

## **BABERGH DISTRICT COUNCIL**

**FROM:** Director of Corporate Services and  
Director of Finance

**REPORT NUMBER**

**J23**

**TO:** OVERVIEW AND SCRUTINY  
(STEWARDSHIP) COMMITTEE

**DATE OF MEETING:** 19 May 2009

### **FINANCE AND PERFORMANCE MANAGEMENT – QUARTERLY MONITORING REPORT**

#### **1. PURPOSE OF REPORT**

- 1.1 This monitoring report provides an integrated picture of financial and performance management information for the final quarter of the 2008/09 reporting year.
- 1.2 The format follows that of the new Strategic Plan for 2008/18 and shows the linkages to the council's new corporate priorities.

#### **2. RECOMMENDATIONS**

- 2.1 That Members note the key points relating to variations against the 2008/09 Budget, National Indicators (NIs), former Best Value Performance Indicators (BVPIs) and Local Performance Indicators (LPIs).
- 2.2 That a report be submitted to the O&S (CS) Committee on 30 June 2009 detailing how the collection of housing rent and non domestic rates is being managed.

#### **KEY SUPPORTING INFORMATION**

#### **3. FINANCIAL IMPLICATIONS**

- 3.1 Based on the prediction for the end of March 2009 and recognising that final accounts are currently in preparation, the figures reported do not include all of the creditors and debtors required for the final outturn. An indication has been provided where appropriate. The overall projected financial outturn for the year on the General Fund revenue budget is forecast to be broadly in line with Q3 outturn projections and the revised budget for the year. The final position will be reported to the Committee and full Council in June.
- 3.2 Pending finalisation of the accounts, this is very encouraging taking into account the impacts of the economic downturn on the Council's budget. As things stand, no problems in containing overall net expenditure to approved levels are anticipated. However, officers are continuing to review the key budget risk areas in finalising the accounts.
- 3.3 On the Council Housing Revenue account, the Q4 position indicates that a net saving compared with the revised budget of around £100K is likely to arise in relation to painting and pre-paint repairs costs. This is slightly more than forecast in the Q3 report.
- 3.4 The outturn position on capital programme is largely in line with Q3's reported projections. Further details of variations and potential carry forwards are provided later in the report. The extent of the carry forwards will be determined during final accounts preparation and reported to Members for consideration and approval in June.

#### 4. **RISK MANAGEMENT**

- 4.1 This report links to Corporate Business Risk No.7 – Finance, Performance & Risk Management. Key risks are seen as:

| <b>Risk Description</b>   | <b>Likelihood</b> | <b>Seriousness or Impact</b> | <b>Mitigation Measures</b>   |
|---|-------------------|------------------------------|--|
| NI, BVPI and LPI performance does not improve compared to previous years and LAs nationally   | To be determined  | Marginal                     | Regular monitoring to identify key variations and poor performance.                                      |
| Budgets are affected by the continuing impact of the economic downturn or other factors, impacting on the net financial position at the end of the year | Low               | Marginal                     | Regular monitoring at officer & Member level with actions agreed to remedy the situation.                |
| Inaccurate data   | Low               | Marginal                     | An action plan has been developed to ensure appropriate arrangements are in place to secure data quality |

#### 5. **KEY INFORMATION**

##### **Overall Context**

- 5.1 Performance indicator targets for 2008/09 were formally approved by Strategy Committee at their 19 June 2008 meeting, following consideration of the outcomes of a joint Overview and Scrutiny Committee working group. This group met in April 2008 to consider in detail all the indicator targets proposed by officers. Targets were developed in line with specified criteria. They were set to be achievable but stretching based on the available evidence, including current performance level, trend data, benchmarking (where relevant) and Babergh's quartile position among shire district councils nationally.
- 5.2 In order to reduce double-handling and improve the effectiveness of scrutiny, it has been agreed that:
- The Overview and Scrutiny (Stewardship) Committee will receive this quarterly report setting out the key financial and performance information, areas where performance has deteriorated based on the performance indicators and financial information, and details of what is being done to improve performance in these areas.
  - Each Overview and Scrutiny Committee will receive for any area under their remit where performance has deteriorated, an update setting out whether performance has been improved, can be improved and how. As a result of the issues raised in the Quarter 3 report (H211), the Overview and Scrutiny (Stewardship) Committee asked for updates on areas of concern. The following report has been produced: Time taken to process benefit claims O&S (CS) 26 May 2009.

## 6. **FINANCIAL INFORMATION**

- 6.1 The revised budget for the year reflected variations to the original budget, in particular in relation to the Council's income streams as a result of the economic downturn.
- 6.2 Appendix A sets out a summary of key areas of income & expenditure within the General Fund budget, with comments on the latest position on each area and the current outturn forecast, subject to year end adjustments.
- 6.3 Overall, the income position is expected to be on target. This is very encouraging in view of the uncertainty of further potential impacts of economic downturn on the Council's income streams since the revised budget.
- 6.4 On key expenditure areas, although there are a few additional variations compared to Q3, which could result in a net year-end saving overall compared to the revised budget. Depending on the further review of these as part of the final accounts closedown process, a net saving of around £40k is indicated after potential carry forwards.
- 6.5 The key variations since Q3 report are:

### **Income**

- Improvements in Planning fees and Green/Trade waste income.
- Lower than projected investment income due to further reduced interest rates.
- SCC contribution toward recycling strategy is currently showing a reduction but this is under review and the final position will be reported in June.

### **Expenditure**

- The latest advice received from the Concessionary travel consultants indicates a lower than anticipated costs of around £100K in comparison to the revised budget.
  - Savings of around £270K (£200K GF) have been achieved in managing staff vacancies during the year. Further review of this area is being carried out and additional updates will be provided once the accounts are finalised.
  - At the time of preparing this report no variances had been reported in relation to the Waste contract. The Head of Contract and Asset Management is currently reviewing this budget as part of his yearend contract management work and any significant variations to the budget will be reported in June.
- 6.6 On the Housing Revenue Account, key areas and anticipated variations compared to the revised budget are set out in Appendix B of the report. Increased costs such as repairs following tenancy changes (voids) are largely off set by additional rent income. Savings relating to the Painting and Pre-paint repairs costs of around £100K are forecast (£50K was forecast in Q3). This has been achieved through a lower tender value of the new contract and increased number of properties with PVC doors and windows.
- 6.7 The position on the capital programme is summarised in Appendix C. Key points to highlight are:

- General Fund – The overall position is broadly as reported in Q3. There have been unavoidable delays on some projects such as Hadleigh Community Facilities, the joint depot, the lottery funded play equipment and Pin Mill projects. The profiling of expenditure on the LAMP project has also been carefully reviewed. As a result, the timing of expenditure on these projects will now fall in 2009/10. There has also been lower expenditure on the CAST project and lower than anticipated demand on Private Sector Housing Renewal grants/loans. A comprehensive year-end review of the capital programme will be carried out to determine an updated baseline position for 2009/10.
- Council Housing – 86% of the programme is likely to be achieved, which is below the 95% anticipated in Q3. The key variations since Q3 have been £100K of delayed expenditure relating to heating (additional funding approved by Strategy Committee), a £57K underspend on disabled work due to lower demand and £33K on Sheltered accommodation. On the additional heating work, the original contractor was unable to fulfil the Council's requirements and other contractors are now being engaged. The work will be completed by September. Disabled adaption work is demand lead and not controlled by Babergh. The work on Sheltered accommodation has been delayed due to staff resources and will now be delivered in 2009/10.

## 7. **PERFORMANCE INFORMATION**

7.1 Highlights from the basket of key performance indicators (KPIs) and analysis of performance exceptions are outlined below. There are no concerns about data quality this quarter. Full details on the KPI basket can be found in Appendix D and exceptions in Appendix E.

### **Direction of Travel analysis**

7.2 Table 1 below shows the direction of travel for the KPIs at the end of the 2008/09 financial year, based on the position year to date versus the position for the equivalent period last year. There is a positive direction of travel for 14 of the 19 PIs (74%) where comparison is possible.

