

<b>Committee:</b>	PERFORMANCE SELECT COMMITTEE	<b>Agenda Item 9</b>
<b>Date:</b>	12 February 2009	
<b>Title:</b>	<b>ESTIMATED END OF YEAR (2007/08) PERFORMANCE DATA AND TARGET SETTING 2008/09</b>	Item for Information
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## 1.0 Summary

- 1.1 This report presents a summary of estimated performance data for all National, Corporate and Service Indicators collected by the Council for the year 2008/09. It also includes proposed targets for the 2011/12 and any revisions to previously set targets for 2009/10 and 2010/11 (N.B. targets for 2008/09 Indicators have already been agreed by Performance Select Committee). Where we have retained any Best Value Performance Indicators as either Service or Corporate Indicators, the quartile data (for 2007/08) has also been included.
- 1.2 It should be noted that unlike previous years the estimated performance data does not include an anticipated quartile positioning for the relevant National Indicators. This is due to the change in data collection from Best Value to National Indicators in April 2008 as governed by the Audit Commission. It is anticipated that quartile position data will be available for all National Indicators from 2009/10.
- 1.3 For all indicators where the estimated end of year performance is below the 2008/09 target, explanatory notes have been collected from relevant officers and included in the Comments column of the spreadsheet.
- 1.4 In addition, where revisions to existing targets have been proposed explanatory notes have been collected from relevant officers and included in the Comments/Notes column of the accompanying spreadsheet.
- 1.5 Collection Officers were asked to bear in mind the following factors when proposing targets:
  - Targets should demonstrate a year-on-year improvement
  - Targets should demonstrate an improvement on the estimated performance for the current year
- 1.6 Full details of the data collected for each indicator are detailed in the accompanying spreadsheet.

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- 1.7 Outturn data will be collected during May and a full comparison made against annual targets. It is anticipated that the outturn report will be presented to SMB in June 2009.
- 1.8 Once agreed by Members all future targets will be loaded onto Covalent.

## 2.0 Recommendations

- 2.1 That the Committee review and comment on estimated performance for 2008/09.
- 2.2 That the Committee review and discuss the proposed targets for 2011/12 in addition to any suggested revisions to targets for 2009/10 and 2010/11.
- 2.3 That the Committee review and discuss the proposed addition/deletion of the indicators specified in sections 7.0 and 8.0.

## 3.0 Background Papers

- 3.1 The following papers were referred to by the author in the preparation of the report:
- National Indicators for Local Authorities and Local Authority Partnerships: Handbook of Definitions
  - Performance Improvement Team internal files 2008 and 2009

## Impact

Communication/Consultation	Communication on performance is carried out via Utterings, Uttlesford Life and specific service briefings
Community Safety	None
Equalities	None
Finance	Performance Improvement Plans cover any additional funding associated with recovery of performance
Human Rights	None
Legal implications	The Audit Commission's focus on data quality will require consideration and quality assurance controls
Sustainability	No direct impact resulting from report findings

## 4.0 Situation

- 4.1 The Council collects a number of indicators to monitor performance and these form part of the performance management framework. They include:
- National Indicators specified by the Government (with effect from 1st April 2008)

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- Corporate and Service Indicators - to reflect actions in both the Corporate and Divisional Plans (with effect from 1st April 2008)

4.2 The Council is required to collect, set targets for improvement and compare performance against other councils.




4.3 These sets of indicators are subject to annual audit by the External Auditor (Audit Commission) and the Council is expected to have in place systems to monitor performance on an ongoing basis. Covalent is our performance management system and officers are responsible for loading data directly onto the system.

## 5.0 Estimated End of Year Performance Data




### 5.1 Analysis

The estimated end of year performance spreadsheet details the data that has been collected and analysed for 24 National Indicators, 29 Corporate Indicators and 36 Service Indicators.




### 5.2 National Indicators (based on 24 indicators)

5% or more off target	Up to 5% off target	On or above target	Status not available
			-
0	1	15	8
<b>0%</b>	<b>4%</b>	<b>63%</b>	<b>33%</b>

### 5.3 Corporate Indicators (based on 29 indicators)

5% or more off target	Up to 5% off target	On or above target	Status not available
			
3	1	22	3
<b>10%</b>	<b>3%</b>	<b>76%</b>	<b>10%</b>

5.4 **Service Indicators** (based on 36 indicators)

5% or more off target	Up to 5% off target	On or above target	Status not available
			
5	3	28	0
<b>14%</b>	<b>8%</b>	<b>78%</b>	<b>6%</b>

5.5 **Notes on 2008/09 Estimated Performance for PI's that will not perform to target (where notes have been provided by the collection officer)**

