

Corporate Priorities 2015 to 2019



These corporate priorities identify the areas the council will focus on over the next four years

Update from the Chief Executive

The follow up Peer Review report, published on the 25 April 2016, commended the council for the significant progress it has made against its Improvement Plan.

In a coordinated move, the council's Improvement Board, which was set up following the original review, has decided to step down on the basis of the progress that has been made.

This is not the end of the council's journey to improve. The follow up report, whilst commenting on all the good progress made over such a short period of time has also made further recommendations: to improve the function of Scrutiny; focus on finalising the Local Plan; rationalising the council's assets; and reviewing project management.

All areas for improvement have been included in a refreshed Improvement Plan for the council to ensure progress continues.

Corporate Performance Report: Annex 1

This report will present the measures of success to be used to monitor corporate performance against the 2015 to 2019 Corporate Priorities.

A Clean and Welcoming Environment



We want to encourage pride in our district by keeping Thanet clean. We are determined frontline services get it right.

This will involve us:

- Continuing to improve waste and recycling services, reducing waste and increasing recycling.
- Keeping streets, parks and open spaces clean for residents and visitors.
- Maintaining zero tolerance to encourage positive behaviour to help improve our environment.

How we will measure success:

- Residents and visitors will see cleaner streets and improved parks and open spaces.
- Reduction in waste sent to landfill.
- Increased recycling levels.
- People find it easy to dispose of their waste and know how to dispose of their waste responsibly.
- Public awareness raised of the problems of littering and dog fouling on our streets, through increased work with local communities, volunteer groups and residents.
- Town and Parish councils engaged with pooling resources to improve local delivery of services.

How we will do this:

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required.

HIGHLIGHTS & KEY FOCUS - A Clean and Welcoming Environment

Highlights

2016

Jun

- Ramsgate woman to pay £700 for fly-tipping in alley
- Thanet's beauty unveils in London

May

- Further fines for fly-tippers
- Thanet receives ten awards for its stunning sandy beaches!
- The Thanet Coast Project hosts 'Seaweed and their Secrets'
- War against dog waste
- Wildlife walks in Thanet

Apr

- Council crack-down on Fly-tippers

Mar

- Easter Eggcase Hunts!
- Thanet groups take part in national clean-up event

Feb

- Doggie Pit Stop events to be held in Ramsgate
- Thanet Council calls for volunteers to participate in anti-litter campaign
- Thanet District Council introduces new equipment for upcoming season
- WANTED: Budding scientists to capture our coast

Jan

- Bin it for Good anti-litter campaign celebrates success
- Lancashire recycling company prosecuted for unauthorised unit in Broadstairs car park

2015

Dec

- Dates for your diary - holiday opening times and waste and recycling collections
- Silver for Thanet Visitor Information Service at the Beautiful South Tourism Awards 2015!

Nov

- Council FIDO machine gets spotted!
- Recycle Now!

Oct

- Porchlight to benefit from Margate's 'Bin it for Good' anti-litter campaign

Key Focus

Refuse Collection

- Improve the efficiency and standards of the refuse collection service.
- Develop innovative recycling and waste solutions within high density urban areas.

Recycling

- Explore all opportunities to increase participation.
- Implement robust measures to reduce contamination of dry recyclates.
- Increase the proportion of recycling to waste to meet both regional and national targets.
- Develop educational programmes for schools.
- Meeting the Environment Agency 'Technically Environmentally and Economically Practicable' (TEEP) Test in relation to the quality of recyclate collected.

Street Cleaning

- Explore opportunities to innovate and improve street cleansing.

Civil Enforcement (Parking)

- Strategic review of parking provision.

Street Scene Enforcement

- Implementation of CCTV system upgrade.
- Review of the effectiveness of Cleansweep / Streetweek with recommendation for improvement.
- Update street scene enforcement protocols to support effective prioritisation of action.

Open Spaces Coast & Minor Works

- Develop, with partners and stakeholders a green space strategy.
- Continue to work with local residents/ community groups and other agencies to assist with improving the quality and maintenance of facilities and features within public open spaces.
- Target the educational messages in areas where there is a recurrence of environmental damage and risk to local habitats and wildlife.
- Consider the wider use of low maintenance shrubs, as well as the use of weed suppression to reduce the use of weed killer.

Technical Services

- Investment in maintenance and improvement of flood and coastal erosion defences including promenades.

Built Environment

- Manage complaints using updated Enforcement Protocol. Ensure compliance of development with planning permissions in respect of Section 106 contributions.

- Preparation of Conservation Area Appraisals for existing conservation areas. Adoption of further conservations areas. Adoption of management plans for conservation areas and prioritise actions as resources.
- Preparation of Heritage Strategy

Supporting Neighbourhoods



We will work with partner agencies through the Thanet Health and Wellbeing Board to support people to make better lifestyle choices and operationally through our range of services provided directly to residents.

This will involve us:

- Continuing our commitment to work with the public, private, voluntary and community sector to ensure the best outcomes for Thanet.
- Ensuring local residents have access to good quality housing, which meets people's changing needs and aspirations that is safe and affordable.
- Continuing to work with partners to improve community safety.
- Proactively enabling a collaborative partnership to reduce health inequalities.

How we will measure success:

- Co-ordinated partnership approach to the delivery of projects within the Thanet Community Safety Plan.
- Reduction in the number of empty properties in the district.
- Completion of the council's Housing Intervention Programmes.
- Local communities supported to help resolve local issues.
- High quality, cost effective landlord service, which invests in the council's homes.

How we will do this:

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required

HIGHLIGHTS & KEY FOCUS

Highlights

2016

June

- Thanet District Council cracks down on rogue landlords
- Thanet Landlords' Event – 29 June 2016

May

- Fine for Margate shop owner selling alcohol without licence
- Thanet Crematorium to host Public Open Day to mark 50th year

April

- Action to tackle anti-social behaviour in Thanet
- It's playtime as Cliffsend's new community play area opens
- Summer is coming! Lifeguards prepare for busy seafront in run-up to warmer months

March

- Update on Homeless issue at Marine Drive, Margate

January

- Council receives £90k to tackle rogue landlords
- Selective Licensing Scheme in Margate Extended
- Thanet Community Safety Partnership consultation 2016

2015

December

- Awards for Outstanding Contribution to Community Safety presented at Thanet Community Safety Partnership Conference 2015

November

- Guest speakers for the 2015 Thanet Sports Awards are announced!
- Margate man convicted and Fined for breaching abatement notice

Key Focus

Safer Neighbourhood Service

- Deliver the annual Community Safety Plan.
- Delivery of sport and active recreation strategy and maximising external funding income.
- Review events provision and policy.
- Develop a community development framework.
- Implement the Legislative changes to taxi/private hire licensing.
- Facilitate Internal Audits of public health funerals, licensing, land charges, community safety, pollution, sports, food and health and safety.

Housing Services

- Deliver the Margate Intervention Programme and work with Partners to co-ordinate the Live Margate project.
- Review and implement the East Kent Homelessness Strategy.
- Develop a new Empty Homes Strategy.
- Implement the proposed new selective licensing designation in Cliftonville West and Margate Central.
- To increase or improve the Council's housing stock through new build and bringing empty properties back into use.

Promoting Inward Investment and Job Creation



Our vision is to accelerate growth and achieve greater economic prosperity for our district. We will seek opportunities for inward investment, high quality job creation and work with partners to ensure we have the right skills, infrastructure and plans in place.

This will involve us:

- Actively seeking inward investment, exploring the potential for using Enterprise Zones; encouraging new and existing businesses which support growth in the local and visitor economy.
- Working with partners to make the most of the buildings and land we own. Maximising commercial opportunities for key assets.
- Writing a Local Plan which sets planning strategies and policies that support growth of the economy.
- Working with education and training providers to develop the skills agenda for the benefit of residents and local businesses.

