**Delivering 5 day performance for Three Rivers District Council**

To deliver 5 day processing times for both new claims and change events would be challenging and for new claims not feasible. Setting the service area up to fail with an over stretched target and an unreasonable timescale is not good for morale, can increase errors whilst applying unnecessary pressure on officers.

Due to the complexities of new claims an assessment time of 10 days would be a reasonable challenging target combined with a 5 day processing time target for changes.

The timescale to deliver the new targets is March 2018 allowing any for any old claims to be cleared and new requirements implemented.

**Barriers to success**

* Legislation allows customers 28 days in which to provide additional information to support a claim.
* Time starts as soon as a customer submits an application form.
* Applications cannot be refused if it does not hold enough information to make a complete assessment.
* We cannot force customers to provide information or

Appendix 1 tables the number of days to process new claims for all district councils in England and Appendix 2 for time taken to process change events.

**Requirements**

To consistently deliver a target of 10 day processing times for new claims and 5 day for change in circumstances some investment would be required to change the method of service delivery. The table below outlines

|  |  |  |
| --- | --- | --- |
| **Item** |  | **reason** |
| Reliable IT systems | Unable to cost | Downtime has a significant detrimental impact on performance.  |
| Full health check of systems used  | £ 6000 plus any modules required | To ensure that where processes can be automated this is maximised and where additional functionality  |
| 5 additional officers  | £193,680 | As a shared service if officers were required to concentrate on one area of work the performance of the other would be detrimentally affected. Therefore additional officers will be required to continue to support the successful shared serviced would be required. |
| 5 additional fully equipped customer service desks in Three Rivers House  | £ 2400 plus building costs for work stations  | For customers to be able to have their claims processed immediately. |
| 5 Laptops, VPN and 4G connectivity  | £ 8000 | To be able to access systems from customers’ houses |
| 5 Hand held scanners to copy documentation | £ 1000 | To be able to verify documentation and take copies  |
| Satellite offices in deprived areas. | Unable to cost | To encourage residents to take a face to face appointment and have claims processed as they wait. |
