

## BABERGH DISTRICT COUNCIL

**FROM: Corporate Support Manager**

**REPORT NUMBER E303**

**TO: Overview and Scrutiny  
(Stewardship)**

**DATE OF MEETING 21 March 2006**

### **PERFORMANCE MANAGEMENT - QUARTERLY REPORT**

#### **1. SUMMARY**

- 1.1 This report gives the latest figures for the Best Value Performance Indicators (BVPIs) and Local Performance Indicators (LPIs) included in the 2005/07 Corporate Plan. The figures cover the period 1 April 2005 to 31 December 2005.
- 1.2 The Overview & Scrutiny (Stewardship) Committee monitors the overall position and the performance indicators for which it has responsibility. The Overview and Scrutiny (Community Services) Committee will monitor its own performance indicators.

#### **2. RECOMMENDATIONS**

- 2.1 That the Committee scrutinises the performance information contained within this report and associated Appendix and determines whether any further action is required.

The Committee is able to resolve this matter.

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

- 3.1 There are no direct financial implications.

#### **4. KEY INFORMATION**

##### **Overall Position**

- 4.1 A total of 112 BVPIs and LPIs are included in the Corporate Plan Priority Action Plans. These are shown in **Appendix A**. This total excludes:
  - local performance indicators LPI 10 and LPI 20, as these are no longer thought to be relevant;
  - 9 contextual indicators (BV76a, BV76b, BV76c, BV76d, BV216a, BV219a, BV174, BV226a and BV226c); and
  - 2 indicators that are no longer 2005/06 BVPIs (BV211a and BV211b).
- 4.2 **Table 1** shows the progress being made towards meeting the 2005/06 targets of the BVPIs and LPIs set out in the Corporate Plan.

**Table 1. Progress towards 2005/06 targets - Number of performance indicators.**

Corporate Plan Priority	Satisfactory performance	Not on target	Not known	Sub-total	Year end figure	N/A or No target required	Overall Total
Health & health inequalities	16	2	0	18	0	0	18
Affordable housing	15	8	0	23	0	1	24
Safe, clean and sustainable	27	4	0	31	0	12	43
Access to quality services	15	5	0	20	1	1	22
Active citizenship	4	1	0	5	0	0	5
<b>Total</b>	<b>77</b>	<b>20</b>	<b>0</b>	<b>97</b>	<b>1</b>	<b>14</b>	<b>112</b>

- 4.3 One of these PIs can only be reported at the end of the year (LPI 31). BVPIs introduced in a particular year do not need to have targets set for that year. Baseline information is collated so that targets can be set in subsequent years. In 2005/06 there were 23 such PIs. For 14 of these, no targets were set and these are included in **Table 1** but not in **Table 2**.
- 4.4 **Table 2** is based on the remaining 97 PIs. The 9 new BVPIs where an estimated target was set for 2005/06 even though this was not necessary are BV214, BV66b, BV66c, BV66d, BV212, BV199b, BV199c, BV199d and BV11c.
- 4.5 The table shows that 79% of these PIs have satisfactory performance. This leaves 21% which are not on target.

**Table 2. Progress towards 2005/06 targets - Percentages**

Corporate Plan Priority	Satisfactory performance	Not on target
Health & health inequalities	89%	11%
Affordable housing	65%	35%
Safe, clean & sustainable	87%	13%
Access to quality services	75%	25%
Active citizenship etc.	80%	20%
<b>Total</b>	<b>79%</b>	<b>21%</b>

**PIs responsible to the O&S (S) Committee**

- 4.6 The 36 performance indicators that are the responsibility of this committee are shown in Appendix A. 8 PIs are not on target.
- 4.6 **Table 3** identifies the 6 BVPIs that are currently not on target.

