

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Committee Report

Public

Date of Meeting: 12 June 2008
Title: CORPORATE PERFORMANCE MONITORING REPORT,
FOR YEAR 2007/2008
Report of: Head of Policy & Performance Services

Report reference: PPP 56/08

Summary:

The Local Government and Public Involvement in Health Act, 2007 removed the requirement for best value authorities to compile and publish an annual Best Value Performance Plan from 1 April 2008. Provision has been made for this year for reporting of out turn performance data for 2007/08 Best Value Performance Indicators and a statement confirming compliance with the Code of Practice on Workforce Matters. The report fulfils both of these requirements and contains the performance indicators relevant to this committee. It is at the discretion of the Local Authority how it publishes the information as long as it is available to relevant stakeholders. The report is the first one produced using the new performance software, Covalent.

Questions for / input required from Overview and Scrutiny:

1. Consider the end of year performance of the City Council presented in the report with a view to seeking continuous improvement in how the Council designs and delivers more responsive local services
2. Consider how current performance levels may inform the forthcoming review of the Corporate Improvement Plan and the Councils' priorities
3. Comment on the presentation of the information in Covalent and any changes that may be required

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1. BACKGROUND INFORMATION

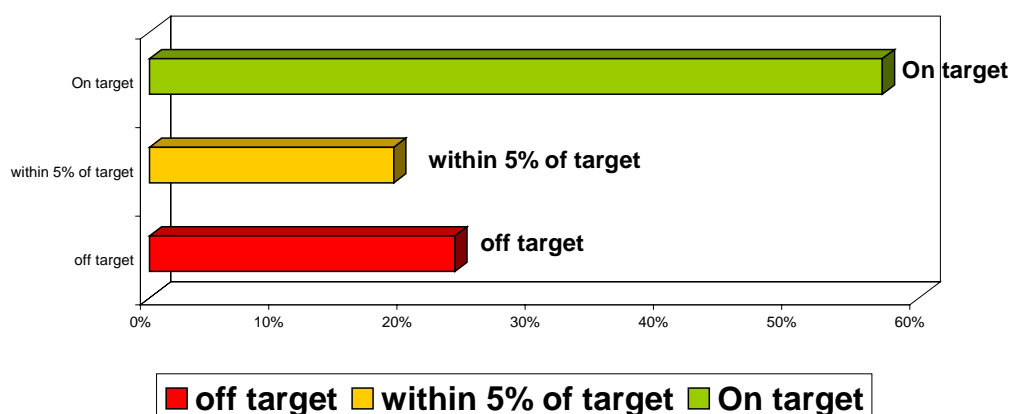
The report presents the out turn performance against the 2007/08 Best Value Performance Indicators (BVPs) and Local Performance Indicators. It also contains a statement confirming compliance with the Code of Practice on Workforce Matters. This is the final year that Best Value Performance Indicators will be measured and reported as local authorities manage the transition to the new performance framework and National Indicator Set.

2. OVERVIEW

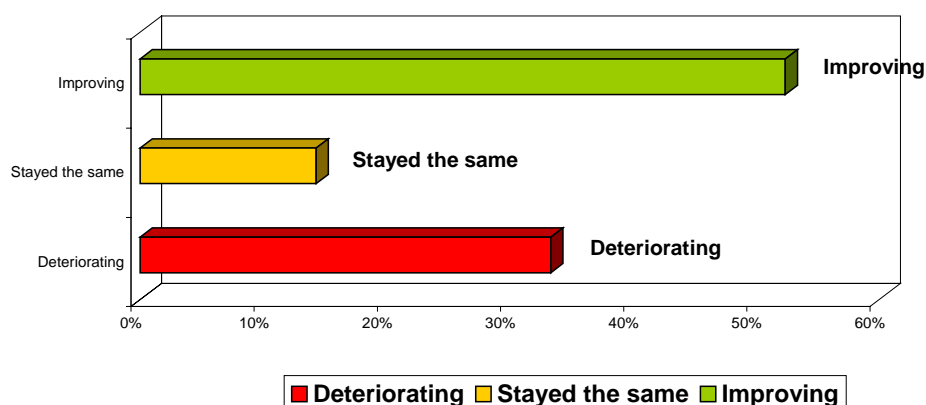
The graphs show how the Corporate Resources Overview and Scrutiny Committee Best Value Performance Indicators performed under the following three criteria:

- Percentage of Best Value Performance Indicators on and off target
- Percentage of Best Value Performance Indicators improving, staying the same or deteriorating comparing 2006/7 with 2007/8.
- Percentage of Best Value Performance Indicators in the each of the four national quartiles (using 2006/7 national data).