**Table 1**

|               | ↑<br>Improving | ↔<br>Unchanged | ↓<br>Deteriorating | Contextual<br>PI | No previous<br>comparison | No data  | Totals    |
|---------------|----------------|----------------|--------------------|------------------|---------------------------|----------|-----------|
| <b>NI</b>     | 3              | 1              | 0                  | 0                | 2                         | 0        | <b>6</b>  |
| <b>BVPI</b>   | 4              | 1              | 2                  | 0                | 0                         | 0        | <b>7</b>  |
| <b>LPI</b>    | 7              | 0              | 1                  | 1                | 1                         | 1        | <b>11</b> |
| <b>Totals</b> | <b>14</b>      | <b>2</b>       | <b>3</b>           | <b>1</b>         | <b>3</b>                  | <b>1</b> | <b>24</b> |

### **Actual v Target analysis**

7.3 Table 2 shows the Quarter 4 position for key performance indicators against the target agreed by Strategy Committee on 19 June 2008. 12 of the 22 PIs (55%) where targets have been set have met or exceeded the target set for the financial year.

**Table 2**

|               | ↑<br>On or exceeding target | ↓<br>Below target | Contextual | No data  | Totals    |
|---------------|-----------------------------|-------------------|------------|----------|-----------|
| <b>NI</b>     | 4                           | 2                 | 0          | 0        | <b>6</b>  |
| <b>BVPI</b>   | 3                           | 4                 | 0          | 0        | <b>7</b>  |
| <b>LPI</b>    | 5                           | 4                 | 1          | 1        | <b>11</b> |
| <b>Totals</b> | <b>12</b>                   | <b>10</b>         | <b>1</b>   | <b>1</b> | <b>24</b> |

7.4 Table 3 summarises the direction of travel for Babergh's basket of KPIs since 1<sup>st</sup> of April 2008.

**Table 3**

**14**

|  |  |  |   |
|--|--|--|---|
|  |  |  | <b>NI 192</b> The % of total tonnage of waste arising which has been recycled + the % of total tonnage of waste arising which has been sent for composting              |
|  |  |  | <b>LPI 12a</b> % of capital expenditure achieved on the Housing Revenue Account   |
|  |  |  | <b>LPI 18</b> Percentage of telephone calls answered where enquiry is resolved at point of contact  |
|  |  |  | <b>BV 64</b> Private dwellings returned to occupation   |
|  |  |  | <b>NI 157</b> Processing of planning applications as measured against targets of "Large scale Major", "Small scale Major", "Minor" and "all county matter" applications |
|  |  |  | <b>LPI 44</b> Local authority housing - repairs and maintenance - proportion of urgent repairs to non-urgent repairs  |
|  |  |  | <b>LPI 43</b> Local authority housing - repairs and maintenance service - proportion of planned repairs to responsive maintenance                                       |
|  |  |  | <b>NI 158</b> % non decent council homes  |
|  |  |  | <b>BV212</b> Average time to relet local authority housing  |
|  |  |  | <b>LPI 41b</b> The cumulative total number of affordable units of accommodation in the affordable housing delivery pipeline between 2004 and 2009                       |
|  |  |  | <b>LPI 15</b> Number of affordable rent agreements secured  |
|  |  |  | <b>BV2a</b> The level of the Equality Standard for Local Government to which the authority conforms   |
| <b>3</b>   |  |  |   |
| <b>BV218b</b> % of abandoned vehicles removed within 24 hours        |  | <b>2</b>   |   |
| <b>BVPI 10</b> The % of Non Domestic Rates collected in the year     |  | <b>BV 63</b> Energy efficiency of local housing stock    | <b>LPI 9</b> Number of homes adapted to meet the needs of older people or disabled people   |
| <b>New LPI</b> % of planning decisions determined as delegated items |  | <b>NI 195</b> Local street and environmental cleanliness | <b>BV 84</b> Number of kilograms of household waste collected per head  |
| <b>Deteriorating</b>   |  | <b>Unchanged</b>   | <b>Improving</b>  |

## **A greener cleaner Babergh**

- 7.5 The combined recycling rate for waste and compost is 39.8% (NI 192), which is just below the annual target of 40%. This represents a slight increase (0.6%) on the Q4 2007/08 figure. BV84a – total kilograms of household waste collected per head - has shown an improvement in performance since quarter 3. The end of year figure is 378.3kg and the target has been met.
- 7.6 The combined recycling rate for trade waste (1%) is currently very low compared to the target (10%). There was not the capacity within the current fleet to provide this service during 2008/09. However an expanded service is expected to commence in 2009/10 and it is anticipated that the target of 10% will be met next year.
- 7.7 The final survey of local street and environmental cleanliness (NI 195) was completed during quarter 4. Performance remains above target in all measures (litter, detritus, graffiti and fly posting). This is an indication of the effectiveness of the new contract arrangements.
- 7.8 The percentage of abandoned vehicles removed within 24 hours (BV218b) is 74%. This is below the target of 80%. 5 vehicles were not removed within the 24 hour deadline. 4 of these were due to administrative confusion on the part of the contractor and a meeting has been arranged to investigate this further. The remaining vehicle was not initially classed as officially abandoned, because the owner contacted the council. However, as there was then no further contact or movement of the vehicle by the owner, it was eventually removed by the contractor.

## **Quality homes people can afford**

- 7.9 The average time to re-let council properties (BV212) is 22 days, which is a shorter period than the target of 25 days. This shows a significant improvement since Q4 2007/08 when the average void period was 38 days.
- 7.10 The proportion of planned to responsive repairs to council properties (LPI 43) remains at 87%, which is 14% above the target and a 9% improvement on the end of year figure for 2007/08. The proportion of urgent to non urgent repairs is 11% (LPI 44), which is also above target.
- 7.11 The processing rates of major, minor and other planning applications (NI 157) have all improved since last quarter. Performance also remains higher than last year. Whilst performance is below the local target for minor and other applications, the direction of travel has increased since last year and Government targets are now being met. The total number of planning applications received is down by 14% this year (2008/09 = 1377 and 2007/08 = 1606). This has resulted in a fall in planning application income.
- 7.12 The percentage of planning decisions determined as delegated items is currently 88.8% (154 out of a total of 1377 decisions were not delegated). This is slightly below the target of 90%, but within acceptable bounds. No further action is proposed.

- 7.13 The proportion of planning appeals allowed against the authority's decision to refuse a planning application has been reported as an exception this quarter (BV204). The end of year figure is 32.3%, which is below the target of 25%. The difference represents 5 planning appeals. As this is a small number no further action is required.
- 7.14 With regard to BV 63, the current Standard Assessment Procedure (SAP) rating of council properties remains at 64, which is below the target of 66. The ability to increase the SAP value depends on the type of housing stock held. We unfortunately have a significant number in rural areas where there are no gas supplies. This makes it very difficult to raise the energy efficiency of properties that have electric warm air or oil fired central heating systems. The selection of heat pump technology does however allow us to make these properties more energy efficient, hence the planned increase in expenditure and the projected increase in our SAP rating to 67 by the end of 2009/10. No further action is proposed.
- 7.15 27 private sector affordable rent agreements have been secured this year (LPI 15). This is slightly below the annual target of 30, but an improvement on the 2007/09 figure. During the year a total of 56 private properties were offered to the Community Development Allocations Team for letting through the Private Sector Leasing Scheme. 29 of these properties were turned down by the team as the main demand is for 2 bed houses or flats in the Sudbury and Great Cornard area.
- 7.16 Also, 11 private dwellings have been returned to occupation during 2008/09 through the use of grant aid (BV64). This is just below the annual target of 12. Financial assistance for properties in poor condition is now restricted to those willing to sign up to the Private Sector Leasing Scheme. There is a limited demand for this, for the reasons given in the paragraph above. Informal action to bring properties back in to use is hampered by the current financial climate, limited sales and a glut of rented properties on the market.
- 7.17 LPI 6, the number of private sector homes improved to meet the decent homes standard, is not a key indicator but has been reported as an exception again this quarter. 31 homes have been improved this financial year against the target of 40. The report to Overview and Scrutiny (CS) Committee on 3 February (H184) explained that a change to the improvement grant / loan policy was approved in September, which has helped to improve the take up over the last 6 months. As a result, performance is expected to be better next financial year.
- 7.18 288 new homes (net) have been built in the Babergh area since 1 April 2008 (NI 154). This is above the annual Regional target (280 new homes) and LAA target (285 new homes).
- 7.19 The Affordable Housing Programme continues to progress well. 125 new affordable units have been completed since the start of this financial year (NI 155) and 787 new units have been added to the affordable housing delivery pipeline since 1 April 2004. Of these, 361 are from RSL schemes and 426 are from planning obligations. The five-year target of 700 has been exceeded. A new five-year target of 500 has been set for the period 2009 to 2014.
- 7.20 There have been 66 homelessness presentations requiring emergency intervention so far this year (LPI 42). In addition, the Homelessness Team has prevented 96 households from becoming homeless through early intervention (BV213). The equivalent figure for last year was 56.

