



**Performance/Administration
Cabinet Committee**

Members of the **Performance/Administration Cabinet Committee** of **Gravesham Borough Council** are summoned to attend a meeting to be held at the Civic Centre, Windmill Street, Gravesend, Kent on **Thursday, 17 March 2016 at 7.30 pm** when the business specified in the following agenda is proposed to be transacted.

S Kilkie
Assistant Director (Communities)

Agenda

Part A

Items likely to be considered in Public

1. Apologies
2. Minutes (Pages 3 - 8)
3. Declarations of interest
4. To consider whether any items in Part A of the agenda should be considered in private or those (if any) in Part B in public.
5. Data Quality Policy: Review 2016 (Pages 9 - 34)
To provide Members of the Performance & Administration Committee with a copy of the draft Data Quality Policy for review.
6. Universal Credit Update (Pages 35 - 38)
7. Any other business which by reason of special circumstances the Chair is of the opinion should be considered as a matter of urgency.

8. Exclusion

To move, if required, that pursuant to Section 100A (4) of the Local Government Act 1972 that the public be excluded from any items included in Part B of the agenda because it is likely in view of the nature of business to be transacted that if members of the public are present during those items, there would be disclosure to them of exempt information as defined in Part 1 of Schedule 12A of the Act.

Part B **Items likely to be considered in Private**

Members

Cllr Leslie Hills (Chair)

Cllr Julia Burgoyne (Vice-Chair)

Councillors: Colin Caller
 Brian Francis
 David Hurley
 John Knight
 Bronwen McGarrity
 Peter Scollard
 Narinder Singh Thandi

Substitutes: To be notified

Performance/Administration Cabinet Committee**Thursday, 4 February 2016****7.30 pm****Present:**

Cllr Leslie Hills (Chair)
Cllr Julia Burgoyne (Vice-Chair)

Councillors: Colin Caller
 Brian Francis
 David Hurley
 John Knight
 Bronwen McGarrity
 Peter Scollard
 Narinder Singh Thandi

Darren Everden Service Manager (IT Services)
Ben Turner Corporate Performance Manager
Mike Bytheway Service Manager (Revenues & Benefits)
Sue Hill Committee & Elections Manager

17. Apologies

None were given.

18. Minutes

The minutes of the meeting held on 12 November 2015 were signed by the Chair.

19. Declarations of Interest

No declarations were made.

20. Digitising Council Services Update

The Service Manager IT Services reminded members of the IT structure in place within the authority and how responsibility was divided between IT Services and the Digital Team.

A number of projects laid out in the IT Strategy in April 2015 had already been implemented and work was ongoing on several others. A key intention was to ensure that where appropriate online services can use data from back office systems. Another was the importance of ensuring that the latest versions of software were being used and training for all staff was provided.

Recent improvements included

- the Live Chat service
- a Disaster Recovery facility hosted at Medway
- the availability of online service request forms

Future works will include the installation of a new Customer Contact Platform (Firmstep) in April 2016; a review of the existing IT network and telephone infrastructure at the Civic Centre and the encouragement of wider use of Cloud services.

A further interesting development will be the outcome of a study being undertaken on behalf of the Joint Kent Chief Executives' looking into the future provision of ICT within Kent and what the role of County, Districts, and existing Partnerships (such as Kent Connects) will be. This study will look at the

- adoption of a standard wireless system across all public service buildings in Kent
- promotion of technology for economic and business development in Kent
- a single view of the citizen between district and county Councils and
- adoption of a new approach to ICT procurement in Kent to provide a more joined up approach in realising savings from the acquisition of goods, services and staff.

Members asked officers to ensure the issues listed below were kept in mind when considering future options.

- the accessibility of services for all – including those who did not have access to or preferred not to use IT related services
- the security and privacy of users of any service had to be maintained at all times.
- any review of computing devices by staff should account for the posture and health issues caused by extended use of tablet devices which should not be a direct replacement for laptop or desktop computers
- the need to consider alternatives to the Microsoft suite of software and the use of open source alternatives.

In relation to the query concerning the incorrect connections being made via the switchboard system – members were asked to ensure they obtained the date and time of any incidents in order for IT services to ascertain if there were any external matters that may have caused the failure in that service.

21. Corporate Register of Partnerships

The committee considered the six specific partnerships falling under the Performance and Administration portfolio.

Members did query why some partnerships were being looked at by the Scrutiny committee and not others. It was confirmed that this was because the Chair and Vice-Chair of Scrutiny had already looked at all formal partnership arrangements the Council maintains and had determined what ones that committee would look at in more detail. The Scrutiny Committee Work is ongoing and there maybe the opportunity for partnerships relating to the Performance and Administration Committee to be selected for review in the future.

The fact that each Partnership page failed to show the date it was last reviewed was highlighted and the request made that this should be incorporated into the Register in the future.

Internal Audit and Fraud – Shared Management Arrangement

This partnership worked well however this has been superseded by the new fraud arrangement with Medway and is likely to be removed from the register for 2016/17.

Council Tax and Business Rates - Shared Management Arrangement

This partnership was working well with no detrimental impact on performance.

IT Services – Shared Management Arrangement

Officers confirmed that Tonbridge and Malling will continue to be GBC's partner in this arrangement.

Kent Connects

The Chair asked that the last paragraph in the aims and objectives section be simplified.

One Customer One Team

This is a partnership whereby the investigators of GBC work closely with the DWP to ensure that one officer investigates fraud across all benefits including Housing Benefit (HB) and DWP benefits.

This arrangement has worked well since 2010 however it will be superseded by the new arrangements with regards to Fraud whereby the responsibility for investigating Housing Benefit and DWP benefits will be transferring to the Single Fraud Investigation Service at the DWP. Therefore the One Customer One Team Partnership is not expected to be included in the Corporate Register of Partnerships in 2016/17.

Revenues and Benefits

An editing change needed to be made to the Responsible officer section.

22. Performance Update – Quarter Three 2015-16

Members noted that some changes to the Corporate Plan and the associated suite of corporate objectives and policy commitments had been made. In future the bare data would be submitted to Cabinet with the appropriate data and associated contextual information being submitted to each cabinet committee.

In considering each Performance report and its associated indicators – members noted that **Performance Measures (PM) were target based** measures concerning delivery of certain objectives whereas **Performance Indicators (PI) provided contextual information**.