How we will measure success:

- The council has managed its property portfolio effectively to support its priorities.
- Finalised and implemented Local Plan.
- Local employer's needs matched with further and higher education.
- Growth in existing and new business in the district increasing the employment choice.

How we will do this:

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required

HIGHLIGHTS & KEY FOCUS

Highlights

2016

June

- A big thank you to our Thanet Visitor Information Volunteers!

May

- £4.5 m scheme to redevelop Royal Pavilion building in Ramsgate step closer!
- 2nd phase of Dreamland underway – call out for contractors

April

- Calling all landlords
- Margate Masters to host the National Beach Volleyball Finals for fourth successive year

March

- Thanet District Council introduces £20,000 fund for Cliftonville community projects
- Thanet wins Visitor Information Provider of the year!

February

- Thanet District Council assists BBC programme set in Margate

January

- First car transporter ship at Port of Ramsgate
- Thanet receptionist recognised in national Tourism Superstar shortlist

2015

December

- LEADER programme funding available for rural Thanet businesses and communities

November

- Broadstairs stars in Lady in the Van
- Recognising Thanet's Sporting Stars

October

- Activity at the Port of Ramsgate is set to increase

Key Focus

Public Conveniences

- Complete a comprehensive condition report for the 32 public conveniences currently provided by the Council.

Crematorium & Cemeteries

- Deliver the crematorium office extension project.

- Implement a programme of memorial inspection and maintenance across cemeteries and closed church yards.

Maritime Operations

- Actively work to increase the port's visibility within the sector.
- Continue working to attract and retain new roll-on/roll-off (RoRo) services and port related business to Port of Ramsgate.
- Maintain engagement with the offshore renewable sector to benefit the district through job creation associated with the emerging blue energy sector, as well as the existing wind renewables and their supply chain.
- To work towards achieving 5 stars in the Gold Anchor scheme.

Technical Services

- Widen the scope of routine engineering inspections on the coastline to include more assets to reduce risk in public areas and better inform planned maintenance.
- Invest in port/harbour infrastructure to maintain quality of customer offering in Royal Harbour and commercial opportunity at the Port.

Economic Development & Asset Management

- Refresh the Council's approach to asset management and develop a new Asset Management Plan.
- Improve support for businesses wishing to start up, expand or move into the area and develop databases to support marketing and other campaigns.
- Review the Economic Growth and Regeneration Strategy and Action Plan.
- Support East Kent Opportunities to accelerate delivery to strategically important sites.

Delivering Value for Money



This will involve us:

- Transforming and targeting resources to deliver the right services, in the right way, to improve customer experience; whether delivered directly, in partnership or commissioned externally.
- Ensuring that we operate in an open, honest and accountable manner - expecting the same standards of partners and stakeholders.
- Delivering services in the most cost effective and efficient way.
- Ensuring we achieve a stable and sustainable budget, capable of withstanding economic pressures.

How we will measure success:

- Council achieves a balanced, sustainable budget.
- Services commissioned and designed to meet customer needs.
- Opportunities explored for further shared work with partners and agencies to make better use of public funds to achieve positive outcome for residents.
- The delivery of efficiency reviews to help deliver the Medium Term Financial Strategy.

How we will do this:

- Monitor budgets and key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required.

HIGHLIGHTS & KEY FOCUS

Highlights

2016

January

- Cabinet approved 2016-17 Budget

February

- Council approved 2016-17 Budget and Council Tax

Key Focus

Financial Services

- Deliver a balanced budget for 2016-2020.
- Produce the 2015-16 Financial Statements on time, with an unqualified audit opinion.
- Ensure the HRA and other strategic Business Plans are on a sound financial basis.
- Implement improvements to the General Ledger, supplier payments and income processes.
- Deliver the agreed 2016-2020 procurement programme.
- Deliver the savings identified in the Medium Term Financial Strategy.

Democratic Services

- Deliver the Police and Crime Commissioner Election in 2016, Kent County Council election in 2017, European, District and Parish Council elections in 2019 and Parliamentary and Police and Crime Commissioner Elections in 2020.
- Undertake the EU referendum which is expected to take place before the end of 2017.
- Develop a timetable for undertaking a review of electoral arrangements within the District (a periodic electoral review) and implement the Kent Electoral Division Review once finalised.
- Polling Places and Polling District Review.
- Review the Standards Process.

Policy & Business Planning

- Review of Performance Indicators across the organisation and their monitoring.

Housing

- Improve the governance and working arrangements with East Kent Housing to ensure the efficient delivery of a high quality, cost effective service to residents.

Refuse Collection

- Obtain maximum benefit from procurement programmes to reduce capital outlay in fleet (and other) purchasing.
- Optimise the waste collection rounds to realise efficiencies.

Council Assets

- Undertake a fundamental review of all assets.

Civil Enforcement (parking)

- Review of parking strategy and fee income methodology.
- Examine investment in solar pay and display machines across the district.
- A bid has been placed for government funding to upgrade the current lighting to LED tubes at both multi-storey car parks.

Open Spaces Coast & Minor Works

- Establish an up to date schedule of works for Grounds Maintenance. Re-measure and categorise all maintenance areas i.e. grass cutting, shrub beds, hedges etc
- Complete a value for money service review and work with all key stakeholders including Leisure, Housing, Parks and Foreshores in establishing ambitious credible Service Level Agreements.

Supporting the Workforce



This will involve us:

- Recruiting and retaining skilled, committed and motivated people.
- Setting high performance standards and actively supporting staff to reach them.
- Being a forward thinking, innovative employer, encouraging new ways of working.
- Encouraging staff to propose new ideas.
- Treating our customers fairly and professionally in the delivery of good quality customer service.

How we will measure success:

- A skilled and committed workforce is maintained.
- High quality customer services delivered throughout the council.
- A programme of staff development and training delivered.
- Effective appraisal process which supports and recognises staff performance.
- The council is recognised for the services its staff deliver.

How we will do this:

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required

HIGHLIGHTS & KEY FOCUS

Highlights

2016

April

Thanet District Council commended for significant progress

Key Focus

Democratic Services

- Gaining the South East Employers Charter for Elected Member Development.
- Developing the new Member Support Role.
- Inducting Councillors following the May 2019 District election.

Policy & Business Planning

- Annual review of the Business Continuity Plan.
- Agreeing and monitoring and prioritising of the ICT Work plan.
- Review of In-phase performance management system.

Safer Neighbourhoods Service

- Review of professional recruitment across the service.
- Review of health and safety at work provision.
- Transition of land charges from Local Authority to Land Registry.

Civil Enforcement (parking)

- Investigating new handheld technology equipment for the Civil Enforcement Officers.
- Investigating a live tracking system providing back office data to support the quality of service provision and the safety of the Civil Enforcement Officers.

Open Spaces Coast Minor Works

- Create a management structure which is fit for purpose.
- Continue to address matters of health and safety/occupational health. Ensure appropriate training is available to all levels of management and supervision in health and safety.

Technical Services

- Maintain emergency planning preparedness, and regularly update plan documents. Seek to improve resilience through staff training and exercising.

Built Environment

- Ensure new database and application system is implemented effectively

Promoting Open Communications



This will involve us:

- Listening to the needs of the community and using this information to continue improving our services.
- Providing clear, meaningful and timely communication.
- Using the most effective method of communication for the intended audience.
- Keeping residents and stakeholders informed about plans and work programmes in a way which is easy to access and understand.

How we will measure success:

- E-marketing and digital communications developed.
- Re-designed website that is based on customer needs.
- Council reports reviewed to provide clarity in the way the council runs its business.

