

<b>TITLE:</b>	<b>Performance Management</b>
<b>TO/ON:</b>	<b>The Cabinet / 22<sup>nd</sup> February 2006</b>
<b>BY:</b>	<b>Head of Policy and Change Management</b>
<b>PORTFOLIO HOLDER:</b>	<b>Leader of the Council</b>
<b>STATUS:</b>	<b>For Publication</b>

## 1. PURPOSE OF THE REPORT

- 1.1 To provide a summary statement on performance since 2002/3 which shows BVPI's that are :
  - showing year-on- year improvement
  - are newly improving
  - are static
  - which BVPI's are declining; and.
  - which BVPI's have failed to show improvement since 2002/3
- 1.2 To provide a summary of performance against the Council's KSI's as at the end of Quarter 3 ( December 2005)
- 1.3 To provide a summary of performance against targets as at the end of Quarter 3 (December 2005)
- 1.4 To provide an overall headline position of Rossendale's Quartile BVPI Positions achieved for 2004/5 indicators in relation to all District Council's.
- 1.5 More detailed information against each of the points above is provided as appendices.

## **2. RECOMMENDATIONS**

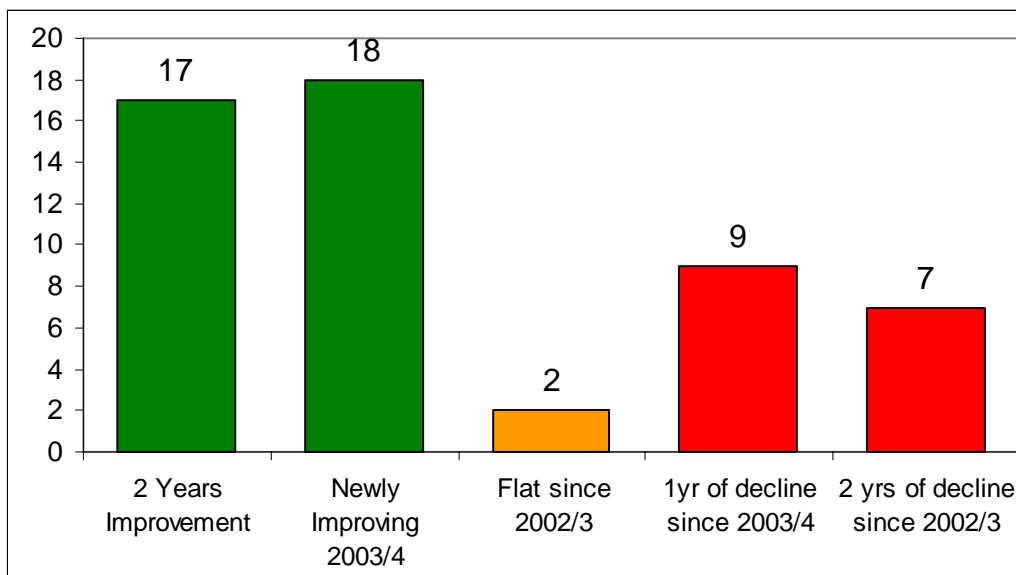
- 2.1 That the Cabinet note the performance data and supporting information.
- 2.2 That the performance of those indicators currently not achieving target is closely monitored.
- 2.3 That Heads of Service and Managers take action in relation to those BVPI's which are not on target to improve performance against the target

## **3. REPORT AND REASONS FOR RECOMMENDATIONS AND TIMETABLE FOR IMPLEMENTATION**

- 3.1 This analysis of performance demonstrates a very definite upward trend in achievement of improved performance across the Council with a significantly higher number of the Council's indicators are demonstrating improved performance.
- 3.2 It also shows that the Council is focusing its improvement efforts in a planned and sustainable way and that the Council is 'self aware' in knowing where this improvement trend should be directed, where improvement is falling short of expectations and requires corrective action; and, those areas which are currently considered of lesser priority.

## **4. OVERALL IMPROVEMENT PERFORMANCE SINCE 2002/3 – ARE THE BVPI'S THAT ARE IMPROVING THE ONES THAT WERE ALWAYS IMPROVING?**

- 4.1 The graph on the following page shows the trends in performance since 2002/3 to the end of 2004/5, e.g. 2 full years of performance data. This demonstrates that:
  - **35 or 66% of BVPI's are demonstrating an upwards improvement trend**
  - **17 or 32% have shown 2 full years of improvement**
  - **18 or 34% have shown 1 full year of Improvement**
  - **2 or 4% have remained static**
  - **9 or 17% have shown 1 year of decline from 2003/4**
  - **7 or 13% have shown 2 full years of decline since 2002/3**



It is considered that the overall picture presented is one of planned and focused improvement with those showing longer-term improvement generally being the areas considered to be of greatest priority and where initial improvement efforts and resources were directed.