- 7.21 98.83% of the local authority's housing rent has been collected this year. This has been reported as an exception this quarter as performance is slightly below the annual target of 99.25%. The total of the arrears is £130,090. The bulk of this relates to tenants owing between 1 to 5 weeks rent. These households are possibly just above the threshold of benefit entitlement and have every intention of paying, but once a payment is missed they find it difficult to recover that situation. This may be a subtle consequence of the economic downturn. More focus will be given to this tenant group in 2009/10 both to increase collection rates and help households to manage rent payments more effectively.

### **Vibrant places and Strong Communities**

- 7.22 LPI 18, the percentage of telephone calls answered where the enquiry is resolved at the point of contact, has been split by service area to allow for more detailed scrutiny. The overall rate is currently 88%, which is above target and an improvement on the end of year figure for 2007/08. The response rates for calls relating to Money Matters, planning and general enquiries are all above target. Housing calls stand at 77% which is an improvement on last quarter, but below target. Staff in the Housing Front Office are taking higher levels of calls on behalf of back office staff when they are out of the office. Measures are being taken to address this and coverage will be provided by other back office staff in the future.
- 7.23 So far, 98.14% of non domestic rates have been collected (BV10). This is down 0.91% compared with last year, and 1.06% below the target of 99.2%. The total debt outstanding is currently £312,000 and the target shortfall is £207,000. Action has been taken and decisions made on all debts with the exception of a very small number of debts totalling £27,480 billed late in the year. Consequently every effort has been made to achieve the target. From that point on the only issue is the ability or willingness of the ratepayer concerned to make payment. If the reported figure of 98.14% were adjusted to take account of any debt which has been profiled into 2009/10 to assist businesses in managing payment of their rate liability, the revised collection rate would be 99.2%.
- 7.24 NI181 is significantly above target at 7.41 days (the combined figure for time taken to process new benefits claims and changes of circumstances). However, we have not met the separate targets for BV78a (new claims) and BV78b (change of circumstances) due to staff turnover and an increased caseload resulting from the economic downturn. During the 2008/09 the average time taken to process new claims was 17.5 days and the average time to process change events was 6 days (the annual targets for these activities are 14 days and 5 days respectively). Although the targets have not been met, performance has not deteriorated since 2007/08. This is a significant achievement given the challenges outlined above. The ongoing business strategy is to hold performance at 17 to 18 days for new claims to balance good performance and cost. SPARSE benchmarking for 2007/08 indicates that although processing performance is good, more work is required to reduce the cost of the service compared top peer authorities. An action plan for 2009/10 is being developed to improve the performance and cost effectiveness of the Benefits Service. Further details will be reported to Overview and Scrutiny (Community Services) Committee on 26 May 2009.
- 7.25 37 homes have been adapted to meet the needs of older or disabled people (LPI 9) since the start of the year. This exceeds the target of 30 for this year and is an improvement on last year's performance. Additional funding has been secured for next financial year from GO-East to reflect the increased demand for Disabled Facilities Grant and the 2009/10 target of 42 homes has been set to reflect this.

## **A Safer and Healthier Babergh**

- 7.26 Many of the remaining indicators that are monitored under this priority are new NIs that will be collected through the Place Survey. Babergh's provisional survey results were submitted to the Department for Communities and Local Government (CLG) in line with the national timetable. The final results were due to be signed off by the CLG so that they could be published on 9<sup>th</sup> March 2009. However, the CLG has decided to carry out further work on the provisional data from all authorities to ensure that a robust survey methodology has been followed. As yet a revised publication date has not been given. The key results from the survey will be reported to the O&S Committees as soon as they are finalised.

## **A Strong and Sustainable Babergh Economy**

- 7.27 All of the indicators that are monitored under this priority are new NIs or LPIs for which we currently have little data. The majority are reported by other organisations, and so the final baseline data will not be available until later in the year.

**How we will deliver (enabling measures)** - Indicators listed here are overarching and do not sit under one priority.

- 7.28 The Council has self-assessed at Level 2 of the Local Government Equality Standard (BV2a), thus meeting the target for this year. This follows the adoption of a new Equalities Policy and a new Single Equality Scheme and Action Plan, and the completion and publication of a programme of Equality Impact Assessments for all council services. The New Equality Framework was introduced on 25 March 2009 and supersedes the Equality Standard for Local Government. Work is now being undertaken to consolidate Babergh's position at the 'developing' level of the new Framework and to assess how we can move towards the 'achieving' level.
- 7.29 86% of capital expenditure in the Housing Revenue Account has been achieved (LPI12a). This provisional is an improvement on 2007/08, but is currently below the target of 97%. However, this figure is likely to be higher when the end of year accounts are finalised.
- 7.30 On efficiency savings, an estimated total of £800,000 of cashable value for money gains since the start of the 2008/09 financial has been reported under NI179. Further details are shown in Appendix A and this includes:
- Efficiency savings from staffing reviews and not replacing vacant posts, including those in the Senior Management structure
  - Procurement savings – joint banking and insurance contracts with other Councils
  - An estimate for recycling and waste collection savings as a result of increased volumes
  - CAST
  - Savings from Painting and Pre-painting repairs contract
  - An element of cashable savings carried-forward from the previous 3-year efficiencies
- 7.31 These have been reviewed and it is currently forecast that this overall level of reported efficiencies should be achieved and possibly exceeded.

## 8. **NEXT STEPS**

- 8.1 Performance indicators and the financial information are showing good performance in the majority of areas. The following areas have been highlighted as areas of concern, but no additional action is required at this stage.

**Recycling and composting rates (NI192)** – performance is only slightly below the target and is showing a positive direction of travel since last year. No further action is proposed.

**Abandoned vehicles (BV218b)** – performance is below target due to administration confusion on the part of the contractor. A meeting has been arranged to discuss this, so no further action is proposed.

**Trade waste** – performance is below target. The declared target was not achievable, because proposals to expand the service in 2008/09 could not take place. An expanded service will be introduced in 2009/10, so no further action is proposed.

The **Standard Assessment Procedure (SAP)** rating of council properties (BV63) is below target. However, Strategy Committee has approved a reallocation of £230K of the current year's capital programme to help with fuel poverty issues so this will result in improved performance next year. No further action is proposed.

**Planning applications (NI157)** – whilst performance is below the local target for processing minor and other applications, the direction of travel has increased since last year and Government targets are now being met for the first time in 4 years. Local targets have been revised for 2009/10 (minor applications = 70% and other applications = 84%). Further details were reported to O&S (CS) Committee on 3 February 2009 and Development Committee on 11 February 2009. No further action is proposed.

**Private dwellings returned to occupation (BV64)** – performance is slightly below target. Activity has increased since last year, but the impact of the economic downturn has meant that interest in property renovation has reduced. No further action is proposed.

**Number of affordable rent agreements secured (LPI 15)** – performance is below target due to limited demand from the housing waiting list for the locations of properties being offered by private landlords. The 2009/10 target has been set at 10 to reflect the reduced demand (agreed by Strategy Committee on 7 April 2009). No further action is proposed.

**Expenditure of the Housing Revenue Account (LPI12a)** is currently below target, although the end of year figure is likely to be higher when the accounts are finalised. No further action is proposed at this stage.

**Private sector homes – decent home standard (LPI 6)**. Flagged as an exception as performance is below target. The target of 40 for 2008/09 was optimistic (the end of year figure for 2007/08 was 27). The economic climate has affected the number of improvements made to properties. A total of 31 properties were improved this year, which shows positive direction of travel since last year. Further details were reported to O&S (CS) Committee on 3 February 2009.

**Planning decisions determined as delegated items (New LPI)** – performance slightly below target. Not a significant concern and within acceptable bounds.

**Proportion of planning appeals allowed against the authority's decision to refuse a planning application (BV204).** Flagged as an exception this quarter as performance is below target. This represents 5 more planning appeals allowed than was expected. This is a small number and so no further action is required. Further details were reported to Development Committee on 11 March 2009.