| Facility to work from partner organisations in the communities | Unable to cost  | To complement satellite surgeries create partnership agreements to enable officers to hold surgeries and process claims. |
| Risk-based verification software | Costed on quotation for initial set up and on-going license  | Risk Based Verification is a method of applying different levels of checks to different circumstances, depending on a complex mathematical risk profile given to each customer. The process works on a risk matrix which has been based on many years of experience and statistical information about which types of benefit claims present a particular risk. The data can also be matched against data for other local authorities to ensure that customers do not have a duplicate claim in progress. The higher the deemed risk, the higher amount of resource will be used to establish that the claim is correct.Local authorities that have adopted Risk Based Verification have shown that this type of approach is very effective, both in identifying fraud and error and also in reducing the overall cost of verifying claims. It has an immediate impact on work processes because resources are targeted more effectively and in many cases the overall timescales for processing new claims have improved.There is a mandatory requirement to have a Risk Based Verification Policy that details risk profiles, verification standards and the minimum number of claims to be checked |
| Online links for reporting changes  | Circa £ 30,000 for online change of circumstances module | Customers able to provide change of circumstance details with directly interfaces with Academy system |
| On-line appointment system | Unable to cost | Enabling customers to make their own appointments for the fast track claim service. |
| Text software | Cost circa £0.40per text | Software that enables customers to be contacted by text to remind them to submit information |

**Appendix 1 – All Districts time taken to process new claims**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|   | 2015/16 q1 | 2015/16 q2 | 2015/16 q3 | 2015/16 q4 |
| Adur | 19 | 19 | 15 | 19 |
| Allerdale | 19 | 20 | 17 | 21 |
| Amber Valley | 14 | 15 | 14 | 13 |
| Arun | 15 | 18 | 24 | 18 |
| Ashfield | 21 | 17 | 15 | 17 |
| Ashford | 21 | 28 | 26 | 24 |
| Aylesbury Vale | 18 | 21 | 20 | 22 |
| Babergh | 26 | 25 | 21 | 23 |
| Barrow-in-Furness | 17 | 16 | 17 | 16 |
| Basildon | 25 | 24 | 30 | 29 |
| Basingstoke and Deane | 22 | 19 | 16 | 21 |
| Bassetlaw | 27 | 15 | 13 | 17 |
| Blaby | 29 | 26 | 24 | 26 |
| Bolsover | 17 | 18 | 20 | 21 |
| Boston | 5 | 4 | 4 | 3 |
| Braintree | 15 | 18 | 18 | 17 |
| Breckland | 20 | 16 | 15 | 24 |
| Brentwood | 17 | 24 | 30 | Missing |