Officers were also reminded of the need to avoid the use of acronyms UNLESS they had first stated the name/description in full and then provided the abbreviation in brackets.

Members stated that overall the new information was clear and easy to read although there appeared to be some anomalies in the use of the direction arrows.

Comments were made about

- **Sound and self-sufficient Council**

In relation to any PM's there was some discussion as to the good fraud performance and the annual savings of Housing Benefit payments. Members asked what Adpens were, it was explained that residents had accepted an Administration Penalty (Adpens) as an alternative to prosecution were it was proven that fraud had been committed.

Officers advised members that the increase in time taken to process Housing Benefit/Council tax benefit changes in circumstances had been caused by information provided by the DWP through Real Time Information (RTI) which is sent to us electronically, it informs us of fluctuating earnings such as zero hours contracts from information supplied by HMRC. Each change generated a "case" that had led to a significant amount of work to amend the claim. It was also confirmed that this work had caused an increase in workload even though the caseload had reduced.

- **Quality Frontline services delivered on time and to the right people**

The narrative showed that both were performing adequately.

- **Work to maximise income collection through the robust management and recovery Council Tan and Business Rates owed to the Council**

The fluctuation in figures in Quarter 1 to others was simply down to the calculation of the target figure. Officers assured members that collection was on track to meet the target.

- **Implement genuine channel shift through an enhanced IT infrastructure enabling customers to access key services online, anytime, anywhere.**

Noted

- **Delivery on opportunities for the sharing and selling of council houses**

Noted

- **Continuously review and adapt how we deliver our services to achieve financial efficiencies and improved performance.**

Noted

Close of meeting

The meeting ended at 8.50 pm

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Classification: Part 1 – Public

Key Decision: No

Gravesham Borough Council

Report to: Performance & Administration Committee

Date: 17 March 2016

Reporting officer: Ben Turner - Corporate Performance Manager

Subject: Data Quality Policy: Review 2016

Purpose and summary of report:

To provide Members of the Performance & Administration Committee with a copy of the draft Data Quality Policy for review.

Recommendations:

Members are requested to:

1. Consider the draft Data Quality Policy attached at Appendix Two, as endorsed by the council's Management Team.
2. Subject to any relevant amendments proposed by the committee, approval of the policy to be taken by the Lead Member for Performance & Administration.

1. Introduction

1.1 The council has had in place robust data quality arrangements for a number of years. Having good quality data is important for a number of reasons, in particular:

- it ensures that the council is making its decisions based upon robust information; and
- it provides assurance that information provided to officers, Members and members of the public is accurate.

1.2 The Performance & Administration Committee considered the current version of the policy at its meeting in November 2011; this was subsequently approved by the Lead Member for Performance & Administration. Since that date minor revisions were made in a review carried out in 2014. The draft Policy at Appendix Two to the report therefore represents the first review undertaken since the adoption of the council's new Corporate Plan in October 2015.

2. Review of the Data Quality Policy

- 2.1 In order to evaluate if the council is effectively achieving against its stated policy commitments, and is ultimately delivering consistently high quality services, the council needs to have a sound performance management process in place. Developed by senior council officers and Cabinet portfolio holders, the council's Corporate Plan presents a new Performance Management Framework (PMF) that forms the basis of reporting corporate performance to council Members and residents.
- 2.2 The council's PMF presents a range of performance information which includes;
- Performance Measures (PM): These are target-based measures identified and established specifically for being essential to the delivery of the Corporate Plan's key objectives e.g. waste recycling rates.
 - Performance Indicators (PI): These represent important contextual performance information related to the Corporate Plan's key objectives. PI's are not target based as the council, whilst having influence over their delivery, does not directly control their outcomes e.g. crime statistics.
- 2.3 In consideration of the new PMF arrangements, the Data Quality policy sets out a review schedule for revisions of the document:

"The Data Quality Policy will be reviewed by the Corporate Performance Team every two years, although further updates will take place during this period as required (such as the introduction of new Corporate Performance indicators and/or responsible officers).

Any full review or re-write of the Data Quality Policy will be reported to the Performance and Administration Committee, with approval by the Cabinet Portfolio Holder for Performance & Administration.

Other minor changes throughout the period will be presented for approval to the Corporate Management Team as required."

- 2.4 To reflect the changes that have recently taken place in relation to the introduction of the new Corporate Plan's Performance Management Framework, and other relevant amendments, it was felt to be prudent to bring the revised Data Quality Policy back to the Performance & Administration Committee for discussion and subsequent approval by the Lead Member, in line with the adopted process outlined in the policy.

3. Background Papers

- 3.1 There are no background papers pertaining to this report.

IMPLICATIONS		APPENDIX 1	
Legal	<p>Whilst there are now no statutory performance measures that local authorities are required to report against, there are still a number of other statutory returns that must be completed and returned to individual government departments. As these are a legal requirement, it is important that all information and data reported is accurate and provided on a timely basis.</p> <p>Under the Data Protection Act 1998 the council has a legal responsibility to ensure that the information it holds relating to its customers is accurate and held in a safe and secure manner. These requirements form an integral part of the Data Quality Policy.</p>		
Finance and Value for Money	<p>The council uses the information it holds as a basis for its decisions. Good quality data is therefore important in ensuring sound and robust decision-making, particularly around financial decisions given the finite resources available to the council.</p>		
Risk Assessment	<p>It is important that the quality of the information held by the council meets the seven principles of good data quality as set out in the Policy. Poor quality data can:</p> <ul style="list-style-type: none"> • undermine accountability and damage public trust • weaken frontline service delivery • lead to financial loss and poor value for money • leave the vulnerable at risk • undermine partnership working • undermine the relationships between local public bodies and central government • lead to ineffective regulation of services. <p>It is therefore imperative that the quality of data maintained and reported by the council is good.</p>		
Equality Impact Assessment	Screening for Equality Impacts		
	Question	Answer	Explanation
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	The report sets out the requirements for ensuring <u>all</u> data is accurate, timely etc. therefore has no equalities issue.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	N/A	--	

IMPLICATIONS	APPENDIX 1		
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/A	--
<i>In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above</i>			
Corporate Plan	The Corporate Plan 2015-19 sets out the key performance measures and indicators which are to be reported to both Members and the local community. The Data Quality Policy sets out the arrangements for ensuring this data is accurate, of a high quality and reported on a timely basis.		
Crime and Disorder	The Data Quality Policy covers all of the data that the council retains or is provided by the council, including information from third parties. Therefore this will cover the quality of the data reported to and through the Crime and Disorder Reduction Partnership and from Kent Police.		