**Time taken to process benefit claims.** Separate targets for BV78a (new claims) and BV78b (change of circumstances) were not met due to staff turnover and increased caseload resulting from the economic downturn. Further information will be reported to O&S (CS) Committee on 26 May 2009.

- 8.2 It is proposed that the following issues are included in a report to O&S (CS) Committee on 30 June 2009:

**Proportion of local authority housing rent collected (BV66a)** Flagged as an exception this quarter as performance is slightly below target. Improving collection rates for social housing during an economic downturn requires a careful balance between firm collection methods and taking account of social issues that are causing the households to be in arrears e.g. fuel poverty. Members may wish to give direction on the balance of issues.

**Non Domestic Rates (BV10).** The provisional figure is slightly below target. The final figure will be confirmed at the end of May when the final accounts are completed. Improving collection rates from businesses during an economic downturn requires a careful balance between firm collection methods and taking account of economic issues that are causing the businesses to be in arrears. Members may wish to give direction on the balance of issues.

- 8.3 All the other concerns have either already been reported further, or it is felt that the variation is not significant enough to require further action other than already specified within this report.

## 9 **APPENDICES**

Appendix A – Quarter 4 key General Fund revenue budget areas/efficiency savings

Appendix B – Quarter 4 key HRA budget areas

Appendix C – Quarter 4 capital summary

Appendix D – Quarter 4 basket of Key Performance Indicators (KPIs)

Appendix E – Quarter 4 performance exceptions

## 10 **BACKGROUND PAPERS REFERRED TO:**

None.

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## Key Budget Areas

| General Fund   | 2007-08<br>Outturn | 2008-09<br>Budget | 2008-09<br>Rev Budget<br>(Inc Carry- | Q 4 2008-<br>09 | Outturn<br>variation | Comments  |
|--|--------------------|-------------------|--------------------------------------|-----------------|----------------------|---|
| Key income Streams   | £'000              | £'000             | £'000                                | £'000           | £'000                |   |
| Investment Income  | -693               | -530              | -555                                 | -527            | 28                   | Further cut in the interest rates since Q3 report.  |
| Land Charges income  | -269               | -292              | -150                                 | -154            | -4                   | Slight improvement in the income levels.  |
| HB/CTB   | -557               | -490              | -501                                 | -517            | -16                  | Estimated outturn   |
| Council Tax summons costs income                                     | -95                | -85               | -95                                  | -112            | -17                  | Estimated outturn   |
| Industrial / Starter Units rent income                               | -59                | -52               | -55                                  | -60             | -5                   | Estimated outturn   |
| Planning Fees  | -395               | -454              | -300                                 | -351            | -51                  | An improved position since Q3 due to receiving more larger scale applications in the last quarter.                  |
| Building Control Fees  | -364               | -419              | -435                                 | -415            | 20                   | Largely in line with Q3 projection.   |
| SCC contribution(Twin Bin scheme - Green waste -Recycling Strategy ) | -630               | -475              | -638                                 | -562            | 76                   | Currently under review- to be confirmed later.  |
| Trade Waste Fees   | -354               | -356              | -362                                 | -376            | -14                  | Additional income in final quarter due to some growth in customer base.   |
| Green Waste Fees   | -203               | -200              | -220                                 | -230            | -10                  | Additional income in final quarter due to some growth in customer base.   |
| Licensing Income   | -139               | -141              | -149                                 | -149            | 0                    | Subject to y/e debtor list  |
| Other Income   | -15                | -30               | -72                                  | -73             | 0                    | Expected to be on target.   |
| <b>Total Income</b>  | <b>-3,773</b>      | <b>-3,524</b>     | <b>-3,532</b>                        | <b>-3,526</b>   | <b>7</b>             |   |
| <b>Key Expenditures</b>  |                    |                   |                                      |                 |                      |   |
| Salaries   | 8,397              | 9,274             | 9,002                                | 8,969           | 30                   | The revised budget reflects savings of £272K ( £200K GF) against Original budget. More review is being carried out. |

## Key Budget Areas

| General Fund   | 2007-08<br>Outturn | 2008-09<br>Budget | 2008-09<br>Rev Budget<br>(Inc Carry- | Q 4 2008-<br>09 | Outturn<br>variation | Comments  |
|--|--------------------|-------------------|--------------------------------------|-----------------|----------------------|---|
| Agency Staff & Secondment fees   |                    |                   |                                      |                 |                      | Agency staff included above   |
| ICT (Business Unit) Supplies & Services costs                                    | 298                | 357               | 346                                  | 341             | -5                   | Subject to y/e creditor adjustments   |
| Corporate Training   | 40                 | 35                | 70                                   | 60              | -10                  | Estimated figure - subject to y/e creditor adjustments, unspent budget to be carried forward      |
| Recruitment Costs  | 32                 | 80                | 100                                  | 70              | -30                  | Estimated figure - subject to y/e creditor adjustments, unspent budget to be carried forward      |
| Specialist Legal Expenses  | 25                 | 12                | 85                                   | 96              | 11                   | Actual spend estimated to be £95.5k once listed creditors are entered                             |
| Training Costs within other Business Units/Services<br>(Excluding Corp Training) | 124                | 142               | 186                                  | 142             | -44                  | Subject to y/e creditor/debtor adjustments  |
| Borrowing costs  | 41                 | 113               | 41                                   | 40              | 0                    | Estimated outturn   |
| Concessionary Fares - payment to SCC   | 774                | 985               | 775                                  | 675             | -100                 | Estimated outturn   |
| Discretionary Rate Relief  | 109                | 114               | 100                                  | 100             | 0                    | Subject to y/e adjustment. Q3 - Anticipated to be on target.                                      |
| Community Safety / CDRP - expenditure  | 174                | 154               | 144                                  | 144             | 0                    | Subject to y/e adjustment. Q3 - Anticipated to be on target.                                      |
| Economic Development (excluding Rents)   | 71                 | 72                | 24                                   | 24              | 0                    | Subject to y/e adjustment. Q3 - Anticipated to be on target. Unspent budget to be carried forward |
| Sports & Leisure Promotion   | 24                 | 22                | 25                                   | 25              | 0                    | Subject to y/e adjustment. Q3 - Anticipated to be on target.                                      |
| Central Grants Pot (Revenue)   | 0                  | 427               | 415                                  | 366             | -49                  | Subject to y/e creditor/debtor adjustments. Unspent budget to be carried forward                  |
| Kingfisher Leisure Pool Repairs & Maintenance                                    | 18                 | 22                | 27                                   | 30              | 0                    | Subject to y/e adjustment.  |
| Hadleigh Pool Repairs & Maintenance  | 5                  | 40                | 64                                   | 14              | -50                  | The likely underspend is to be cfwd to 2009/10.   |

## Key Budget Areas

| General Fund                                 | 2007-08<br>Outturn | 2008-09<br>Budget | 2008-09<br>Rev Budget<br>(Inc Carry- | Q 4 2008-<br>09 | Outturn<br>variation | Comments  |
|--|--------------------|-------------------|--------------------------------------|-----------------|----------------------|---|
| Planning Policy / LDF                        | 45                 | 30                | 87                                   | 73              | -14                  | Underspend to be cfwd to 2009/10  |
| Waste Contract                               | 1,480              | 1,572             | 1,492                                | 1,492           | 0                    | Outturn to be confirmed   |
| Open spaces contract                         | 1,071              | 1,100             | 1,153                                | 1,164           | 11                   | Estimated outturn   |
| Energy Costs                                 | 248                | 245               | 331                                  | 345             | 14                   | Subject to y/e creditor adjustments.  |
|  |                    |                   |                                      |                 |                      |   |
| CAST   | 160                | 196               | 248                                  | 180             | -68                  | Estimated outturn - Some temporary staffing costs and trainings are deferred to 2009/10 |
| <b>Total Expenditure</b>                     | <b>13,136</b>      | <b>14,992</b>     | <b>14,715</b>                        | <b>14,350</b>   | <b>-304</b>          |   |
| <b>Net position</b>                          |                    |                   |                                      |                 | <b>-297</b>          |   |
|  |                    |                   |                                      |                 |                      |   |
| <b>Expected to be carried fwd to 2009/10</b> |                    |                   |                                      |                 | <b>259</b>           | Estimated carry forwards  |