How we will do this:

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required

Highlights & Key Focus

Highlights

2016

June

- Council Tax Support – your views sought

April

- Make sure you know how to have your say on the 5 May

March

- Get ready for important elections in 2016

January

- Consolation on Cliftonville Conservation Area proposals gets underway
- Election Results - By Election Newington, Ramsgate

2015

October

- Cabinet to consider report which recommends no further action on Manston CPO at the present time
- Residents asked for their views as budget consultation begins
- Selective licensing consultation closes Monday 26 October

Key Focus

Democratic Services

- Ensuring that the Democratic Process is open and accessible to those using it; including reviewing the way Council reports are written.

Communications

- Develop a refreshed Communications Strategy.
- Enhance media /communications monitoring.
- Develop a comprehensive media training programme for key council spokespeople.
- Develop e-marketing and digital communications.
- Re-design the corporate website – basing any changes on customer needs.
- Develop and deliver an annual communications/marketing plan which supports the council's priorities.

Policy & Business Planning

- Collection and analysis of Customer Feedback information – to ensure that learning from complaints is actively used to inform service development and improvement.

Street Cleaning

- Develop links with Parish Councils; resident groups and other stakeholders.

Built Environment

- Provide clear and consistent pre-application advice to add value to planning proposals and provide certainty to attract inward investment.
- Increase customer and stakeholder engagement and improve electronic working through Public Access and Document Management Systems.

Performance Measures for the Corporate Priorities 2015-2019

The targets will be RAG rated



Red: below target



Amber: if actuals are within 5% of the target

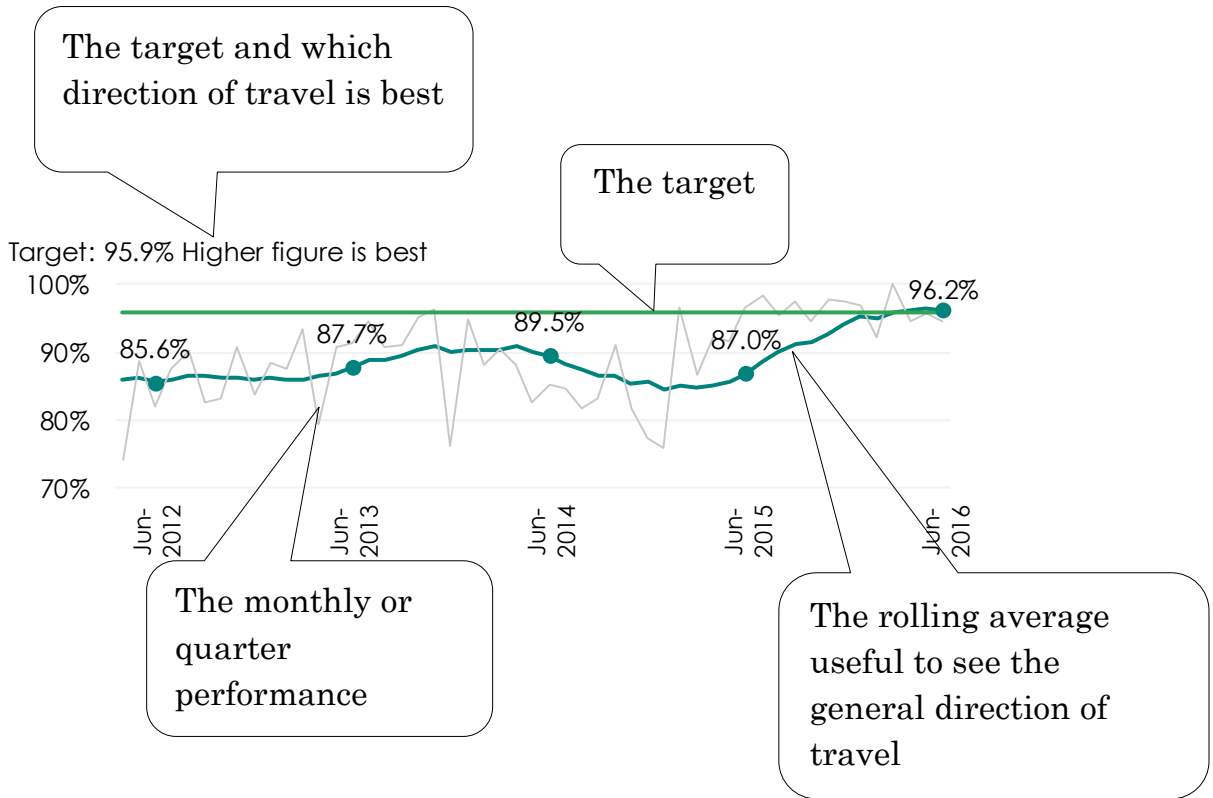


Green: at target or above target



Does not have a target for information.

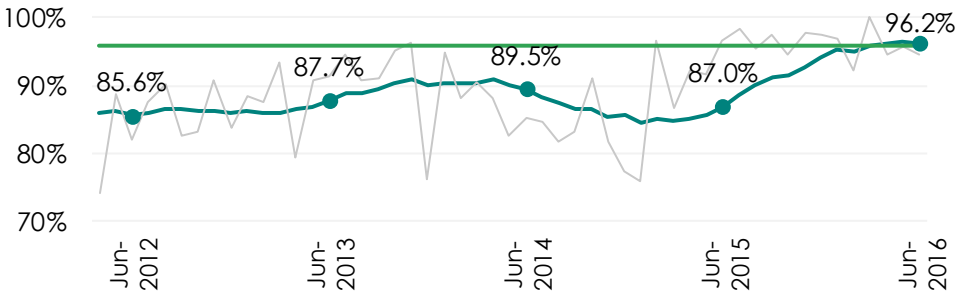
How to read the charts:



A Clean and Welcoming Environment

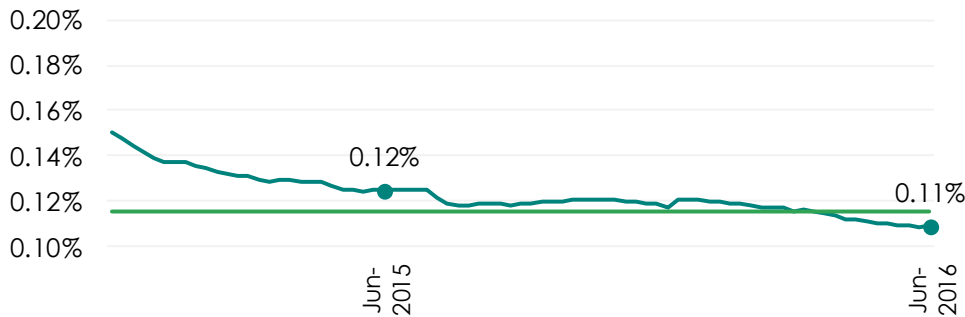
G % of Environmental Health service requests responded to in the service standard response time (LI369) (rolling 12 months)

Target: 95.9% Higher figure is best



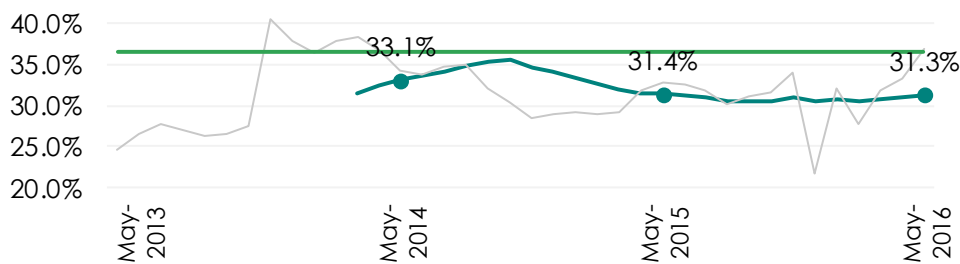
G Missed Bins as % of bins collected (rolling 12 months)

