

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet 8 March 2007
AUTHORS: Chief Executive / Performance Improvement Officer

PERFORMANCE INDICATOR REPORT THIRD QUARTER 2006/07 (April to December 2006)

Purpose

- This performance indicator (PI) report provides the Cabinet with the final opportunity to review progress on achieving the 2006/07 PI targets set out in the 2006 performance Plan.

General

- The 9-month report would normally have been presented in January but has been delayed due to other pressures on services and corporately.
- Through PIMMS, PI Owners have reported the following performance position:

Traffic Light Colour	End 06/07 Projection	Number	%
Green	Target will be achieved	63	76 %
Amber/Red	Target may/will not be achieved	20	24 %
Totals		83	

- The report will focus on the 20 'amber/red' PIs. It is now too late to take remedial action to remedy these potentially missed targets. This report will, where appropriate, identify issues that can be learnt to help guide officers when setting the 07/08 targets.

Corporate Priority 1 – To Improve Customer Service

PI	Description	05/06	06/07 Performance				06/07 Target
		Actual	3 month	6 month	9 month		
			Actual	Actual	Actual	Year end estimate	
BV109b	% minor planning applications in 8 weeks. Gov't target is 65%.	68 %	73 %	66 %	58 %	65 %	70 %
BV109c	% other planning applications in 8 weeks. Gov't target is 80%.	84 %	85 %	83 %	76 %	80 %	85 %

- Performance in 06/07 for BV 109b (65 %) and BV 109c (80 %) is estimated to satisfy government targets but will not meet the Council's targets. The Council's 06/07 performance is also below the 05/06 national lower quartiles of 69 % and 84 %. The 05/06 upper quartile figures are 80 % and 92 %.

6. The current levels of performance will achieve current requirements for the Planning Delivery Grant (PDG), but there are other considerations, which include the importance to the Council's priorities in providing a high level of customer service and low levels of customer satisfaction as recorded by applicants in the recent surveys (e.g. Para: 33 refers).

Issue for 07/08: Cabinet is recommended to indicate whether targets for 07/08 should remain at the level of government minimum standards or should be at a higher level, to improve quartile position or customer service.

PI	Description	05/06	06/07 Performance				06/07 Target
		Actual	3 month	6 month	9 month		
			Actual	Actual	Actual	Year end estimate	
SE203	% of Env: Health complaints responded to within 3 working days	88 %	75 %	75 %	84 %	85 %	93 %

7. Staff shortages, caused by difficulties in recruitment, will result in this target not being achieved. This situation was reported in the 6-month report for this corporately important PI, which gave time for consideration of remedial action but in this case nothing could be done. .

Issue for 07/08: Where circumstances arise, which may lead to an important target not being met, officers should bring this to the attention of Cabinet to ensure that there is time to consider the possibility of remedial action.

PI	Description	05/06	06/07 Performance				06/07 Target
		Actual	3 month	6 month	9 month		
			Actual	Actual	Actual	Year end estimate	
SF731	% Contact Centre calls abandoned by the caller	2 %	1.8 %	1.9 %	Not supplied	Not supplied	< 5 %

8. The information for the 3rd quarter could not be obtained from the external source i.e. the County Council.

Issue for 07/08: External partnership arrangements need to be robust enough to ensure quality performance information is provided to agreed timescales. Where the agreed arrangements are seen not to be working then these should be reviewed.

Corporate Priority 2 – To achieve successful, sustainable new communities at Northstowe & other major new developments

9. There are still no performance indicators with which monitor of progress on these new community projects. One of the key roles for the Growth Areas Project Manager's post will be to help the Council identify realistic performance measures.

Issue for 07/08: One of the key roles for the Growth Areas Project Team will be to identify realistic performance measures.

Corporate Priority 3 – To increase the Supply of Affordable Housing

PI	Description	05/06	06/07 Performance				06/07 Target
		Actual	3 month	6 month	9 month		
			Actual	Actual	Actual	Year end estimate	
SH311	Number of affordable housing of all types and tenures completed	291	17	105	162	200	300
SH320	Affordable housing planning permissions as a % of all residential permissions	Not known	Not known	Not known	Not known	Para: 12 refers	Para: 12 refers

10. External factors influence the number of completions (SH311) but it is anticipated that the shortfall will be made up in 2007/08.