GRAVESHAM BOROUGH COUNCIL

Data Quality Policy

January 2016

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1. Introduction

- 1.1 Gravesham Borough Council is dedicated to continually seeking to improve the quality of its data to support good decision-making and improved service outcomes. The purpose of this Data Quality Policy is to outline the council's practical approach to delivering and improving data quality across the authority.
- 1.2 This policy forms part of the council's corporate governance arrangements and evidences the council's activities in delivering its Corporate Plan Objective 4: '**a sound and self-sufficient council**' and specifically the relevant policy commitment;

"Underpin all council activity with sound governance and internal control measures minimising the opportunities for fraud and corruption."

2. Policy Definition

- 2.1 Data is defined as:
"Groups of information that represent the qualitative or quantitative attributes of a variable or set of variables."
- 2.2 In practical terms what this actually means is data represents information held or produced, whether it is written or numerical, about the different functions of the council. This includes information about people, businesses, properties and specific council operations such as the Customer Contact Centre, number of bins collected etc.
- 2.3 Data is used by external bodies, especially those who carry out inspections or audits of the council and other external agencies. In particular data will be used in preparation for external assessments of the council and it is therefore essential that any data we produce is of the highest quality and is ultimately accurate.
- 2.4 Data and information is also increasingly used by the local community. Members of the public place reliance on the information that the council provides them. It is therefore important that any information or data that is provided to residents is of the highest quality.
- 2.5 Given the variety of data held by the council and the impact on service users in maintaining accurate and transparent records, maintaining high levels of data quality is vital. The consequences of poor data quality for the council can be very serious. Poor data can:
 - Undermine accountability and damage public trust.
 - Weaken frontline service delivery.
 - Lead to financial loss and poor value for money.
 - Leave the vulnerable at risk.
 - Undermine partnership working.
 - Undermine the relationships between local public bodies and Government.
 - Lead to ineffective regulation of services.

3. Policy Commitment and Review

- 3.1 The council has adopted six principles of good data quality. These are based upon the Audit Commission's '*Nothing but the truth*' publication, published in November 2009:
- **Accurate:** data should be sufficiently accurate for the intended purposes. Information that is accurate assists in robust decision-making at all levels.
 - **Valid:** data should be recorded and used in compliance with relevant requirements. This will ensure all statutory requirements are met and, in addition, that data can be compared across a period of time.
 - **Reliable:** data should reflect stable and consistent data collection processes across collection points and over time. This will ensure progress made is 'real' rather than due to changes in calculation methods.
 - **Timely:** data should be captured as quickly as possible after the event/activity and reported within a reasonable period. This ensures informed decisions can be made based upon up-to-date information rather than data that is out of date and potentially of less value.
 - **Relevant:** data captured should be relevant to the purpose for which it is used. This may vary depending on the purpose of the information and the users it is intended for.
 - **Complete:** data requirements should be clearly specified based on the information needs of the body and data collection. It should ensure information is collected for all services areas across the authority.
- 3.2 The council will ensure that the quality of the data used to manage services and demonstrate performance is high across the entire authority. This includes ensuring that all officers, Members, contractors and partners that are involved in data collection, monitoring and reporting know what is expected of them in terms of the standards of data quality.
- 3.3 Data quality not only refers to numbers and statistics but also includes other information that the council may receive; names, addresses and other types of information must be recorded accurately on council systems.
- 3.4 In the public sector, there have been some high profile incidents which demonstrate the impact that poor data quality can have:
- The Department for Works and Pensions (DWP) overpaying £73 million in benefits to families of deceased individuals in 2008.
 - HM Revenues and Customers (HMRC) being forced to write off £1 billion of overpaid tax credits since introducing the system in 2003.
 - Disputes between councils and the Office of National Statistics (ONS) over local demographics that impact on grant funding.
- 3.5 The Data Quality Policy is one policy in a suite of council policies which help to ensure that the council's data is not only of high quality but is maintained securely and is protected from external corruption. The council's Data Quality policy integrates with the following policies:
- Data Protection Legal Responsibilities Policy and Freedom of Information (setting out the council's responsibilities in terms of ensuring secure data).
 - IT Security Policies (including how data is secured and protected from external corruption and how data is backed up to ensure data integrity).
 - Risk Management Strategy and Risk Register.
 - Working in Partnership Framework.

Policy Review

- 3.6 The Data Quality Policy will be reviewed by the Corporate Performance Team every two years, although further updates will take place during this period as required (such as the introduction of new Corporate Performance indicators and/or responsible officers).
- 3.7 Any full review or re-write of the Data Quality Policy will be reported to the Performance and Administration Committee, with approval by the Cabinet Portfolio Holder for Performance & Administration.
- 3.8 Other minor changes throughout the period will be presented for approval to the Corporate Management Team as required.
- 3.9 Updates of this policy will be circulated to all Members, the Chief Executive, Directors, Assistant Directors, Service Managers and all other responsible reporting officers. The policy will also be available on the council's Intranet for all officers to view as required.

4. Roles and Responsibilities

- 4.1 Everyone has a responsibility for data quality. This includes all officers, Members and partner organisations that the council works with to deliver services.

