

OXFORD CITY COUNCIL**Executive Board**13th June 2005

Report of: Claire Emmett
Performance Monitoring Officer
Performance Improvement Team

Title: Year-end Performance

Ward: All

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Key Decision: No

Lead Member: Councillor John Tanner

Scrutiny responsibility: Finance

RECOMMENDATIONS

1. Note the performance that has been reported

1. Summary

This report analyses Key Performance Indicators for the year-end 2004/05. Appendix A holds all data for these KPI's. Appendix B holds data for all BVPI's that we are requested to report to the ODPM.

All BVPI data can be viewed in CorVu. Please note that the quartile positions have been based on 2003/04. The 2004 /05 quartiles will not be released from the Audit Commission until December 2005.

2. Background and context

In March 2005 the Strategic Directors decided upon 28 key performance indicators (KPI's) that would be monitored throughout the year. This report follows the new format as advised by Gatenby Sanderson (and requests from Finance scrutiny) to ensure we recognise trends and performance but look forward by stating our actions for 2005/06.

3. Corporate Summary

The main messages about BVPI performance covered in this report are:

- 6 BVPI's have not yet been collected (3 of these are indicators from Thames Valley Police)
- Of those collected, 80% show an improvement and 20% show a decline from last years result.

- Of those collected, 52% BVPI's have reached target, 48% have a result that is below the target set for this year.
- Of those collected, 8 indicators are in the worst quartile. No indicators have dropped down into the worst quartile
- Areas where there have been significant improvements are: invoices paid on time, speed of benefit claims, speed of planning applications and rent collection.
- Areas where performance has declined considerably are: land charges

4.0 Performance Improving

4.1 BV008 Invoices paid on time

Business Manager Sarah Fogden

The figures for January, February & March 2005 were 97.31%, 95.12% & 94.54% & respectively, giving a cumulative year-end result of 90.55%. This recent good performance in the latter part of the year could not retrieve the situation. This emphasises is the need for consistency throughout the year.

Action – The following actions are taking place to ensure that performance continues to improve:

- Use of purchasing cards, this works very like a visa with chip and pin ID. There will be 12 cards for the pilot starting in May 05, each card will have two limits (an overall credit limit and an individual transaction limit) they will also be closed to certain types of merchant purchasing. Each cardholder fills in a simple transaction log is reconciled against the bill which is paid by direct debit.
- E procurement with a purchasing module.
- Ongoing training (creditors and VAT).
- Training in the induction meetings.
- An extra member of staff to concentrate on monitoring these figures as well as purchasing card and producing reports.

4.2 BV66a Rent Collection

Business Manager Graham Stratford

Rent collection continues to improve. The amount collected is at £27,204,982, which is 97.4% of a total amount collectable. This is the best result we have ever achieved. The target of 96.60% has been exceeded and this indicator can move out of the worst and into the second quartile. The fourth quarter results show a continued improvement in the Rents Team's performance. There are 2469 (30.11%) tenants in arrears with their rent, a further reduction from 2764 in the third quarter. This means that 295 tenants have cleared all their rent arrears and are now either in credit, or have a zero balance on their rent account.

The average amount of arrears of all tenants is £133.76, previously this was £153.75 for the third quarter. There are 425 tenants (5.42%) owing more than 13 weeks rent, this figure has reduced from 464 in the third quarter, and 472 for the second quarter.

The overall trend shows that rent collection is increasing, the number of tenants in arrears is decreasing, and the number of Notices, warning letters, and evictions is decreasing. Housing Scrutiny will be provided with the numbers of home visits carried out by Rent Officers, and the numbers of Voluntary arrangements made (where agreements are made for tenants to pay back their rent arrears). This action is much more proactive, and relies more on the Rents Team staff making contact with tenants and reaching agreement for debts to be paid without having to resort to Legal Action.

Action – Continue to work with media on future campaigns, particularly raising the profile of direct debit payments.