Issue for 07/08: External partnership working and other external factors mean that there will be times when we do not have full control over the delivery of our locally set targets, which means that we must work to influence those arrangements as much as possible.

11. The new PI (SH320) will provide a more realistic means of measuring our internal performance. Development Control are working with the PFH to identify the methodology for this PI and will be setting an 07/08 target to provide an effective means of monitoring this area in 07/08.

Issue for 07/08: Cabinet will have a means of monitoring the impact of Development Control activity on the volume of affordable housing agreed for development.

Other Important Corporate PIs

Performance Management and Corporate Health

PI	Description	05/06	06/07 Performance				06/07 Target
		Actual	3 month	6 month	9 month		
			Actual	Actual	Actual	Year end estimate	
BV12	Working days/shifts lost to sickness absence	10.75	2.03	5.21	8.08	10.77	10.5
SF713	Average spending on training per employee	£ 250	£40	£105	£230	£306	£450

12. Sickness absence (BV12) is basically on target, although the winter period can produce a late surge, which is not allowed for in the extrapolated end-of-year figure.

13. However the 05/06 national upper quarter figure is 8.29 and the lowest quartile is 10.92 and our corporate performance in recent years has been:

2003/04	11.70 = 3 rd Quartile
2004/05	13.10 = 4 th Quartile
2005/06	10.75 = 3 rd Quartile

14. Thus our 06/07 performance looks like it will again fall into the 3rd or 4th quartile. If our comparative performance is to improve then further action will need to be taken to bring that improvement about.

Issue for 07/08: When setting targets, past trend performance information should be considered to identify repeated low comparative performance with a view to taking positive action to improve performance.

15. The training budget (SF713) was deliberately cut back as a consequence of capping.

Income, Finance and Efficiency

PI	Description	05/06	06/07 Performance				06/07 Target
		Actual	3 month	6 month	9 month		
			Actual	Actual	Actual	Year end estimate	
BV66a	% of rent collected	97.3%	89.6%	94.6%	96.8%	97.5%	98%
BV76c	The number of fraud investigations per 1,000 caseload	44	9	15	20	27	44
BV79a	% of cases for which the calculation of the amount of benefit due was correct.	98%	96%	96.8%	97.3%	97.6%	99%

16. The BV66a target will be not met. Using this PI as an illustrative example only, it may be felt that the implication of not reaching some targets (e.g. financial income targets) may be particularly damaging or undesirable. This could be borne in mind when setting future targets, where a system of 'weighting' may prove valuable. The software package, which will be purchased as a replacement for PIMMS, will be required to enable 'weighting' of information (para: 39/40 refers).
17. The number of fraud investigations (BV76c) will not be on target but this is directly related to a deliberate increase in publicity (i.e. raising of public awareness) and the provision of fraud awareness training for non benefit staff. This has resulted in an improvement in the quality of referrals received and sanctions imposed do compare favourably with 05/06, which indicates there is now more effective prioritisation. This situation would appear to demonstrate a much more cost-effective use of capacity and available resources i.e. quality over quantity.

18. For BV79a, 10 of 375 cases were found to have extremely minor errors in the amount of benefit awarded. However this has resulted in our not being able to achieve the end of year target. Whilst this PI is important (i.e. accuracy of calculations) it is clear that the impact of some targets not being achieved is higher or lower than others). This, degree of impact, should be borne in mind when setting future targets, where a system of weighting the importance of different targets may prove valuable, with targets for some PIs receiving a lower rating than others (e.g. BV66a).

Issue for 07/08: The impact of not achieving some targets will be more damaging or undesirable than others, which indicates that we might want to consider 'weighting' some PI targets higher than others.