Target: 0.12% Lower figure is better



R % of household waste sent for reuse, recycling and composting (NI192) (rolling 12 months)

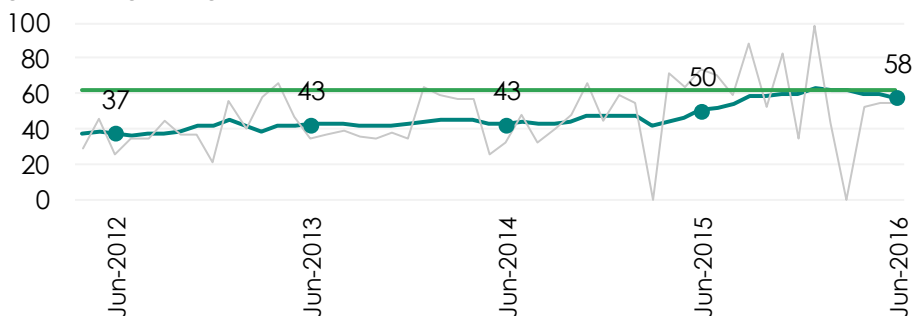
Target: 36.6% Higher figure is better



A plan is currently under development for the inclusion of some 8,500 residential properties to be added to the recycling rounds.

R Number of street scene enforcement actions (LI362) (rolling 12 months)

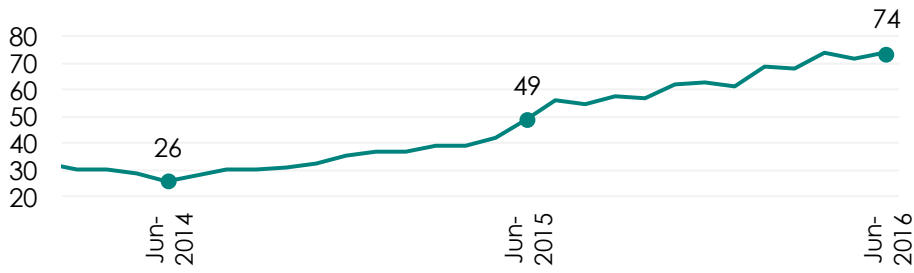
Target: 62 Higher figure is best



693 street scene enforcement actions were carried out in the last year.

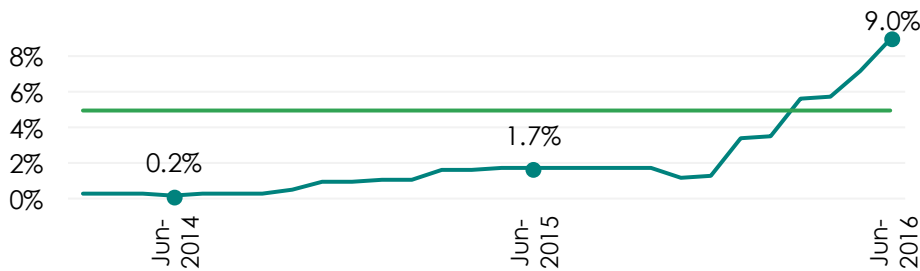
Number of dumped rubbish incidents reported on council-owned land

Target: Lower figure is better



R % streets with litter below acceptable levels (NI195a) (rolling 12 months)

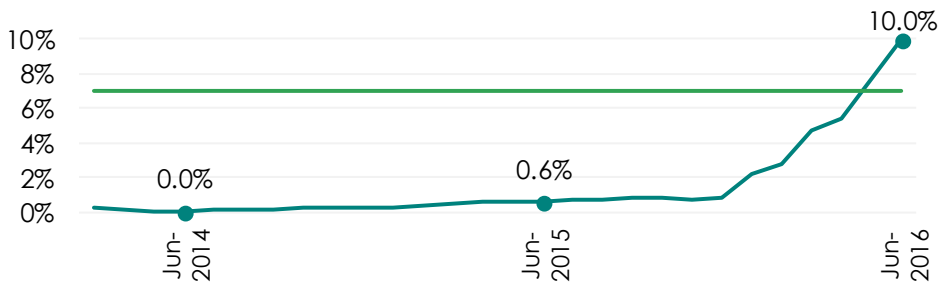
Target: 5.0% Lower figure is better



More stringent inspections now under way, and results are used to inform the focal points for cleansing resources

R % streets with detritus below acceptable levels (NI195b) (rolling 12 months)

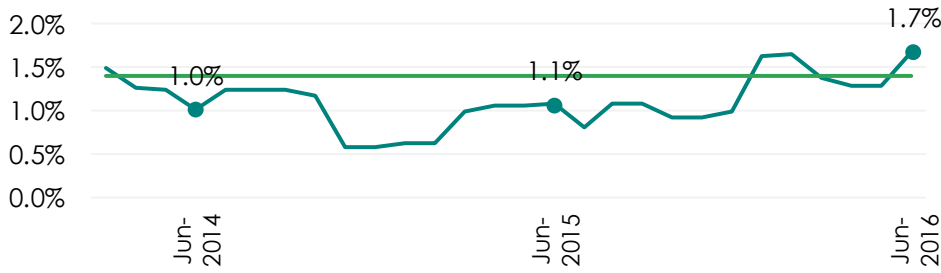
Target: 7.0% Lower figure is better



The lack of mechanical sweepers has hampered efforts, new sweepers are in the procurement cycle but realistically are not likely to arrive until Q1 2017.

R % streets with graffiti below acceptable levels (NI195c) (rolling 12 months)

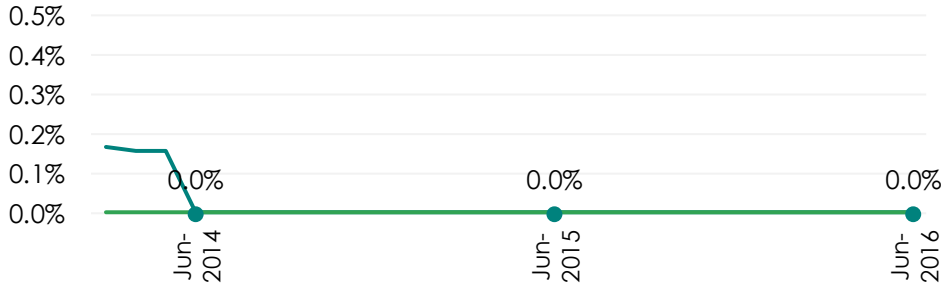
Target: 1.4% Lower figure is better



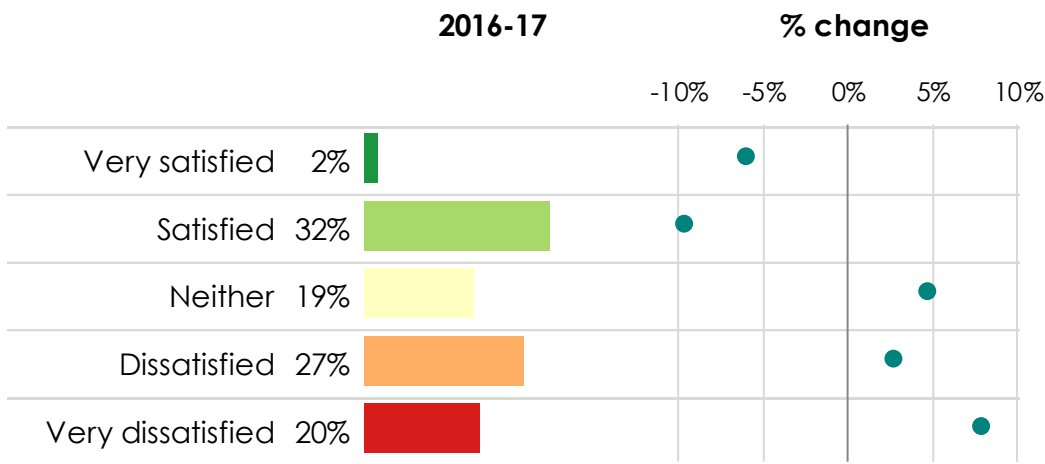
1.7% of the 625 sites surveyed were below the acceptable levels.

