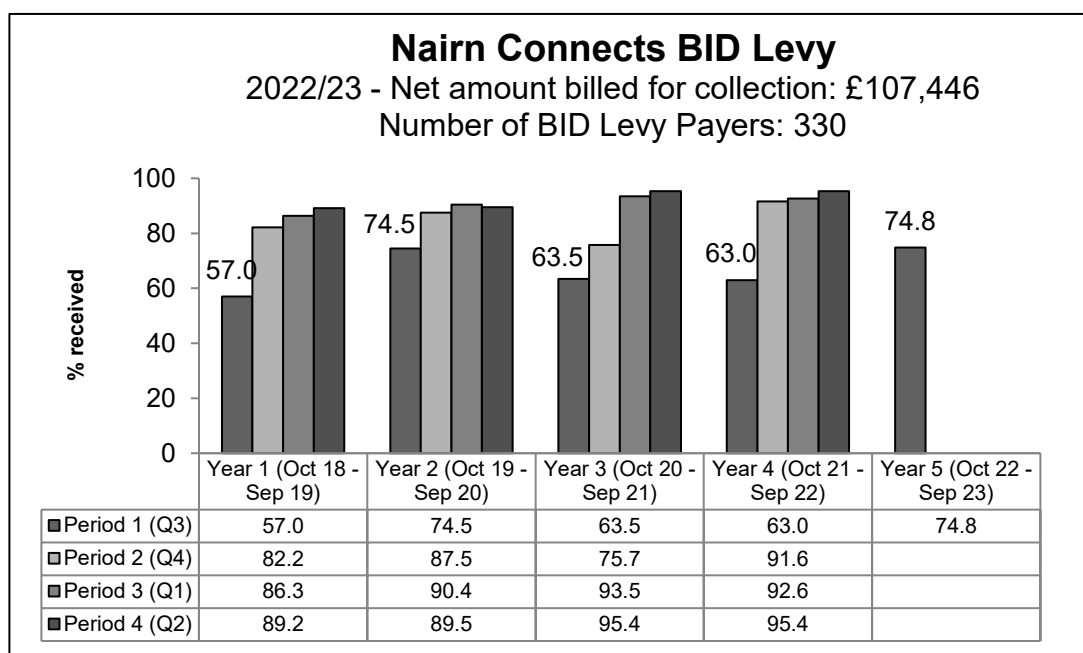
5.5.4 Inverness & Loch Ness Tourism BID Levy

By the end of Q3, 94.2% of the BID levies have been paid compared with 92.8% at the same point in 2021/22.



5.5.5 Nairn Connects BID Levy

The Nairn Connects billing year commences 1 October each year. Performance in Period 1 (Q3) shows a collection rate of 74.77%, which is an increase on the prior year, and is the highest rate in Period 1 to date, an increase on the pre-Covid position.



5.6 Revenues and Business Support - Single Grant Applications (SGA)

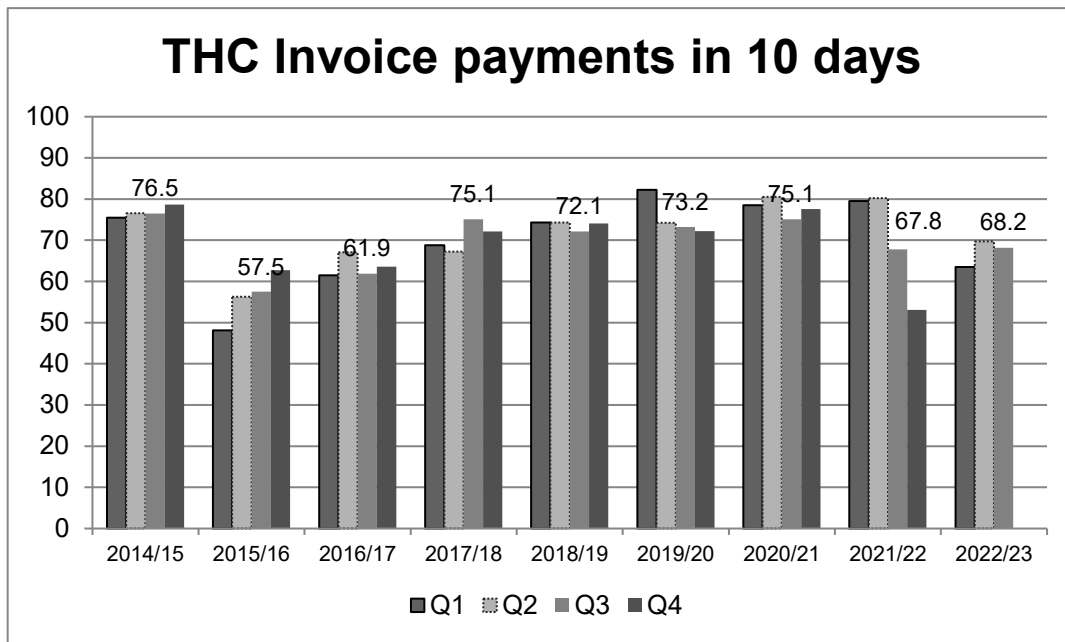
5.6.1 The Shared Business Support team provides support for several Council teams, including Ward Managers, in the administrative process for Single Grant Applications (SGAs). These grants, available for community groups, businesses and individuals, can be accessed at this [link](#). The role of Shared Business Support is primarily logging SGAs onto SharePoint, issuing acknowledgements to applicants and promptly allocating applications to the appropriate teams for consideration and determination.