Of greatest concern are the BVPI's that are not showing improvement and it is important that the Council are aware of these areas of poor performance and have plans to address these areas whilst still maintaining focus and momentum on the improving BVPI's.

**(n.b. Those indicators achieving 100% of performance have been counted as improving rather than static)**

#### **4.2 BVPI's showing two full year's of decline since 2002/3**

There are actually no surprises for the Council in these areas of under-performance insofar as the Council is either aware and has plans to address, or does not currently see it as a priority area for the direction of resources and effort.

The Council is well aware of the problem with non-decent Local Authority Dwellings, which is a KSI for the Council that is being addressed through the Housing Stock Transfer. Likewise, the poor performance in relation to Major Planning Applications is a known problem area with plans currently underway to address through partnership working with Urban Vision in order to reduce the backlog.

The two indicators which relate to visits to the museum per 1,000 population is not considered a priority for the Council other than it being operated in accordance with the SLA that has recently been agreed with LCC although it is worth noting that school visits to the Museum have recently shown a marked increase as a result of activity in this area.

The Council have not directed particular focus into attempting to recruit from the black and ethnic communities, focusing rather upon the development of good recruitment and selection procedures which are fair, equitable and consistently implemented and other HR and Equality Strategies as this approach is felt to be more appropriate at this stage in the Council's development.

In terms of the number of ill-health retirements the Council feels it can have little influence in the number of ill health retirements other than to consistently follow the appropriate procedures.

The Council is currently focusing upon improving the Recovery of Overpayments and a number of actions are being undertaken to improve performance in this area which includes re-prioritising debt and concentrating recovery efforts on those cases which offer the greatest potential for recovery and ensuring the software used to measure and reflect overpayment and debt information provides accurate figures.

#### **4.3 BVPI's showing one full year of decline since 2003/4**

The Council is well aware of the problems in relation to sickness absence and has been devoting a great deal of focus and effort into reducing this figure.

The dip in the collection of NNDR (which is also a KSI) last year was caused by the bankruptcy of a major retailer and had this not occurred the Council would have achieved its target and is on track to achieve this target in the current year.

As mentioned previously, non decent Local Authority Homes will be addressed through the stock transfer. In relation to 'Homelessness' this BVPI related to one incident of homelessness over a 3 week period, during which the Council provided temporary accommodation.

The Council has reviewed its process for monitoring and reporting in relation to the Environmental Health Checklist. The Council is currently on track to make real and sustained improvements in this area.

The indicator measuring homes built on previously developed land is based on housing completions and is subject to variance on a year on

year basis and is not likely to show sustained improvement until the medium term.

Although new residential permissions have in recent years been approved in the main on previously developed (brown field) land, Rossendale does have a stock of historic extant permissions on green field sites which, if they come forward, will adversely affect this indicator, including sites known as Douglas Road and Stack Lane.

The focus of priority in relation to Housing Benefit has been to improve the speed and accuracy of processing. Two investigators have been in post since September 2005 and improvement will continue across all performance areas as part of the planned approach to managing performance.

#### 4.4 SUMMARY OF PERFORMANCE AGAINST THE COUNCIL'S KSI'S WHICH ARE BVPI'S

The following represents a summary of the Council's KSI's which are BVPI's as at Quarter 3, December 2005.

BVPI Code	BVPI Title	Direction of Travel between 2002/03 – 2003/4	Direction of Travel between 2003/04 – 2004/5	Q3 on Target?
BV 2a	Equality standard for local government	↔	↑	Annual
BV 3	The percentage of citizens satisfied with the overall service provided		↔	✓
BV 4	The percentage of citizens satisfied with complaint handling		↑	Annual
BV 8	Percentage of invoices paid on time	↓	↑	✗
BV 9	Percentage of council tax collected	↑	↑	✗
BV 10	Percentage of non-domestic rates collected	↑	↓	✓
BV 11a	Top 5% earners: women	↑	↑	✓
BV 12	Working days lost due to sickness absence	↑	↓	✗