G % streets with fly posting below acceptable levels (NI195d) (rolling 12 months)

Target: 0.5% Lower figure is better

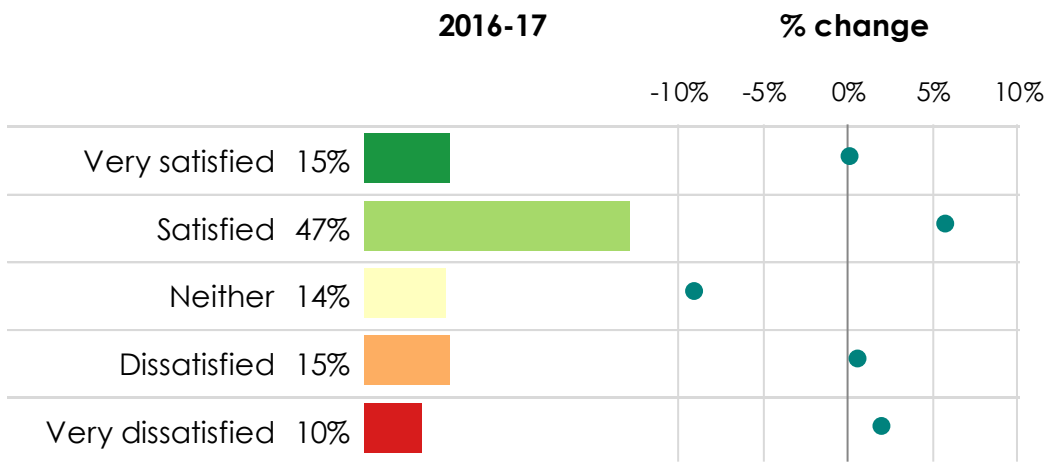


Public opinion of the Street Cleaning Service (annual survey)



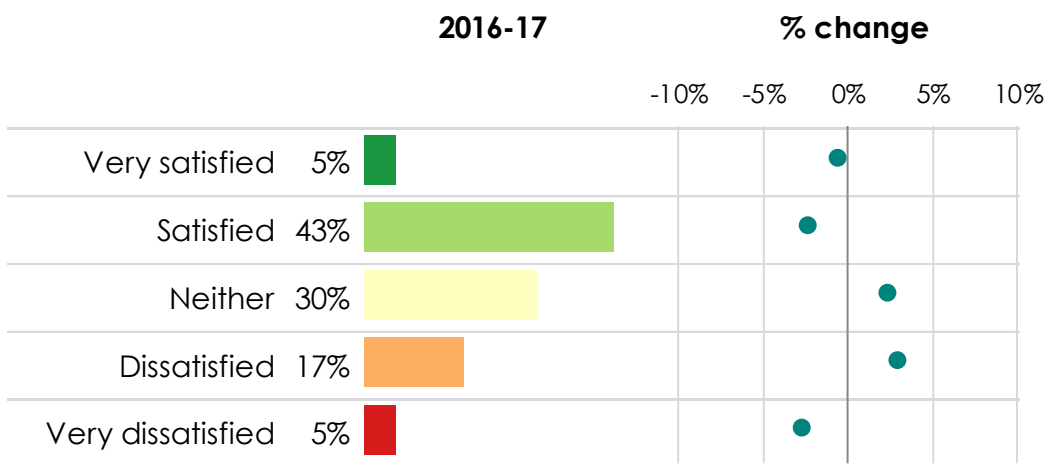
The lack of mechanical sweepers has hampered efforts, new sweepers are in the procurement cycle but realistically are not likely to arrive until Q1 2017 and is likely to have a positive impact, there are no available budgets for hire in the interim.

Public opinion of the Recycling Service (annual survey)



Increased levels of satisfaction.

Public opinion of Parks and Open Spaces (annual survey)

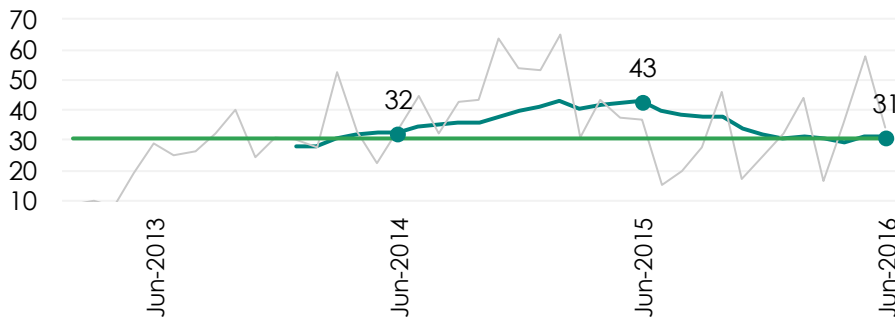


Decreased levels of very dissatisfied.

Supporting Neighbourhoods

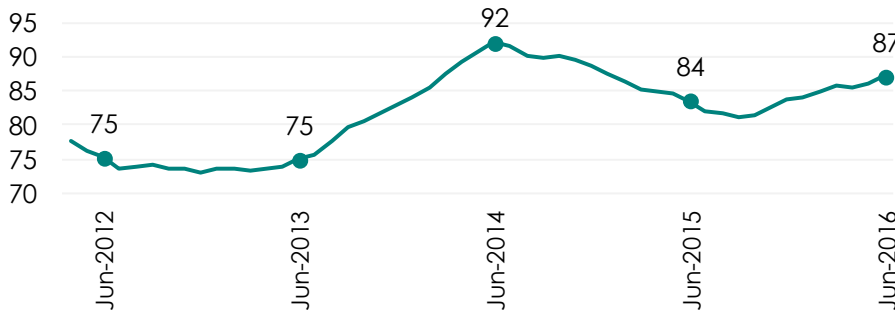
A Average number of days taken to resolve ASB cases (LI461) (rolling 12 months)

Target: 30 Lower figure is best



There were 474 completed ASB cases over the last 12 months, on average an ASB case took 31 days to resolve.

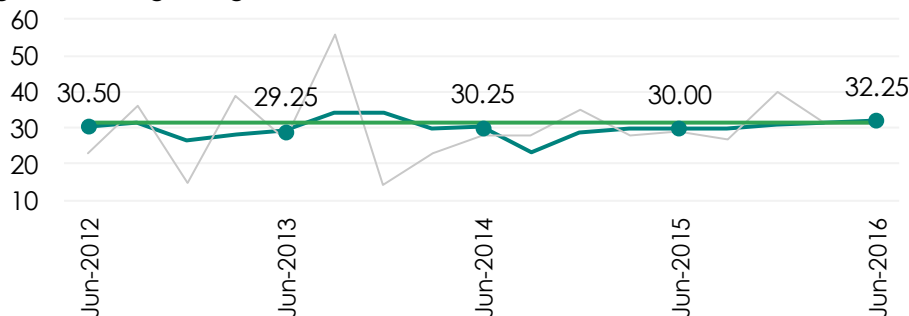
Number of Crimes per 1000 population (rolling 12 Months) (LI300)



87 crimes per 1,000 of the population.