5.6.2 260 single grant applications were received during Q3, 2022/23 of which 99.6% were processed within 5 days. The comparable figures for Q3 2021/22 were 184 applications with a performance figure of 98.9%, demonstrating strong performance within the Business Support team.

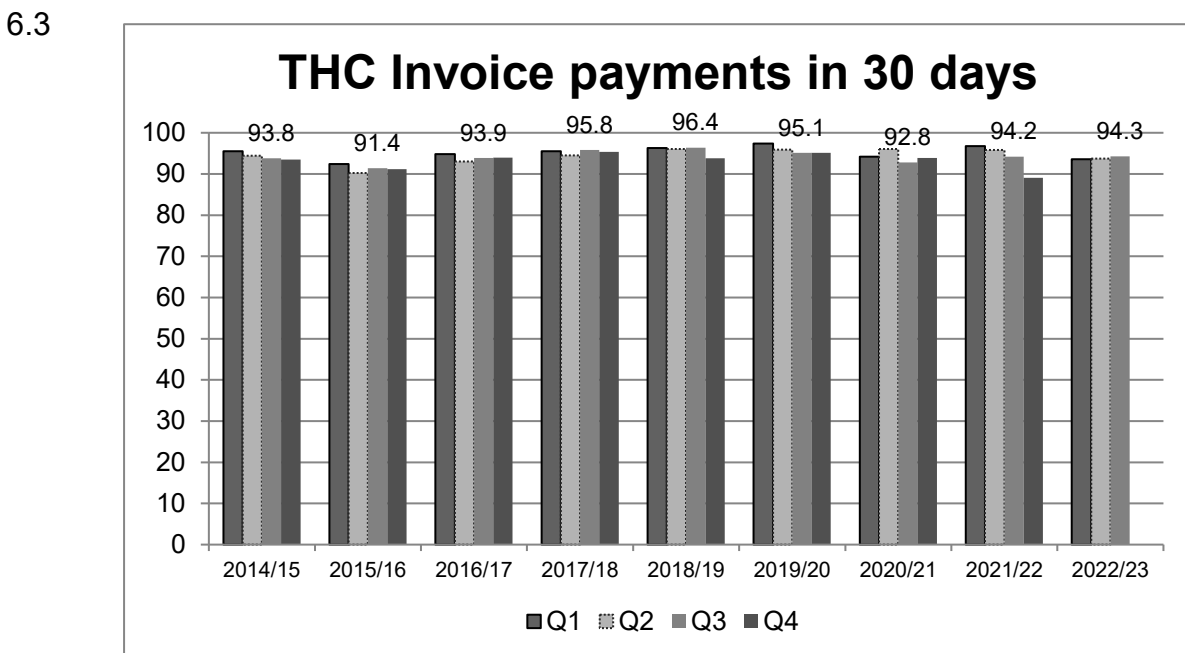
Single Grant Applications	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23 (to date)
Percentage logged, acknowledged & distributed within 5 days target	98.3%	99.2%	96.8%	98.9%	99.2%	97.1%	96.7%