Satisfaction with Services and Service Delivery

PI	Description	05/06	06/07 Performance				06/07 Target
		Actual	3 month	6 month	9 month		
			Actual	Actual	Actual	Year end estimate	
BV212	Average calendar days to re-let local authority dwellings	29	39	42	41	40	21
SH301	% of non-urgent repairs completed in time	83 %	79 %	77 %	80 %	80 %	93 %

19. The results for BV212 are partially due to the 06/07 re-organisation which made changes to responsibilities. There have also been a number of "Difficult to Let (DTL)" properties. The whole void process is currently under active review and it is anticipated that there will be a more robust process for 07/08.
20. It has been found that SH301 was not being measured in line with government guidance, which has resulted in the performance being presented lower than it actually should be. The PI is to be replaced by a revised PI from April 07, which for the 06/07 3rd Qtr gives a figure of 93% (i.e. on target).

Issue for 07/08: The importance of ensuring data quality and compliance with national or local PI definition guidance needs to be fully understood by all PI Owners.

Cleaner Villages and Environmental Quality

PI	Description	05/06	06/07 Performance				06/07 Target
		Actual	3 month	6 month	9 month		
			Actual	Actual	Actual	Year end estimate	
BV199b	% of land/highways with visible graffiti	6 %	Not known	6 %	8 %	8 %	6 %
BV199c	% land/highways with visible fly posting	3 %	Not known	8 %	4 %	7 %	3 %

21. These were new PIs in 05/06 and the 06/07 target was set on initial surveys carried out in 05/06. However more comprehensive 06/07 surveys, based on our experience from 05/06, is producing more realistic performance information. End of year estimates represent more accurate baseline figures, which will be used to set future targets.
22. There have also been delays in the ability of the Probation Service to start a graffiti clearance project (BV199b), which may affect achievement of the annual target. Thus external partnership factors, which are outside of our complete control, can also impact on our ability to achieve our targets.

Issue for 07/08: New PIs, especially ones with complicated or difficult methodologies, will require more time before meaningful and realistic targets can be set.

Community Safety and Community Services

PI	Description	05/06	06/07 Performance				06/07 Target
		Actual	3 month	6 month	9 month		
			Actual	Actual	Actual	Year end estimate	
BV218b	% abandoned vehicles removed within 24 hours	85 %	83 %	83 %	82 %	80 %	85 %
SX15	% dual use strategy work completed	66 %	66 %	66 %	66 %	77 %	88 %

23. As a result of other work priorities and staff vacancies; officers with responsibility for this area (BV218b) are currently providing cover for other service areas, which is resulting in the target not being achieved.
24. There are 9 Dual Use Strategy (SX15) projects and it was planned to complete 8 in 06/07 (88%). However 7 will be completed (77%) with the remaining 2 by September 07 (100%). Whilst the 06/07 target will not be achieved; the performance is an improvement on previous years.

Housing Provision

PI	Description	05/06	06/07 Performance				06/07 Target
		Actual	3 month	6 month	9 month		
			Actual	Actual	Actual	Year end estimate	
BV183b	Average weeks in hostel accommodation of households, which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	29	32.4	43.3	36.5	35	24

25. Recognising that the performance was not as positive as initially hoped; a report was presented to the December Cabinet to suggest amendments to the lettings policy. These letting policy amendments are designed to improve performance but this will have minimal impact in 06/07.

Issue for 07/08: Where targets are not being met, officers should monitor the situation and advise Cabinet of action that could be taken to bring about desired improvements

A Better Future through Partnerships

PI	Description	05/06	06/07 Performance				06/07 Target
		Actual	3 month	6 month	9 month		
			Actual	Actual	Actual	Year end estimate	
SX16	Number of Villages with completed Parish plans	16	14	14	15	18	20

26. Due to the voluntary nature of this ongoing annual exercise and depending on the time taken, it is difficult to gauge how many PC's will be completed in each year. The overall progress on Parish Plans is very good and there are a number of plans in preparation. Of the 15 villages currently producing a plan it is anticipated that 3 will be completed by the end of March, which will mean that the set 06/07 target will be just missed.