G Empty homes brought back into use (per quarter) (LI401) (rolling 12 months)

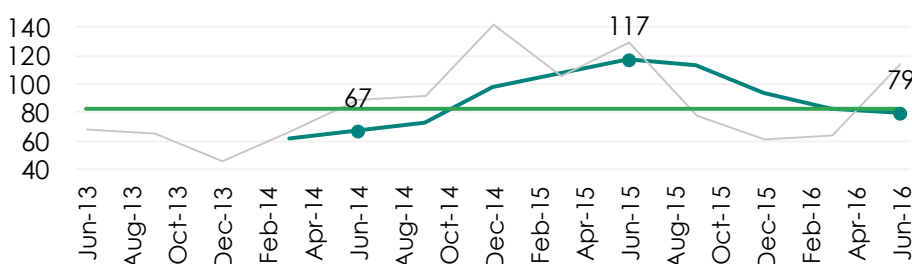
Target: 31.75 Higher figure is best



129 homes have been bought back in use in the last year.

A Number of dwellings where action taken to improve living conditions (category 1 and 2 hazards) (LI543)

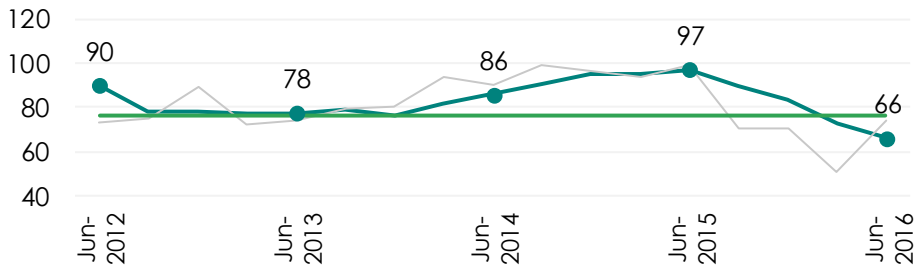
Target: 80 Higher figure is best



369 dwellings have improved living conditions.

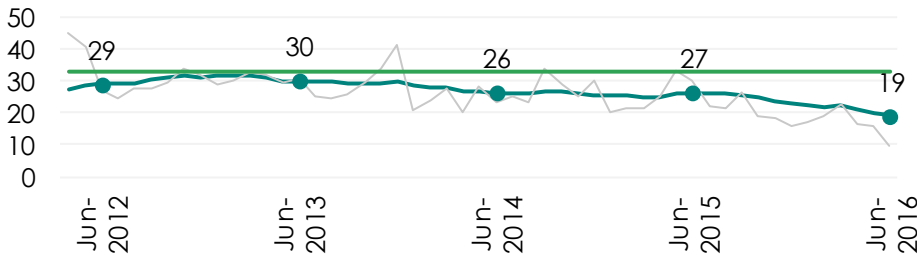
R Number of homeless cases prevented (LI405D) (per quarter) (rolling 12 months)

Target: 76 Higher figure is best



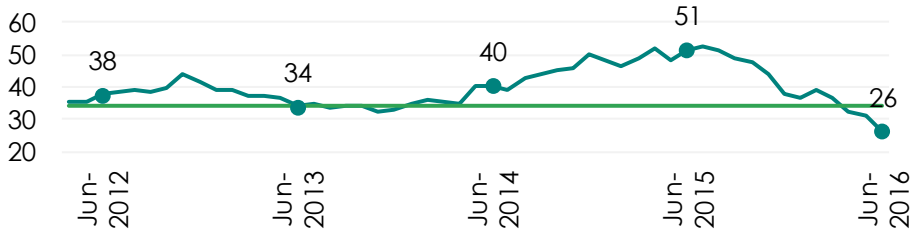
G Average time taken to make homelessness decisions (rolling 12 months)

Target: 33 Lower figure is better

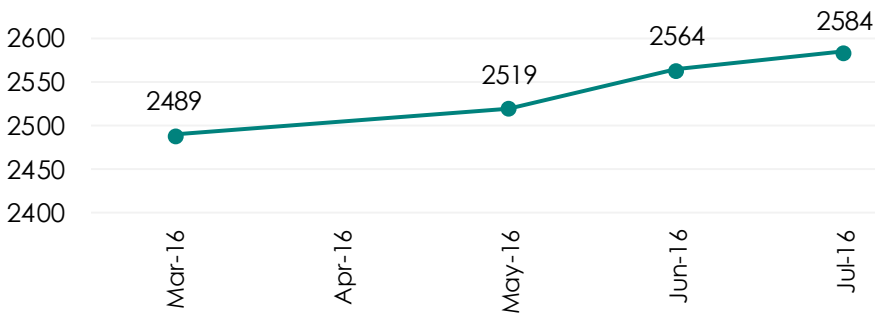


G Average time in bed and breakfast (rolling 12 months)

Target: 34 Lower figure is better

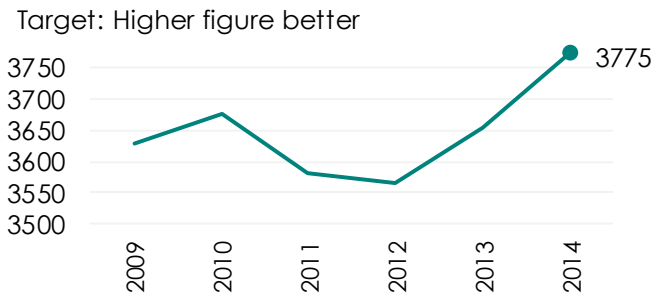


Number of empty homes in the district (empty for more than 6 months)



Promoting Inward Investment and Job Creation

Count of active enterprises in Thanet (ONS Table 3.1)



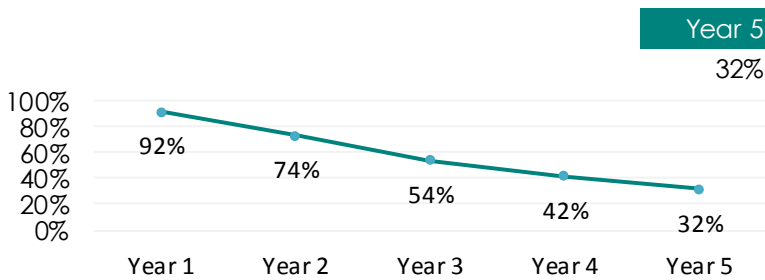
Active

The starting point for demography is the concept of a population of active businesses in a reference year (t). These are defined as businesses that had either turnover or employment at any time during the reference period.

• Source:

<https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyreferencetable>

Five year survival rates of Thanet enterprises (ONS Table 5.1a)



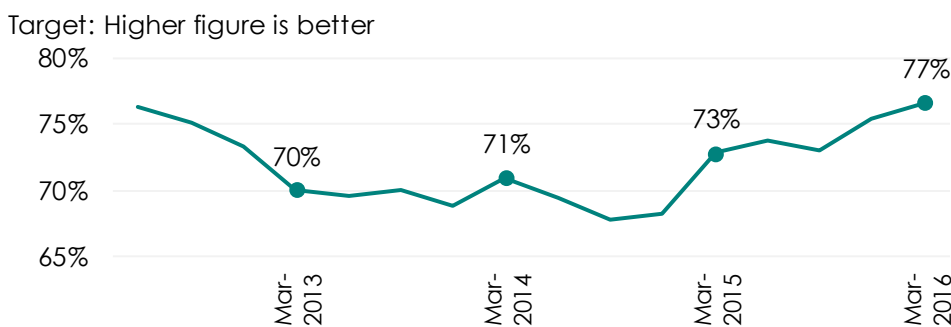
The starting point for demography is the concept of a population of active businesses in a reference year (t). These are defined as businesses that had either turnover or employment at any time during the reference period.