6. Corporate Finance and Revenues & Business Support - Payment of Invoices

6.1 These indicators measure the Council's efficiency at paying invoices and analyses of the number of invoices paid within 10 days and 30 days of receipt as a percentage of all invoices paid. The Shared Business Support Team reporting to the Head of Revenues and Business Support, and the Creditors Team, reporting to the Head of Finance, are responsible for payment of invoices once approved by budget holders and for those matched to Purchase Orders. Q3 performance is below the corporate target of 77%. Critical analysis of the data has been undertaken to identify areas for improvement within Directorates.



6.2 Performance by Directorate is detailed at **Appendix 6** to this report. Budget holders and their teams are mindful of the importance of prompt payment although there are valid reasons why some invoices cannot be paid within the 10-days timescales. The Council introduced the 10-day local measure several years ago to support businesses, sole traders and other creditors through prompt payment of invoices.



6.4 For the statutory performance indicator of 30 days to pay an invoice, Q3 saw a slight increase on the prior year of 94.3% compared to 94.2% in Q3 21/22, and below the corporate target of 95%. Officers are analysing this drop in the normally high performance to target improvement activities. For the Resources & Finance Directorate, 84.9% of invoices were processed within 10 days against a corporate target of 77%, and 98.6% within 30 days.

7. Combined Complaints Performance

- 7.1 Led by the Communities & Place Directorate, the Model Complaint Handling Procedure was introduced in April 2021 to set out our corporate ambitions to improve performance. Monitoring complaints and the business intelligence available from doing so, helps to inform service design and decision making. When received, complaints are categorised as follows (a) front line resolution, not requiring investigation with a resolution target of 5 days and (b) more complex complaints, requiring investigation with a resolution target of 20 days.
- 7.2 The reported measures in paragraph 7.3 below represent the end-to-end process, and therefore the combined performance of the Directorates for Communities & Place (allocation, quality assurance and issue) and Resources & Finance (checking records, investigation, responding to complaints and approvals). Collaboration across the Directorates continues to identify process and other quality improvements, to improve performance for frontline resolution within 5-days and those complaints that are escalated with a performance target of 20 days.
- 7.3 The combined performance for the end-to-end process in respect of complaints for Revenues & Business Support, People, and Finance during Q3 against a corporate target of 80% was as follows. The performance relating to complaints requiring investigation, relates to 3 cases.

	Resources & Finance	Highland Council
5-days frontline resolution	83.3%	92.8%
20-days investigation	33.3%	45.8%

8. Freedom of Information (FOI)

	Resources & Finance	Highland Council
FOI Legislative - number	59	485
FOI Legislative - %	86%	79%

9. Directorate Sickness absence date

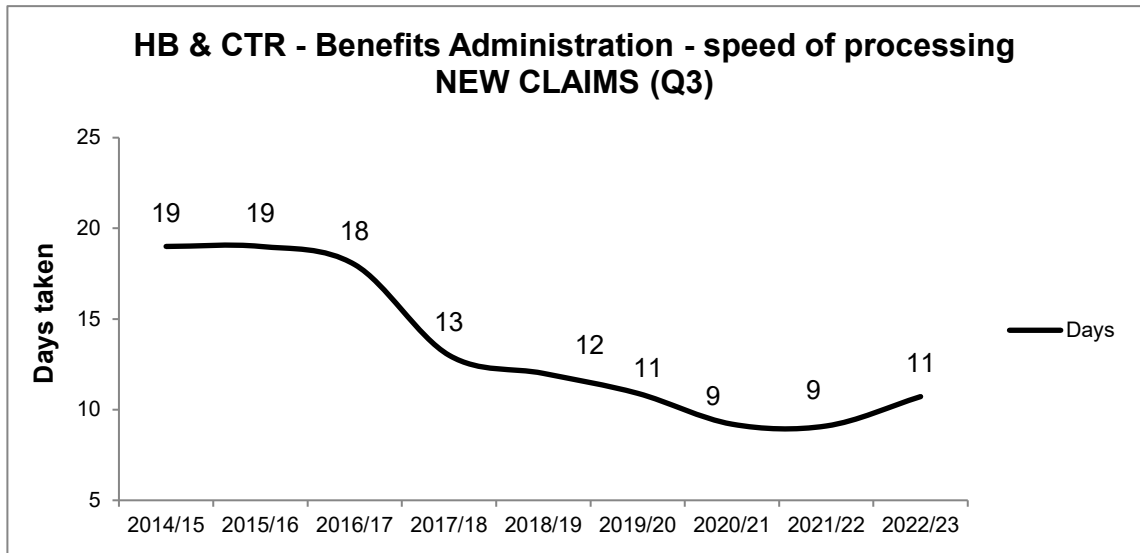
Average days lost	2021-22	2022-23		
	Q4	Q1	Q2	Q3
All Highland Council	2.36	2.45	1.89	2.03
Resources & Finance	1.90	2.07	2.36	2.21