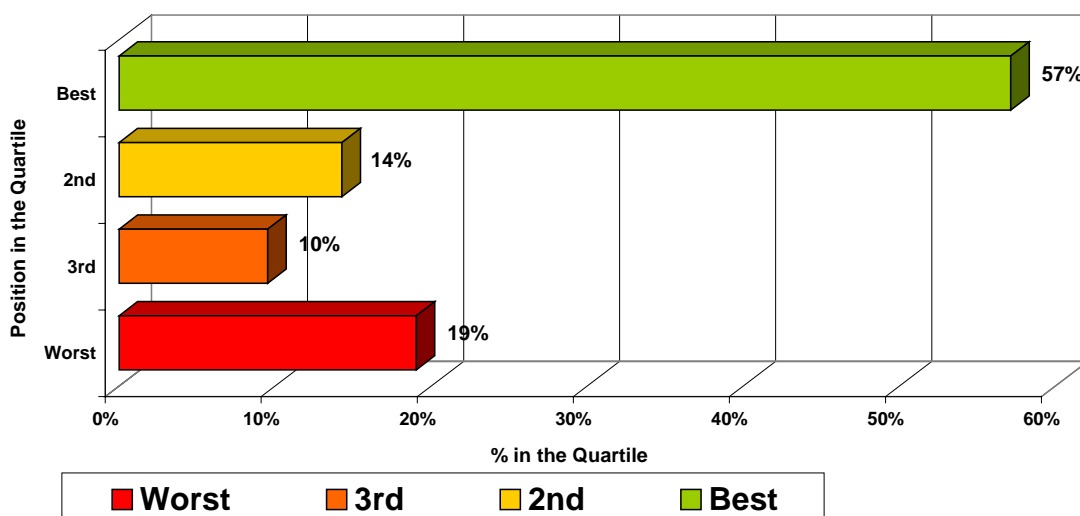
Corporate Resources Overview and Scrutiny Best Value Performance Indicators (of 21 applicable) On or Off target 2007/08



**Trend of Corporate Resources Overview and Scrutiny Committee
Best Value Performance Indicators (of 21 applicable) 2007/08
compared to 2006/07**



**Corporate Resources O&S Best Value Performance Indicators
07/08 (of 21 applicable) compared to 06/07 positioning in the
National Quartiles of the previous year.**



Corporate Resources Overview and Scrutiny Committee BVPIs in the lowest national quartile for 2007/8 are listed in table 1:

PI No	Brief Description of Indicator
BV79a	Accuracy of processing - HB/CTB claims
BV9	% of Council Tax collected

Table 1: BVPIs in lowest quartile, 2007/08

Corporate Resources Overview and Scrutiny Committee BVPIs in the top or best national quartile for 2007/8 are listed in table 2:

PI No	Brief Description of Indicator
BV12	Working Days Lost Due to Sickness Absence
BV175	Racial incidents resulting in further action
BV78a	Speed of processing - new HB/CTB claims
BV78b	Speed of processing - changes of circumstances for HB/CTB claims
BV79b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period
BV8	% of invoices paid on time

Table 2: BVPIs in top quartile, 2007/08

3. PERFORMANCE AGAINST THE PRIORITIES

3.1 Cleaner, Greener, Safer

Many services that the Council has identified as priorities and that local people say are important to their local communities are improving. Although we have failed to meet the stretching national target for crime reduction, we have achieved significant reductions in many types of crime including criminal damage, domestic burglaries, robberies, vehicle crime, and a 19% reduction in anti-social behaviour on last year. Services to victims of domestic violence have improved significantly and this remains a priority within the Local Area Agreement for Cumbria. However, violent crime continues to increase, mainly associated with the night time economy and many initiatives are underway to address this, e.g. task group of the CDRP focused on the city centre; road closure order for Botchergate.

During 2007/08, the City Council implemented an alternate weekly waste collection service and extended plastic and cardboard recycling collection. These initiatives have produced a number of clear benefits; recycling rates have significantly exceeded target levels and the amount of waste going to landfill has reduced. The amount of household waste collected has fallen but remains comparatively high, although this measure includes waste recycled. The new National Indicator (NI191) will be a measure of residual household waste collected, a better reflection of an authority's success at recycling.

Levels of street cleanliness have fallen, coinciding with introduction of the new waste collection service and recycling schemes, although satisfaction has increased slightly (table 4). We achieved good levels of performance for removing graffiti and fly posting and for abandoned vehicles although just failed to meet our targets for abandoned vehicles.

The Council has committed itself to tackling environmental improvement and responding to climate change through the Nottingham Declaration and has reduced carbon emissions from its own buildings by 19% (Civic Centre, Bousteads Grassing, crematorium). These issues remain a priority for the Carlisle Partnership; the Community Plan contains targets for reducing CO2 emissions per capita, in support of the Cumbria Local Area Agreement. The

Council is working with the Carbon Trust, Energy Saving Trust and has produced a Green Travel Plan in support of this work. In 2007 we were shortlisted for a national award for the sustainable improvements, including use of renewable energies, made to Talkin Tarn.