BV 66a	Rent collection and arrears recovery: rent collected	↑	↑	×
BV 66b	Rent collection and arrears recovery: 7 weeks arrears			✓
BV 78a	Speed of processing new claim to HB/CTB	↑	↑	✓
BV 82a (i)	Recycling - (% of household waste)	↑	↑	✓
BV 86	Cost of waste collection (£ per resident)	↑	↑	Annual
BV 89	Customer Satisfaction - cleanliness standards in area		↔	✓
BV 184a	Non-decent local authority dwellings (%)	↓	↓	Annual
BV 199a	Local street and environmental cleanliness (litter)		↑	✓

There are 16 BVPI's that are considered to be of a high priority for the Council and are classed a Key Success Indicators that demonstrate the Council's performance towards its Mission of 8 X 8 by 2008. Of these indicators:

- **4 are collected annually and work is currently progressing to ensure that these indicators meet the annual target**
- **8 are on track to achieve their annual target**
- **4 are currently not achieving their annual targets**

Explanations relating to those that are not on target and the actions that are being taken to improve performance is discussed in the next section relating to Quarter 3 performance.

The Council also has a number of KSI's which are local targets related to high priority areas. These targets are related to projects which are to be completed over one or more years with monitoring taking place through Business Plans. A report detailing progress against these indicators will be given at the end of the year.

#### 4.5 CURRENT PERFORMANCE AS AT DECEMBER 2005 - QUARTER 3

For 2005/6 there are 89 BVPI's being collected. Of these 89 BVPI's, 52 have monthly or quarterly outturn information available at the end of quarter 3 in relation to the annual target as at December 2005.

<b>Number of BVPI's collected 2005/06</b>	<b>88</b>
<b>Number of BVPI's with monthly/quarterly data available</b>	<b>52</b>
<b>On Target ( as % of those with outturn data)</b>	<b>37 – 71%</b>
<b>Below Target</b>	<b>15 - 29%</b>
<b>Annual return</b>	<b>36</b>

<b>Corporate Health</b> (3 yearly satisfaction BVPI's – 2)	<b>Target</b>	<b>Below Target</b>	<b>Annual</b>	<b>Total number of BVPI's</b>
	<b>1 ✓</b>	<b>5 ✗</b>	<b>11</b>	<b>17</b>

- BV157 – Electronic Access to Services** - Excellent and rapid progress has been made on the Electronic Access to Services indicator with a rise since April last year from 47% to 96%. Work is ongoing to raise this to the full rate of 100% of services being able to be accessed by electronic methods.
- BV12 - Sickness Absence** has been identified as an area of corporate priority focus and as a result of this HR have developed and led on the implementation of a robust action plan across the authority. The figure has improved from the last quarter from 12.53 and is now 9.53% but is still below the annual target of 6.8%.

Specific activity took place in September in Street Scene which will take time to show improvement and we have also a large number of Disability Discrimination Act cases which take time to resolve. Performance continues to be closely monitored in this area.

- BV 9 The percentage of Council Tax** collected is currently below target and therefore performance relating to this is currently being investigated. The instalments expected on direct debit for February and March are up on the same period last year which is further guaranteed income and action is being taken to push the Bailiffs get the 'summons debt ' in before the year end.

4. **BV 8 % of Invoices Paid on Time** - By the end of January the new Civica creditors system will be operational where we can hold the date the invoice was received. This should eliminate from our adverse invoices most of those which are only up to seven days behind schedule. In month 9 this would have meant the percentage would have been almost 95%.
5. **BV 156 – Building Accessible to People with Disabilities** - The schedule of work for carrying out the adaptations required to allow disabled access to all the Council Buildings is currently out to tender. Following appointment of a contractor the work will be completed in April resulting in all Council Buildings being fully accessible.

Housing (Includes 6 - 3 yearly satisfaction BVPI's )	Target	Below Target	Annual	Total number of BVPI's
	6 ✓	1 ✗	5	12

1. This BVPI is just 0.5% below target, collection is up on last year and it is anticipated that the annual target will be achieved.

	Target	Below Target	Annual	Total number of BVPI's
<b>Homelessness</b>	1 ✓	1 ✗	2	4

1. **BV 183a – Length of stay in temporary accommodation** - The Council's Homelessness Service has placed one family in temporary Bed and Breakfast accommodation for a period of 5 weeks which exceeds the annual target set by 2 weeks. This occurred as the Housing Association property secured for this family required repair work and was not ready on time.