<p style="text-align: center;">Directors</p>	<p>Directors have overall responsibility for the quality of data that is reported, that falls within their directorate. This not only includes the production of performance statistics but contextual information that is to be reported to Members and the public. They may choose to delegate this responsibility to other officers within their directorates, but they have ultimate responsibility for ensuring the six principles of data quality are met.</p>
<p style="text-align: center;">Responsible Officers <i>(including those with responsibility for updating the performance system)</i></p>	<p>This relates to those officers who have been delegated responsibility for the reporting of information including performance data. They are responsible for ensuring that information reported is accurate and is easy for the reader to understand as well as ensuring that data is collected and calculated as required and reported in line with set reporting deadlines.</p> <p>For corporate performance data, the responsible officers will also be required to meet with internal auditors should verification checks require such meetings. They must ensure that robust procedures are in place to ensure the effective collection of the data. It is also their responsibility to raise any concerns regarding data quality issues relating to performance data with the Corporate Performance Team as early as possible.</p>
<p style="text-align: center;">Corporate Performance Team</p>	<p>The Corporate Performance Team is responsible for compiling performance reports both during the year and at year-end for Members and Directors as well as publishing performance data on the council's website and through 'Your Borough'. At year-end, they are responsible for completing verification checks on all published performance measures and indicators. They are responsible for responding to data quality queries and issues presented throughout the year. Regular reporting of data quality issues will be undertaken by the Corporate Performance Team as required. They are also responsible for undertaking data quality spot checks as required throughout the year.</p>
<p style="text-align: center;">Internal Audit</p>	<p>The Internal Audit Team review data held and used by departments through their routine internal audit reviews, which may also include spot checks of data. In addition, Internal Audit conduct verification checks on performance data as required at year-end. These checks will be selected based upon a risk-based verification process each year.</p>

- 4.2 Where new performance measures or indicators are introduced, the Corporate Performance Team will work with officers to ensure that the correct methodology is used for the calculation. In addition, training will be offered to all officers involved in the production of data on a regular basis.

- 4.3 Members also have a responsibility with regards to data quality. Every committee of the council receives and uses data in its discussions and decision-making processes. Members have a responsibility to scrutinise the data that they are presented with in order for them to make informed decisions on behalf of the council. Specifically the remit of the Performance and Administration Cabinet Portfolio oversees the development and reporting of the council's Performance Management Framework.
- 4.4 Appendix One sets out the Corporate Objectives and Performance Management Framework, as established through the council's Corporate Plan, along with details of the relevant directorate(s) and those responsible officer(s) who are expected to provide appropriate updates.

Other statutory data returns – the Single Data Set

- 4.5 From 1 April 2011, the Government deleted all statutory performance measures. Instead a 'Single Data Set' was introduced. The single data set is a list of all the data that the Government expects councils to produce and submit to it in a given year. In general terms, the single data set was established to support the delivery of local statutory services and enable the Government to apply evidence-based decision making in local government. The suite is simply a catalogue of all data returns for local authorities and is not a list of performance measures.
- 4.6 Appendix Two sets out the statutory data returns that are required of Gravesham Borough Council by Directorate. It is the responsibility of the Director, Assistant Director, Service Manager and any other officers involved in compiling data for these returns to ensure they are accurate and produced on a timely basis.

5. Verification of Corporate Performance Data

- 5.1 As set out in section four to the policy, the Directors have overall responsibility for ensuring that data reported by their directorates meets the adopted six principles of data quality. In terms of the verification of corporate performance data, it is the responsibility of the Directors (or other delegated senior managers) to ensure that performance data has been verified prior to submission to the Corporate Performance Team.
- 5.2 The Corporate Performance Team will carry out a risk-assessment of the corporate Performance Measures and Performance Indicators (Appendix Three) in order to identify the level of verification required for the indicators at year-end. Indicators which are assessed as 'high risk' will be passed to the Internal Audit Team for a more in-depth verification check.
- 5.3 If the Corporate Performance/Internal Audit Teams agree the outturn performance and are satisfied that the definition as prescribed in the procedure notes has been met, they will sign-off the working papers as complete. If they do not agree with the outturn, or are not satisfied with the evidence provided, in liaison with the Corporate Performance Team the responsible officer will be asked to provide further evidence or clarification.
- 5.4 Corporate performance outturns will only be presented to Management Team, Performance and Administration Committee and ultimately Cabinet, via the Corporate Plan Annual Report, if they have been signed-off by the Corporate Performance and/or Internal Audit teams.
- 5.5 The year-end collection of corporate performance information should be reported by 30 April each year wherever possible and, where applicable, should include all evidence, outturns and future performance targets.

Target Setting Process

- 5.6 Performance Measures are target-based measures identified and established specifically for being essential to the delivery of the Corporate Plan's key objectives. It is necessary to review targets that have been set on an annual basis and wherever possible such targets should be set for the duration of the Corporate Plan document.
- 5.7 Future year targets will be set in discussion with the relevant Director, Assistant Director and Service Manager before all performance targets are subsequently, presented to Management Team. Final sign-off will be completed by the relevant Portfolio Holder.
- 5.8 A target setting checklist has been produced to aid officers in the setting of targets as shown in Appendix Four. This checklist should be sent back, completed, to the Corporate Performance Team at the same time as the working papers for the verification process to ensure these can be signed-off by the Corporate Performance and/or Internal Audit teams on a timely basis.

6. Data Sharing

- 6.1 The council is committed to sharing data regarding its services with other authorities for the purpose of comparison, benchmarking and for core service delivery for the benefit of residents.
- 6.2 It is essential that care is taken when deciding to share data, whether it be specific performance statistics or other data held, with authorities and organisations to ensure that any data eligible to be shared is of a high quality i.e. meets the six principles of data quality.
- 6.3 Gravesham Borough Council has committed as a signatory to the current Kent and Medway Information Sharing Agreement. This Agreement provides a framework for fair and lawful information sharing and is binding on organisations that sign.
- 6.4 Where it has been judged data can be shared, it must be done so with the understanding that it cannot be published externally by the coordinating organisation (unless agreement is reached prior to submitting data). Reciprocal arrangements should be agreed whereby, if the council is providing data for benchmarking/comparison, a copy of the results are provided to Gravesham Borough Council.
- 6.5 Further information on the current Kent and Medway Information Sharing Agreement or any concerns relating to the eligibility of data to be shared should be addressed to a relevant manager, the council's Data Protection Officer or sourced via the council's Data Protection Legal Responsibilities Policy.

