

**BABERGH DISTRICT COUNCIL**

**FROM: Head of Corporate Services**

**REPORT NUMBER    **G24****

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

**DATE OF MEETING    5 June 2007**

**PERFORMANCE MANAGEMENT – FINAL 2006/07 PERFORMANCE INDICATORS**

**1.    PURPOSE OF REPORT**

- 1.1 This report presents the 2006/07 end of year figures for the nationally set Best Value Performance Indicators (BVPIs) and Local Performance Indicators (LPIs) set by Babergh which are included in the 2006/07 Corporate Plan. The report aims to give the committee a clear picture of whether performance indicator targets set for 2006/07 have been achieved.
- 1.2 The Overview & Scrutiny (Stewardship) Committee monitors the overall position and the performance indicators for which it has specific responsibility. The Overview & Scrutiny (Community Services) Committee will monitor its own performance indicators.
- 1.3 Recent reports have followed a format of combining performance and finance reporting. However, final accounts will not be available until the end of June, so only performance indicator information is reported.

**2.    RECOMMENDATION**

- 2.1 That Members note and scrutinise the variations against the 2006/07 Best (BVPIs) and (LPIs).  
  
The Committee is able to resolve this matter.

**3    FINANCIAL IMPLICATIONS.**

- 3.1 There are no direct financial implications

**4    RISK MANAGEMENT**

- 4.1 There are no significant risks associated with this report.

**5    KEY INFORMATION**

**Overall Position**

- 5.1 The Corporate Plan 2006/07 contains a total of 146 BVPIs and key LPIs. The overall position is shown in Table 1:

**Table 1 – Outcomes for all Performance Indicator targets set for 2006/07**

Corp Priority	Achieved			Not Achieved			No Return			Total
	BVPI	LPI	ALL	BVPI	LPI	ALL	BVPI	LPI	ALL	
Healthy living	2	11	<b>13</b>	1	5	<b>6</b>	0	1	<b>1</b>	20
Affordable housing	10	6	<b>16</b>	12	3	<b>15</b>	1	0	<b>1</b>	32
Safe, clean sustainable environment	28	3	<b>31</b>	9	1	<b>10</b>	1	4	<b>5</b>	46
Access to services	9	9	<b>18</b>	19	3	<b>22</b>	1	2	<b>3</b>	43
Individual / community ambition	0	2	<b>2</b>	0	2	<b>2</b>	0	1	<b>1</b>	5
	49	31	<b>80</b>	41	14	<b>55</b>	3	8	<b>11</b>	146
	33.6%	21.2%	<b>54.8%</b>	28.1%	9.6%	<b>37.7%</b>	2.1%	5.5%	<b>7.5%</b>	

5.2 Table 1 shows that 54.8% of all PIs either reached or exceeded target, and 37.7% were below target. Final data is still required for 11 PIs.

5.3 Table 2 shows how the outcomes for all BVPI and LPI targets set for 2006/07 compared to the outcomes reported in 2005/06. In 2005/06 65% of targets were achieved compared with 55% in 2006/07. It must be noted, however, that percentages for 2005/06 are based on a total of 99 PIs only.

**Table 2 – 2006/07 Performance Indicator target outcomes v 2005/06**

Corp Priority	Achieved			Not achieved			No Return		
	2005/06	2006/07	Change	2005/06	2006/07	Change	2005/06	2006/07	Change
Healthy living	72%	65%	-7%	22%	30%	8%	6%	5%	-1%
Affordable housing	50%	50%	0%	50%	47%	-3%	0%	3%	3%
Safe, clean sustainable environment	77%	67%	-10%	23%	22%	-1%	0%	11%	11%
Access to services	48%	42%	-6%	48%	51%	3%	5%	7%	2%
Individual / community ambition	100%	40%	-60%	0%	40%	40%	0%	20%	20%
Total	65%	55%		33%	38%		2%	8%	

5.4 This committee has specific responsibility for 47 PIs. These are summarised in Table 3 and shown in full at Appendix 1:

**Table 3 - Outcomes for Performance Indicator targets for Stewardship Committee**

Corp Priority	Achieved			Not Achieved			No Return			Total
	BVPI	LPI	ALL	BVPI	LPI	ALL	BVPI	LPI	ALL	
Affordable housing	3	1	4	7	1	8	0	0	0	12
Safe, clean sustainable environment	2	0	2	0	0	0	0	0	0	2
Access to services	4	9	13	14	3	17	1	2	3	33
	9	10	19	21	4	25	1	2	3	47
			<b>40.4%</b>			<b>53.2%</b>			<b>6.4%</b>	

5.5 Table 3 shows that 40.4% of PIs reached or exceeded target. 53.2% of PIs are below target. The remaining 6.4% have not been reported. Where the target has not been reported these are detailed below, with additional comments made in appendix 1.