**Table 3. BVPIs that are not on target.**

PI	Description	Target 05/06	Apr to Dec 05 actual	Comments
BV 78a	The average time taken to process new Benefits claims (days)	25	27	<b>Not on target.</b> Actual performance in the 3 <sup>rd</sup> quarter was 26 days and we are unlikely to meet the target of 25 days this financial year. This area of work is currently being dealt with in the BPR project.
BV 78b	The average time taken to process a Benefits change in circumstances (days)	9	11	<b>Not on target</b> The actual performance in the 3 <sup>rd</sup> quarter is 13 days. The National Performance Standard for this area of work is 9 days. That is now the proposed target for recovering the position in the short term. This area of work is currently being dealt with by the BPR project. This will accelerate the recovery cycle and restore performance to the top quartile.
BV 79bii	% of Benefits overpayments recovered against % overpayment debt outstanding at beginning of year, plus overpayments identified during year	55%	42.11%	<b>Not on target.</b> The figure shown represents the estimated outcome as at 31/03/06 based on the first 3 quarters outturn. Due to some large overpayments identified through fraud investigations we are falling short of the target.
BV 11b	% of top 5% earners that are from ethnic minorities	7%	0%	<b>Not on target</b> A change is dependent on future turnover which is unlikely within the next quarter.
BV 12	The average number of days sick per member of staff	7.7 days	6 days	<b>Not on target</b> Unlikely to be on target as sickness levels in the last quarter are usually high. Estimate a final figure of 8 days.
BV 17a	% of staff from ethnic minorities	1%	0.55%	<b>Not on target</b> Due to staff turnover.

4.8 **Table 4** identifies the 2 Local PIs that are not on target.

**Table 4. Local PIs that are not on target.**

<b>PI</b>	<b>Description</b>	<b>Target 05/06</b>	<b>Apr to Dec 05 actual</b>	<b>Comments</b>
LPI 27	General Fund savings through the implementation of the Procurement Strategy and action plan.	£30,000	Approx. £2,000 to £3,000	<b>Not on target</b> Progressing this has not been possible due to difficulties in securing funding for a Dedicated Procurement Resource, which is included as a service priority in the draft 2006/07 budget. Also, we have only recently gone 'live' on the e-marketplace. A modest increase in savings may be achieved by 31 March 2006 but the aim is now to meet this target by the end of 2006/07. Both the Procurement Task Group and Service and Financial Planning Group are fully aware of this and the budget for the current year has been adjusted accordingly.
LPI 29	Efficiencies generated from the provision of effective electronic systems	£1m	£490,000	<b>Not on target</b> This figure is the predicted non-cashable savings anticipated during 2005/06. Further work is being done to identify divisional contribution and responsibility and to develop systems to measure and monitor all the relevant efficiencies that are being generated through the use of electronic systems across the Council. This will have to be reported in our efficiency statement to the Government for last year, which has to be submitted by the 16 June 2006.

**5 APPENDICES**

(a) Appendix A – Performance indicators from the 2005/07 Corporate Plan that are the responsibility of the Overview and Scrutiny (Stewardship) Committee.

**6 BACKGROUND PAPERS REFERRED TO**

6.1 None.

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CORPORATE PLAN MONITORING – 2005/2006PRIORITY ACTION PLANSIncrease the supply of housing that local people can afford to rent or buy

## Delivering our key objectives

No.	Description	Target 2005/06	Actual as at 31/12/05	Progress
BENEFITS SERVICE				
BV 78a	The average time taken to process new Benefits claims (days)	25	27	<p><b>Not on target.</b></p> <p>The year to date average is running at 27 days (3 days better than 2004/05 outturn). Actual performance in the 3<sup>rd</sup> quarter was 26 days. We are unlikely to meet the target of 25 days because of the diversion of resource to support the BPR and DIP projects running within the Revenues Division and a build up of work over the holiday period. This area of work is currently being dealt with in the BPR project. That work will accelerate the recovery cycle and restore performance to the top quartile.</p>
BV 78b	The average time taken to process a Benefits change in circumstances (days)	9	11	<p><b>Not on target</b></p> <p>The actual performance in the 3<sup>rd</sup> quarter is 13 days. The drop in performance in quarter 3 is due to:</p> <ul style="list-style-type: none"> <li>• Clarification by the DWP earlier this year, of the working procedure to be adopted. Notification of a change in circumstance which has insufficient information to enable processing must now be referred back to the claimant rather than being closed until sufficient information is provided.</li> </ul>

				<ul style="list-style-type: none"> <li>The diversion of resource to support the BPR and DIP projects.</li> </ul> <p>The National Performance Standard for this area of work is 9 days. That is now the proposed target for recovering the position in the short term. This area of work is currently being dealt with by the BPR project. This will accelerate the recovery cycle and restore performance to the top quartile.</p>
BV 79a	The % of Benefits cases processed correctly	100%	99.2%	<p><b>On target</b></p> <p>This equates to 1 error in a sample of 125 cases.</p>