| Projected savings & Efficiencies   |            |  | Q4 - Quarterly Monitoring |  |
|--|------------|--|---------------------------|--|
| Estimated new savings from April 2008  | £'000      | Comments   | £'000                     | Comments   |
| Car parking income   | 30         | Improved management of car parks, which has resulted in additional net income from FPN's.  | 30                        | On target - budgeted income £30k increased to £73k (increased income due to implementation of new equipment less additional warden at £10k+)         |
| S106   | 25         | Administration of scheme and contributions being carried out within existing staff resources at no extra cost.                                     | 25                        | Anticipated to be on target.   |
| Whole house servicing contract (HRA)   | 20         | New contract resulting in reduced cost.  | 20                        | Anticipated to be on target.   |
| ICT - Capital  | 4          | Reduced costs for Server / PC / data storage. (£17K spread over expected life of the assets => £17/4).   | 4                         | Anticipated to be on target.   |
| Banking & Insurance  | 20         | Contracts renewed – procured jointly with other Councils.  | 20                        | This has already been achieved.  |
| Savings from posts not replaced (These may not be admissible if they do not continue). | 110        | Senior Management Restructuring and Programme & Project Executive Post (£35K + £75K).  | 75                        | Subject to yearend finalisation.   |
| Domestic Refuse collection   | 37         | Increased performance and customer base.   | 97                        | Subject to yearend finalisation.   |
| Green Waste  | 30         |  |                           |  |
| Recycling Strategy   | 30         |  |                           |  |
| CAST   | 40         | Expected net additional savings in 2008/09 as per CAST business case.  | 40                        | Anticipated to be on target.   |
|  | 100        | Lower than anticipated tender value and increased number of properties with PVC windows and doors.   | 100                       |  |
| Painting and Pre-pain repairs  |            |  |                           |  |
| <b>Total</b>   | <b>446</b> |  | <b>411</b>                |  |
| Plus: ongoing cashable savings permitted to be Cfwd from SR04                          | 450        | A prudent view of was has been taken of the permitted amount that will be eligible to carry forward (£727K maximum, some of which are not ongoing) | 450                       | This has been a prudent assessment of ongoing efficiency savings to date. Further examination and assessment will be carried out to ensure delivery. |
| <b>Total</b>   | <b>896</b> |  | <b>861</b>                |  |

## Key Budget Areas

|                                 | 2007-08<br>Outturn | 2008-09<br>Budget | 2008-09<br>Rev Budget | Q 4 2008-<br>09 | Outturn<br>variation |   |
|---------------------------------|--------------------|-------------------|-----------------------|-----------------|----------------------|---|
| HRA                             | £'000              | £'000             | £'000                 | £'000           | £'000                | Q3 comments   |
| Rents/ Charges / voids etc      | -11,772            | -12,390           | -12,418               | -12,465         | -47                  | Estimated outturn.  |
| Tenancy changes (Voids)         | 344                | 348               | 360                   | 408             | 48                   | Pending yearend finalisation<br>Largely on target                                       |
| Repair Request from tenants     | 858                | 838               | 888                   | 892             | 4                    |   |
| Painting and Pre-paint repairs  | 216                | 329               | 340                   | 229             | -100                 | Saving due to lower than<br>anticipated tender value -<br>additional efficiency saving. |
| Babergh Response (new contract) | 27                 | 30                | 27                    | 25              | -2                   | Largely on target   |
| <b>Total</b>                    | <b>-10,327</b>     | <b>-10,845</b>    | <b>-10,803</b>        | <b>-10,911</b>  | <b>-97</b>           |   |

## Key Budget Areas

|                             | 2008-09 Rev<br>Budget | YTD Actuals<br>as at Q4 | Projected<br>Outturn<br>Over/(Under)<br>Spend | HoS Comments   | Loan non -<br>supported | Loan<br>Supported | External<br>Contribs | PD<br>Grant | DFG<br>Subsidy | SCP<br>Grant | MRA  | Total<br>External<br>Funding | Revenue | Capital<br>Receipts | Earmarked<br>Reserves | Cost to<br>Babergh | Total<br>Funding |
|-----------------------------|-----------------------|-------------------------|---|--|-------------------------|-------------------|----------------------|-------------|----------------|--------------|------|------------------------------|---------|---------------------|-----------------------|--------------------|------------------|
| Contract & Asset Management | 618                   | 373                     | -245  | It is anticipated that the regeneration of Pin Mill (financed from Haven Gateway New Growth Point Funds), the planned maintenance of corporate buildings, and expenditure on the joint refuse depot will require budget of approximately £244,000 to be carried forward. (The quarter 4 figures may require amendment when all of the creditors for the year are known). The remainder of schemes are largely on target. | 458                     |                   | 144                  | 0           | 0              | 0            |      | 602                          | 0       | 16                  | 0                     | 16                 | 618              |
| ICT                         | 1,032                 | 555                     | -477  | A full review of the CAST programme has now been completed and the final position remains in line with Q3 report (scaling back by £170K). Some anticipated planned delivery of LAMP for 2008/09 is now expected to run into 2009/10.<br><br>Relates partly to Children's Play Programme - expenditure and Lottery funding to be deferred to 2009/10 as equipment suppliers cannot cope with demand in 2008/09.           | 706                     |                   |                      | 22          |                |              |      | 728                          |         | 304                 |                       | 304                | 1032             |
| Community Development       | 491                   | 332                     | -159  | Slippage on Hadleigh Swimming Pool expenditure to 2009/10. (The quarter 4 figures may require amendment when all of the creditors for the year are known).   | 125                     | 0                 | 116                  | 0           | 0              | 0            | 0    | 241                          | 0       | 0                   | 250                   | 250                | 491              |
| PSR & Affordable Housing    | 720                   | 401                     | -319  | Due to the delays caused by legal or planning issues several schemes where work were delayed (£181K) and will be delivered in 2009/10. There has also been lower demand for PSR than anticipated.  | 358                     |                   |                      | 0           | 144            | 218          |      | 720                          | 0       | 0                   | 0                     | 0                  | 720              |
| General Fund Programme      | 2,861                 | 1,661                   | -1,200  |  | 1,647                   |                   | 260                  | 22          | 144            | 218          |      | 2,291                        | 0       | 320                 | 250                   | 570                | 2,861            |
| Council Housing Programme   | 3,860                 | 3,333                   | -527  | It is anticipated that 86% of budgetted expenditure for 2008/09 will take place in the current financial year. Some £150K additional funding approved by Strategy in February could not be committed in the time available. The remainder of the budget is in line with Q3 projection.   |                         | 550               | 27                   |             |                |              | 2808 | 3,385                        |         |                     |                       | 475                | 3,860            |