Issue for 07/08: With some PIs it is difficult to be certain of the final target e.g. when the actual work is carried out by external agencies and for some PIs it would therefore be useful to agree a 'target range' or/and 'low weighting' rather a fixed target.

A sustainable future for South Cambridgeshire

PI	Description	05/06	06/07 Performance				06/07 Target
		Actual	3 month	6 month	9 month		
			Actual	Actual	Actual	Year end estimate	
BV82ai	% waste sent for recycling	18.1%	15.9%	16.9%	17.2%	18%	19%
BV82aii	Tonnage (000's) of waste sent for recycling	10.62	2.65	5.24	7.86	10.5	10.7

27. During the first 6 months of the year there were staff shortages, which was partly caused by a lack of applicants for the employment package offered. This staff shortage resulted in our being unable to provide the planned amount of officer resource to carry out recycling promotional work. This has now been rectified but it is likely that the two targets will be slightly missed.

Financial Implications

28. None.

Other Performance Management Developments

29. **Three-Yearly Best Value Surveys.** There are four national 3-yearly surveys and the national comparative results will not be known for some months. Thus we will not be able to judge whether any movement (up or down) in our own satisfaction figures is following a national trend or not. The current situation with the surveys is as follows.
30. Planning Survey – The final report has been received and presented to Planning Managers. Copies of the report were also sent to the PFH and the Chairman/Deputy Chairman of Planning Committee.
31. We were required to obtain a minimum of 400 responses but only 363 were returned, which represents an overall response rate of 53%. However no problems are anticipated with this lower than 400 target as 53% represents an improved response on that achieved in 2003, when no adverse comment was received from the Audit Commission.
32. The results are generally disappointing, despite the improvements that have taken place in recent times. The Transformation team is assisting in the formulation of the 07/08 Service Plan and the 3-yearly consultation results will be used to help in that process.
33. Planning survey questions 5 and 6 are used for national comparison purposes although only question 6 is allocated a national BV PI number (BV111). A comparison of our 2003 and 2006 results shows a fall in all areas of satisfaction as illustrated in the following table.

Question Number	Question Detail	Strongly agree/Agree		
		2003	2006	Direction of Travel
5a	I was given the advice and help I needed to submit my application correctly.	70 %	63 %	☹
5b	The Council kept me informed about the progress of my application.	49 %	40 %	☹
5c	The Council dealt promptly with my queries.	53 %	44 %	☹
5d	I understand the reasons for the decision made on my application (s).	73 %	70 %	☹
5e	I felt I was treated fairly and that my viewpoint was listened to.	59 %	51 %	☹
6 BV111	How satisfied or dissatisfied are you with the service provided by the Council in processing your application?	63 %	56 %	☹

34. **BV111** – There have now been three 3-yearly surveys and this authority was in the bottom quartile in both of the previous one (i.e. 2000 and 2003). The 2006 national comparative data will not be available for some months but as our performance has dropped from 63% to 56% it would appear reasonable to assume that our quartile position will not have improved.
35. General Survey – The survey is complete and the report will be available in early March.
36. Tenants Survey – The survey deadline is February 23rd and the draft report will be available in mid March. The response rate is very high at around 70%.
37. Benefit Survey – This survey is divided into 2 survey windows. The first window was completed before Christmas and the second one is currently taking place. The combined responses from both survey windows will form the final report, which will be available in early April.
38. The results from the four 3-yearly survey will be reported individually to Cabinet.

Issue for 07/08:

- i) **The results will be used to develop the various Service Plans, with targets for 3 years time.**
- ii) **It is recommended that PFH's use PFH meetings to monitor implementation of the improvement measures in the various Service Plans.**
- iii) **It is recommended that the Scrutiny and Overview Committee monitor progress, at least annually, to ensure that the 3-year targets are achieved.**

39. **Replacement for PIMMS.** A specification for the new Business Management System (BMS) has been drafted. It will now be considered by EMT in March 2007 to ensure that the implications of introducing a comprehensive management system are fully understood and owned.
40. Provision has been made in the 07/08 MTFS to purchase the new package, which it is hoped can be in place in mid 2007.