	Target	Below Target	Annual	Total number of BVPI's
<b>Housing Benefit and Council Tax Benefit</b>	6 ✓	4 ✗		10

1. **78a – Speed of Processing New Claims** - Although performance dropped for the month of December we are still on target cumulatively for our 05/06 predicted out turn. We have appointed a further member of Agency Staff as of 30<sup>th</sup> January to prevent any further dips in performance and ensure we hit our target.



2. **78b – Speed of processing change in circumstances** - The target for outturn 05/06 = 9 days. December's performance was 19.23 days an improvement on November's figure of 22.74 days. Our third quarter's cumulative performance is 21.39 days. Our target of 9 days was based on the DWP target which they have stated that they will review. Authorities who range between 9-20 days are good 21 -28 fair and 28 and over poor. Although we will be unable to meet our 05/06 target of 9 days by outturn it is anticipated that we will be within the 9-20 range of good.
3. **79a – Accuracy of Processing** - Target for out turn 05/06 = 99.00% This information is provided 3 monthly our performance for October to December 05 was 98.40% which is an improvement on the previous three month period with the third quarter cumulative performance stands at 96.83%. Even if we have 100% accuracy for the final three months of the financial year we will not meet this target as the 1<sup>st</sup> three months of this years performance was 93.60% and is bringing our cumulative figure down, we would achieve 97.40%. It is more likely that we will achieve an out turn of 97%.
4. **79b(i) – 79b(ii) and iii are all associated with overpayments of Benefits** - and were introduced in October 2005. Prior to this there was only one BVPI for overpayments this is now 79b(ii) and our target in previous year had been 55%.

**79b(i)** measures the % of overpayments recovered in a certain period against those raised in the same period. . The target of 100% is based on the ideal. Expected for the service to be recovering at least as much as it creates in a said period and so as to add to the outstanding overpayments. This was a rather optimistic target and now that we have data for a number of months will be able to set a more realistic target for next year. Our performance for the month of December was 57.34% and cumulatively up to the end of the third quarter we are at 60.68%.

**79b(ii)** – Target in previous year 55%. and was carried over to the next year. Performance for the month of December was 3.19% against the target for the month of 4.58%. Cumulatively to the end of the third quarter 22.43% is being achieved. This BVPI is the amount of recovered overpayment as a percentage of outstanding and created overpayments. and at present we are looking at outstanding debt and writing off that which we are unable to recover. There has previously been a problem with the software in that it is showing debt which has been deemed unrecoverable still outstanding. As that recovered is being measured against an outstanding figure which is too high our figures will be quite low. It is expected that once the SX 3 software problem is resolved our % rate of recovery will increase.

**79b(iii)** –% of written off overpayments. Prior to this year only limited work was done around overpayments and write offs. In order to concentrate on current debt we must write off debt that there is no chance of recovering. Once this has been done a more accurate assessment of our outstanding debt will be possible, with a target of not writing off more than 10% per year. For the month of December performance was 3.90% and cumulatively to the end of the third quarter it stood at 3.76%. It is anticipated that this will increase as we cleans the overpayments in order to concentrate recovery action on that which is more recoverable.

	Target	Below Target	Annual	Total number of BVPI's
<b>Environmental Health</b>	2 ✓	0 ✗	4	6
On target				
	Target	Below Target	Annual	Total number of BVPI's
<b>Planning</b>	4 ✓	1 ✗	5	10
<p>1. <b>BV 109 a</b> - Major application performance has been very variable over the last 12 months with 0% recorded in 5 of the last 6 months. Performance between quarters 1 and 2 rose from 0% to 50% but a further dip as a result of reconsideration of undetermined major applications delayed by Planning Obligation issues but thereafter performance should rise as resources and process changes target improved performance in this category.</p>				
	Target	Below Target	Annual	Total number of BVPI's
<b>Culture and Related Services</b>	3 ✓	0 ✗	3	6
On target				
	Target	Below Target	Annual	Total number of BVPI's
<b>Community Safety and Wellbeing</b>	4 ✓	2 ✗	4	10

1. **BV 126 – Domestic Burglaries per 1,000 Households** - This BVPI is currently slightly off target at 8.31 compared to our target of 7.67 for this time of year. The increase is thought to be mainly due to cross border and seasonal issues, and is being monitored closely for the remaining 3 months in an attempt to get back on track.
2. **BV 127a – Violent Crime per 1000 Population** - This BVPI is currently slightly off target at 14.78 compared to our target of 13.48 for this time of year. This however is a trend which is mirrored across both county and country and monitoring is ongoing in order to get it back on track.