| Broadland | 21 | 18 | 12 | 16 |
| Bromsgrove | 33 | 25 | 21 | 25 |
| Broxbourne | 31 | 34 | 37 | 42 |
| Broxtowe | 17 | 18 | 16 | 18 |
| Burnley | 22 | 22 | 21 | 20 |
| Cambridge | 17 | 15 | 14 | 13 |
| Cannock Chase | 14 | 13 | 14 | 14 |
| Canterbury | 19 | 19 | 26 | 21 |
| Carlisle | 18 | 16 | 14 | 21 |
| Castle Point | 24 | 24 | 23 | 22 |
| Charnwood | 32 | 35 | 32 | 34 |
| Chelmsford | 25 | 26 | 20 | 25 |
| Cheltenham | 19 | 18 | 18 | 18 |
| Cherwell | 14 | 11 | 13 | 13 |
| Chesterfield | 24 | 24 | 19 | 19 |
| Chichester | 29 | 21 | 24 | 21 |
| Chiltern | 16 | 18 | 15 | 15 |
| Chorley | 17 | 11 | 15 | 14 |
| Christchurch | 24 | 26 | 20 | 22 |
| Colchester | 23 | 24 | 25 | 29 |
| Copeland | 22 | 19 | 14 | 30 |
| Corby | 22 | 17 | 13 | 13 |
| Cotswold | 17 | 15 | Missing | 13 |
| Craven | 29 | 27 | 29 | 26 |
| Crawley | 13 | 11 | 10 | 11 |
| Dacorum | 23 | 20 | 17 | 19 |
| Dartford | 31 | 25 | 23 | 25 |
| Daventry | 29 | 29 | 31 | 32 |
| Derbyshire Dales | 29 | 28 | 20 | 11 |
| Dover | 13 | 11 | 11 | 13 |
| East Cambridgeshire | 18 | 17 | 14 | 20 |
| East Devon | 15 | 12 | 12 | 12 |
| East Dorset | 27 | 25 | 24 | 24 |
| East Hampshire | 18 | 17 | 16 | 15 |
| East Hertfordshire | 27 | 25 | 25 | 23 |
| East Lindsey | 18 | 21 | 17 | 20 |
| East Northamptonshire | 26 | 21 | 18 | 23 |
| East Staffordshire | 33 | 40 | 34 | 25 |
| Eastbourne | 25 | 21 | 21 | 19 |
| Eastleigh | 21 | 19 | 20 | 17 |
| Eden | 23 | 16 | 17 | 24 |
| Elmbridge | 12 | 15 | 13 | 13 |
| Epping Forest | 23 | 23 | 21 | 24 |
| Epsom and Ewell | 17 | 23 | 28 | 30 |
| Erewash | 15 | 16 | 17 | 18 |
| Exeter | 27 | 27 | 20 | 23 |
| Fareham | 10 | 11 | 9 | 11 |
| Fenland | 19 | 18 | 16 | 16 |
| Forest Heath | 17 | 16 | 16 | 18 |
| Forest of Dean | 15 | 20 | 16 | 20 |
| Fylde | 20 | 14 | 18 | 18 |
| Gedling | 12 | 10 | 12 | 15 |
| Gloucester | 22 | 23 | 23 | 24 |
| Gosport | 15 | 14 | 16 | 16 |
| Gravesham | 22 | 18 | 19 | 16 |
| Great Yarmouth | 20 | 19 | 16 | 24 |
| Guildford | 27 | 22 | 22 | 25 |
| Hambleton | 22 | 28 | 23 | 24 |
| Harborough | 22 | 19 | 17 | 17 |
| Harlow | 26 | 24 | 24 | 22 |
| Harrogate | 25 | 22 | 21 | 20 |
| Hart | Missing | 22 | 24 | 21 |
| Hastings | 15 | 14 | 16 | 15 |
| Havant | 16 | 13 | 14 | 15 |
| Hertsmere | 21 | 19 | 14 | 17 |
| High Peak | 20 | 17 | 11 | 10 |
| Hinckley and Bosworth | 21 | 17 | 19 | 16 |
| Horsham | 18 | 19 | 20 | 18 |
| Huntingdonshire | 23 | 22 | 23 | 26 |
| Hyndburn | 24 | 20 | 17 | 17 |
| Ipswich | 23 | 21 | 22 | 26 |
| Kettering | 18 | 18 | 17 | 18 |
| King's Lynn and West Norfolk | 15 | 14 | 15 | 18 |
| Lancaster | 29 | 21 | 19 | 22 |
| Lewes | 17 | 13 | 15 | 15 |
| Lichfield | 26 | 23 | 23 | 24 |