41. **Service Plans and Appraisals.** Service plans have been issued to managers who are now actively developing their 07/08 plans. Managers have been encouraged to consult their staff and to work with their PFH during that development stage. The plans form an important role in the overall performance management process and are designed to include:
- a) Link Policy and service delivery
 - b) Enable services and individuals to contribute to Council priorities and policies
 - c) Improve performance and Value for Money
 - d) Build team working, staff involvement, motivation and capacity
 - e) Plan for the future (including finance and workforce)
 - f) Minimise risk

Issue for 07/08: It is recommended that PFH's work with the service planning managers to ensure that plans are robust and clearly set out to help achieve the Council's 07/08 priorities.

42. **Corporate Governance Inspection.** The CGI improvement plan is now being developed will be ready for submission to the Audit Commission by the end of April 2007.

Conclusion

43. Good progress has been made on achieving the targets for the corporately important performance indicators with 76% being on target. The remaining 24% of PIs are expected to fail to achieve their target.
44. There are numerous issues for 07/08 that can be learnt from our experience from 06/07, which should assist us to create a more robust and focussed continually improving performance agenda. These are as follows:
- a. Where circumstances arise, which may lead to an important target not being met, officers should bring this to the attention of Cabinet to ensure that there is time to consider the possibility of remedial action (Para: 7 refers).
 - b. External partnership arrangements need to be robust enough to ensure quality performance information is provided to agreed timescales. Where the agreed arrangements are seen not to be working then these should be reviewed (Para: 8 refers).
 - c. One of the key roles for the Growth Areas Project Team will be to identify realistic performance measures (Para: 9 refers).
 - d. External partnership working and other external factors mean that there will be times when we do not have full control over the delivery of our locally set targets, which means that we must work to influence those arrangement as much as possible (Para: 10 refers).
 - e. Cabinet will have a means of monitoring the impact of Development Control activity on the volume of affordable housing agreed for development (Para: 11 refers).

- f. When setting targets, past trend performance information should be considered to identify repeated low comparative performance with a view to taking positive action to improve performance (Para: 14 refers).
- g. The impact of not achieving some targets will be more damaging or undesirable than others, which indicates that we might want to consider 'weighting' some PI targets higher than others (Para: 16-18 refer).
- h. The importance of ensuring data quality and compliance with national or local PI definition guidance needs to be fully understood by all PI Owners (Para: 20 refers)..
- i. New PIs, especially ones with complicated or difficult methodologies, will require more time before meaningful and realistic targets can be set (Para: 21-22 refers).
- j. Where targets are not being met, officers should monitor the situation and advise Cabinet of action that could be taken to bring about desired improvements (Para: 25 refers).
- k. With some PIs it is difficult to be certain of the final target e.g. when the actual work is carried out by external agencies and for some PIs it would therefore be useful to agree a 'target range' or/and 'low weighting' rather a fixed target (Para: 26 refers).
- l. The results will be used to develop the various Service Plans, with targets for 3 years time (Para: 29-37 refer).

Recommendations

45. Cabinet is recommended to: -
- (a) Note the progress on performance indicators after the first 9 months of 06/07 e.g. that 76% are projected to be on target (Para: 3 refers).
 - (b) Cabinet is recommended to indicate whether targets for 07/08 should remain at the level of government minimum standards or should be at a higher level, to improve quartile position or customer service (Para: 6 refers).
 - (c) It is recommended that PFH's use PFH meetings to monitor implementation of the improvement measures in the various Service Plans (Para: 29-37 refer).
 - (d) It is recommended that the Scrutiny and Overview Committee monitor progress, at least annually, to ensure that the 3-year targets are achieved (Para: 29-37 refer).
 - (e) It is recommended that PFH's work with the service planning managers to ensure that plans are robust and clearly set out to help achieve the Council's 07/08 priorities (Para: 41 refers).
 - (f) Accept the lessons learnt as a means of helping ensure that appropriate plans are set and successfully implemented for 07/08 (para: 44 refers).

Background Papers: Performance Plan 2006.

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