A business is deemed to have survived if having been a birth in year t or having survived to year t; it is active in terms of employment and/or turnover in any part of t+1

• Source:

<https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyreferencetable>

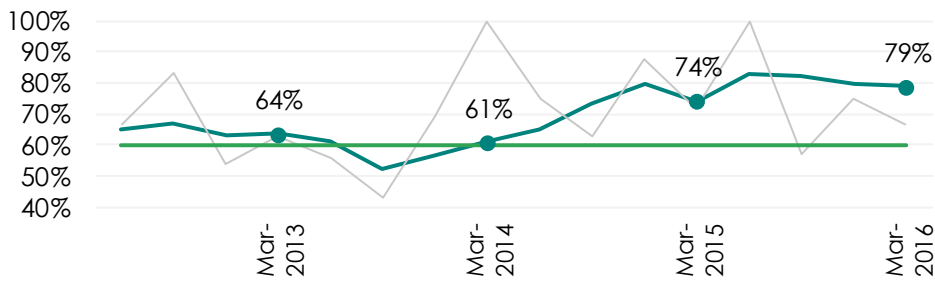
% of the population that is Economically Active aged 16-64 (rolling 12 months)



Source of data [nomis](#) official labour market statistics

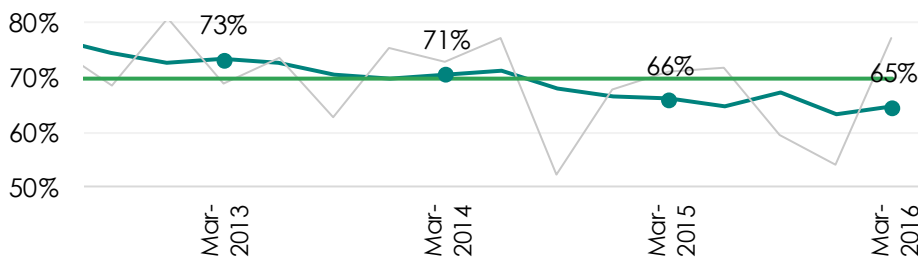
G Major Planning Applications determined within 16 weeks (NI157a) (rolling 12 months)

Target: 60% Higher figure is best



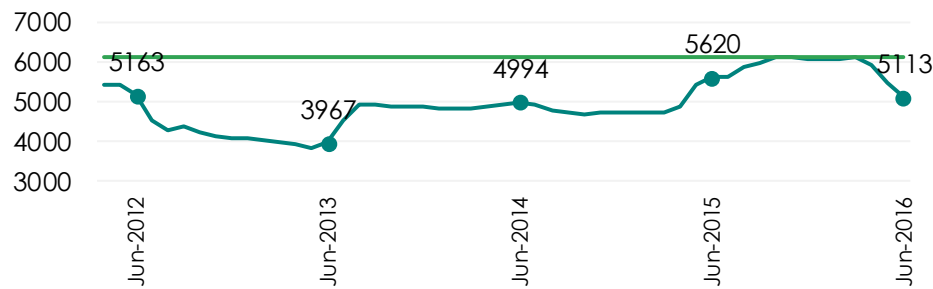
R Minor planning applications determined within 8 weeks (NI157b) (rolling 12 months)

Target: 70% Higher figure is best



R Number of visiting leisure vessels at RRH (LI138) (rolling 12 months)

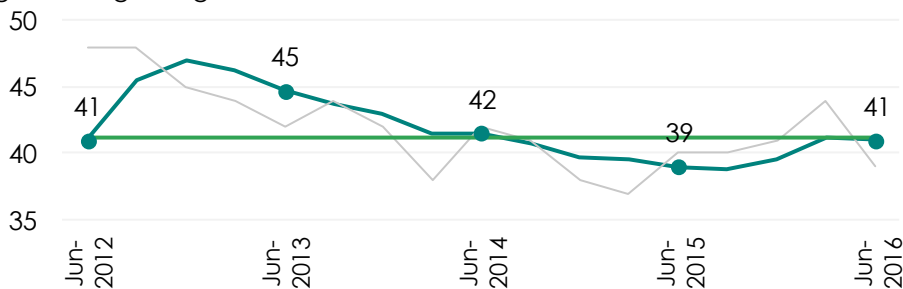
Target: 6120 Higher figure is best



5,113 leisure vessels visited Ramsgate Royal Harbour in the last year. Target set at 2015-16 actual which represented a high water mark.

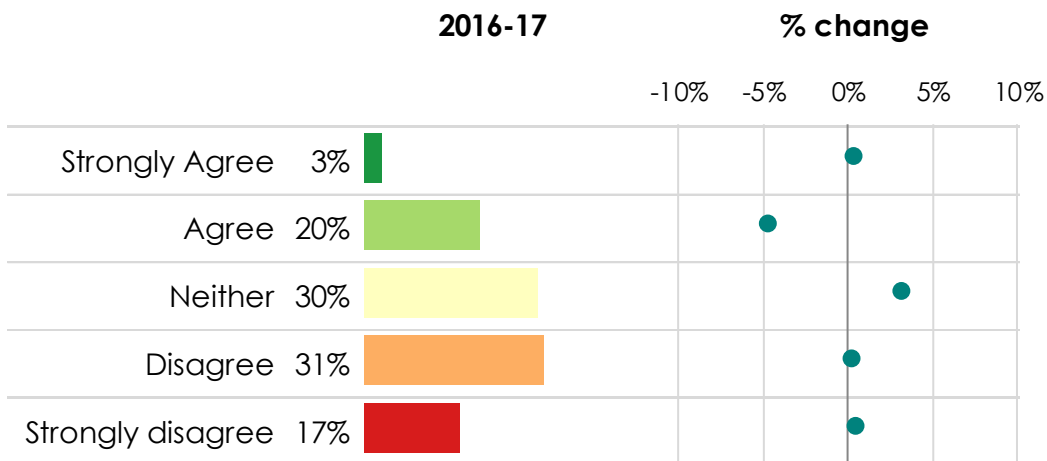
G Number of fishing and angling boats in Ramsgate Marina (LI340) (rolling 12 months)

Target: 40 Higher figure is best

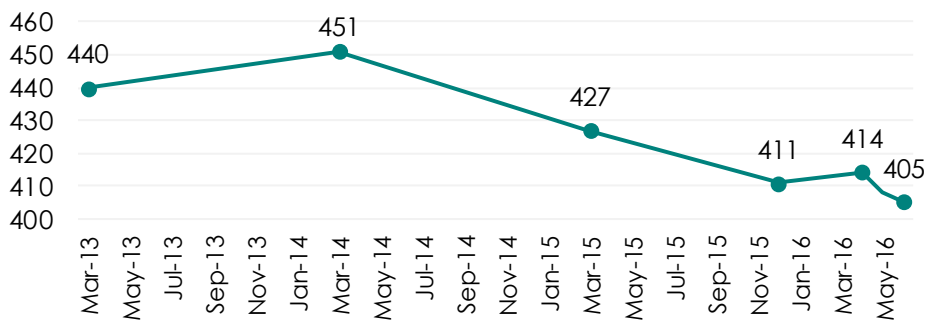


Statistical Information

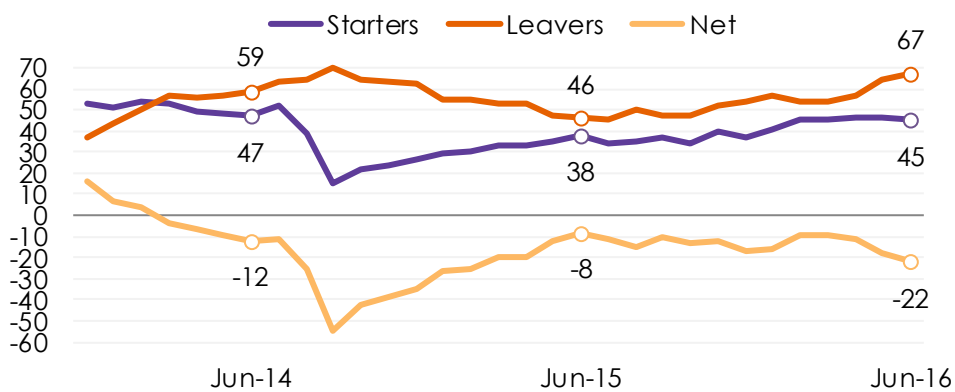
Public opinion of whether the council provides Value for Money (annual survey)