<b>Waste and Cleanliness</b> (3 of these indicators are collected 3 times a year) (3 yearly satisfaction survey - 1	Target	Below Target	Annual	<b>Total number of BVPI's</b>
	10 ✓	1 ✗	2	<b>13</b>

1. **BV 82a – Tonnes of Household Waste Collected** - Our latest quarterly figures for this BVPI indicate that we are just missing our target of 3258 tonnes for this stage of the year, so far collecting just 3187 tonnes. We hope however be able to increase these numbers with increased collection of bottles and cans etc. after the Christmas period, and hit our target.

#### 4.6 2003/4 - 2004/5 QUARTILE PERFORMANCE

This shows RBC's quartile position for 2004/5 using the latest data provided by the Audit Commission which still includes some missing data and a number of seeming discrepancies which we are seeking to clarify.

The percentage of indicators that are showing top quartile performance remains the same at 23%, although we have an increased number of indicators - 11 indicators to 13 indicators - showing best performance.

Those showing 'Average Performance' have seen a substantial increase from an overall 28% to 35% in the 'average' quartile, this performance again showing an increased number of indicators 20 as opposed to 13, showing average performance, with 9 or 16% being in the 2<sup>nd</sup> quartile which represents 'higher than average' performance.

We have 7% less indicators showing bottom quartile performance, although the actual number of indicators has increased from 23 to 24.

Quartile Position		2003/04	2003/04 %	2004/05	%	2004/05 %
Top Quartile		11	23%	13	23%	23%
Average	2nd	13	28%	9	16%	35%
	3rd			11	19%	
Bottom Quartile		23	49%	24	42%	42%
Totals		47		57		

Comparison difficulties occur due to the many recent changes that have taken place in the number of indicators through additions, deletions and amendments; and, the way in which performance is now illustrated by showing certain BVPI's as 'contextual' or 'no data' rather than being rather than performance related an example of this being BV 156 – Accessible Buildings which was previously achieving top quartile.

Some of the new indicators introduced in 2004/5 are showing bottom quartile performance and this includes four of the Crime and Wellbeing Indicators associated with robberies, burglaries and violent crime.

For these reasons, further analysis will be undertaken so far as is possible to compare 'like with like', particularly as regards those BVPI's that are seen to be most relevant to demonstrating service improvement.

Furthermore, the above figures do not take into account those BVPI's adjusted for 'deprivation', which when taken into account will show higher performance.

## 5 CORPORATE IMPROVEMENT PRIORITIES

Performance Management has been identified as a high priority for the Council and relates directly to the Council's objective of Improving Services. The regular monitoring of performance and taking corrective

actions where necessary to improve that performance is an essential element in achieving the Council's improvement priorities.

## **6 FINANCE AND RISK MANAGEMENT**

Failing to deliver the Council's objectives and priorities represents a serious risk for the Council. It means that the council is not delivering the outcomes that the Community has the right to expect, nor is it achieving its stated ambition to improve. This can be evidenced by BVP's and KSI's that fail to improve or deteriorate.

## **7 MEMBER DEVELOPMENT AND POLITICAL ARRANGEMENTS**

Members have identified Performance Management as a high priority for the Council and are committed to the ongoing development of the Council's Performance Management arrangements. Monitoring and challenging the achievement of performance targets on an ongoing basis is a key part of the process.

## **8 ANY OTHER RELEVANT CORPORATE PRIORITIES**

See point 5.

## **9 RISK**

There are no risks identified in carrying out the recommendations of this report.

## **10 LEGAL IMPLICATIONS ARISING FROM THE REPORT**

The Council has a statutory duty to collect accurate and reliable BVPI's and to produce a Best Value Performance Plan that includes these BVPI's by the end of June 2006?

## **11 EQUALITIES ISSUES ARISING FROM THE REPORT**

There are several BVPI's relating to progressing the Equality and Diversity agenda and three of the Council's BVPI's this area demonstrate top quartile performance.

## **12 WARDS AFFECTED**

All. The report covers performance of services across the whole authority.

Background documents:

BVPI's 2005/6, Quarter 3 Covalent Report

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