The Resources & Finance Directorate takes a proactive approach to absence management and endeavours to keep staff absence rates as low as possible. This is achieved by following the Council's HR policies and guidance, implementing measures such as "return to work" interviews and conversations with our team members. Valuing staff and supporting their health and wellbeing are core elements of the established ethos in the Directorate, and in line with the Council's Connected values of supporting our skilled workforce.

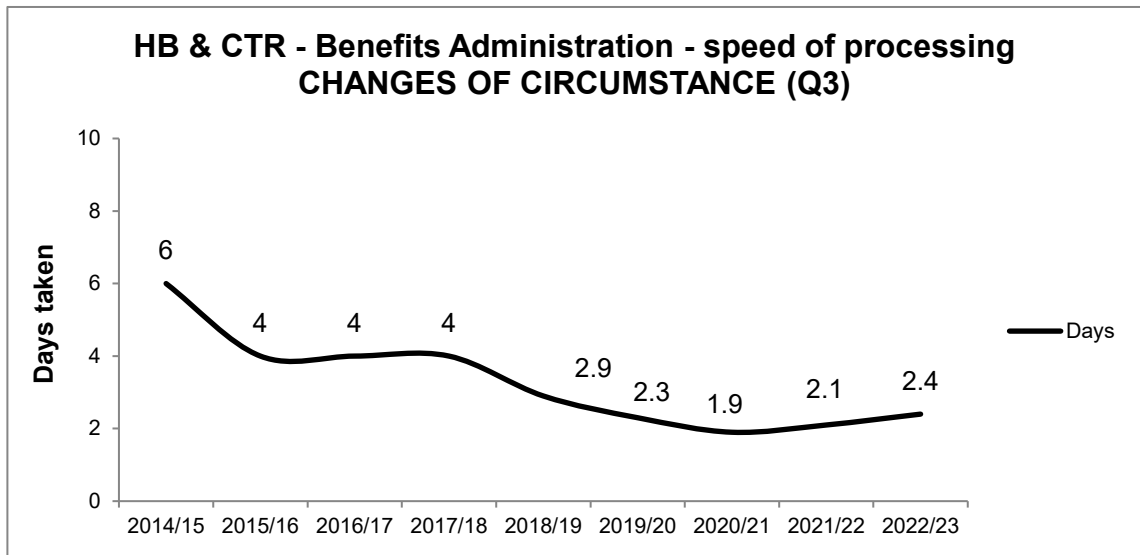
10. Welfare Budget 2022/23 – Annual Budget £28.448m

