

Report of: Interim Chief Executive

To: Executive Board

Date: 18th June 2007

Item No:

Title of Report : Year end 2006/07 Performance Report



Summary and Recommendations



Purpose of report: This report highlights the performance in the Best Value Performance Indicators and Key Performance Indicators for the year 2006/07



Key decision: No



Portfolio Holder: Cllr John Goddard

Scrutiny Responsibility: Finance



Board(s) affected: All



Report Approved by: Lindsay Cane (Legal)
Penny Gardner (Finance)



Policy Framework: Oxford Plan



Recommendation(s):

1. Note the report



Background and context



This report outlines the Best Value Performance Indicator (BVPI) year-end 2006/07 results, showing where progress has been made and those indicators that did not meet their target or improve. Also highlighted are the Key Performance Indicators that Directors have chosen to become priorities for improvement in 2007/08.



2. A full report is being prepared for October that demonstrates the improvements made against CPA re categorisation and direction of travel indicators.



3. 2007– 08 will be the last year of BVPIs. Following the Local Government White Paper, *Strong and Prosperous Communities*, the Government has committed to implementing a new performance framework that will radically reduce the number of indicators. They are currently developing the new national indicator set as part of the Comprehensive Spending Review process, the result of which will be announced in the autumn.

Once further details are available we will update the committee on what this means for the Council and how we are preparing.

4 **Year end BVPI results**

Performance Movement		
	Improvement in performance	Decline in performance
2006/07	81	22
2005/06	36	16

5 We are waiting for 1 BVPI result. Appendix A lists the BVPI results per directorate showing quartile positions, improvements and targets for 2007/08. Appendix B listed explanations / actions to be taken per directorate on indicators that have either not improved or are not on target.

- 6 BVPI's that demonstrated significant improvement this year were:
- Percentage of employees with a disability (BV16a) moving out of the worst to the best quartile.
 - Street cleanliness (BV199a) moving out of the worst to 2nd quartile
 - Speed processing claims (BV78a) moving out of 3rd to 2nd quartile
 - Average re-let time (BV212) moving out of 3rd to 2nd quartile
 - Recycling and composting collected (BV82a+b)

- 7 BVPI's that demonstrated a significant decline in performance were:
- Percentage of non-domestic rates collected (BV10) dropping from 2nd to 3rd quartile
 - Accuracy of recovering overpayments (BV79b (ii)) dropping from best to 2nd quartile
 - Overall satisfaction (BV3) dropped from 2nd to the 3rd quartile
 - Satisfaction in waste collection (BV90a and b) both dropping from the 3rd to the worst quartile

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Quartile Positions						
	Best	2nd	3rd	Worst	Awaiting result	No quartiles
2006/07	22	27	24	14	1	18
2005/06	17	18	24	26		21

9 We have used the latest quartiles available. A compendium of all authorities 2006/07 results will be made available from the Audit Commission in December and some of our quartiles may change slightly following any improvements made nationally.

10 The table above highlights that improvements have been made. A higher proportion of indicators are in the upper two quartiles than previous years.

- 11 The 14 indicators in the worst quartile are:
- Rent collection (BV66a)
 - Sickness absence (BV12)
 - Percentage of council tax collected (BV09)

- Accuracy of benefit claims (BV079a)
- 3 satisfaction BVPI's (waste collection, recycling and benefits leaflets)
- 3 crime BVPI's (burglary, violent offences and robberies)
- Environmental Health checklist (BV166a)
- Number of rough sleepers (BV202)
- Percentage of land with unacceptable levels of fly posting (BV199c)
- Private dwellings returned to occupation (BV64)

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Quartile Movement			
	Improved quartile position	Remained in same quartile	Drop quartile position
2006/07	29	48	10
2005/06	8	26	6

13 The table above highlights that 29 indicators have improved a quartile position. 48 indicators have remained in the same quartile (26 of which have remained in the top two quartiles). It is disappointing that 10 indicators have dropped a quartile position, of these 4 dropped into the worst quartile:

- Satisfaction with waste collection (BV90a)
- Satisfaction with recycling (BV90b)
- Satisfaction with benefits leaflets (BV80e)
- Rent collection (BV66a)

Targets

14 42 BVPI's (36%) did not meet their target. Previous committee reports have highlighted the concerns we had with our target setting for 2006/07.

15 A robust exercise has taken place for target setting on the 2007/08 BVPI's. The underlying principle is continuous improvement. Targets are generally set at an improved level of performance. In the cases where performance is already at optimum, targets are set to sustain that level. Provisional targets went to Exec Board on 16th April. They have been reviewed following the year-end final results and are included in Appendix A.

Customer satisfaction BVPI's

16 Every three years the Council has a statutory requirement to carry out 4 customer satisfaction surveys (Planning, Benefits, General Satisfaction and Housing).