4.3 BV78a Time for processing new claims

Business Manager Paul Warters

March was always expected to be a challenging month as workloads are typically high and system availability is necessarily interrupted due to year-end procedures. In addition, staffing resources were low as a result of vacancies, sickness, and training needs for existing staff due to new legislation. The overall P I result for the year however was pleasing - there was a 40% improvement on the 2003/04 result, and the actual performance of 33.5 days easily exceeded the target figure of 40 days.

Action – Current vacancies are being advertised and we expect the service to return to previous performance levels when these people are trained.

4.4 BV78b Change of circumstances

Business Manager Paul Warters

The slippage in this indicator in March was due to system unavailability (5 working days were lost), high workloads and staffing issues (as for BV78a). The overall result for the year showed a 40% improvement in performance when compared with the 2003/04 result. In three of the 12 months, the staff managed to complete the work within the target set of 15 days.

Action – This remains challenging nationally. We are currently taking advice on best practice from the DWP

4.5 BV109 Planning applications

Business Manager Michael Crofton Briggs

BV109a (major applications determined in 13 weeks) has seen continuous improvement steadily throughout the year. It is projected to meet the Government target by June. A year-end result of 51% will still mean the Council will be labelled as a 'standards authority' by the ODPM due to past poor performance as the judgement for 2005/06 is based on performance from July 2003 to June 2004.

All three of the Planning applications BVPI's have come above our targets. Particular improvements have been with BV109b (minor applications determined in 8 weeks), the year-end result of 73% will move the indicator into the Best quartile.

Action – Continuous improvements will be made and a performance plan will be brought to the Improvement Board for BV109a.

4.6 BV157 E-Government

Business Systems

This indicator is improving and there is confidence that we will maintain our top quartile position. We will not meet the 88% target (as stated in the BVPP), however this was adjusted to a more realistic 75% shortly after the BVPP was published, as success in this indicator is dependant upon business units having the capacity to cope with the challenging demands of this indicator. The Government target is for local authorities to have achieved 100% by December 2005, benchmarking exercises show that very few authorities will meet this. As a local comparator the Oxfordshire 2004/05 results are as follows: West 86%, Vale 69%, South 76% and Cherwell 73% and County 58.3%

Actions - The following actions are taking place to ensure that our performance quickly improves:

- The Electronic Service Delivery (ESD) Toolkit administrator will extract the relevant data from the toolkit in order to highlight where each business unit is falling short on their BV157 requirements.
- This information will be entered into a document will be sent to each Business Manager, with the offer of assistance from Business Systems. The Business Manager will be required to respond detailing exactly how they intend to reach their 100% electronic enablement target.

4.7 BV02 Equality Standard

Business Manager Janet Banfield

We have achieved our target of reaching Level 1 of the Equalities Standard in March 2005. We have a new Corporate Equalities Policy outlining our commitment to: developing a representative workforce; engagement with, and responsiveness to, all of Oxford's communities; and an eradication of discrimination and harrassment. We have backed up this commitment by conducting impact assessments for each of the business units and have outlined actions that units can take to address equalities issues in the business plans. Training on equalities issues has been provided to business managers, as well as being incorporated into the corporate induction programme. In addition, specific training on racial incident reporting has been delivered.

Some of the work required to reach Level 2 (assessment and consultation) has already been completed, for example impact assessments have been carried out in all business units and equalities actions are being integrated into business / service plans. Middle manager training is planned and consultation (especially with hard to reach groups) is being built into the emerging social inclusion work, scheduled for late summer. In addition, Level 3 (setting objectives and targets) is also being done this year, so the Equalities Steering Group is aiming to achieve both level 2 and 3 by March 06.

Action - To achieve Level 3 of the Equality Standards by March 2006

- Further training is planned for front-line staff
- Implement the community consultation programme
- Further development of the supporting strategy and action plan
- Framework and priority actions to be consulted on and developed

4.8 BV12 Sickness Absence

Business Manager Annemarie Scott

The year-end result of 9.98 days (still under going quality assurance and may change) was close to the ambitious target and an improvement on last years result and places us in the Second quartile. This increase reflects the improvements in the data collection and reporting. There has been increased Occupational Health intervention, more proactive management of long-term absence, training with line managers and superiors particularly in areas high in absenteeism recognition for this is particularly evident at CMG and OMG level have demonstrated better practices. The results reflect a better staff morale. The collation time is still lengthy due to a substantial quality assurance process.