| Ref  | Division                      | PI                                | Performance Indicator Description   | 2007/08  | Comparative Data                  |                                      |                                       |                                       |  | Current Position   |   |                 |  | Comments  |
|--|-------------------------------|-----------------------------------|---|--|-----------------------------------|--------------------------------------|---------------------------------------|---------------------------------------|--|--|---|-----------------|--|---|
|  |                               |                                   |   | Actual 2007/08                                 | 2007/08 Babergh Quartile [SPARSE] | 2007/08 Babergh Quartile [Districts] | 2007/08 District Council Top Quartile | 2007/08 Suffolk Group Rank (of 7)     | 2007/08 Suffolk Rank 1 Performer (Authority)       | Target 2008/09   | Q4 Actual 2008/09                               | Actual v Target | Direction of Travel cf Q4 08/09                        |   |
| <b>A greener and cleaner Babergh</b>         |                               |                                   |   |  |                                   |                                      |                                       |                                       |  |  |   |                 |  |   |
| 1  | Natural and Built Environment | NI 192 (formerly BV82ai + BV82bi) | The % of total tonnage of waste arising which has been recycled<br>The % of total tonnage of waste arising which has been sent for composting   | 39.2%<br>[30.60% Recycled;<br>8.62% Composted] | 82ai = TQ<br>82bi = 3Q            | 82ai = TQ<br>82bi = 3Q               | 82ai = 26.9%<br>82bi = 19.8%          | 82ai = 2nd<br>82bi = 6th              | MS = 37.1% (recycling)<br>SE = 27.11% (composting) | 40%  | 39.8%<br>[29.33% Recycled,<br>10.74% Composted] | ↓               | ↑  | <b>Slightly below target.</b> The combined recycling and composting rate is higher than in 2007/08. There has been a small reduction in residual waste collected, a reduction in recycle, but an increase in garden waste collected. This is possibly due to the recession.   |
| 2  | Natural and Built Environment | BV 84a                            | Number of kilograms of household waste collected per head   | 387.7kg  | 2Q                                | 2Q                                   | 373.0kg                               | 2nd                                   | MS = 306kg   | 390kg  | 378.30kg  | ↑               | ↑  | <b>Target met.</b> A lower figure represents good performance. Since last year there has been a small reduction in residual waste collected, a reduction in recycle, but an increase in garden waste collected. This is possibly due to the recession.  |
| 3  | Natural and Built Environment | NI 195 (formerly 199a/b/c)        | Proportion that falls below acceptable level:   | 15% litter and detritus                        | No comparison data                | BQ                                   | 6.0%                                  | 5th                                   | MS = 4.1%  | 5% litter  | 2% litter                                       | ↑               | ↔<br>(Based on old weighting for BV199 - see comments) | <b>Target met.</b> Data is now weighted differently than in previous years - the indicator has changed from BVPI199 to NI195. As a result Litter and Detritus grades are now reported separately. Under the old BV199 weighting the litter score is 3%, detritus 28% (combined 15%), graffiti 2% and fly posting 0%. These are the figures that have been used to assess the direction of travel.   |
|  |                               |                                   | a) Litter   |  |                                   |                                      |                                       |                                       |  |  |   |                 |  |   |
|  |                               |                                   | b) Detritus   |  |                                   |                                      |                                       |                                       |  |  |   |                 |  |   |
|  |                               |                                   | c) Graffiti   |  |                                   |                                      |                                       |                                       |  |  |   |                 |  |   |
|  |                               |                                   | d) Fly posting  | 2% graffiti                                    | No comparison data                | 3Q                                   | 0.0%                                  | 4th out of 4                          | SC = 0%  | 5% graffiti  | 1% graffiti                                     |                 |  |   |
|  |                               |                                   |   | 0% fly posting                                 | No comparison data                | TQ                                   | 0.0%                                  | Joint 1st                             | FH = 0%<br>lp = 0%<br>MS = 0%<br>SE = 0%           | 4% fly posting   | 0% fly posting                                  |                 |  |   |
| 4  | Natural and Built Environment | BV 218b                           | % of abandoned vehicles removed within 24 hours   | 80%  | No comparison data                | 3Q                                   | 100%                                  | 5th                                   | lp = 100%<br>SE = 100%                             | 80%  | 74%   | ↓               | ↓  | <b>Below target.</b> 14 out of 19 vehicles have been removed within 24 hours of the Notice expiring. However, one of the 5 not removed was 'intentional' as the owner did initially get in touch with us to say it was not abandoned, although the vehicle was later removed as there was no further contact/movement of the vehicle by the owner. The others appear to be due to administrative confusion on the part of the contractor and a meeting has been arranged to investigate this.   |
| 5  | Natural and Built Environment | New LPI                           | % Trade waste recycled or composted   |  |                                   |                                      |                                       |                                       |  | 15%  | 1%  | ↓               | n/a  | <b>Target not met.</b> There was not the capacity within the current fleet to provide this service during 2008/09. An expanded service is expected to commence in 2009/10 in order to achieve next year's target of 10%.  |
| <b>Quality homes local people can afford</b> |                               |                                   |   |  |                                   |                                      |                                       |                                       |  |  |   |                 |  |   |
| 6  | Community Development         | LPI 41                            | The cumulative total number of affordable units of accommodation in the affordable housing programme between 2004 and 2009:<br>(a) completed units<br>(b) total number of units in the affordable housing delivery pipeline | (a) = 303<br>(b) = 737                         |                                   |                                      |                                       |                                       |  | 700 in the affordable housing delivery pipeline by 31st March 2009 | (a) 428<br>(b) 787                              | ↑               | ↑  | <b>Target met.</b> The five-year target of 700 relates to LPI41b and has already been exceeded. This includes the total number of completed units, units in development and units with planning permission since 1 April 2004. A new five-year target of 500 has been set for the period 2009 to 2014.<br><br>LPI41a - 428 units have been completed since April 2004, of which 241 are from RSL schemes and 187 from planning obligations.<br><br>LPI41b - 787 units in the affordable housing delivery pipeline since April 2004, of which 361 are from RSL schemes and 426 are from planning obligations |
| 7  | Community Development         | LPI 42                            | The number of formal homelessness presentations   | 79   |                                   |                                      |                                       |                                       |  | [130] Contextual estimate  | 66 (cum)  | Contextual      | Contextual   | Less people than expected have presented themselves as needing emergency intervention.<br><br>However there have been more homeless prevention cases this year. 96 households have been given advice and support by the Homeless Team. The equivalent figure for last year was 56. This prevention work has helped to keep the number of formal homeless presentations to a minimum.  |
| 8  | Community Development         | BV 212                            | Average time to relet local authority housing   | 38 days  | No comparison data                | 3Q                                   | 24 days                               | Joint 2nd (out of 4) with Mid Suffolk | lp = 35 days                                       | 25 days  | 22 days   | ↑               | ↑  | <b>Target met.</b> This shows a significant improvement since Q4 2007/08, when the average void period was 38 days.   |
| 9  | Contract and Asset Management | NI 158                            | % non decent council homes  | 11%  |                                   |                                      |                                       |                                       |  | 4%   | 4%  | ↑               | ↑  | <b>Target met.</b> 153 council properties are non decent out of a total stock of 3514.  |
| 10   | Contract and Asset Management | BV 63                             | Energy efficiency of local housing stock  | 64   | No comparison data                | BQ                                   | 72.8                                  | 4th (out of 4)                        | lp = 78  | 66   | 64  | ↓               | ↔  | <b>Target not met.</b> The ability to increase the SAP value depends on the type of housing stock held. We unfortunately have a significant number in rural areas where there are no gas supplies. This makes it difficult to raise the energy efficiency of properties that have electric warm air or oil fired central heating systems. The selection of heat pump technology does however allow us to make these properties more energy efficient, hence the planned increase in expenditure and the proposed target to increase in our SAP rating to 67 by the end of 2009/10.                          |
| 11   | Contract and Asset Management | LPI 43                            | Local authority housing - repairs and maintenance service - proportion of planned repairs to responsive maintenance   | 78%  |                                   |                                      |                                       |                                       |  | 73%  | 88%   | ↑               | ↑  | <b>Target met.</b> Performance exceeds the target and shows an improvement since 2007/08.   |
| 12   | Contract and Asset Management | LPI 44 (formerly BV211a)          | Local authority housing - repairs and maintenance - proportion of urgent repairs to non-urgent repairs  | 16%  |                                   |                                      |                                       |                                       |  | 15%  | 11%   | ↑               | ↑  | <b>Target met.</b> Performance is better than the target and an improvement on the same period last year.   |