17 The overall picture from this year's BVPI findings is mixed, with some indicators improving and some declining. Full reports are available. Key messages are:

18 Improvements

- Satisfaction has improved in; planning, handling of complaints, overall tenants satisfaction, cleanliness, sports and leisure facilities, landlord services and opportunities for tenant participation
- Seven in ten residents (69%) agree that the Council is making the local area a better place to live, and three quarters (74%) agree that it is working to make the area cleaner and greener. Nearly two thirds of residents (65%) agree the Council is working to make the area safer.
- Satisfaction with complaint handling has seen the largest rise
- Two-thirds of residents are satisfied with the way the Council has kept land clear of litter and refuse compared with 17% who are dissatisfied.

19 Decline

- There has been a drop in satisfaction in; the overall satisfaction score, waste collection, parks and open spaces, theatres / concert halls and museum / galleries and all 8 benefit measures
- Satisfaction with the doorstep recycling service overall has declined since the last BVPI General Survey (from 72% satisfied in 2003/4 to 59% in 2006).
- The slight drop in satisfaction with parks and open spaces, theatres / concert halls and museum / galleries was only just outside the confidence limit of the data and Oxford City Council is still the top performer on these measures amongst the Oxfordshire Districts

20 An annual measure exploring satisfaction of waste collection is to be one of the 24 corporate Key Performance Indicators, which Directors will be focusing on for 2007/08.

Directorate Plans

21 The corporate business planning process has been streamlined. There are now 3 Directorate plans rather than 18 separate business plans. The structure of the plans has been simplified. They focus on how each directorate delivers the corporate priorities, aligns budgets to these areas and then shows the individual projects plans / milestones for delivery. The plans highlights efficiencies and new bids agreed in this years budget setting.

22 One of the objectives of streamlining into directorate plans was to give greater clarity on management arrangements and provide effective monitoring. It is anticipated that finance scrutiny will receive quarterly reports on the progress of the milestones. The Finance Director will be reporting against efficiencies.

Key Performance Indicators 2006/07

23 Directors listed 18 KPI's that were monitored throughout the year. 12 measures are on target. Measures not on target are: (see appendix B for commentary from Directors)

- Visits to leisure centres per 1000 population (KPI 07)
- Sickness absence (BV12)
- % benefit cases calculated correctly (BV79a)
- % Variance against the full year budget for general fund net revenue spend (KPI 02)

- % Housing repairs classified as an emergency (KPI 14) achieved 10.17% against a target of 10%.
- Rent collection (BV66a) Rent collection improved year on year. See explanation in appendix

Key Performance Indicators for 2007/08

- 24 Directors have chosen 24 KPI's for focus in 2007/08. This exercise was more thorough than it has been in the previous years. There were a variety of issues that formed part of the discussions around choosing a KPI set including; progress to date, persistent failings, significant decline, CPA re categorisation / direction of travel criteria and Local Area Agreements.
- 25 The table below lists the 24 KPI's and cross-references with the CPA re-categorisation, direction of travel and Local Area Agreement indicators.

	CPA re categorisation	Direction of travel	LAA target
Physical Environment			
BV0082 a + b % household waste recycled plus waste composted	✓	✓	✓
BV 109a major planning applications determined	✓	✓	
% Delegated planning appeals that were successful (local for BV204)		✓	
% Committee planning appeals that were successful (local for BV204)		✓	
Local annual survey on cleanliness using talkback based on BV89 / 90a	✓	✓	
% streets free from litter (inverse of BV199a)	✓		✓
Housing, Health and Community			
BV 066a % housing rent collected	✓		
BVPI 166a Score against a checklist of Environmental Health	✓	✓	
BVPI 212 average re-let time (weeks)	✓		
Number of affordable Housing Units		✓	
Number of households in temporary accommodation		✓	
% homes decent (local for BV184)	✓	✓	
Finance and Corporate Services			
BVPI 2a Equality standard		✓	
BVPI 9 Percentage of Council Tax collected		✓	
BVPI 11a top 5% of earners who are women		✓	
BVPI 11b top 5% of earners from BME communities		✓	
BVPI 11c top 5% of earners with disabilities		✓	
BV 012 Sickness absence	✓	✓	
BV 078a average time for processing claims	✓	✓	
BVPI 78b average time to process changes of circumstances		✓	
BV 079a % cases calculation of benefit correct		✓	
BVPI 79bi Benefit overpayments recovered as a % of all HB overpayments		✓	
% variance against the projected year end (general fund)			
% variance against projected year end (HRA)			

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Appendix B - Indicators that are not on target