It is recognised that we have not reached the ambitious target set at 8 days. Discussions remain ongoing concerning the target for 2005/06. Business managers will agree individual Business Unit targets that will ensure improvements in all areas and equate to the corporate year-end target.

Action:

- Continuing improvements with Compel. Now confident that we have the tools to collect and analysis but need to work on managers having access.
- Further work with Occupational Health. The independent OH Manager will review all absences and review what support we can give to employees to enable them to return to work faster.
- Continue with the training and roll out to all managers and supervisors
- Hold open sessions for all staff to raise awareness of policies and the support that is available.
- Update the employee guidelines and produce a leaflet to raise awareness.

5.0 Performance Declining

5.1 BV179 Land Charges

Business Manager Tim Revell

The year-end performance of 83.39% is disappointing and some short periods of particularly poor performance earlier in the year meant that despite excellent performance in the last three months of the year the situation could not be retrieved. This indicator has not reached target and will remain in the worst quartile. It is now a Key Performance Indicators and performance can be monitored monthly via CorVu.

Action - To ensure consistency for the whole year the process for searches is being mapped out to identify potential blockages which will then be addressed. In parallel to this work the process of capturing land charges data

electronically has been accelerated and work to upgrade the server to allow Oxford to offer a service at National Land Information Service (NLIS) level 3 will take place in the second quarter. This will give the facility to receive and despatch searches electronically

5.2 BV 009 Council Tax Collection

Business Manager Paul Warters

Council Tax collection is disappointing. Despite collecting £4m more than last year and increasing the number Direct Debit payers by 1,521 the collection rate at 94.87% is lower than the corresponding figure of 95.41% for last year.

Action – An improvement plan has been drawn up to address this and other issues in Council Tax and will be completed during the current year

5.3 BV79b Recoverable overpayments

Business Manager Paul Warters

The final calculated result of 42.9% is well short of the 55% target, and also down on last year's result. It's felt that this indicator on its own does not properly reflect the work carried out by the section. The ODPM has recently announced changes to this indicator to take place from 2005/06 that will make this indicator more meaningful.

Action – The team was strengthened in the last 12 months and collection rates are higher than ever. The PI does not reflect that arrangements are in place to recover approximately £1.5m of the outstanding debt.

5.4 BV82a Recycling

Business Manager Glen Wooldrige

14.82% was a disappointing year-end result despite endeavours by staff. This places us in the second quartile. We are encouraged by the last few weeks increased result. Around the period of the collection round reorganisation there were significant failures in administration of weight tickets which gives a false impression and effected some of the direction.

Action – Pilot work in green waste and cardboard started in March to ensure it could be fully embedded by April. There have been canvassing and publicity campaigns. Looking at usage of the 'bring sites' (areas such as bottle banks) to make greater capacity for plastics. Looking at developing recycling initiatives and will be surveying crews to see if there are relations with service standards to see if there are relations with service standards. For recycling to make a dramatic improvement there would need to be more resources allocated to allow an increase in the range of services available to the residents.

6. Customer Satisfaction

There are 4 customer satisfaction indicators in the KPI list that are only collected every three years. Whilst it would be costly and impractical to run the full BVPI satisfaction survey every year, local surveys / information is being gathered on an annual basis. It is felt that this method will provide up to date information about our customers. The last satisfaction survey also told us

that our customers were not as satisfied as they might be with some of our services. We are in the midst of working with business units and planning more consultation to find out why our customers are not satisfied. It has been advised that the best method for doing this will be to run focus groups. By doing this we hope to find out why there is dissatisfaction amongst our customers. We can then use this information to help us improve all services. The consultation officer is mapping evidence from local sources to ensure so we have a clear corporate picture of how we are changing our practices to be a more customer focused authority.