7. Data Quality Issues

Performance data

- 7.1 If any issues or potential issues relating to data quality are detected by the responsible officer, they must be reported to the Corporate Performance Team, along with the relevant Service Manager and/or Assistant Director and the Director, as soon as they are known.
- 7.2 If any issues or potential issues are detected by the Corporate Performance Team, they will be reported to the responsible officer and the relevant Service Manager, Assistant Director and/or Director as soon as they are known.
- 7.3 Issues relating to performance data quality may include:
- Potential errors in the actual calculation.
 - System problems which are either delaying or miscalculating the performance statistics.
 - Missing performance data.
- 7.4 A plan of action for tackling any data quality issues will be devised between the Corporate Performance Team and the relevant responsible officer and their Service Manager, Assistant Director and/or Director as necessary.
- 7.5 Where it is felt that the issue is serious, Management Team will be informed of these issues and kept up-to-date on the issue and how it is being resolved. The seriousness of the issue and the decision to report it to Management Team will be taken by the Corporate Performance Team in consultation with the Lead Director.

Other data

- 7.6 As already identified, the principles of data quality are not limited to corporate performance statistics but cover other types of information held by the council such as; details of people, businesses etc. It is important that any issues relating to the quality of this type of data are treated seriously and promptly.
- 7.7 Issues relating to other data quality may include:
- Incorrect recording of personal information (such as HB claims).
 - Delays completing and submitting statutory returns.
 - Missing information relating to the ability to process or action further areas of work.
- 7.8 Many departments will already have in place specific arrangements for dealing with some of these issues (for example, Housing Benefits have processes for dealing with claims that have missing information).
- 7.9 However, any concerns regarding the quality of other types of data should be raised, in the first instance, with a relevant manager. This may be escalated to other senior officers, depending on the severity of the data quality issue.

Third party data quality

- 7.10 The council relies on third party data for a number of partnerships and services and it is important that there are sound data quality arrangements in place to deal with this. All departments that rely on data from third party sources must ensure that they have mechanisms by which they are able to check the data for accuracy so that reliance can be placed on the data being received.
- 7.11 Data quality is a key element in partnership working and is highlighted as such within the council's Working in Partnership Framework. It is important that when establishing any new partnership, data quality forms an integral part to the partnership's governance arrangements.

Corporate Objectives & the Performance Management Framework

A summary of the officer(s) responsible for providing information in relation to each corporate objective, performance measure and performance indicator within the Corporate Plan 2015-19.

Corporate Objective 1: Safer Gravesham

“where local residents and visitors can live, work and travel in a safe, clean and green borough”

The key themes of work that contribute to this overall corporate objective are:

- Public safety
- Environmental health

Responsible Officers:

Stuart Alford - Assistant Director (Environment)

Sarah Kilkie - Assistant Director (Communities)

Kath Donald - Strategic Manager, Community Safety

Natalie Brown - Troubled Families and Public Health Manager

Corporate Objective 2: Stronger Gravesham

“a healthier more cohesive community where children have the best start in life and people are proud to call home”

The key themes of work that contribute to this overall corporate objective are:

- Quality local housing
- Social housing commitment
- Community well-being

Responsible Officers:

Wale Adetoro - Assistant Director (Housing)

Rob Newman - Service Improvement Manager

Linda Lauris - Housing Operations Manager (Needs and Improvement)

Daniel Killian - Service Manager (DSO Building Maintenance)

Sue Lord - Service Manager (Regeneration and Policy)

Sharon Donald - Housing Strategy & Development Manager

Adrian Hickmott - Leisure Manager

Anita Tysoe - Service Manager (Customer and Theatre Services)

Corporate Objective 3: Sustainable Gravesham

“a thriving and sustainable local economy, built on the foundations of high quality regeneration and development projects”

The key themes of work that contribute to this overall corporate objective are:

- Sustainable economy
- Sustainable environment

Responsible Officers:

Simon Hookway - Service Manager (Economic Development)

Clive Gilbert - Service Manager (Development Management)

Sue Lord - Service Manager (Regeneration and Policy)

Wendy Lane - Principal Planning Officer

Tony Chadwick - Principal Planner

Dipna Pattni - Energy Initiatives Officer

Corporate Objective 4: Sound and self-sufficient council

“a well-run and innovative council supporting its staff to realise commercial opportunities whilst transforming its services to deliver at the best possible value for money”

The key themes of work that contribute to this overall corporate objective are:

- Sound governance and continuous improvement
- Self-sufficient and best value services

Responsible Officers:

Stuart Bobby - Director (Corporate Services)

Sarah Parfitt - Assistant Director (Corporate Services)

Mike Bytheway - Service Manager (Revenues and Benefits)

Lesley Button - Human Resources Manager

Katey Arrowsmith - Head of Internal Audit and Counter Fraud

Darren Everden - Service Manager (IT Services)

Anita Tysoe - Service Manager (Customer and Theatre Services)

Simon Walsh - Digital Performance Manager

Elizabeth Thornton - Valuation and Estates Manager

Michelle Batstone - Corporate Change Manager

Ben Turner - Corporate Performance Manager

Performance Management Framework

The effective management of the council relies upon good quality and timely performance information on which to base informed decisions. The council's Performance Management Framework presents a range of performance information that includes:

- Performance Measures (PM): These are target-based measures identified and established specifically for being essential to the delivery of the Corporate Plan's key objectives e.g. waste recycling rates.
- Performance Indicators (PI): These represent important contextual performance information related to the Corporate Plan's key objectives. PIs are not target based as the council, whilst having influence over their delivery, does not directly control their outcomes e.g. crime statistics.
- Management Indicators (MI): This policy concentrates on the administration of those corporate performance indicators that are reported through to Members and residents. In support of this suite, the council has adopted a number of MIs that are operational in nature and help inform the decision making ability of the Corporate Management Team.