| Lincoln | 22 | 23 | 26 | 28 |
| Maidstone | 13 | 13 | 15 | 14 |
| Maldon | 18 | 12 | 12 | 12 |
| Malvern Hills | 31 | 26 | 17 | Missing |
| Mansfield | 21 | 21 | 19 | 21 |
| Melton | 22 | 21 | 20 | 23 |
| Mendip | 24 | 17 | 20 | 18 |
| Mid Devon | Missing | 18 | 14 | 13 |
| Mid Suffolk | 25 | 22 | 23 | 20 |
| Mid Sussex | 20 | 20 | 19 | 18 |
| Mole Valley | 18 | 18 | 20 | 21 |
| New Forest | 14 | 13 | 14 | 14 |
| Newark and Sherwood | 33 | 27 | 26 | 23 |
| Newcastle-under-Lyme | 34 | 34 | 23 | 23 |
| North Devon | 12 | 11 | 11 | 14 |
| North Dorset | 26 | 26 | 22 | 21 |
| North East Derbyshire | 26 | 23 | 24 | 23 |
| North Hertfordshire | 32 | 22 | 20 | 18 |
| North Kesteven | 13 | 12 | 17 | 15 |
| North Norfolk | 16 | 16 | 15 | 20 |
| North Warwickshire | 25 | 23 | 20 | 32 |
| North West Leicestershire | 22 | 20 | 20 | 16 |
| Northampton | 27 | 28 | 24 | 28 |
| Norwich | 31 | 29 | Missing | 24 |
| Nuneaton and Bedworth | 18 | 14 | 16 | 16 |
| Oadby and Wigston | 22 | 19 | 16 | 16 |
| Oxford | 16 | 20 | 12 | 9 |
| Pendle | 19 | 20 | 19 | 19 |
| Preston | 18 | 23 | 25 | 27 |
| Purbeck | 28 | 23 | 21 | 24 |
| Redditch | 23 | 22 | 21 | 31 |
| Reigate and Banstead | 22 | 20 | 21 | 23 |
| Ribble Valley | 25 | 22 | 20 | 22 |
| Richmondshire | 35 | 46 | 40 | 19 |
| Rochford | 19 | 17 | 22 | 16 |
| Rossendale | 20 | 18 | 20 | 20 |
| Rother | 32 | 36 | 33 | 24 |
| Rugby | 27 | 26 | 27 | 34 |
| Runnymede | 19 | 21 | 20 | 19 |
| Rushcliffe | 16 | 13 | 15 | 17 |
| Rushmoor | 4 | 4 | 4 | 4 |
| Ryedale | 19 | 20 | 21 | 17 |
| Scarborough | 21 | 19 | 17 | 17 |
| Sedgemoor | 11 | 10 | 8 | 6 |
| Selby | 22 | 18 | 19 | 24 |
| Sevenoaks | 27 | 25 | 22 | 24 |
| Shepway | 17 | 18 | 16 | 12 |
| South Bucks | 15 | 16 | 16 | 17 |
| South Cambridgeshire | 22 | 22 | 16 | 14 |
| South Derbyshire | 17 | 22 | 12 | 15 |
| South Hams | 28 | 29 | 29 | 33 |
| South Holland | 18 | 22 | 16 | 17 |
| South Kesteven | 11 | 13 | 11 | 14 |
| South Lakeland | 21 | 20 | 18 | 21 |
| South Norfolk | 15 | 14 | 7 | 5 |
| South Northamptonshire | 12 | 9 | 8 | 9 |
| South Oxfordshire | 13 | 11 | 13 | 14 |
| South Ribble | 29 | 26 | 25 | 28 |
| South Somerset | 25 | 33 | 30 | 29 |
| South Staffordshire | 15 | 15 | 20 | 24 |
| Spelthorne | 25 | 26 | 23 | 14 |
| St Albans | 25 | 26 | 23 | 31 |
| St Edmundsbury | 16 | 14 | 13 | 17 |
| Stafford | 13 | 12 | 15 | 14 |
| Staffordshire Moorlands | 19 | 19 | 17 | 13 |
| Stevenage | 24 | 23 | 23 | 22 |
| Stratford-on-Avon | 19 | 20 | 19 | 22 |
| Stroud | 20 | 19 | 15 | 17 |
| Suffolk Coastal | 29 | 26 | 21 | 20 |
| Surrey Heath | 19 | 19 | 24 | 25 |
| Swale | 18 | 16 | 16 | 20 |
| Tamworth | 30 | 27 | 33 | 26 |
| Tandridge | 21 | 20 | 19 | 21 |