### Supporting measures

No.	Description	Target 2005/06	Actual as at 31/12/05	Progress
<b>BENEFITS SERVICE</b>				
BV 76a	Number of Benefits claimants visited per 1000 caseload	220	227.44	<p><b>Contextual indicator</b></p> <p>The figure shown represents estimated outcome as at 31/03/06 based on the first 3 quarters outturn.</p>
BV 76b	Number of Benefits fraud investigators per 1000 caseload	0.4	0.37	<p><b>Contextual indicator</b></p> <p>Clarification of the BVPI definition has necessitated a recalculation of the indicator. Only fraud staff actively participating in investigative duties can be included, but not staff undertaking associated anti-fraud work.</p>
BV 76c	Number of Benefits fraud investigations per 1000 caseload	44	44.33	<p><b>Contextual indicator</b></p> <p>Figure shown represents estimated outcome as at 31/03/06 based on the first 3 quarters' outturn.</p>
BV 76d	No. of Benefits prosecutions & sanctions per 1000 caseload	7	9.26	<p><b>Contextual indicator</b></p> <p>Figure shown represents estimated outcome as at 31/03/06 based on the first 3 quarters outturn.</p>

No.	Description	Target 2005/06	Actual as at 31/12/05	Progress
BV 79bi	% of Benefits overpayments recovered against % deemed recoverable	45%	99.91%	<b>On target</b> Future targets for this PI are to be revised. The 2005/06 target was initially set as an estimate. Recent clarification of the calculation methodology has shown that the target should be in the region of 90%+ NB. This PI needs careful interpretation.
BV 79bii	% of Benefits overpayments recovered against % overpayment debt outstanding at beginning of year, plus overpayments identified during year	55%	42.11%	<b>Not on target.</b> Figure shown represents the estimated outcome as at 31/03/06 based on the first 3 quarters outturn. Due to some large overpayments identified through fraud investigations we are falling short of the target.
BV 79biii	Housing Benefits overpayments written off as a percentage of the total overpayment debt outstanding at beginning of year, plus overpayments identified during year	10%	2.04%	<b>On target</b> Target will be reduced dramatically in 2006/07 following a review of 2005/06 experience.
LPI 17	Average number of days to process applications for benefit top-up	14	11	<b>On target</b> Estimated figure. Benefit top-up is currently paid to around 50 households. Introduction of DIP /Workflow within the Revenues Division during January will enable accurate monitoring of the turn round in future.

**Maintain a safe, clean and sustainable environment**

**Delivering our key objectives**

<b>No.</b>	<b>Description</b>	<b>Target 2005/06</b>	<b>Actual as at 31/12/05</b>	<b>Progress</b>
<b>CRIME AND DISORDER</b>				
BV 174	The number of racial incidents reported to the local authority per 100,000 population	0	1.18	<b>Contextual PI</b> One incident reported for a population of 84,400. NB. Target is aspirational.
BV 175	The % of racial incidents resulting in further action	100%	100%	<b>On target</b>

**Give easy convenient access to quality services**

**Delivering our key objectives**

No.	Description	Target 2005/06	Actual as at 31/12/05	Progress
<b>IMPROVE ACCESS</b>				
BV 157	The number of types of interaction delivered electronically as a % of the interactions that are legally permissible for electronic delivery	100%	100%	<b>Target met</b>
<b>IMPROVE SERVICES</b>				
LPI 30	Total savings and additional income identified in General Fund budget	Target changed from £650,000 to £500,000 by the SFP Member Group in June 2005	£643,000	<b>Target met (cf latest target)</b> The target of £650,000 relates to what was identified in 2004/05 for this years budget. The actual target set by the SFP Member Group this year (for the 2006/07 budget) was £500,000, which has been exceeded.
LPI 27	General Fund savings through the implementation of the Procurement Strategy and action plan.	£30,000	Approx. £2,000 to £3,000	<b>Not on target</b> Progressing this has not been possible due to difficulties in securing funding for a Dedicated Procurement Resource, which is included as a service priority in the draft 2006/07 budget. Also, we have only recently gone 'live' on the e-marketplace. A modest increase in savings may be achieved by 31 March 2006 but the aim is now to meet this target by the end of 2006/07. Both the Procurement Task Group and Service & Financial Planning Group are fully aware of this and the budget for the current year has been adjusted accordingly.