Physical Environment	Quartile	Comments from Director
BV90a - % satisfied with household waste collection (Not on target no improvement)	Worst	These results are disappointing, however the surveys were undertaken whilst the first phase of the new recycling scheme was being rolled out and are likely to reflect the adverse media profile. We are currently exploring the satisfaction survey being completed on an annual basis (as a KPI) to see the journey over a shorter timeframe. We may also use Talkback to explore the reasons as to why people were dissatisfied.
BV90b - % satisfied with recycling facilities (Not on target no improvement)	Worst	As above
BV82a - % waste recycling (Not on target against the BVPP published target)	Third	Unfortunately the wrong target was published in the Best value Performance Plan. This was identified at the beginning of the year and we changed our internal targets to align with the LAA stretch target agreed with Central Government which the Council achieved but the audit commission will be using our externally published figure. Targets have been more robust this year and external documents will be checked more thoroughly before publication.
BV119c - % satisfied with museums and galleries (Not on target)	Best	It is difficult to predict the three year movements when target setting. It is a disappointment that the targets were not reached but positive that we are remaining in the best quartiles. Despite a decline on 2003 satisfaction ratings. Oxford City Council also received the highest score of all districts surveyed by Ipsos MORI for satisfaction with museums and galleries.
BV119d - % satisfied with theatres and concert halls (Not on target)	Best	As above
BV119e - % satisfied with parks and open spaces (Not on target)	Best	As above. Oxford City Council is ranked first amongst the Oxfordshire Districts satisfaction for parks and open spaces
KPI 14 leisure visits		This is the first time this indicator was collected. Whilst it was disappointing that our internal target was not met. The year-end result shows a 3% increase on the previous year which is 2% above Sport England's national target.

Housing, Health and Community	Quartile	Comments from Director
BV66a - Rent collection (Not on target, against BVPP published target)	Worst	During 2006/07 it became apparent that errors had been made with the calculation of the 2005/06 BV66a result of 99.45%. For this reason, the 2006/07 target was revised to 97%, as previously advised to this Committee. The following errors were made. Firstly, the void property reduction had been duplicated in the total rent collectable. Secondly, prepayments had been included in the rent actually collected. When recalculated the BV66a result for 2005/06 is 96.86%. The 2006/07 result of 97.02% therefore shows an improvement when compared with last year. Oxford City Homes met the revised target of 97%.
BV66b - % tenants with more than 7 weeks in rent arrears (Not on target)	3rd	The Target set at 6% was not achievable for 2006/07. At last year end the actual result was 8.67% which represented 675 tenants. To achieve 6% the number of Tenants would need to drop by over 200. This is not practical because of the level of arrangements that we have secured both voluntarily or through Court Orders.
BV66c - % tenants who have notice seeking possession (Not on target no improvement)	Best	The Target set at 5% was not achievable for 2006/07. Our year end result of 13.37% places us in the best quartile and the more realistic target next year will continue to place us within this quartile.
BV164 - CRE code of practice (No improvement)	N/a	Progress has been made although due to the nature of scoring on this indicator we have not achieved enough to score a 'yes' rather than a 'no' result. The Audit Commission have now deleted this measure.
BV74c - % of non BME tenants satisfied with landlord service (Not on target)	2nd	We were very close to target (1%) and are pleased with improvement made from the last survey (74% in 2003/04 to 80%).
BV183b - average stay in hostel type accommodation (Not on target)	3rd	This indicator is not a good measure of current performance, it counts any previous stays in hostel accommodation for clients that are housed or discharged from homelessness in the current year. It is therefore impossible to influence the outcome of the measure. Over time the indicator will reduce to zero as the Council no longer uses hostel accommodation.
BV184a - non decent homes (Not on target)	2nd	This is a backward looking indicator which measures the % of homes non decent at the beginning of the financial year. It may be useful for central Government to compare progress towards Decent Homes across the country but it is meaningless in isolation. A profiled target leading to 2010 has been established, this matches the capital programme and will be monitored closely as more detail of the work required on individual properties is established. Oxford City Homes is on track to meet central Government's 2010 decency target.