Some of the consultation exercises that have happened throughout the year include:

- Crime survey and crime audit
- 3 Tourism surveys (visitors, residents and business) one of the actions points that has happened is improving signage
- Stock options survey, particular impact on empowering residents
- A staff travel survey – resulting in the Council joining a car share scheme. HR are coordinating a travel plan
- A young peoples survey – this was a first step as we have not engaged prior to this and encouraged good partnership work. However the sample was small making it under representative. Now feeding back, engaging more and setting up a website with the young people

7. Leisure

Business Manager Tony Stephens

Income and attendance

The Ice Rink has shown an increase of 23% in income and 15% in usage compared to 2003/4. This can be attributed, in part, to the change in pricing for 2004/5 which saw a combined price for all skating and skate hire rather than separate prices. The weather has also played an important part as the overall picture across the year has been very poor which leads to an increase in usage at this type of facility. However, a mention must be made to the management of the facility with promotional events such as the 25year birthday week being an outstanding success.

Temple Cowley Pools has seen a 9% increase in income from the previous year. This can be attributed to the temporary rationalisation of facilities due to the closure of Ferry Sports Centre.

Ferry Sports Centre was closed for major refurbishment from the beginning of April 2004 until the end of March 2005. The loss of income and usage of this facility for the year explains the performance of the sports centre as a whole. If Ferry were removed from last years equation then the sports centres as a whole would then show an overall 10% increase in income for 2004/5 and a 12% increase in usage.

Hinksey Pool has shown in 2004/5 a marked decrease in income (37%) and usage (32%) compared to the previous year. This is attributed solely to the poor weather for the Hinksey season May to September.

Blackbird Leys Pool has shown an 8% decrease in income and a 17% increase in usage on the previous year. The pool unlike the other facilities currently does not have a flex computerised till management system. This means that slice cards cannot currently be read which contributes to loss of income. The usage figures are based on manual records and again may be open to interpretation.

Although Blackbird Leys Leisure Centre has identified an increase in usage, income compared to the previous year figures show only a slight increase of 2k and has not recovered to levels achieved in 2-3years' ago. The impending refurbishment should help to turn this around.

Peers Sport Centre has shown a growth in usage by 17%. Again this is attributable to the increase in Swimming Lessons due to the temporary rationalisation of swimming facilities due the closure of Ferry Sports Centre

Slice Card

The total income for the Slice Card (Direct Debit) for 2004/5 was £218,999 compared to the previous year's total of £302,633. This shows a decrease of £83,634. This is mainly due to the closure of Ferry Sport Centre. It was expected that the majority of members at Ferry would keep their membership active at the other sports centres, which did not occur to the degree that was expected. Slice card members instead tended to freeze their memberships for the duration of the closure.

The selling of new memberships at Ferry Sports Centre has been very successful. Since the pre-sell of slice cards, which started at the end of March 2005 until the 20th April, we have had 672 new members join (£22,399 immediate income). This is significantly more than expected.

Barton Update

A contractor has been appointed, SDC Builders Ltd. Arrangements have been finalized with the County to allow contractors on to site by the end of May 2005. Officers are also consulting with relevant community groups and the school. Work is programmed to start in June and be finished within this financial year.

THIS REPORT HAS BEEN SEEN AND APPROVED BY: Strategic Director: (Caroline Bull)

Appendix One: Key Performance Indicators

The 4 three-year customer satisfaction indicators have been deleted from this table. The BVPI survey will be done in 2006/07. See main report for local satisfaction progress. 3 indicators (re-let times and repairs) are new for 2005/06 so will be added in the first quarter when data has been collected.