| Taunton Deane | 19 | 18 | 20 | 17 |
| Teignbridge | 14 | 10 | 12 | 14 |
| Tendring | 10 | 9 | 8 | 9 |
| Test Valley | 22 | 23 | 25 | 25 |
| Tewkesbury | 16 | 11 | 10 | 15 |
| Thanet | 16 | 16 | 15 | 18 |
| Three Rivers | 19 | 17 | 17 | 22 |
| Tonbridge and Malling | 15 | 13 | 14 | 12 |
| Torridge | 17 | 15 | 16 | 16 |
| Tunbridge Wells | 15 | 13 | 14 | 14 |
| Uttlesford | 18 | 17 | 23 | 25 |
| Vale of White Horse | 9 | 12 | 10 | 13 |
| Warwick | 25 | 21 | 26 | 35 |
| Watford | 22 | 18 | 21 | 18 |
| Waveney | 32 | 29 | 19 | 18 |
| Waverley | 23 | 31 | 20 | 17 |
| Wealden | 23 | 31 | 27 | 28 |
| Wellingborough | 22 | 18 | 19 | 19 |
| Welwyn Hatfield | 18 | 11 | 13 | 15 |
| West Devon | 23 | 25 | 27 | 27 |
| West Dorset | 30 | 24 | 20 | 23 |
| West Lancashire | 31 | 24 | 23 | 25 |
| West Lindsey | 21 | 21 | 18 | 20 |
| West Oxfordshire | 15 | 19 | 15 | 13 |
| West Somerset | 28 | 24 | 19 | 35 |
| Weymouth and Portland | 27 | 22 | 17 | 23 |
| Winchester | 21 | 18 | 15 | 15 |
| Woking | 21 | 21 | 21 | 22 |
| Worcester | 27 | 24 | 17 | Missing |
| Worthing | 22 | 17 | 16 | 20 |
| Wychavon | 31 | 27 | 16 | 13 |
| Wycombe | 25 | 22 | 20 | 22 |
| Wyre | 18 | 16 | 14 | 19 |
| Wyre Forest | 31 | 25 | 25 | 28 |

**Appendix 2 – All District councils time to process change events**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|   | 2015/16 q1 | 2015/16 q2 | 2015/16 q3 | 2015/16 q4 |
| Adur | 9 | 11 | 11 | 5 |
| Allerdale | 8 | 11 | 11 | 4 |
| Amber Valley | 5 | 6 | Missing | Missing |
| Arun | Missing | 5 | 6 | 4 |
| Ashfield | 11 | 14 | 13 | 4 |
| Ashford | 4 | 5 | 6 | 3 |
| Aylesbury Vale | 4 | 4 | 4 | 3 |
| Babergh | 8 | 8 | 10 | 3 |
| Barrow-in-Furness | 5 | 6 | 6 | 3 |
| Basildon | 17 | 18 | 20 | 7 |
| Basingstoke and Deane | 10 | 8 | 6 | 3 |
| Bassetlaw | 8 | 10 | 10 | 4 |
| Blaby | 7 | 8 | 8 | 3 |
| Bolsover | 9 | 7 | 8 | 3 |
| Boston | 6 | 10 | 8 | Missing |
| Braintree | 5 | 5 | 5 | 4 |
| Breckland | 5 | 4 | 4 | 3 |
| Brentwood | 10 | 7 | 9 | Missing |
| Broadland | 8 | 8 | 5 | 4 |
| Bromsgrove | 21 | 11 | 11 | 5 |
| Broxbourne | 4 | 5 | 7 | 4 |
| Broxtowe | 8 | 8 | 9 | 3 |
| Burnley | 5 | 6 | 6 | 3 |
| Cambridge | 6 | 5 | 4 | 2 |
| Cannock Chase | 8 | 7 | 9 | 5 |
| Canterbury | 4 | 5 | 13 | 6 |
| Carlisle | 7 | 6 | 5 | 3 |
| Castle Point | 10 | 9 | 9 | 6 |
| Charnwood | 10 | 11 | 10 | 4 |
| Chelmsford | 5 | 8 | 7 | 4 |
| Cheltenham | 7 | 6 | 6 | 3 |
| Cherwell | 3 | 4 | 5 | 2 |
| Chesterfield | 11 | 13 | 9 | 4 |
| Chichester | 7 | 7 | 9 | 5 |
| Chiltern | 3 | 4 | 5 | 4 |
| Chorley | 6 | 6 | 9 | 4 |
| Christchurch | 13 | 22 | 15 | 5 |
| Colchester | 10 | 11 | 11 | 6 |
| Copeland | 8 | 7 | 9 | 4 |
| Corby | 11 | 9 | 8 | 3 |