Performance Measure		Reporting officer
PM 1	% of waste from households recycled	Stuart Alford Assistant Director (Environment)
PM 2	Residual household waste per household	
PM 3	% of broadly compliant food establishments	Sarah Kilkie Assistant Director (Communities)
PM 4	% of total housing rent collected (including arrears)	Wale Adetoro Assistant Director (Housing)
PM 5	Average time taken to re-let local authority housing	
PM 6	% of households prevented from becoming homeless	
PM 7	Retail vacancy % rates	Simon Hookway - Service Manager (Economic Development)
PM 8 (a-c)	% of planning applications processed inside set timescales (Major, Minor & Other)	Clive Gilbert - Service Manager (Development Management)
PM 9	% of Council Tax collected	Mike Bytheway Service Manager (Revenues and Benefits)
PM 10	% NNDR collected	
PM 11	Average time taken to process Housing Benefit / Council Tax new claims	
PM 12	Average time taken to process Housing Benefit / Council Tax change of circumstances	
PM 13	Number of sickness absence days / FTE	Lesley Button Human Resources Manager

Performance Indicator		Reporting officer
PI 1	Total crime offences	Kath Donald Strategic Manager, Community Safety
PI 2	% of repeat victims of domestic abuse	
PI 3	Number of Anti-Social Behaviour incidents	
PI 4	Number of domestic burglaries	
PI 5	Recorded reoffending rate	
PI 6	% of occurrences captured on CCTV leading to arrest	
PI 7	% of areas with an unacceptable standard for litter	Stuart Alford Assistant Director (Environment)
PI 8	Average time taken to remove offensive graffiti	
PI 9	Number of Fixed Penalty Notices for environmental enforcement	
PI 10	Current tenant arrears over 7 weeks as a % of total rent due	Wale Adetoro Assistant Director (Housing)
PI 11	Net additional homes delivered	
PI 12	Number of affordable homes delivered	
PI 13	Number of non-local authority-owned empty homes brought back into occupation	
PI 14	Number of Houses of Multiple Occupation brought up to standard	
PI 15	Number of private sector homes achieving Decent Homes Standard as a result of council assistance	
PI 16	% of emergency repair jobs completed on time	Daniel Killian Service Manager (DSO Building Maintenance)
PI 17	Number of households in temporary accommodation	Wale Adetoro Assistant Director (Housing)
PI 18	Overall leisure centre attendance	Adrian Hickmott Leisure Manager
PI 19	Number of swimming facility uses	
PI 20	Number of gym facility uses	
PI 21	Number of Active Gravesham attendees	
PI 22	Number of visitors attending Heritage sites	
PI 23	Number of council activities and events delivered by or with the voluntary and community sector	
PI 24	Number of community uses of the Woodville	

Performance Indicator		Reporting officer
PI 25	Number of volunteer hours given to the Woodville	Anita Tysoe, Service Manager (Customer and Theatre Services)
PI 26	% rate of resident unemployment	Simon Hookway Service Manager (Economic Development)
PI 27	% rate of youth unemployment	
PI 28	% of advertised posts filled by unemployed Gravesham residents	Lesley Button Human Resources Manager
PI 29	% of posts filled by Gravesham residents	
PI 30	Towncentre footfall	Simon Hookway Service Manager (Economic Development)
PI 31	% of business enquiries received that convert to business start-ups	
PI 32	Total rateable value of all commercial properties	Mike Bytheway Service Manager (Revenues and Benefits)
PI 33	Total number of vacant commercial properties	
PI 34	% of planning applications withdrawn	Clive Gilbert Service Manager (Development Management)
PI 35	% of planning appeals allowed	
PI 36 (a&b)	% of residential and employment development completed on previously developed land	Sue Lord, Service Manager (Development Management)
PI 37	Reduction in council CO2 emissions	Dipna Pattni, Energy Initiatives Officer
PI 38	Staff turnover rate (%)	Lesley Button Human Resources Manager
PI 39	% of GBC apprentices securing employment by end of apprenticeship	
PI 40	'Unqualified' value for money conclusion in annual audit of accounts	Sarah Parfitt, Assistant Director (Corporate Services)
PI 41	% of internal audit recommendations implemented	Katey Arrowsmith, Head of Internal Audit and Counter Fraud
PI 42	Total amount of housing benefit overpayments raised	Mike Bytheway Service Manager (Revenues and Benefits)
PI 43	Total amount of housing benefit overpayments recovered	
PI 44	% of income from commercial activity in relation to net revenue spend	Stuart Bobby Director (Corporate Services)
PI 45	% of posts involved in shared services arrangements	
PI 46	Number of telephone calls to the contact centre	Anita Tysoe, Service Manager (Customer and Theatre Services)
PI 47	Number of customer services assisted self-serve transactions	Anita Tysoe, Service Manager (Customer and Theatre Services)
PI 48	% of Council Tax accounts signed up for e-billing	Mike Bytheway, Service Manager (Revenues and Benefits)
PI 49	Number of web-self-help forms completed	Simon Walsh, Digital Performance Manager

Government Single Data Set: 2015-16

The single data set is a list of all the data that the Government expects local authorities to produce and submit to it in a given year. It is simply a catalogue of all data returns for local authorities and is not a list of performance measures.

Housing and Regeneration Directorate

Data return	Govt. Dept.
Central Government Departments	
House Building Return (P2a)	DCLG
Housing Flows Reconciliation Form (HFR)	DCLG
CORE (Continuous Recording) of lettings by local authorities	DCLG
Local Authority activity under the homelessness provisions of the 1996 Housing Act (P1E)	DCLG
Local Authority Housing Statistics	DCLG
Rough sleepers - Local Authority Form	DCLG
Count of traveller caravans	DCLG
Housing Capital Receipts pooling - LOGASNet collection	DCLG
Annual Green Belt (AGB1) return	DCLG
PS1/2 General Development Control statistical returns	DCLG
CPS1/2 General Development Control statistical returns	DCLG
Flood and coastal erosion risk management and sustainable drainage systems	DEFRA
Local nature conservation/biodiversity	DEFRA
Emissions from local authority own estate and operations	DECC
Central Government's agencies and bodies	
Strategic Overview of Flood and Coastal Erosion risk	DEFRA/EA
Reporting on EU Flood Risk Regulations	DEFRA/EA
Developments in flood risk areas	DEFRA/EA