- 10.1 The Welfare Budget is delivered by the Revenues and Business Support section. **Appendix 2**, and the supplementary information provided at **Appendix 3**, detail actual expenditure and the outturn against the budget at 30 June 2022. The Welfare Budget is showing a year end outturn of £28.212m against a net annual budget of £28.448m, representing an estimated underspend of £0.236m for 2022/23.
- 10.2 There is increasing pressure across various budget headings within the Welfare Budget which are being closely monitored by Officers. Information about the help that is available continues to be proactively promoted and advisers in the Council's Welfare Support Team and Citizens Advice continue to triage those accessing these services which include face to face advice by appointment and on a drop-in basis.
- 10.2 **Council Tax Reduction: Annual Budget £13.671m**
Reflecting the net position, an underspend of £0.301m is reported for the demand-led Council Tax Reduction Scheme (CTRS). This scheme is heavily promoted on social media, Council Tax bills, the Council's website and by both the Council's Welfare Support Team and Citizens Advice.
- 10.3 **Housing Benefit: Annual Expenditure Budget £34.787m**
The Housing Benefit budget reports a near final underspend of £0.186m. Whilst Housing Benefit is generally funded by the Department for Work and Pensions (DWP), it is not fully funded, e.g., where Housing Benefit has been overpaid because the customer had not advised the Council timeously of a material change in their circumstances.
- 10.4 **Scottish Welfare Fund: Annual Budget £1.243m 2022/23**
- 10.4.1 The Scottish Welfare Fund provides non-repayable grants for low-income households as follows:
- Crisis Grants when experiencing a crisis because of a disaster (e.g., fire/flood) or emergency (e.g., unexpected expense);
 - Community Care Grants to support someone to start to live, or to carry on living, a settled life in the community.
- 10.4.2 This fund was under pressure during 2021/22 as a result of the impacts of Covid-19 and the emerging cost of living increases. An overspend of £0.250m is reported under this budget which is offset by underspends elsewhere within the Welfare Budget.
- 10.5 **School Clothing Grants: Annual Budget £0.745m 2022/23**
- 10.5.1 This budget is forecast to come in on budget. The Council continues to promote School Clothing Grants, via schools, Health & Social Care, social media, and through the services delivered by the Council's Welfare Support team and Citizens Advice.
- 11. Speed of processing performance: Housing Benefit and Council Tax Reduction**
- 11.1 This indicator is reporting reduced performance during Quarter 3. The number of days taken to process new claims for housing benefit and council tax reduction has increased with change of circumstance processing times being comparable to prior year. This movement in performance reflects the significant number of additional welfare payments managed by the Service Delivery arising from cost-of-living mitigation.

11.2



11.3



Designation: Interim Depute Chief Executive

Date: 13 February 2023

Authors: Sheila McKandie, Interim Head of Revenues and Business Support
Lucy Lallah, Business Management Analyst
Rachel Rae, Service Accountant

Appendix 1

RESOURCES AND FINANCE DIRECTORATE Revenue Expenditure Monitoring Report			
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1 April 2022 to 31 December 2022			
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	Variance Analysis						
	£000	£000	£000	£000	£'000	£'000	£'000
	Actual Year To Date	Annual Budget	Year End Estimate	Year End Variance	Staff Costs Variance	Other Costs Variance	Income Variance
BY ACTIVITY							
Directorate	202	(59)	105	164	413	(249)	0
People	1,987	2,454	2,472	18	(76)	59	35
Revenues & Business Support	6,481	8,121	7,782	(339)			
Corporate Finance	3,257	3,580	3,474	(106)	(668)	144	185
	(145)				40	(1)	
Total	11,927	14,096	13,833	(263)	(476)	(6)	219

BY SUBJECTIVE

Staff Costs	12,392	13,746	13,270	(476)			
Other Costs	1,630	3,206	3,200	(6)			
Gross Expenditure	14,022	16,952	16,470	(482)			
Grants	(554)	(745)	(765)	(20)			
Other Income	(1,541)	(2,111)	(1,872)	239			
Total Income	(2,095)	(2,856)	(2,636)	219			
	11,927	14,096	13,833	(263)			

Notes							
1. % age of Annual Expenditure*	Dec '23	85%					
	Dec '22	97%					
*These percentage figures represent the proportion of budget spent at the end of the quarter reported, with comparison to the same reporting position last year.							

Appendix 2

Welfare Monitoring
1 April to 31 December 2022

	£000 Actuals To Date	£000 Annual Budget	£000 Year End Outturn	£000 Year End Variance
BY SERVICE				
Housing Benefit	4,475	3,176	2,990	(186)
Council Tax Reduction Scheme	13,333	13,671	13,370	(301)
Scottish Welfare Fund Grants	1,119	1,243	1,493	250
Educational Maintenance Allowances	30	-	-	0
School Clothing Grants	610	745	745	0
Advice Services	1,023	1,010	1,010	0
Milton Activity Hub Grant	(2)	-	0	0
Other Welfare	9,387	8,603	8,604	1
Paypoint prepayment*	120	-	-	0
Welfare Total	30,095	28,448	28,212	(236)