No.	Description	Target 2005/06	Actual as at 31/12/05	Progress
LPI 28	% Government efficiency target	2.5%	3.1%	<p><b>On target</b></p> <p>This is based on the mid-year review that went to Strategy Committee on 10 November 2005, which indicated that estimated efficiencies for this year were £400,000 (the 2.5% target equates to £320,000). The actual position at the end of the year may vary from this. In addition, actual efficiencies of £750,000 were reported for 2004/50, which is equivalent to a further 6% and this counts towards the 7.5% 3-year target. Effectively, therefore, we will probably be reporting total efficiencies at the end of this year that meet the total 3-year Government target.</p>
LPI 29	Efficiencies generated from the provision of effective electronic systems	£1m	£490,000	<p><b>Not on target</b></p> <p>This figure is the predicted non-cashable savings anticipated during 2005/06. Further work is being done to identify divisional contribution and responsibility and to develop systems to measure and monitor all the relevant efficiencies that are being generated through the use of electronic systems across the Council. This will have to be reported in our efficiency statement to the Government for the last year, which has to be submitted by the 16 June 2006.</p>
BV 2a	The level of the Equality Standard for Local Government to which the authority conforms	1	1	<b>Target met</b>
BV 2b	The duty to promote race checklist score	63%	63%	<b>Target met</b>

## Supporting measures

No.	Description	Target 2005/06	Actual as at 31/12/05	Progress
IMPROVE SERVICES				
LPI 31	Proportion of National Procurement Strategy targets achieved	75%	N/A	<b>Year end figure</b>
BV 8	The percentage of invoices for commercial goods or services paid on time	100%	98.64%	<p><b>On target.</b> The target of 100% is set by Government and therefore we cannot use a more realistic figure. We are aware that in previous years no authorities have reached the target. Our current performance would place us in the position of being within the top 20 out of the 394 authorities that reported a figure for this PI at the end of 2004/05. We are currently expanding the use of an instant payment method in the form of the Governmental Procurement Card and also investing in new procure to pay software which will enable us to centralise the receipt of invoices and monitor the authorisation and payment process more effectively. This is expected to be available during the second quarter of 2006/07 and will improve our performance.</p>
BV 9	The % of Council Tax collected in the year	99%	88.16%	<p><b>On target.</b> As it stands we are on course to meet the target. The quarter 3 figure is 0.37% higher than at 31/12/04. However this could drop away over the remaining months as we have changed procedures this year to limit debts being profiled into the future.</p>

No.	Description	Target 2005/06	Actual as at 31/12/05	Progress
BV 10	The % of Non Domestic Rates collected in the year	99.2%	88.66%	<b>On target.</b> Up until December we were on course to meet the target. However we have now had a number of retrospective rateable value changes from the Valuation Office Agency, which have increased the debt. This has been outside Babergh's control. Compared to 31.12.04 we are 0.86% down.
BV 179	The % of standard searches carried out in 10 working days	50%	34.7%	<b>On target</b> The target will be met if, in the remainder of the year, 100% of searches are returned within the required timescale. The cumulative figure has been boosted by the performance for the last quarter, which was 87.3% (compared to 9.5% in the previous period) and was achieved despite problems occurring in November / December following the loss of a key member of staff.
BV 226a	Total amount spent by the local authority on advice and guidance services provided by external organisations	Gather data	£64,060	<b>Contextual PI</b>
BV 226b	% of money spent on advice and guidance services which was given to organisations holding the CSL Quality Mark	Gather data	100%	<b>No target required – New PI</b>
BV 226c	Total amount spent on advice and guidance which is provided directly by the authority to the public	Gather data	£32,170	<b>Contextual PI</b>
BV 11a	% of top 5% earners that are women	14.2%	14.2%	<b>On target</b> Linked to the number of FTE staff. At present this figure will increase in steps of 7.1%.
BV 11b	% of top 5% earners that are from ethnic minorities	7%	0%	<b>Not on target</b> A change is dependent on future turnover which is unlikely within the next quarter.

<b>No.</b>	<b>Description</b>	<b>Target 2005/06</b>	<b>Actual as at 31/12/05</b>	<b>Progress</b>
BV 11c	% of top 5% earners who have a disability	14% (est)	14.2%	<b>On target.</b> (New PI 2005/06)
BV 12	The average number of days sick per member of staff	7.7 days	6 days	<b>Not on target</b> Unlikely to be on target as last quarter sickness levels usually high. Estimate a final figure of 8 days.
BV 14	The % of staff retiring early as a % of the total workforce	0.3%	0%	<b>On target</b>
BV 15	The % of people retiring on the ground of ill health as a % of the total workforce	0.3%	0%	<b>On target</b>
BV 16a	% of staff with disabilities	8.2%	6.94%	<b>On target</b> Percentage figure has reduced, as the denominator figure was changed to a headcount from an FTE figure (as required by the PI definition).
BV 17a	% of staff from ethnic minorities	1%	0.55%	<b>Not on target</b> Due to staff turnover.

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