5.6 Each division has been asked to comment on the outcome of each 2006/07 BVPI and LPI target. These are detailed in Appendix 1.

5.7 The 25 PIs which were below target for 2006/07 are:-

<b>Increase the supply of housing that local people can afford to rent or buy</b>	
BV 78a	The average time taken to process new Benefits claims (days)
BV 78b	The average time taken to process a Benefits change in circumstances (days)
BV 76a	Number of Benefits claimants visited per 1000 caseload
BV 76b	Number of Benefits fraud investigators per 1000 caseload
BV 76c	Number of Benefits fraud investigations per 1000 caseload
BV 76d	No. of Benefits prosecutions & sanctions per 1000 caseload
BV 79bii	% of Benefits overpayments recovered against % overpayment debt outstanding at beginning of year, plus overpayments identified during year
LPI 17	Average number of days to process applications for benefit top-up
<b>Give easy and convenient access to quality services</b>	
LPI 49	Overall user satisfaction with ICT service
LPI 55	Resolution of reported incidents (IT Help Desk): a) Within 4 working hours
LPI 55	b) Within 1 working day
BV 2a	The level of the Equality Standard for Local Government to which the authority conforms
BV 2b	The duty to promote race checklist score
BV 8	The percentage of invoices for commercial goods or services paid on time
BV 9	The % of Council Tax collected in the year

BV 10	The % of Non Domestic Rates collected in the year
BV 11b	% of top 5% earners that are from ethnic minorities
BV 11c	% of top 5% earners who have a disability
BV 14	The % of staff retiring early as a % of the total workforce
BV 16a	% of staff with disabilities
BV 17a	% of staff from ethnic minorities
BV 3	Overall Satisfaction with Authority
BV 4	Satisfaction with complaint handling
BV 226a	Total amount spent by the local authority on advice and guidance services provided by external organisations
BV 226c	Total amount spent on advice and guidance which is provided directly by the authority to the public

5.8 The 3 PIs where no data has been reported in 2006/07 are:-

<b>Give easy and convenient access to quality services</b>	
LPI 29	Efficiencies generated from the provision of effective electronic systems
LPI 31	Proportion of National Procurement Strategy targets achieved
BV 80	Overall satisfaction with the Benefits service

## 6 **APPENDIX**

Appendix 1– Performance Indicators monitored by the O&S (Stewardship) Committee

## 7. **BACKGROUND PAPERS REFERRED TO:**

Corporate Plan 2006/07.

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CORPORATE PLAN MONITORING – 2006/2007PRIORITY ACTION PLANSIncrease the supply of housing that local people can afford to rent or buy

## Delivering our key objectives

No.	Description	Target 2006/07	Actual 31st March 2007	Comment
BENEFITS SERVICE				
BV 78a	The average time taken to process new Benefits claims (days)	20	20.51	<b>Target not achieved</b> Significant improvement on 2005/06 (26 days) but slightly short of target. Improvement in the main is attributable to revised new claims process from June 2006) and the first full year of DIP/Workflow software operation. 2007/08 currently running at around 18 days.
BV 78b	The average time taken to process a Benefits change in circumstances (days)	8	9	<b>Target not achieved</b> - Proactive work on reporting change of circs combined with DIP/Workflow has led to a significant improvement over the year(Q1 15 days >>Q4 5 days) 2007/08 currently running at 5 days.
BV 79a	The % of Benefits cases processed correctly	100%	100%	<b>Target achieved</b> Target is based on a quarterly sample of 125 cases. Any variation normally reflects 1 or 2 claims being found to be sub standards and is attributable to human fallibility rather than system error. Variation at that level should it occur is not cost effective to resolve.

### Supporting measures

No.	Description	Target 2006/07	Actual 31st March 2007	Comment
<b>BENEFITS SERVICE</b>				
BV 76a	Number of Benefits claimants visited per 1000 caseload	250	207.67	<b>Target not achieved</b> BVPI has changed for 2007/08. To prepare for that change DWP relaxed the target figure to 213. Performance fell slightly short (48 visits) as the result of failed appointments towards the end of the year.
BV 76b	Number of Benefits fraud investigators per 1000 caseload	0.40	0.37	<b>Target not achieved</b> This indicator measures the number of full time staff whose principal or only duty is to undertake fraud investigations. As we have 2 full staff in this capacity this target remains constant.
BV 76c	Number of Benefits fraud investigations per 1000 caseload	50	34.67	<b>Target not achieved</b> This indicator measures the number of fraud investigations completed during the year against per thousand caseload. Due to the amount of work carried out in order to achieve a sanction (see 76d) we are not able to close cases as quickly as we would like, however the quality of work being carried out has meant we have only just come below target on BV76d.
BV 76d	No. of Benefits prosecutions & sanctions per 1000 caseload	9	8.44	<b>Target not achieved</b> Overall we have achieved 46 sanctions of which 23 have been successful prosecutions resulting in a guilty verdict.
BV 79bi	% of Benefits overpayments recovered against % deemed recoverable	105%	132.32%	<b>Target exceeded</b> First year of working towards this BVPI. Initial target set may therefore have been too cautious. It is calculated by taking the overall monies collected in 2006/07(including payments in respect of balances brought forward) as a percentage of the overpayments raised in