Green = Above target, getting better **Amber = Not on target but getting better** **Red = Not on target and getting worse**

BVPI	Result	Target	On Target?	Quartile position	Performance
Corporate					
BV008 % invoices paid within 30 days	90.55%	90%	✓	Worst	Green
BV012 Sickness absence	10.16 days	8 Days	✗	Second	Amber
Chief Executive					
BV002a Equality Standard	Level 1	Level 1	✓	N/a	Green
BV16 % employees declaring DDA	1.37%	3%	✗	Worst	Red
BV17% employees from BME Communities	6.37%	8%	✗	Best	Amber
Finance and Corporate Services					
BV009 collection rates for Council Tax	94.87%	97%	✗	Worst	Red
BV010 collection rates for NNDR	98.79%	99%	✗	Second	Amber
BV078a average time for processing claims	33.47 Days	40 Days	✓	Second	Green
BV078b process change of circumstances	16.92 Days	15 Days	✗	Worst	Amber
BV079a % cases calculation of benefit correct	93.40%	95%	✗	Worst	Amber
BV079b % recoverable overpayments	42.92%	55%	✗	Third	Red
BV157 % interactions delivered electronically	76.12%	88%	✗	Best	Amber
BV179 % standard searches in 10 working days	83.39%	92%	✗	Worst	Red
Housing Health and Community					
BV066a % housing rent collected	97.40%	96.90%	✓	Second	Green
BV184a % Non-decent homes at April 2004	42.75%	38.30%	✗	Third	Amber
BV202 - Number of rough sleepers.	5	8	✓	N/a	new
Physical Environment					
BV82 a % household waste recycled	14.82%	16.50%	✗	Second	Amber
BV109a % major planning applications determined in 13 weeks	51%	48%	✓	Third	Green
BV199 Cleanliness of relevant land and highways	24	25%	✓	Third	Green
BV204 Percentage pf appeals allowed	35.3%	35%	✗	N/a	Amber

Appendix Two: All Best Value Performance Indicators

Please note all the three year BVPI satisfaction measures have been deleted from this table. The BVPI survey will be done in 2006/07. See main report for local customer satisfaction measures and progress.

Green = Above target, getting better **Amber = Not on target but getting better** **Red = Not on target and getting worse**

BVPI	Result	Target	On Target?	Quartile position	Performance
Corporate					
BV008 % invoices paid within 30 days	90.55%	90%	✓	Worst	Green
BV012 Sickness absence	10.16 days	8 Days	✗	Second	Amber
Chief Executive					
BV001 does the authority have a community strategy	Yes	Yes	✓	N/a	Green
BV002a Equality Standard for Local Government level achieved	Level 1	Level 1	✓	N/a	Green
BV002b The duty to promote race equality checklist score	46%	21%	✓	Second	Green
BV11a top 5% earners that are women	29.19%	30%	✗	Best	Amber
BV11b top 5% earners from black and minority ethnic communities	0	3%	✗	Second	Red
BV14 Early retirements / staff	0.49%	0%	✗	Third	Red
BV15 Ill health retirements / staff	0.07%	0.07%	✓	Second	Green
BV016a % employees declaring DDA	1.37%	3%	✗	Worst	Red
BV017a % employees from BME Communities	6.37%	8%	✗	Best	Amber
BV126 % domestic burglaries per 1000 households	18.4%	19.90%	✓	N/a	Green
BV127a violent offences committed by stranger per 1000 population		12.20%		N/a	Waiting on TVP
BV127b violent offences committed in a public place per 1000 population		14.42%		N/a	Waiting on TVP
BV127c violent offences committed in connection with licensed premises per 1000 population		1.41%		N/a	Waiting on TVP
BV128 % vehicle crimes per 1000 population	15.5%	18.20%	✓	N/a	Green
BV174 Racial incidents involving the local authority		No target set			Waiting for data
BV175 Racial incidents resulting in further action	100%	100%	✓	Best	Green
BV177 % expenditure on Quality Mark legal and advice services	100%	100%	✓	Best	Green
Finance and Corporate Services					
BV009 collection rates for Council Tax	94.87%	97%	✗	Worst	Red
BV010 collection rates for NNDR	98.79%	99%	✗	Second	Amber
BV076a number of claimants visted/1000 caseload	177.55%	191.99%	✗	Third	Amber
BV076b number of fraud investigators/1000 caseload	0.38%	0.41%	✗	Second	Amber
BV076c number of fraud investigations/1000 caseload	57.18%	63.86%	✗	Second	Red