Thanet District Council Full time Equivalent count



Staff Starters and Leavers head count (rolling 12 months totals)



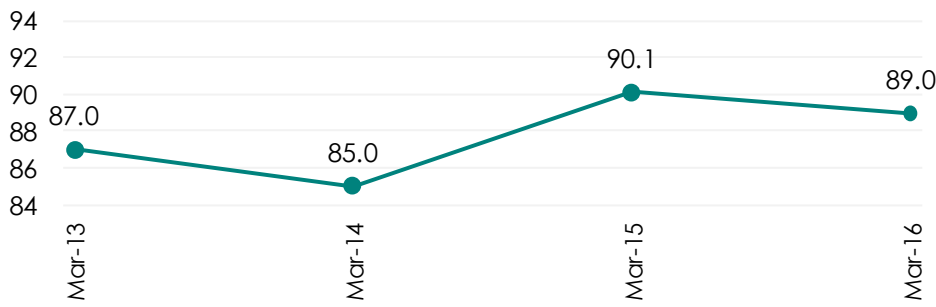
Over the last 12 months there have been:

67 Leavers
45 Starters

Meaning a net reduction of 22 staff.

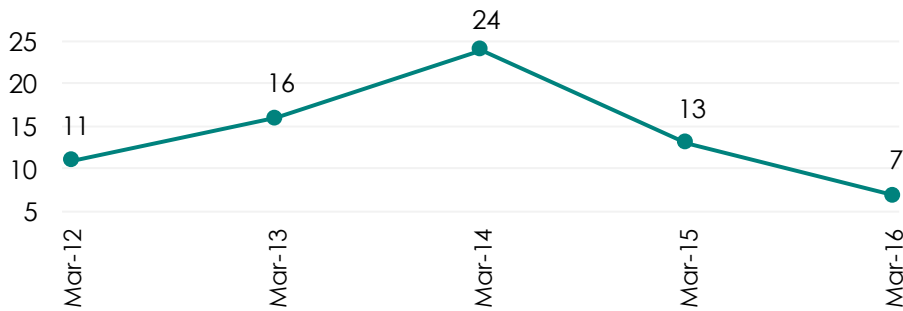
Registration rate for voting following annual canvas (%) (LI456)

Target: Higher figure is best



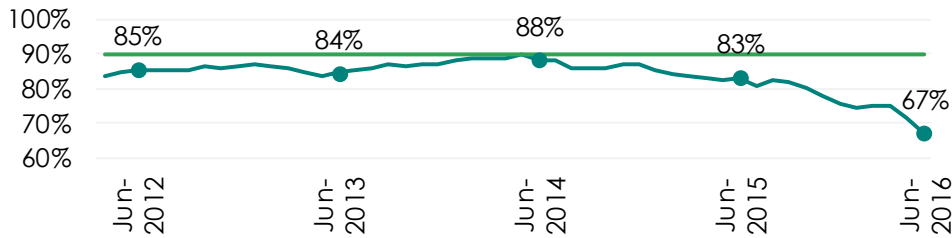
Number of complaints made to the Standards Committee (LI519)

Target: Lower figure is best



R Complaints Response Rate within 10 days (rolling 12 months)

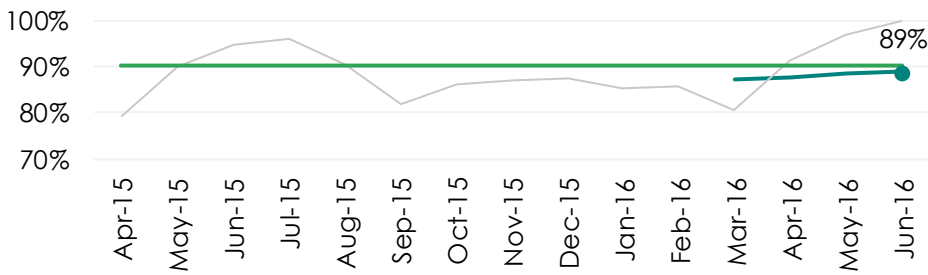
Target: 90% Higher figure is better



The whole process, systems and resources regarding complaints is currently subject to review. The ten days' standard is the most challenging of any in Kent.

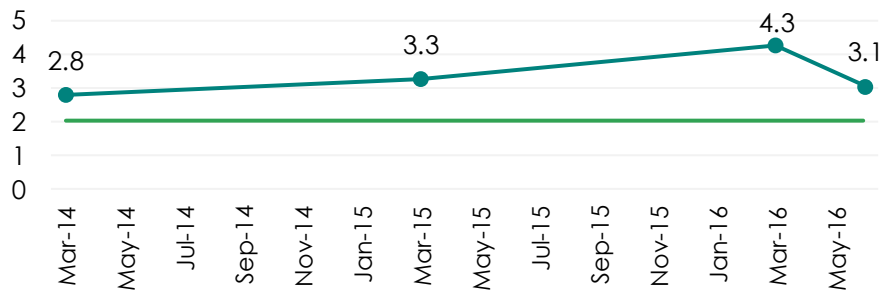
A Freedom of Information Response Rate within 20 days (rolling 12 months)

Target: 90% Higher figure is better



R Sickness days per Full Time Equivalent (quarterly)

Target: 2 Lower figure is better



The target is 8 days per year or 2 days per quarter. Performance remains below the target but has recently improved after management action.

Partner Performance

East Kent Housing Services to Thanet Council housing tenants:

	Performance Indicator	13/14	14/15	15/16	May 2016	Q2	Q3	Q4	Target
G	Average re-let time in days (all stock including major works)	24.7	22.5	20	34				24
G	Current tenant arrears as a percentage of the projected annual rental income	1.67%	1.58%	1.39%	1.5%				1.50%
G	Overall customer satisfaction with day to day repairs	97.6%	99.7%	100%	100%				98%
G	Percentage of capital programme spent	82.7%	76.7%	99.9%	100%				100%

Revenues & Benefits

	Performance Indicator	13/14	14/15	15/16	Q1	Q2	Q3	Q4	Target
G	Average time to process all new claims & change events in Housing Benefit (HB) & Council Tax Benefit (CTB) (days)	7.21	7.03	6.61	6.72				9.43
G	% correct HB and CTB decisions	97.49%	96.81%	95.9%	97.94%				96%
A	% Council Tax collected	96.00%	96.15%	96.49%	29.35%				96.00%
A	% Business rates collected	98.76%	98.53%	99.53%	32.26%				98.05%

Customer Services: Computers and phones

	Performance Indicator	13/14	14/15	15/16	Q1	Q2	Q3	Q4	Target
G	Average call waiting time (mins MM:SS)	01:20	00:52	00:39	00:57				01:00
G	% availability of corporate website	99.96%	99.98%	99.91%	99.96%				99.5%
G	Average face-to-face waiting time (mins MM:SS)	9:14	6:58	5:34	04:04				10:00
G	% of calls dealt with by automation	27.06%	29.59%	25%	22.91%				20%
G	% abandoned calls	11.29%	7.57%	5.51%	6.82%				12.1%