No.	Description	Target 2006/07	Actual 31st March 2007	Comment
				2006/07(excluding any balances brought forward). The percentage above 100% represents consequently in overall terms, although not necessarily in individual cases, the Council can be confident that it is making in roads into debts brought forward each year, during the course of each year.
BV 79bii	% of Benefits overpayments recovered against % overpayment debt outstanding at beginning of year, plus overpayments identified during year	60%	48.74%	<b>Target not achieved-</b> Performance improved on 2005/06 outturn.(42.16%) That outcome is however distorted by around £90,000 being added to the overall debt to be recovered as the result successful fraud investigations which because of individual circumstances are being recovered by small weekly payments.
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	4%	3.82%	<b>Target exceeded -</b> Overpayments are written off as bad debts for 2 reasons: Administrative failures which cannot be recovered and which if the overall amount exceeds a DWP threshold are a loss on collection. Collection failures which are a loss on collection and occur where the debt should be recovered but has failed for practical reasons. eg. absconders, bankruptcy, debts where recovery would not be cost effective or create severe social problems etc. Administrative failure writeoffs total £20K and are well below the threshold. Consequently there is no cost to the Council. Collection failures total £11k against an overall debt of £778K.

No.	Description	Target 2006/07	Actual 31st March 2007	Comment
				In either case the Council has already received a 40% subsidy on the overpayment raised.
LPI 17	Average number of days to process applications for benefit top-up	10	15	<b>Target not achieved</b> Individual performance and process issue identified in Q1. remedial action taken but further work is required in 2007/08. Full DWP grant of £20k utilised over the year..
<b>IMPROVE SERVICES</b>				
LPI 54	The % of standard searches carried out in 10 working days	90%	100%	<b>Target Exceeded</b>

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

**Delivering our key objectives**

No.	Description	Target 2006/07	Actual 31st March 2007	Comment
<b>CRIME AND DISORDER</b>				
BV 174	The number of racial incidents reported to the local authority per 100,000 population	0	0	<b>Target achieved</b>
BV 175	The % of racial incidents resulting in further action	100%	100%	<b>Target achieved</b>

**Give easy convenient access to quality services**

**Delivering our key objectives**

No.	Description	Target 2006/07	Actual 31st March 2007	Comment
<b>IMPROVE SERVICES</b>				
LPI 30	Total savings and additional income identified in General Fund budget	£500,000	£500,000	<b>Target achieved</b> This includes additional use of reserves of £131,000 from savings in previous years.

No.	Description	Target 2006/07	Actual 31st March 2007	Comment
LPI 27	General Fund savings through the implementation of the Procurement Strategy and action plan.	£30,000	£30,000	<b>Target achieved</b> Details already reported to O&S (Stewardship) Committee
LPI 28	% Government efficiency target	2.5%	2.5%	<b>Target achieved</b> Actual to be reported to the Government towards the end of June. Cumulative savings far exceed target.
LPI 29	Efficiencies generated from the provision of effective electronic systems	£3m medium term		<b>No Return</b> - LPI to be removed as incorporated in LPI 28.
LPI 47	Number of users who are able to work from home (Citrix licences)	60	60	<b>Target achieved</b> This figure relates to concurrent user capacity. The actual number who are regularly working from home is 48 - an increase of 1 over previous quarter.
LPI 48	The council's score in the Audit Commission's 'Use of Resources' assessment	Level 3	Level 3	<b>Target achieved</b> Overall score maintained. Full report to June O&S (Stewardship) Committee
LPI 49	Overall user satisfaction with ICT service	4.80	4.69	<b>Target not achieved</b> Will be re-measured at next Socitm survey (in 2007/8). Existing figure is from last year.
LPI 50	Acquisition cost of a workstation	£800	£767	<b>Target achieved</b> Main change is the reduction in price of hardware, as anticipated within the PC replacement programme.
LPI 51	Support cost per workstation	£160	£159	<b>Target achieved</b>
LPI 52	Number of projects that are currently being tracked and managed using TimeWise	22	26	<b>Target achieved</b> Currently DIP in Planning and IBS systems implementations are being programme managed through the Information Management section directly. We need to move away from this in the future and look at how we can implement better corporate ownership of the consequences of project implementation.