| Ref  | Division                      | PI  | Performance Indicator Description   | 2007/08        | Comparative Data                  |                                      |                                       |                                   |  | Current Position                             |                   |   |                                 |   |
|--|-------------------------------|---|---|----------------|-----------------------------------|--------------------------------------|---------------------------------------|-----------------------------------|--|--|-------------------|---|---------------------------------|---|
|  |                               |   |   | Actual 2007/08 | 2007/08 Babergh Quartile [SPARSE] | 2007/08 Babergh Quartile [Districts] | 2007/08 District Council Top Quartile | 2007/08 Suffolk Group Rank (of 7) | 2007/08 Suffolk Rank 1 Performer (Authority) | Target 2008/09                               | Q4 Actual 2008/09 | Actual v Target                               | Direction of Travel cf Q4 08/09 | Comments  |
| 13   | Natural and Built Environment | NI 157 (Based on 109a to c but not directly comparable) | Processing of planning applications as measured against targets of:   | 109a = 71%     | 3Q                                | 3Q                                   | 81.6%                                 | 3rd                               | lp = 92.31%                                  | Major = 60% Stretched Major (combined) = 67% | 81.82%            | ↓<br>(Except major)<br>Actual vs local target | ↑                               | The 2008/09 Q4 percentages equate to the following number of applications:<br>Large scale major = 9 out of 11 (these are proposed developments in excess of 99 properties).<br>Small scale major = 34 out of 46 (developments of 9 to 99 properties).<br>(All major = 43 out of 57 (75.44%))<br>Minor = 222 out of 327<br>Other = 818 out of 993<br>Total applications = 1377, which is fewer than last year.<br><br>The equivalent figures for Q4 2008/09 are:<br>Major = 42 out of 59 (71%)<br>Minor = 208 out of 364 (57%)<br>Other = 895 out of 1183 (76%)<br>Total applications = 1606<br><br>The 2008/09 targets are stretched targets and have been set at 7% above the Government's recommended levels. |
|  |                               |   | Large scale major applications  |                |                                   |                                      |                                       |                                   |  |  | 73.91%            |   |                                 |   |
|  |                               |   | Small scale major applications  |                |                                   |                                      |                                       |                                   |  |  | 67.89%            |   |                                 |   |
|  |                               |   | Minor applications  |                |                                   |                                      |                                       |                                   |  |  | 82.38%            |   |                                 |   |
|  |                               |   | Other applications  | 109c = 75.59%  | BQ                                | BQ                                   | 92.1%                                 | 7th                               | lp = 94.08%                                  | Other = 80% Stretched<br>Other = 87%         |                   |   |                                 |   |
| 14   | Natural and Built Environment | NI 154  | Net additional homes provided   | N/A            |                                   |                                      |                                       |                                   |  | 285 additional homes p/a                     | 288               | ↑   | n/a                             | <b>Target met.</b> 280 is the annual requirement and 285 refers to the LAA target. Both the Regional and LAA targets were met. Good performance in 1st, 2nd and 3rd quarter, with completions higher than target. There is a much lower completion rate for the 4th quarter. This reflects the market downturn and possibly the bad weather we have had in the early part of 2009.  |
| 15   | Natural and Built Environment | New LPI based on BV 64                                  | Private dwellings returned to occupation  | 0              | No comparison data                | BQ                                   | 53.3%                                 | Joint 6th                         | SC = 69%                                     | 12   | 11                | ↓   | ↑                               | <b>Slightly below target.</b> Financial assistance for properties in poor condition is now restricted to those willing to sign up to the Private Sector Leasing Scheme. There is limited demand for this (see comments for LPI15 below). Informal action to bring properties back into use is hampered by the current financial climate, limited sales and a subsequent glut of rented properties on the market.  |
| 16   | Natural and Built Environment | LPI 15  | Number of affordable rent agreements secured  | 5              |                                   |                                      |                                       |                                   |  | 30   | 27                | ↓   | ↑                               | <b>Slightly below target.</b> During 2008/09 a total of 56 properties were offered by landlords wishing to let through the Private Sector Lease Scheme. A total of 27 private sector affordable rent agreements were agreed during the year, which is just below the annual target of 30. The remaining 29 properties were turned down by the Community Development Allocations Team, as the main demand is for 2 bed houses or flats in the Sudbury or Great Cornard area. During 2009/10 the conditions of the Private Sector Lease Scheme will be reviewed to explore ways of utilising all the properties that are offered by private landlords.  |
| 17   | Natural and Built Environment | New LPI   | % of planning decisions determined as delegated items   | 91%            |                                   |                                      |                                       |                                   |  | 90%  | 88.82%            | ↓   | ↓                               | <b>Slightly below target.</b><br>The 2008/09 percentage equates to the following totals: 1223 applications delegated out of 1377.<br><br>The equivalent figures for 2007/08 were 1459 applications delegated out of 1609.<br><br>Ideally, as a matter of good practice, the number of decisions made as delegated decisions should be at least 90%.   |
| <b>Vibrant places and strong communities</b> |                               |   |   |                |                                   |                                      |                                       |                                   |  |  |                   |   |                                 |   |
| 18   | Natural and Built Environment | LPI 9   | Number of homes adapted to meet the needs of older people or disabled people                                    | 30             |                                   |                                      |                                       |                                   |  | 30   | 37                | ↑   | ↑                               | <b>Target exceeded.</b> Additional funding has been secured for next financial year from GO-East to reflect the increased demand for Disabled Facilities Grant.   |
|  |                               |   | Percentage of telephone calls answered where enquiry is resolved at point of contact:-<br>(a) General enquiries | 80.98%         |                                   |                                      |                                       |                                   |  | 81%  | 98%               | ↑   | ↑                               | <b>Target met.</b> Number of calls = 3952. Office systems support information provision to enable successful and comprehensive resolution of service enquiries.   |
|  |                               |   | (b) Housing enquiries   | 91.05%         |                                   |                                      |                                       |                                   |  | 91%  | 82%               | ↓   | ↓                               | <b>Target not met.</b> Number of calls = 7957. Front Office staff are taking higher levels of calls on behalf of back office staff when they are out of the office. Measures are being taken to address this to ensure business to business type phone coverage is provided by other back office staff in the future.<br><br><b>HoS Comment:</b> Inconsistency of interpretation on the resolution is distorting the reported performance. Case officer or business to business calls are sometimes being recorded incorrectly as unresolved. Closer monitoring arrangements are being put in place to pick up variations, and to identify possible training issues, at an earlier stage.                       |

| Ref  | Division                      | PI      | Performance Indicator Description  | 2007/08        | Comparative Data                  |                                      |                                       |                                   |  | Current Position |                   |                 |                                 |  |
|--|-------------------------------|---------|--|----------------|-----------------------------------|--------------------------------------|---------------------------------------|-----------------------------------|--|------------------|-------------------|-----------------|---------------------------------|--|
|  |                               |         |  | Actual 2007/08 | 2007/08 Babergh Quartile [SPARSE] | 2007/08 Babergh Quartile [Districts] | 2007/08 District Council Top Quartile | 2007/08 Suffolk Group Rank (of 7) | 2007/08 Suffolk Rank 1 Performer (Authority) | Target 2008/09   | Q4 Actual 2008/09 | Actual v Target | Direction of Travel cf Q4 08/09 | Comments   |
| 19   | Customer Services             | LPI 18  | (c) Planning enquiries   | 76.48%         |                                   |                                      |                                       |                                   |  | 75%              | 77%               | ↑               | ↑                               | <p><b>Target met.</b> Number of calls = 4967. A significant increase in the number of messages being taken for Planners and calls being passed to the back office, which has affected the resolution rate. Currently front office staff do not have access to all of the information required to resolve calls without Planners input i.e. callers ringing back with a particular response to Planners' queries, which non professionals are unable to answer/comment on.</p> <p><b>HoS Comment:</b> Variation between Q3 &amp; Q4 (92% vs 77%) has arisen due to inconsistency in the interpretation of resolution at point of contact for "messages" and the need for more discipline from the back office in updating the Planning IT system. Actual performance lies somewhere between the 2 figures probably above 80%. Closer monitoring arrangements are being put in place to pick up variations, and to identify possible training issues, at an earlier stage.</p>   |
|  |                               |         | (d) Money Matters  | 90.88%         |                                   |                                      |                                       |                                   |  | 91%              | 96%               | ↑               | ↑                               | <p><b>Target met.</b> Number of calls = 8980. Skills levels of staff and good communication with back office teams means that high levels of resolution consistently achieved.</p> <p><b>HoS Comment:</b> Feedback indicates that at times demand is exceeding capacity. Callers reporting difficulty in getting through. ("in excess of 1 or 2 attempts). Work to establish the times this occurs, and numbers involved, is ongoing but delayed because of technological issues.</p>  |
|  |                               |         | (e) Overall  | 81%            |                                   |                                      |                                       |                                   |  | 80%              | 88%               | ↑               | ↑                               | <p><b>Target met.</b> Number of calls = 25856. The overall effective delivery of customer service and response at first point of contact by the front office teams has proved to be consistently reliable and effective, during this second full year of operation.</p> <p><b>HoS Comment.</b> More work is required to ensure the consistency of data. However, even allowing for that adjustment, performance is still at a good standard.</p>   |
| 20   | Customer Services             | LPI 80  | Customer satisfaction - telephone service  | 98%            |                                   |                                      |                                       |                                   |  | 98%              | No data           | n/a             | n/a                             | <p>Previous surveys have been undertaken by a telephone appointment with customers. Over the course of the year the number of customers participating has reduced dramatically. As a result that approach is no longer cost effective and has been discontinued. A postal survey covering a much larger sample is planned for 2009/10 to establish a fresh baseline. It will be followed up with an ad hoc form issued at point of contact. This will give more rounded data. Performance will be captured monthly and reported quarterly.</p> <p><b>HoS Comment:</b> Although the absence of data is a concern, there is no immediate feedback indicating any significant variation in performance from earlier in the year (Q3 = 100%, Q2 = 90%, Q1 = 98%). The planned postal survey and greater sample size will either validate the assumption or, if not, give a good picture of any issues to be addressed (e.g. whether the front office has impacted positively on performance in handling low level complaints). The regular issue of survey forms from that point on should be sufficient to monitor ongoing performance.</p> |
| 21   | Customer Services             | BV 10   | The % of Non Domestic Rates collected in the year  | 99.05%         | 2Q                                | 3Q                                   | 99.40%                                | 6                                 | lp = 99.4%                                   | 99.2%            | 98.14%            | ↓               | ↓                               | <p><b>Target not met. 1.06% below target.</b> 0.91% down on Q4 200708. Total debt outstanding is £312,000 (144 a/c's out of 2900). The target shortfall is £207,000. Of the outstanding balance: £27,480 is new debt not due to be paid until April, £28,664 relates to insolvency cases, £87,354 have payment arrangements into the new financial year and £81,074 relate to unpaid empty rates (20 a/c's, one ratepayer has appealed to the VO to removes his assessments from the rating list, 4 accounts amounting to £22,115 ). Due to a split assessment by The Valuation Office we also had to refund £85,000 to a landlord and bill the tenants direct. The tenants have not paid. One of these is waiting for a refund of the rates they paid the landlord. Of the outstanding balance £270,000 is at the reminder stage or beyond.</p>   |
| <b>How we will deliver (enabling measures)</b> |                               |         |  |                |                                   |                                      |                                       |                                   |  |                  |                   |                 |                                 |  |
| 22   | Contract and Asset Management | LPI 12a | % of capital expenditure achieved on the Housing Revenue Account   | 81%            |                                   |                                      |                                       |                                   |  | 97%              | 86%               | ↓               | ↑                               | This is based on the latest figures available. It is likely to increase when the end of year accounts are finalised.   |
| 23   | Corporate Services            | BV 2a   | The level of the Equality Standard for Local Government to which the authority conforms  | level 1        |                                   |                                      |                                       |                                   |  | Level 2          | Level 2           | ↑               | ↑                               | <p><b>Target met.</b> The new Equality Framework for Local Government was launched on 25th March and supersedes the Equality Standard for Local Government. Work is now being undertaken to consolidate Babergh's position at the 'developing' level of the new Framework and assess how we can move towards the 'achieving' level.</p>  |
| 24   | Finance                       | NI 179  | Value for Money – total net value of ongoing cash releasing value for money gains that have impacted since the start of the 2008/09 financial year | N/A            |                                   |                                      |                                       |                                   |  | £400,000         | £800,000          | ↑               | n/a                             | <p><b>Target met.</b> As in Q3 - based on the estimate submitted for the year to the Government. The actual amount to be reported for the year is due for submission to the Government in June 2009. It is anticipated that £800,000 will be the minimum reported, which will equate to nearly 6% of cashable efficiencies, compared to the 3% Government target. This includes 'excess' cashable efficiencies carried over from the previous 3-year efficiency period.</p>  |