<b>Environment – Protecting and enhancing the environment</b>	
<b>Corporate Indicators</b>	
<b>CI 18 (BV64)</b> No. of private sector vacant dwellings that are returned into occupation or demolished	We have no direct control over the owners of privately owned empty dwellings; we can only try and persuade them to bring their property back in to use.
<b>CI 22 (BV204)</b> Planning appeals allowed	The Planning management team met with the planning inspector regarding the previously unusually high amount of appeals being allowed. They advised us to continue applying our policies in the way we have been. We are reviewing the results of any appeals allowed, and modifying our approach when trends are identified.
<b>Service Indicators</b>	
<b>SI 20</b> Number of days that a property is void	Introduction of Choice Based Lettings and change in void calculation will affect this indicator
<b>SI 25 (DS5)</b> % of full plan applications checked within 3 weeks of receipt	Outturn likely to be approx 0.5% below target. This is mainly due to Q1 performance being 2% below target. Performance has now improved and Q3 was above target. Q4 is expected to be on target or above but this will probably not be enough to bring the average for the year up to target.

<b>Finance – Effectively managing our finances and operating within budget</b>	
<b>National Indicators</b>	
<b>NI 181</b> Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	The economic downturn has significantly increased new claims and customer contacts during 2008/09. Potential impact on subsidy.
<b>Corporate Indicators</b>	
<b>CI 01</b> Amount of spend against budget	Based upon position reported to Council in December (£2,000 variance on budget of £8,432,000)
<b>CI 02</b> Percentage of budgets overspending	Targets have been revised as it is unrealistic to expect no overspends at all
<b>Service Indicators</b>	
<b>SI 04 (BV79a)</b> Accuracy of processing – HB/CTB claims	Estimated performance lower than target because of increased demands upon the benefits service, largely resulting from the economic downturn.
<b>People – Consulting and engaging with staff and customers</b>	
<b>Service Indicators</b>	
<b>SI 09 (BV11b)</b> Top 5% of earners: ethnic minorities	Not a lot of movement to recruit in this area
<b>SI 15</b> Number of unique visitors to the Council's website	2008/09 indicator was not measuring unique visitors – it was measuring page views.
<b>SI 22 (b)</b> Average length of stay in B&B accommodation for accepted priority needs: others	Likely pressure on service due to economic situation

## 6.0 Revised Targets

The following table summarises proposed revisions to existing targets together with associated explanations (where these have been provided):

Indicator	2009/10 Existing Target	2009/10 Revised Target	2010/11 Existing Target	2010/11 Revised Target	Explanation
<b>Finance – Effectively managing our finances and operating within budget</b>					
<b>National Indicators</b>					
<b>NI 179</b> Value for money – total net value of ongoing cash releasing value for money gains	80,000	<b>261,000</b>	80,000	<b>269,000</b>	Targets have been revised as the Government expectation is that savings will be 3% of budget. The figures represent 3% of estimated net budget requirement.
<b>Corporate Indicators</b>					
<b>CI 02</b> Percentage of budgets overspending	0%	<b>10%</b>	0%	<b>10%</b>	Targets have been revised as it is unrealistic to expect no overspends at all
<b>CI 03a</b> Percentage of accountancy staff who are qualified CCAB Accountants	30%	<b>22%</b>	30%	<b>33%</b>	09/10 revised target is based on 2 out of 9 (Stephen Joyce and Adrian Webb)  10/11 revised target is based on 3 out of 9 (Stephen Joyce and Adrian Webb and Toby Cowper)
<b>CI 03b</b> Percentage of accountancy staff who are part qualified or similar	60%	<b>78%</b>	70%	<b>67%</b>	All accountancy staff have a qualification or are part qualified
<b>CI 03c</b> Percentage of accountancy staff who do not have a financial qualification	10%	<b>0%</b>	-	-	All accountancy staff have a qualification or are part qualified
<b>CI 04 (BV9)</b> Council Tax collected	99.05%	<b>99%</b>	99.10%	<b>99%</b>	The targets for this indicator have been revised due to the economic downturn