No.	Description	Target 2006/07	Actual 31st March 2007	Comment
LPI 53	Number of people who have completed the TimeWise 2 methodology training	0	3	<b>Target achieved</b> Still developing programme
LPI 55	Resolution of reported incidents (IT Help Desk): a) Within 4 working hours	85%	83%	<b>Target not achieved</b> Improvement over last 3 months (from 82%). Below target overall due to increased project workload, and resource availability
	b) Within 1 working day	91.5%	90%	<b>Target not achieved</b> No change over last 3 months. Below target overall due to increased project workload, and resource availability
BV 2a	The level of the Equality Standard for Local Government to which the authority conforms	2	1	<b>Target not achieved</b> A revised action plan is being developed to ensure Babergh meets level 2 by March 2008
BV 2b	The duty to promote race checklist score	79%	63%	<b>Target not achieved</b> – A revised race equality action plan is being developed in 2007/08 to address this.

### Supporting measures

No.	Description	Target 2006/07	Actual 31st March 2007	Comment
<b>IMPROVE SERVICES</b>				
LPI 31	Proportion of National Procurement Strategy targets achieved	75%		<b>No return</b> - Will be reported when new Procurement Strategy is submitted for consideration later in 2007
BV 8	The percentage of invoices for commercial goods or services paid on time	100%	98.67%	<b>Target not achieved</b> Consistently top quartile. Slight improvement on 2005/06, which was 98.5% Aiming for further improvement resulting from e-procurement implementation and scanning invoices.
BV 9	The % of Council Tax collected in the year	99.10%	98.82% Provisional figure	<b>Target not achieved</b> 0.28% below target, although 0.03% increase on 2005/06. Total debt outstanding is £423,000, The

No.	Description	Target 2006/07	Actual 31st March 2007	Comment
				target shortfall is £75,000. Of the arrears £336,000 is at reminder stage and beyond. There is £87,000 still at bill stage, but £52,000 was raised during March so could not of been collected until the new financial year.
BV 10	The % of Non Domestic Rates collected in the year	99.30%	98.89% Provisional Figure	<b>Target not achieved</b> 0.41% below target and 0.19% down on 2005/06. Total debt outstanding is £194,000 . The target shortfall is £71,000. Of the arrears £98,000 is at reminder stage and beyond. There is £112,000 still at bill stage, but £62,000 was raised during March so could not of been collected until the new financial year. One account alone was for £47,000 raised in February which the company are unable to pay in one lump sum.
BV 226a	Total amount spent by the local authority on advice and guidance services provided by external organisations	£56,610	£55,943	<b>Target not achieved</b>
BV 226b	% of money spent on advice and guidance services which was given to organisations holding the CSL Quality Mark	100%	100%	<b>Target achieved</b>
BV 226c	Total amount spent on advice and guidance which is provided directly by the authority to the public	£33,167	£30,848	<b>Target not achieved</b>
BV 11a	% of top 5% earners that are women	14.2%	14.2%	<b>Target achieved</b>
BV 11b	% of top 5% earners that are from ethnic minorities	7.1%	0%	<b>Target not achieved</b> 7.1% represents one individual. Due to the small size of the authority, this in turn is a small group of individuals. Therefore opportunities to achieve this target are limited.
BV 11c	% of top 5% earners who have a disability	14.2%	7.1%	<b>Target not achieved</b> Our top 5% of earners equates to 14

No.	Description	Target 2006/07	Actual 31st March 2007	Comment
				members of staff and we currently have just one with a disability
BV 12	The average number of days sick per member of staff	7.4	7.28%	<b>Target achieved</b>
BV 14	The % of staff retiring early as a % of the total workforce	0%	0.29%	<b>Target not achieved</b> This equates to one member of staff who applied for voluntary redundancy and retirement
BV 15	The % of people retiring on the ground of ill health as a % of the total workforce	0%	0%	<b>Target achieved</b>
BV 16a	% of staff with disabilities	8.4%	6.58%	<b>Target not achieved</b> This equates to 22 members of staff from a workforce of 334. 3 disabled staff have left the authority in the last quarter.
BV 16b	% of economically active people who have a disability	NA	11.48%	
BV 16x	BV16a / BV16b	NA	57.3%	
BV 17a	% of staff from ethnic minorities	1%	0.59%	<b>Target not achieved</b> – This figure fell as staff left during 2006/07. However subsequent recruitment in the early part of 2007/08 has improved this score.
BV 17b	Ethnic minority representation in the workforce – local population	NA	1.2%	
BV 17x	BV17a / BV17b	NA	49.1%	
BV 3	Overall Satisfaction with Authority	75%	59%	<b>Target not achieved.</b> -Will be subject to a separate report
BV 4	Satisfaction with complaint handling	35%	28%	<b>Target not achieved.</b> -Will be subject to a separate report
BV 80	Overall satisfaction with the Benefits service	88%		<b>No Return</b> – Awaiting data from the Audit Commission