| Cotswold | 7 | 9 | Missing | Missing |
| Craven | 10 | 12 | 16 | 4 |
| Crawley | 2 | 3 | 3 | 2 |
| Dacorum | 12 | 15 | 11 | 4 |
| Dartford | 13 | 11 | 14 | 6 |
| Daventry | 5 | 4 | 5 | 2 |
| Derbyshire Dales | 8 | 9 | 8 | 3 |
| Dover | 5 | 5 | 7 | 4 |
| East Cambridgeshire | 5 | 5 | 4 | 3 |
| East Devon | 5 | 4 | 5 | 2 |
| East Dorset | 17 | 23 | 17 | 5 |
| East Hampshire | 8 | 9 | 6 | 4 |
| East Hertfordshire | 11 | 9 | 10 | 4 |
| East Lindsey | 22 | 23 | 26 | 7 |
| East Northamptonshire | 12 | 10 | 8 | 5 |
| East Staffordshire | 32 | 39 | 15 | 4 |
| Eastbourne | Missing | 9 | 10 | Missing |
| Eastleigh | 4 | 4 | 5 | 2 |
| Eden | 13 | 9 | 11 | 5 |
| Elmbridge | 7 | 8 | 7 | 4 |
| Epping Forest | 7 | 7 | 8 | 3 |
| Epsom and Ewell | 10 | 15 | 15 | 6 |
| Erewash | 5 | 6 | 6 | 3 |
| Exeter | 11 | 12 | 11 | 5 |
| Fareham | 4 | 3 | 2 | 2 |
| Fenland | 7 | 5 | 6 | 3 |
| Forest Heath | 5 | 4 | 4 | 3 |
| Forest of Dean | 7 | 11 | 10 | 6 |
| Fylde | 16 | 15 | 18 | 8 |
| Gedling | 4 | 3 | 4 | 2 |
| Gloucester | 7 | 8 | 12 | 7 |
| Gosport | 7 | 9 | 8 | 3 |
| Gravesham | 6 | 7 | 6 | 3 |
| Great Yarmouth | 23 | 16 | 9 | 7 |
| Guildford | 9 | 5 | 6 | 4 |
| Hambleton | 5 | 5 | 5 | 3 |
| Harborough | 9 | 9 | 10 | 6 |
| Harlow | 14 | 15 | 15 | 7 |
| Harrogate | 7 | 6 | 7 | 4 |
| Hart | Missing | 14 | 12 | 4 |
| Hastings | 11 | 8 | 11 | 4 |
| Havant | 6 | 6 | 6 | 4 |
| Hertsmere | 12 | 7 | 6 | 5 |
| High Peak | 9 | 7 | 6 | 2 |
| Hinckley and Bosworth | 9 | 9 | 11 | 3 |
| Horsham | 9 | 12 | 11 | 5 |
| Huntingdonshire | 5 | 4 | 5 | 2 |
| Hyndburn | 6 | 6 | 5 | 2 |
| Ipswich | 11 | 10 | 10 | 5 |
| Kettering | 9 | 9 | 10 | 4 |
| King's Lynn and West Norfolk | 9 | 6 | 6 | 4 |
| Lancaster | 9 | 9 | 10 | 4 |
| Lewes | 4 | 5 | 7 | 3 |
| Lichfield | 8 | 7 | 10 | 4 |
| Lincoln | 13 | 6 | 13 | 5 |
| Maidstone | 7 | 8 | 8 | 4 |
| Maldon | 9 | 8 | 7 | 3 |
| Malvern Hills | 10 | 11 | 8 | 4 |
| Mansfield | 9 | 8 | 8 | 4 |
| Melton | 9 | 13 | 8 | 4 |
| Mendip | 13 | 10 | 10 | 4 |
| Mid Devon | Missing | 12 | 8 | 3 |
| Mid Suffolk | 10 | 12 | 14 | 4 |
| Mid Sussex | 9 | 12 | 12 | 7 |
| Mole Valley | 5 | 4 | 7 | 3 |
| New Forest | 4 | 4 | 4 | 2 |
| Newark and Sherwood | 9 | 6 | 6 | 3 |
| Newcastle-under-Lyme | 5 | 5 | 4 | 2 |
| North Devon | 5 | 5 | 5 | 2 |
| North Dorset | 15 | 21 | 16 | 5 |
| North East Derbyshire | 8 | 9 | 12 | 3 |
| North Hertfordshire | 9 | 5 | 5 | 3 |
| North Kesteven | 8 | 4 | 6 | 3 |
| North Norfolk | 15 | 19 | 18 | 5 |
| North Warwickshire | 7 | 6 | 7 | 4 |
| North West Leicestershire | 11 | 10 | 11 | 3 |
| Northampton | 10 | 12 | 14 | 6 |
| Norwich | 14 | 9 | Missing | 11 |
| Nuneaton and Bedworth | 9 | 6 | 8 | 3 |
| Oadby and Wigston | 6 | 5 | 7 | 4 |