Housing, Health and Community	Quartile	Comments from Director
BV212 average re-let time (Not on target)	2nd	This indicator will take some time to reflect recent improvements in void turnaround times because it uses an annual average figure. Monthly averages are approaching our internal target of 4 weeks by April 2007. Our new Voids process was implemented in September 2006 on a quarter of void properties and will be rolled out in all properties in April 2007.
BV202 – number of rough sleepers (Not on target)	Worst	This number varies at each count (which are carried out at random intervals across certain areas of the City Centre) . It is impossible to predict whether the target (8) will be achieved. A recent Government Task Force has recommended that this indicator is abolished because it is unreliable, and it is expected that Local Authorities will use their local knowledge to devise more realistic ways of assessing the extent of rough sleeping.
BV213 – number of potential homelessness cases prevented (Not on target no improvement)	Best	This is a recently introduced indicator. In the first year of operation no mechanisms existed for collecting accurate information, and an estimated figure was used. This estimate proved to be unrealistic. However, now that comparator statistics for other councils are available, and collection methods are being refined, we are confident that our performance in 06/07 is in the best quartile measured against 05/06 quartile points. Quartile figures for 06/07 will not be released until the Autumn.
BV80a -d - benefits survey - % customers satisfied with the contact and access of facilities (Not on target no improvement)		The benefits survey results have just come in. Officers are currently looking at the full report, understanding the background and context of the results. Explanations on actions for the next three years will be given once this exercise has been completed.
BV216a – Number of sites of potential concern for land contamination (Not on target no improvement)		BVPI 216a should not in itself be read as a performance measure for it only records an estimate of the scale of the problem. This number may rise or fall independently of the Council's actual performance. The performance measure is BVPI 216b since it reflects the Council's progress in completing relevant land assessments, (though it may be skewed by fluctuations in 216a). This measure is on track at present despite the absence of budget for site investigation.
KPI 14 housing repairs categorised as an emergency (Not on target)		Our result at year end is 10.17%. Significant improvement has been made since the first quarter; throughout the remainder of the year performance has remained close to the 10% target.

Finance and Corporate Services	Quartile	Comments from Director
BV2a – level of equalities standard (Not on target no improvement)	N/a	Equalities will be a priority for improvement in 2007/08. We need to focus on the milestones outlined in the directorate plan, receive timely and accurate management data and have market research. We will be looking at long term investments in a range of areas including recruitments and marketing
BV174 – racial incidents per 10,000 population (Not on target no improvement)	N/a	As above
BV11a – Top 5% earners that are women (Not on target)	3rd	As above
BV11b – Top 5% earners that are from BME communities (Not on target)	3rd	As above
BV17a - % employees from BME communities (Not on target no improvement)	Best	As above
BV03 – overall satisfaction (Not on target)	3rd	The Finance Director will comment at the meeting.
BV10 - % of non domestic rates collected (Not on target no improvement)	3rd	The Finance Director will comment at the meeting.
BV76a – Benefit fraud – number of claimants visited per 1000 caseload (Not on target) BV76b - Benefit fraud – number of investigators per 1000 caseload (Not on target) BV76d - Benefit fraud – number of investigations per 1000 caseload (Not on target no improvement)	N/a	We have a small but effective benefit investigation team that pursues people who fraudulently claim benefits. However the four national measures for this area are very poorly designed. In short our performance is above DWP targets in most areas, though the targets make little sense.
BV78b – average time to process change of circs (Not on target)	Third	The Finance Director will comment at the meeting.
BV79a – Accuracy of benefit claims (Not on target)	Worst	Claim accuracy has improved over the current year but remains below what other report achieving. We do take a rigorous approach to definition of accuracy - minor mistakes in an address line on an accurately completed claim would count for example. However this will be a greater area of focus this year.
BV79b (ii) – % this years and all previous overpayments recovered (Not on target no improvement)	2nd	Benefit recovery has been a major success, particularly with regard to overpayments raised in this year. The revenues staff have steadily worked away at the older overpayments which accumulated from four and five years back
BV79b (iii) - % of this years and all previous overpayments written off (Not on target)	N/a	See above

Finance and Corporate Services	Quartile	Comments from Director
BV12 – Sickness absence (Not on target)	Worst	<p>The average absence per employee across the organisation was 11.43 days below our target (11.10 days). A full report on sickness absence is elsewhere on the agenda. The summary of actions next year to reduce this figure are:</p> <ul style="list-style-type: none"> • HR and BM carry out monthly absence trigger and case reviews • Results of these reviews passed to Directors for review with their BMs • HR workshops for line managers on their role in managing absence
BV126 - Domestic burglaries per 1000 households (Not on target no improvement)	Worst	Due to the nationally recognised faults with crime Best Value Performance Indicators (BVPI's) we focus on the Oxford Safer Communities Partnership (OSCP) crime targets and position in our comparator group, both set by the Home Office. These results are monitored quarterly.
BV127a – Violent crime per 1000 population (Not on target no improvement)	Worst	As above
BV127b – Robberies per 1000 population (Not on target no improvement)		As above
BV80e -g –benefits survey - % customers satisfied with clarify of forms and leaflets (Not on target no improvement)		The benefits survey results have just come in. Officers are currently looking at the full report, understanding the background and context of the results. Explanations on actions for the next three years will be given once this exercise has been completed.
KPI 02 - % Variance against the full year budget for general fund net revenue spend		The Finance Director will comment at the meeting.