| Ref | Division                    | PI     | Performance Indicator Description  | 2007/08        | Comparative Data                  |                                      |                                       |                                   |  | Current Position   |                   |                 |                     | Comments   |
|-----|-----------------------------|--------|--|----------------|-----------------------------------|--------------------------------------|---------------------------------------|-----------------------------------|--|--|-------------------|-----------------|---------------------|--|
|     |                             |        |  | Actual 2007/08 | 2007/08 Babergh Quartile [SPARSE] | 2007/08 Babergh Quartile [Districts] | 2007/08 District Council Top Quartile | 2007/08 Suffolk Group Rank (of 7) | 2007/08 Suffolk Rank 1 Performer (Authority) | Target 2008/09   | Q4 Actual 2008/09 | Actual v Target | Direction of Travel |  |
| 1   | Natural & Built Environment | BV 204 | Planning Appeals allowed against the authority's decision to refuse a planning application | 21%            | TQ                                | TQ                                   | 25.9%                                 | 3                                 | FH = 16.0%                                   | 25%  | 32.3%             | ↓               | ↓                   | <p><b>Target not met.</b></p> <p>Development Control &amp; Enforcement Control Appeals 2008-2009: 21 out of 65 Appeals allowed.</p> <p>Of the 21 appeals allowed, 18 were Development Control Appeals. 7 of these were decided at Development Committee and of these, 6 decisions were made against the Planning Officers recommendation.</p> <p>Development Control &amp; Enforcement Control Appeals 2007-2008: 13 out of 57 Appeals allowed.</p>  |
| 2   | Natural & Built Environment | LPI 6  | No. of private sector homes improved to meet the Decent Homes Standard                     | 27             |                                   |                                      |                                       |                                   |  | 40   | 31                | ↓               | ↑                   | <p><b>Target not met.</b> Q4 figure is 8, which is roughly proportionate to the annual target. However, there was a low initial take up before the grant policy changed in September 2008 and this has affected our ability to reach the annual target.</p> <p>There are an estimated 1945 people vulnerable people living in non decent private sector homes in Babergh.</p>  |
| 3   | Customer Services           | BV 66a | Proportion of local authority housing rent collected                                       | 99.11%         | N/A                               | TQ                                   | 99.00%                                | 2 out of 4                        | MS = 99.50%                                  | 99.25%   | 98.82%            | ↓               | ↓                   | <p><b>Target not met.</b> Total arrears @Week 52 = £161,190 (706 cases). We are experiencing delays with the County Court setting hearing dates (6-8 weeks currently). The number of cases owing over £1000 has increased as a result (15). 92 customers owing £30,691 have payment arrangements in place which are being maintained. Customers are signposted, or directed, where appropriate to advice on benefits &amp; debt advice available to them.</p> <p><b>HoS Comment:</b> The arrears of £161,190 were reduced by £31,446 the following week to £130,090. The bulk of the arrears relate to tenants owing between 1 to 5 weeks rent. They are possibly just above the threshold of benefit entitlement and have every intention of paying, but once a payment is missed find it difficult to recover that situation. This may be a subtle consequence of the economic downturn. More focus will be given to that tenant grouping in 2009/10 both to increase collection rates and help households to manage rent payments more effectively.</p> |
|     | Customer Services           | NI 181 | Time taken to process Housing Benefit/Council Tax Benefit new claims and change events     |                |                                   |                                      |                                       |                                   |  | 15 days *<br>Notional target during first year indicator applies | 7.41 days         | ↑               | n/a                 | <p><b>Target met.</b> Well within target for the current financial year, although the target was set high due to this being a new indicator. A total of 30,071 claims were changed during the year.</p>  |

| Ref | Division          | PI    | Performance Indicator Description                                       | Actual 2007/08                   | 2007/08 Babergh Quartile [SPARSE] | 2007/08 Babergh Quartile [Districts] | 2007/08 District Council Top Quartile | 2007/08 Suffolk Group Rank (of 7) | 2007/08 Suffolk Rank 1 Performer (Authority) | Target 2008/09                   | Q4 Actual 2008/09                  | Actual v Target | Direction of Travel | Comments  |
|-----|-------------------|-------|---|----------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|-----------------------------------|--|----------------------------------|------------------------------------|-----------------|---------------------|---|
| 4   | Customer Services | BV78a | Time taken to process Housing Benefit/Council Tax Benefit new claims    | New claims = 17 days             |                                   |                                      |                                       |                                   |  | New claims = 14 days             | New claims = 17.5 days             | ↓               | ↓                   | <b>New claims - target not met.</b> However the Benefit Team has done well to maintain performance at 17 days. We have had a large turnover of staff during the year, which has been a drain on resources (eg training and mentoring by experienced staff). Also we have had a 30% increase in new applications over the last six months due to the economic downturn. This has resulted in an extra 250 new claims compared to this time last year. We have processed a total of 3496 new claims during 2008/09. |
|     | Customer Services | BV78b | Time taken to process Housing Benefit/Council Tax Benefit change events | Change in circumstances = 6 days |                                   |                                      |                                       |                                   |  | Change in circumstances = 5 days | Change in circumstances = 6.0 days | ↓               | ↔                   | <b>Change of circumstance - target not met.</b> This is due to the reasons given above. 12366 change of circumstances have been processed during 2008/09.   |