BY SUBJECTIVE				
Staff Costs	0	0	0	0
Other Costs	66,148	60,884	72,878	11,994
Gross Expenditure	66,148	60,884	72,878	11,994
Grants	(35,927)	(32,300)	(44,540)	(12,240)
Other Income	(126)	(136)	(126)	10
Total Income	(36,053)	(32,436)	(44,666)	(12,230)
Welfare Total	30,095	28,448	28,212	(236)

% of Annual Expenditure

This year	105.8%
Last year	91.2%

WELFARE BUDGET 1 October 2022 to 31 December 2022
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	GROSS EXPENDITURE				GROSS INCOME				NET TOTAL			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Annual Budget	Actual YTD	Year End Outturn	Year End Variance	Annual Budget	Actual YTD	Year End Outturn	Year End Variance	Annual Budget	Actual YTD	Year End Outturn	Year End Variance
BY ACTIVITY												
Housing Benefit	34,787	27,927	34,601	(186)	(31,611)	(23,452)	(31,611)	(0)	3,176	4,475	2,990	(186)
Council Tax Reduction Scheme	13,671	13,333	13,370	(301)	0	0	0	0	13,671	13,333	13,370	(301)
Scottish Welfare Fund												
Community Care Grants	966	882	1,175	209	0	0	0	0	966	882	1,175	209
Crisis Grants- awarded**	277	406	487	210	0	(169)	(169)	(169)	277	237	318	41
Educational Maintenance Allowances	689	265	689	0	(689)	(235)	(689)	0	0	30	0	0
School Clothing Grants												
Awarded	745	610	745	0	0	0	0	0	745	610	745	0
Advice Services												
Citizens Advice Bureau	1,146	1,148	1,136	(10)	(136)	(126)	(126)	10	1,010	1,023	1,010	0
Milton Activity Hub Grant	0	31	32	32	0	(32)	(32)	(32)	0	(2)	0	0

Other Welfare													
Free School Meals Holidays	736	701	736	0	0	0	0	0	736	701	736	0	0
Fuel Support Fund	0	521	0	0	0	0	0	0	0	521	0	0	0
Scottish Child Bridging Payment	1,476	2,165	1,476	0	0	0	0	0	1,476	2,165	1,476	0	0
Cost of Living Award		12,039	12,039	12,039	0	(12,039)	(12,039)	(12,039)	0	0	0	0	0
Paypoint prepayment*	0	120	0	0	0	0	0	0	0	120	0	0	0
TOTAL	60,884	66,148	72,878	11,994	(32,436)	(36,053)	(44,666)	(12,230)	28,448	30,095	28,212	(236)	

* As required by the Financial Conduct Authority in relation to Crisis Grants, School Clothing Grants, Winter Hardship Payments and Free School Meals

**Includes Self Isolation Support Grant administered on behalf of the Scottish Government and the income that will be claimed to show nil effect to the Highland Council

Appendix 4

Resources and Finance Service Savings 22/23				
Service Ref	Budget Area	Savings Description	2022/23 £m	Saving RAG
CR/26	Council Tax/NDR (Revenues & Business Support)	Establish an online customer portal	0.049	G
R&F/4	Revenues & Business Support	Business Support staff travel - requires behavioural change and buy-in from Services	0.005	G
R&F/7	Revenues & Business Support	Reduce number of locations requiring Business Support to be physically present to enable more effective use of resources and avoid travel costs and non value added travel time.	0.023	G
R&F/8 - Allocation	Finance	Salary sacrifice saving from newly introduced AVC scheme	-0.003	G
R&F/9&10	Accounting	Review of non-staffing budget- reference material, travel, external advice. Removal of vacant 5 hour post	0.022	G
R&F/1	Occupational Health Contract (People)	Re-procurement and use framework from 1.4.22	0.015	A
R&F/6	Revenues & Business Support	Through greater use of technologies, including the potential for digital mailing, reduce the number of locations handling outgoing mail thus reducing associated costs (resource effort, and franking machine and Royal Mail charges)	0.025	G
Corp/2 - Allocation	Managed Print Service (MPS)	Reductions in printing Printing/Photocopying and reduce Multi-Function Devices (MFDs) in offices and schools	0.015	G
Corp/21 - Allocation	Corporate- staffing	Staff alignment, agility and redesign	0.304	G
Corp/23 - Allocation	Corporate- staffing	Recruitment timelines- removal of budget to reflect recruitment process timelines	0.262	G
Corp/24 - Allocation	Corporate- non staffing	A review of non-staffing spend has identified opportunities for savings across services from improved contract management, stopping/reducing demand, alternative delivery, and actions relating to suppliers, specification, productivity, process, negotiation, contracts and analysis	0.022	G
Corp/26 - Allocation	Corporate- full cost recovery	Full cost recovery and commercialisation	0.199	A
Total			0.938	