| Oxford | 8 | 8 | 10 | 5 |
| Pendle | 6 | 7 | 7 | 3 |
| Preston | 9 | 11 | 12 | 4 |
| Purbeck | 8 | 9 | 9 | 4 |
| Redditch | 9 | 8 | 11 | 6 |
| Reigate and Banstead | 7 | 4 | 5 | 3 |
| Ribble Valley | 10 | 9 | 7 | 3 |
| Richmondshire | 10 | 9 | 13 | 2 |
| Rochford | 13 | 16 | 14 | 5 |
| Rossendale | 7 | 5 | 8 | 3 |
| Rother | 13 | 20 | 20 | 8 |
| Rugby | 9 | 10 | 19 | 6 |
| Runnymede | 5 | 6 | 4 | 4 |
| Rushcliffe | 6 | 6 | 15 | 3 |
| Rushmoor | 1 | 2 | 2 | 1 |
| Ryedale | 6 | 8 | 6 | 3 |
| Scarborough | 8 | 7 | 6 | 3 |
| Sedgemoor | 7 | 6 | 6 | 3 |
| Selby | 5 | 4 | 4 | 3 |
| Sevenoaks | 13 | 10 | 13 | 5 |
| Shepway | 6 | 7 | 7 | 4 |
| South Bucks | 8 | 8 | 7 | 4 |
| South Cambridgeshire | 16 | 16 | 13 | 5 |
| South Derbyshire | 8 | 17 | 8 | 5 |
| South Hams | 9 | 10 | 10 | 6 |
| South Holland | 20 | 26 | 23 | 10 |
| South Kesteven | 5 | 6 | 5 | 3 |
| South Lakeland | 9 | 6 | 6 | 3 |
| South Norfolk | 10 | 17 | 7 | 2 |
| South Northamptonshire | 5 | 3 | 4 | 2 |
| South Oxfordshire | 4 | 3 | 4 | 2 |
| South Ribble | 18 | 13 | 14 | 6 |
| South Somerset | 7 | 10 | 8 | 4 |
| South Staffordshire | 5 | 6 | 7 | 3 |
| Spelthorne | 12 | 11 | 11 | 3 |
| St Albans | 8 | 7 | 8 | 4 |
| St Edmundsbury | 4 | 5 | 4 | 3 |
| Stafford | 8 | 6 | 7 | 5 |
| Staffordshire Moorlands | 10 | 8 | 7 | 3 |
| Stevenage | 13 | 9 | 10 | 4 |
| Stratford-on-Avon | 9 | 8 | 11 | 6 |
| Stroud | 10 | 7 | 7 | 3 |
| Suffolk Coastal | 9 | 7 | 5 | 3 |
| Surrey Heath | 5 | 8 | 10 | 5 |
| Swale | 5 | 6 | 6 | 4 |
| Tamworth | 11 | 13 | 14 | 4 |
| Tandridge | 8 | 8 | 9 | 4 |
| Taunton Deane | 7 | 6 | 6 | 5 |
| Teignbridge | 6 | 6 | 7 | 3 |
| Tendring | 3 | 4 | 3 | 2 |
| Test Valley | 8 | 6 | 12 | 6 |
| Tewkesbury | 7 | 7 | 5 | 3 |
| Thanet | 6 | 7 | 7 | 3 |
| Three Rivers | 8 | 12 | 11 | 5 |
| Tonbridge and Malling | 7 | 7 | 8 | 3 |
| Torridge | 5 | 5 | 6 | 3 |
| Tunbridge Wells | 7 | 8 | 8 | 3 |
| Uttlesford | 10 | 9 | 9 | 5 |
| Vale of White Horse | 4 | 4 | 4 | 3 |
| Warwick | 14 | 19 | 21 | 6 |
| Watford | 11 | 14 | 18 | 8 |
| Waveney | 13 | 11 | 6 | 3 |
| Waverley | 10 | 13 | 8 | 4 |
| Wealden | 15 | 14 | 17 | 6 |
| Wellingborough | 9 | 8 | 9 | 4 |
| Welwyn Hatfield | 9 | 6 | 6 | 4 |
| West Devon | 9 | 10 | 9 | Missing |
| West Dorset | 10 | 8 | 9 | 4 |
| West Lancashire | 7 | 5 | 6 | 3 |
| West Lindsey | 4 | 6 | 7 | 2 |
| West Oxfordshire | 7 | 8 | 7 | 3 |
| West Somerset | 10 | 6 | 5 | 7 |
| Weymouth and Portland | 10 | 10 | 9 | 4 |
| Winchester | 5 | 7 | 7 | 4 |
| Woking | 6 | 6 | 7 | 4 |
| Worcester | 10 | 11 | 9 | 5 |
| Worthing | 11 | 8 | 7 | 4 |
| Wychavon | 10 | 12 | 10 | 4 |
| Wycombe | 11 | 11 | 8 | 4 |
| Wyre | 3 | 3 | 3 | 2 |
| Wyre Forest | 8 | 7 | 7 | 4 |