BVPI	Result	Target	On Target?	Quartile position	Performance
BV076d number of prosecutions & sanctions/1000 caseload	5.32%	4.62%	✓	Second	Green
BV078a average time for processing claims	33.47 Days	40 Days	✓	Second	Green
BV078b process change of circumstances	16.92 Days	15 Days	✗	Worst	Amber
BV079a % cases calculation of benefit correct	93.40%	95%	✗	Worst	Amber
BV079b % recoverable overpayments	42.92%	55%	✗	Third	Red
BV157 % interactions delivered electronically	76.12%	88%	✗	Best	Amber
BV179 % standard searches in 10 working days	83.39%	92%	✗	Worst	Red
Housing Health and Community					
BV062 Private unfit dwellings made fit/demolished	2.8%	2%	✓	Second	Green
BV063 Energy efficiency: average SAP rating of local authority owned dwellings	67%	66%	✓	Best	Green
BV064 Private dwellings returned to occupation	0%	1.40%	✗	N/a	Red
BV066a % housing rent collected	97.40%	96.90%	✓	Second	Green
BV164 Does the authority follow the CRE's code of practice in rented housing?	No	Yes	✗	N/a	Amber
BV166a Score against checklist for Environmental Health	70%	68%	✓	Third	Amber
BV176 Domestic violence refuge places	0.22	0.22	✓	Second	Green
BV183a The average length of stay in bed & breakfast	12 weeks	12 weeks	✓	Worst	Green
BV183b The average length of stay in hostel type shared facility accommodation	11 weeks	12 weeks	✓	Third	Green
BV184a % Non-decent homes at April 2004	42.75%	38.30%	✗	Third	Amber
BV184b % change in the proportion of non-decent local authority homes between 1 April 2003 and 1 April 2004	12.4%	17.49%	✗	Third	Amber
BV185 % responsive repairs during 2003/04 for which the authority both made and kept an appointment	49.76%	50%	✗	Second	Amber
BV202 - Number of rough sleepers.	5	8	✓	N/a	New pi
Physical Environment					
BV82 a % household waste recycled	14.82%	16.50%	✗	Second	Amber
BV82b % total tonnage waste composted	0%	N/a	N/a	Worst	N/a
BV84 Kilograms household waste collected per head	330kg	330.00kg	✓	Best	Green
BV86 Cost of waste collected per household	£55.13	£37.20	✗	N/a	Red
BV91 % population served by a kerbside collection of recyclables	99%	99%	✓	Second	Green
BV106 % Homes built on previously developed land	100%	90%	✓	Best	Green
BV109a % major planning applications determined in 13 weeks	51%	48%	✓	Third	Green

BVPI	Result	Target	On Target?	Quartile position	Performance
BV109b % minor planning applications determined in 8 weeks	73%	72%	✓	Best	Green
BV109c % all planning applications determined in 8 weeks	80%	80%	✓	Second	Green
BV156 % council buildings with facilities for people with disabilities	66%	60%	✓	Second	Green
BV170a Visits / usage of museum (per 1,000 of population)	500 visits	620.00	✗	Second	Red
BV170b Visits / usage in person (per 1,000 of population)	148 visits	156.00	✗	Second	Red
BV170c School pupil visits to museum (per 1,000 of population)	2131 visits	2146.00	✗	Second	Amber
BV199 Cleanliness of relevant land and highways	24	25%	✓	Third	Green
BV200a Development Plan unexpired and under 5 years old	No	No	✓	N/a	Green
BV200b Proposals on deposit for alteration or replacement of development plan	Yes	Yes	✓	N/a	Green
BV204 Percentage pf appeals allowed	35.3%	35%	✗	N/a	Amber
BV205 Quality of service checklist	94%	N/A (New Indicator)	N/a	N/a	new