Appendix 5

Other performance measures	Frequency
Processing time benefit – new claims (average days)	Quarterly
Processing time benefit – change in circumstances (average days)	Quarterly
Welfare Support	Quarterly
Business Improvement District (BID) Levy	Quarterly
Business Support – Single Grant Applications	Quarterly

Statutory Performance Indicators	Frequency
The gross administration cost per benefits case	Annual
The cost of collecting Council Tax per dwelling	Annual
Current year income from Council Tax: a) The income due from Council Tax for the year, net of relief and rebates b) The percentage of a) that was received during the year	Quarterly
The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	Quarterly
The number of invoices paid within 10 calendar days of receipt as a percentage of all invoices paid	Quarterly
Insurance - cost/claim processed	Annual
Creditors - unit cost/creditor invoice issued	Annual
Payroll - cost/payslip produced	Annual
Pensions - cost per member	Annual
Cost of Accounting % Net Rev Budget + HRA	Annual
Cost of completing the Annual Accounts	Annual
Cost NDR collection/chargeable property	Annual
% NDR collected by year end	Quarterly
Cost sundry debtors/debtors account issued	Annual
% income sundry debtors collected during year	Annual
Cost Corporate Finance % Net Revenue Budget	Annual
Cost Procurement section % Net Revenue Budget	Annual

Appendix 6

Invoice Payments <10 days													
Service	TARGET 22/23	16/17	17/18	18/19	19/20	20/21	21/22 Q1	21/22 Q2	21/22 Q3	21/22 Q4	22/23 Q1	22/23 Q2	22/23
C&P	77%					83.6	85.6	88.3	76.2	57.0	77.9	78.6	75.2
E&L						79.2	82.8	74.8	70.4	60.7	74.6	69.1	74.4
HW&S C						82	86.7	89.9	74.7	59.4	92.5	91.7	85.8
I&E						85.7	85.6	86	76.2	58.0	80.6	82.6	83.9
P&G						87.4	91.8	91.9	75.4	69.5	85.0	83.9	90.5
P&H						71.7	74.2	75.9	60.6	45.1	44.8	53.1	56.0
R&F						83.1	89.0	91.4	88.5	73.9	90.5	96.6	84.9
DCE						84.0	-	75.0	81.6	65.9	94.7	89.4	92.5
Capital						82.1	78.1	77.5	66.5	57.7	65.0	64.3	77.4
THC							63.3	79.5	73.7	75.3	77.6	79.5	80.2

Invoice Payments <30 days													
Service	TARGET 22/23	16/17	17/18	18/19	19/20	20/21	21/22 Q1	21/22 Q2	21/22 Q3	21/22 Q4	22/23 Q1	22/23 Q2	22/23 Q3
C&P	95%					96.6	96.1	97.4	93.2	93.2	97.2	97.2	96.8
E&L						92.2	94.5	89.4	91.2	91.6	92.2	86.1	91.8
HW&S C						95.7	97.3	96.2	92.4	94.0	97.6	97.5	97.5
I&E						96.6	96.2	96.8	96.9	94.2	98.1	96.3	97.2
P&G						96.8	96.9	96.6	97.3	97.7	97.8	97.2	97.4
P&H						92.9	97.8	96.6	94.7	84.8	91.3	92.6	93.2
R&F						96.9	98.4	97.9	99.0	97.8	97.9	99.0	98.6
DCE						99.0	100.0	87.5	97.4	95.3	98.7	91.8	97.3
Capital						95.4	95.6	94.5	91.4	91.0	92.3	89.9	95.4
THC							94	96.8	95.7	95.9	94.1	96.8	95.8