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<b>Service Indicators</b>					
<b>SI 04 (BV79a)</b> Accuracy of processing – HB/CTB claims	98.60%	<b>92.50%</b>	99.20%	<b>95.00%</b>	Target has been revised so that it is more realistic.
<b>SI 06 (BV10)</b> Percentage of Non Domestic rates collected	99.05%	<b>99.00%</b>	99.10%	-	Target revised due to economic downturn
<b>SI 19 (BV66c)</b> Rent collection and arrears recovery: Notices seeking possession	13.50%	<b>13.80%</b>	13.00%	<b>13.70%</b>	No explanation provided
<b>People – Consulting and engaging with staff and customers</b>					
<b>Corporate Indicators</b>					
<b>CI 09</b> Satisfaction with customer services	90.05%	<b>95%</b>	90.10%	<b>95%</b>	Targets have been revised to reflect estimated performance for 2008/09.
<b>CI 10</b> % of electoral canvas forms (form A's) returned	94.00%	<b>94.50%</b>	95.00%	-	Targets have been revised to try to continue on an upward trend
<b>Service Indicators</b>					
<b>SI 08 (BV 11a)</b> Top 5% of earners: women	25.00%	<b>20.00%</b>	30.00%	<b>22.00%</b>	Targets have been amended as it is very unlikely that we will be recruiting in this area
<b>SI 09 (BV11b)</b> Top 5% of earners: ethnic minorities	5.00%	<b>1.00%</b>	1.00%	-	Targets have been revised as there is not a lot of movement to recruit in this area
<b>SI 10 (BV2a)</b> Equality standard for local government	Not set	<b>Level 2</b>	Not set	-	Level 2 target is based on the new standards (which changed in 2009)

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<b>SI 15</b> Number of unique visitors to the Council's website	1,050,000	<b>50,000</b>	1,100,000	<b>55,000</b>	Targets have been revised to reflect the fact that the 2008/09 indicator was measuring page views and not unique visitors. Indicator to be amended to reflect this
<b>SI 17</b> % of users who are able to access the network and systems remotely	25%	<b>12%</b>	30%	<b>13%</b>	Targets have been revised to reflect the new Government Connect (CoCo) policy as we will be stopping homeworking/remote access
<b>SI 22 (a)</b> Average length of stay in B&B accommodation for accepted priority needs: families	1.8	<b>2</b>	1.5	<b>2</b>	Targets have been revised to reflect likely pressure on the service due to economic situation
<b>SI 22 (b)</b> Average length of stay in B&B accommodation for accepted priority needs: others	2.8	<b>3</b>	2.5	<b>3</b>	Targets have been revised to reflect likely pressure on the service due to economic situation

**Partnerships – Working to deliver effective and co-ordinated services with partners**

**Corporate Indicators**

<b>CI 12</b> Cost per visit to Leisure Centre (per head)	Not set	<b>£13.42</b>	Not set	<b>£13.82</b>	The targets assume a 3% increase in annual inflation
<b>CI 25</b> Number of volunteers (staff & relevant partner agencies) attending emergency planning training sessions	14	<b>13</b>	16	<b>14</b>	Reasons for revised targets: 2009/10 - Sometimes having to rely on outside opportunities whilst EPO attends their own 'Train the Trainer' course mid year'. 2010/11 - In house training sessions to be improved and written following EPO training. May prevent ability to fit any more sessions in this year.

**Environment – Protecting and enhancing the environment**



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National Indicators					
<b>NI 154</b> Net additional homes provided	550	<b>525</b>	600	<b>586</b>	The revised targets reflect the revised trajectory
<b>NI 157a</b> Processing of planning applications: major applications	60%	<b>65%</b>	60%	<b>65%</b>	
<b>NI 158 (CI 20)</b> % of non-decent council homes	6%	-	6%	<b>8%</b>	Targets have been revised as financial constraints on the HRA will result in a decrease of programmed decent homes works
<b>NI 159</b> Supply of ready to develop housing sites	Not set	<b>130%</b>	Not set	<b>121%</b>	The revised targets reflect the revised trajectory. Targets for this indicator can exceed 100% because that figure represents the number of homes to be delivered to meet a five year land supply provision. 130% and 121% targets indicate the extent to which we expect to exceed the benchmark
<b>NI 191</b> Residual household waste per household	432 Kgs	<b>390 Kgs</b>	421 Kgs	<b>390 Kgs</b>	Targets have been revised due to the improvement shown in 2008/09
Corporate Indicators					
<b>CI 15</b> Number of return visits to collect bins that have been missed on the first visit (per 100,00 collections)	95	<b>90</b>	90	<b>80</b>	Targets have been revised due to a significant improvement so far in 2008/09
<b>CI 16 (BV86)</b> Cost of household waste collection	£71.26	<b>£69.00</b>	£74.00	<b>£71.08</b>	Targets have been revised due to a significant improvement so far in 2008/09
Service Indicators					
<b>SI 20</b> Number of days that a property is void	21	<b>33</b>	14	<b>31</b>	Targets have been amended to reflect introduction of Choice Based Lettings and change in void calculation