Communities Directorate

Data return	Govt. Dept.
Central Government Departments	
Trading Services Return (TSR)	DCLG
Animal Welfare: during transport	DEFRA
Animal Health & Welfare Management and Enforcement System (AMES)	DEFRA
Return of expenditure incurred and prosecutions undertaken under the Animal Health Act 1981 and incidences of disease in imported animals	DEFRA
Imports of products of animal origin from third countries	DEFRA
Local Pollution Control Statistical Survey (LPCSS)	DEFRA
Incidents under the Environmental Damage Regulations 2009	DEFRA
Local Authority Private Water Supplies Data submission	DEFRA
Local Authorities statistical information on Smallholdings (County Farms)	DEFRA
Pollutant Release and Transfer Registers	DEFRA
Taxi Survey	DfT
Alcohol and Late Night Refreshment Licensing	HO
Central Government's agencies and bodies	
Gambling Licensing Authority Returns	DCMS/GC
Health & Safety Enforcement Data (LAE1)	DW P/HSE
Health & Safety Prosecutions database	DW P/HSE
Other independent public bodies	
Food Hygiene (LAEMS)	FSA
Food Standards (LAEMS)	FSA
Imported Food (LAEMS)	FSA
Approved Food Premises	FSA
Food Hygiene Rating Scheme (FHRS)	FSA
Central Lists of Feed Business Establishments	FSA
Imported Food Safeguard Measures	FSA
Animal Feed Data returns	FSA
Electoral Statistics	ONS
Quarterly Public Sector Employment Survey - local authority data collection	ONS
Performance Standards for Electoral Registration Officers (NB: Only a sample of authorities)	EC
Performance Standards for Returning Officers (NB: Only a sample of authorities)	EC

Other bodies NOT part of the Single Data List*	
Return of statistical information relating to conduct of elections	EC
Statement of results	EC
Statement of Postal Ballot Papers	EC

*Collections by the Electoral Commission are included here for completeness. The Commission is a body entirely independent from Government and these returns are not subject to the normal arrangements for the single data list.

Corporate Services Directorate

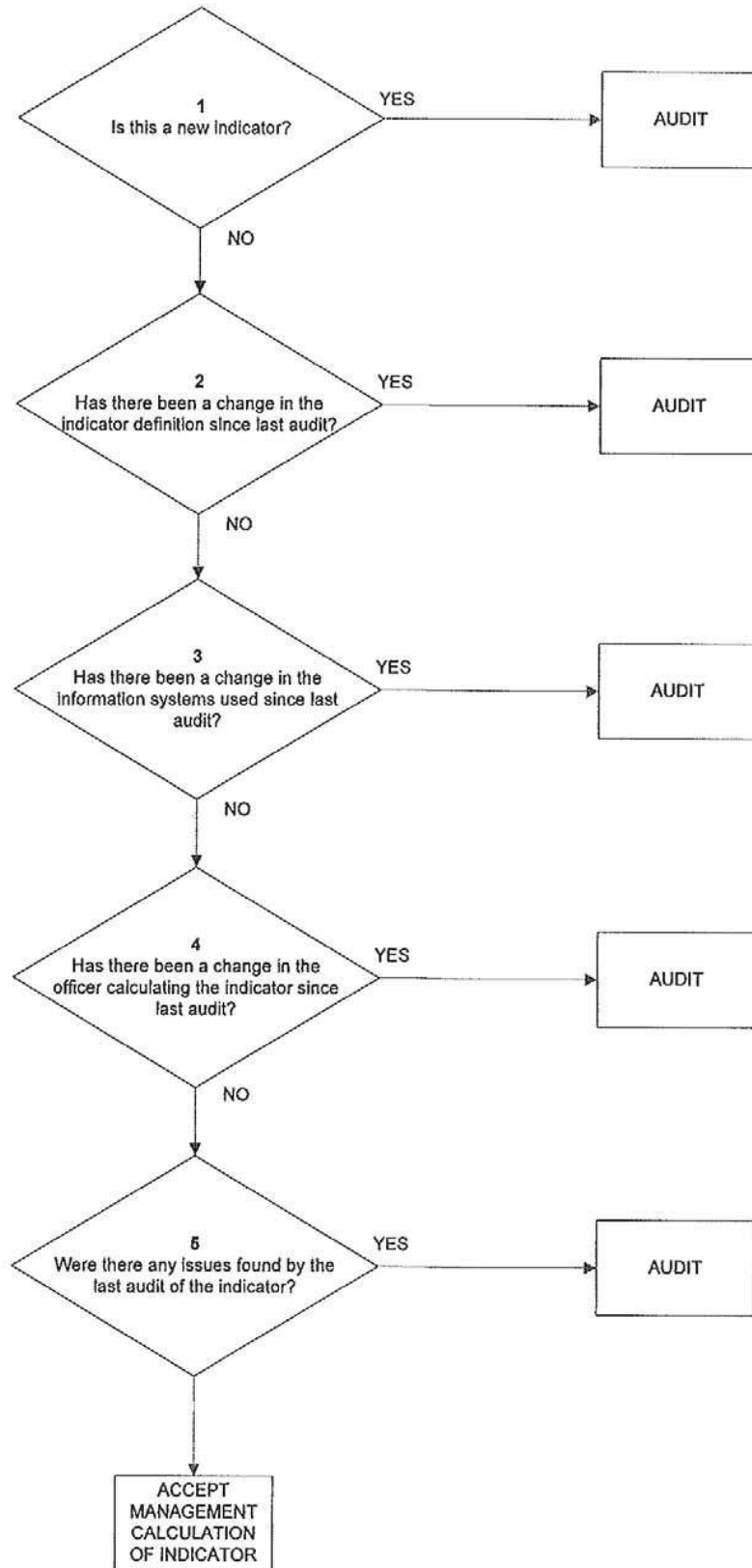
Data return	Govt. Dept.
Central Government Departments	
Revenue Summary (RS)	DCLG
Revenue Grants (RG)	DCLG
Revenue Outturn (RO)	DCLG
Subjective Analysis Return (SAR)	DCLG
Revenue Account budget (RA)	DCLG
Revenue Account Specific and Special Grants (SG)	DCLG
Capital Outturn Return (COR) 1/2	DCLG
Capital Outturn Return (COR) 3	DCLG
Capital Outturn Return (COR) 4	DCLG
Capital Outturn Return (COR) 5: supplementary return	DCLG
Capital Estimates Return (CER)	DCLG
Capital Payments and Receipts (CPR1 to CPR 4)	DCLG
Council Tax Requirement (CTR1/CTR2/CTR3)	DCLG
Quarterly Return of Council Taxes and Non-domestic rates (QRC1 to QRC3)	DCLG
Quarterly Return of Council Taxes and Non-domestic rates (QRC4)	DCLG
Quarterly Revenue Outturn (QRO)	DCLG
Council Tax Base (CTB)	DCLG
National Non-domestic Rates Return (NNDR) 1	DCLG
National Non-domestic Rates Return (NNDR) 3	DCLG
Monthly Borrowing and Lending Inquiry NB: Only a sample of authorities	DCLG
Quarterly Borrowing and Lending Inquiry	DCLG