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<b>SI 21 (a)</b> Homeless: Number of people presenting as homeless	49	<b>50</b>	48	<b>49</b>	Targets have been revised due to the likely pressure on the service due to the economic downturn
<b>SI 21 (b)</b> Homeless: Number of people accepted as homeless	32	<b>35</b>	30	<b>32</b>	Targets have been revised due to the likely pressure on the service due to the economic downturn
<b>SI 27 (BV156)</b> Buildings accessible to people with a disability	87.5%	<b>93.75%</b>	87.5%	<b>93.75%</b>	Targets revised as 15 out of 16 buildings are now accessible

**7.0 Deletion/Replacement of Performance Indicators**

**SI 02a – Cycle time in working days from year end closure to submission of draft accounts**

The Chief Financial Officer has proposed that this indicator be deleted with effect from 1<sup>st</sup> April 2009 and replaced with the following:

***Was the draft statement of accounts approved by Members by 30 June?***

The following targets have been proposed:

<b>Year</b>	<b>Proposed target</b>
2009/10	Yes
2010/11	Yes
2011/12	Yes

**SI 02b – Was the last set of accounts qualified by external audit?**

The Chief Financial Officer has proposed that the above indicator be deleted with effect from 1<sup>st</sup> April 2009 and replaced with the following:

***Did the Final Statement of Accounts receive an unqualified audit opinion by 30<sup>th</sup> September?***

The following targets have been proposed:

<b>Year</b>	<b>Proposed target</b>
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2009/10	Yes
2010/11	Yes
2011/12	Yes

**CI 03a – Percentage of accountancy staff who are qualified CCAB Accountants**

The Chief Financial Officer has proposed the deletion of this indicator with effect from 1st April 2009 and replacement with the following:

***Percentage of accountancy staff who are CCAB qualified***

The following targets have been proposed:

Year	Proposed target
2009/10	10%
2010/11	20%
2011/12	30%

**CI 03b – Percentage of accountancy staff who are part qualified or similar and  
CI 03c – Percentage of accountancy staff who do not have a financial qualification**

The Chief Financial Officer has proposed the deletion of these indicators with effect from 1st April 2009 and replacement with a single indicator as follows:

***% of accountancy staff that have an accountancy qualification and/or are part CCAB qualified***

The following targets have been proposed:

Year	Proposed target
2009/10	80%
2010/11	90%
2011/12	100%

**CI 01 – Amount of spend against budget and CI 02 - % of budgets overspending and CI**

The Chief Financial Officer has proposed the deletion of these indicators with effect from 1st April 2009 and replacement with:

**(a) General Fund net variance from original budget**

The following targets have been proposed:

Year	Proposed target
2009/10	0%
2010/11	0%
2011/12	0%

**(b) Is the General Fund Working Balance above the agreed minimum safe contingency level?**

The following targets have been proposed:

Year	Proposed target
2009/10	Yes
2010/11	Yes
2011/12	Yes

**(c) Housing Revenue Account net variance from original budget**

The following targets have been proposed:

Year	Proposed target
2009/10	0%
2010/11	0%
2011/12	0%

**(d) Is the HRA Working Balance above the target minimum level?**

The following targets have been proposed:

Year	Proposed target
2009/10	Yes
2010/11	Yes
2011/12	Yes

**(e) Capital Programme net variance from original budget after adjusting for approved slippage**

The following targets have been proposed:

Year	Proposed target
2009/10	0%
2010/11	0%
2011/12	0%

**8.0 Addition of indicators**

The Chief Financial Officer has proposed the addition of the following indicators together with associated targets:-

Indicator	Proposed target 2009/10	Proposed target 2010/11	Proposed target 2011/12

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<p><b>Accountancy Services</b></p> <p>Was monthly budgetary control information issued within 10 working days of month end?</p>	Yes	Yes	Yes
<p><b>Payments to suppliers</b></p> <p>(a) % of invoices processed within 5 working days of receipt by the Finance Services</p> <p>(b) Average time to pay supplier invoices from date received by the Council to date payment made</p> <p>(c) % of transactions completed by purchasing card</p>	<p>95% or higher</p> <p>25 days or less</p> <p>50% or higher</p>	<p>97.5% or higher</p> <p>20 days or less</p> <p>65% or higher</p>	<p>100% or higher</p> <p>15 days or less</p> <p>80% or higher</p>
<p><b>Treasury Management</b></p> <p>(a) Was total external debt below the approved operational limit?</p> <p>(b) Did all investments comply with the approved investment strategy?</p>	<p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p>

**Risk Analysis**

The following have been assessed as the potential risks associated with this issue:

Risk	Likelihood	Impact	Mitigating actions
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That performance will fail to meet all set targets	1	3	Performance is considered and commented on by SMB on a quarterly basis. Performance Select Committee will focus on corporate performance issues. Performance Management Framework is established and has been communicated throughout the authority.
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