Data return	Govt. Dept.
Public Contracts Regulations 2006	DCLG
Local Government Pension Scheme Funds Form (SF3)	DCLG
Single Housing Benefit Extract (SHBE)	DWP
Housing Benefits Recoveries and Fraud Return (HBRF)	DWP
Returns on outcome of DWP data-matching referrals on HB claims	DWP
Returns on individual HB related prosecutions and sanctions	DWP
Housing Benefit (HB) subsidy estimates and claims	DWP
Discretionary Housing Payment (DHP) estimates and claims	DWP
Whole of Government Accounts (WGA)	HMT(DCLG)
National Fraud Initiative (NFI)	CO

Environment and Operations Directorate

Data return	Govt. Dept.
Central Government Departments	
Fly-tipping incidents (Flycapture)	DEFRA
WasteDataFlow - LA waste management statistics	DEFRA

Risk-based verification of performance indicators



Target setting checklist

Corporate Plan Performance Measure number: PM_____

- D** Are there national or regional standards/targets that must be achieved, hence your target is dictated to you? If so, please list below which indicators have national standards and what they are.
- D** Are your targets SMART (**S**pecific; **M**easurable; **A**chievable; **R**elevant and **T**ime-related). Targets must be realistic but also challenging; taking into account changes you know will be happening to your team over the coming year to ensure these issues are taken into account.
- D** Have you taken into account other comparative information such as the national/local comparative data, other authorities performance statistics etc to act as a baseline for where you would like to achieve?
- D** Have you consulted your officers who will be delivering the levels of performance when setting these targets to ensure they are comfortable with the targets being set?
- D** Have you taken into account the expectations and aspirations of the customer when setting the targets including profiling targets for seasonal variations if required?
- D** Have the targets been signed off with your Portfolio Holder and Director?

Classification: Part 1 – Public

Key Decision: No

Gravesham Borough Council

Report to: Performance and Administration Committee

Date: 17 March 2016

Reporting officer: Mike Bytheway – Service Manager (Revenues & Benefits)
Jackie Baker – Assistant Revenues & Benefits Manager

Subject: Universal Credit Update

Purpose and summary of report:

To present Members of the Performance and Administration Committee with an update on the impact of Universal Credit (UC) on Gravesham Borough Council since its introduction on 18 May 2015.

Recommendations:

This report is for information purposes only.

1. Introduction

- 1.1 GBC went live in Tranche 2 of UC rollout on 18 May 2015. The remaining Jobcentres and local authorities either went live with Universal Credit in Tranche Three (21 September 2015 – 30 November 2015) or will go live in Tranche Four (7 December 2015 – 25 April 2016).
- 1.2 A Delivery Partnership Agreement (DPA) was signed between Gravesham Borough Council (GBC) and the Department for Work and Pensions (DWP) up to 31 March 2016. It details how we will work in partnership with the DWP to deliver UC services locally. It details what costs the DWP will pay us for delivering this service.
- 1.3 We have an agreement in place with the Citizens Advice Bureau (CAB) for them to deliver Personal Budgeting Support to any customers in receipt of UC who need help in managing their finances.
- 1.4 UC is designed to replace:
 - Income Based Jobseekers Allowance (JSA(IB))
 - Income Related Employment and Support Allowance

- Income Support
- Working Tax Credit
- Child Tax Credit
- Housing Benefit

However, so far UC has only been rolled out to single customers claiming JSA(IB)

- 1.5 Payments are made monthly direct to the customer. The customer's first payment is not made to them until at least 35 days after the initial claim has been made to the DWP. Customers can request an advanced UC payment of up to 50% which is then deducted over a six month period from their UC payment.
- 1.6 An Alternative Payment Arrangement can be requested and submitted to the DWP if the customer is having difficulties budgeting their payment and they will determine if the customers' personal circumstances require a change to their payment method.

2. Performance Statistics for the period from 18 May 2015 to 31 January 2016

- 2.1 The following statistics confirm the impact of UC on Gravesham Borough Council so far;
 - 121 UC notifications received from customers claiming housing costs
 - 12 Council Tenants HB cancelled
 - 8 Private Tenants HB cancelled
 - 1 Discretionary Housing Payment (DHP) processed for a UC customer
 - 47 Local Council Tax Reduction Scheme manual notifications received

3. Future Rollout of Universal Credit

- 3.1 The transition to the full digital service will take place in phases, beginning in May 2016 and completed in mid-2018. The full service will be open to all new claims from all claimant types, including anyone who is currently on existing benefits or Tax Credits and has a change of circumstance that would trigger a new claim to UC.
- 3.2 It is currently forecast that the DWP will begin administering new claims for couples within the next two years, then followed by families, and ultimately a transfer of the existing working age caseload to the DWP currently held by the Council – no dates have as yet been agreed for any of these transfers.
- 3.3 Local Authorities will now continue to administer Housing Benefit for Pensioners in perpetuity – with this constituting nearly 30% of the overall caseload, it is only the remaining 70% (circa 4,900 claims) which will ultimately transfer to the DWP.
- 3.4 Local Authorities will still be responsible to pay Housing Benefit for UC claimants living in supported/exempt accommodation.

3.5 It is currently planned to transfer all claims to the DWP between 2018 and 2021, but recently there has been some suggestion that this may not be completed until more like 2024.

3.6 This report is for information purposes only

4. BACKGROUND PAPERS

4.1 There are no background papers pertaining to this report.

IMPLICATIONS		APPENDIX 1	
Legal	Universal Credit is administered by the DWP and is being introduced on a phased approach thereby reducing the working age Housing Benefit caseload on a gradual basis.		
Finance and Value for Money	Any costs associated with the introduction of UC have been claimed from the DWP and any ongoing costs are claimed for on a quarterly basis..		
Risk Assessment	The initial risk was that the introduction of UC would result in the abolition of HB therefore eliminating the need for HB processing staff.		
Equality Impact Assessment	Screening for Equality Impacts		
	Question	Answer	Explanation
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	N/A
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/A	
<i>In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above</i>			
Corporate Plan	This report affects the objective of being a Sound and Self-Sufficient Gravesham.		
Crime and Disorder	There is no impact.		