The number of dwellings returned to occupation or demolished has decreased on 2006/07, although we remain in the top quartile nationally. All disabled facility grants were dealt with within the statutory timescale. The Accreditation Scheme for student accommodation will be revised to reflect the change in definition to House of Multiple Occupation.

The planning service achieved performance above the national standards for the processing of planning applications across all categories.

3.2 Learning City

The recent Direction of Travel Report (Audit Commission, 2007/08) said the Council had shown vision and community leadership in directly promoting knowledge and skills development to support community aims. It said we recognised the local education and skill gaps and were contributing well to the Vision for a learning city. We are developing our own role as a major employer and delivering a skills for life agenda. Learning targets have been set for all employees, with the aim that all will have achieved a level 2 qualification by 2010. This commitment to the learning and development of our own employees, and to skills levels within the city generally, have been recognised in the 'Go Award North West', the first such award to a council in the north west.

We are currently off target for a number of the local indicators that measure our progress against this priority including professional staff engaged in continuing professional development, employees with Level 1 qualifications, and those undertaking minimum 5 days learning and development activity.

Visits to Tullie House continue to exceed targets and are in the top quartile nationally. Museum Hub funding has been used to develop audiences and to provide free access for children. Tullie House was recently awarded the national accolade of Large Visitor Attraction of the year (Visit England).

The Multi Use Games areas at Melbourne Park, Dale End Road and Hammonds Pond have been very successful and the numbers of young people using these facilities continues to increase.

3.3 Corporate Health

Many of the measures that indicate corporate health are within the top quartile of performance nationally including:

- Sickness absence
- % invoices paid on time
- Racial incidents resulting in further action

- Speed of processing new housing benefit / council tax benefit claims
- Speed of processing changes in circumstances for housing benefit / council tax benefit claims
- Overpayments recovered

The housing and council tax benefits service has sustained a high level of performance over the last three years and was recently judged to be excellent through a process of self assessment. This is despite a reduction in Benefits Administration Grant and subsequent staff reduction. The team is currently managing the service for Copeland Borough Council.

3.4 Equality and Diversity

The Council achieved its target of Level 2 of the Equality Standard through a process of self assessment. More detailed information on this will be included in the Annual Equality and Diversity report.

We struggle to meet our targets in other areas such as top earners from ethnic minorities, top earners with a disability and percentage of employees with a disability. Equality impact assessments of our personnel policies and procedures are underway and will help us to address these issues.

4. SATISFACTION WITH COUNCIL SERVICES

During 2007, five of the local authorities in Cumbria conducted a tracker survey, following on from the Best Value User Satisfaction Survey, 2006. Comparisons of the results are shown in table 3.

PI Code	Question (Shortened)	Allerdale	Barrow	Carlisle	Copeland	Cumbria
BV3	Overall satisfaction with the authority	62%	58%	61%	53%	44%
BV4	Satisfaction with complaint handling	34%	40%	22%	25%	26%
BV89	Satisfaction with cleanliness of streets	68%	65%	68%	55%	N/AP
BV90a	Satisfaction with household waste collection	88%	91%	72%	64%	N/AP
BV90b	Satisfaction with waste recycling	67%	69%	74%	63%	N/AP
BV119a	% satisfied with sports/leisure facilities	47%	59%	60%	44%	56%
BV119c	% satisfied with museums and galleries	41%	53%	70%	34%	44%
BV119d	% satisfied with theatres and concert halls	37%	54%	37%	32%	40%
BV119e	% satisfied with parks and open spaces	63%	74%	75%	57%	72%

KEY: Best

Table 3: Tracker survey results compared to Cumbria Councils, 2007

Carlisle performs well for overall satisfaction and is the best in Cumbria (among those councils taking part) for satisfaction with recycling, sports and leisure facilities, museums and galleries and parks and open spaces.

However, we do less well for complaint handling. The survey followed introduction of the alternate weekly waste collection service which, in its early implementation stage, generated an unprecedented number of requests for service and complaints. The way in which we deal with complaints and other feedback has been reviewed and a new policy adopted by Council in order to improve performance in this area (4 March, 2008, PP 20/08).

Table 4 compares satisfaction levels with those of the 2006/07 Best Value User Satisfaction survey and gives the national quartile position. Overall satisfaction with the Council improved and is in the top quartile nationally. Satisfaction with waste collection deteriorated, coinciding with the introduction of an alternate weekly waste collection service. However, satisfaction with recycling facilities is high; participation in recycling schemes by local residents has been greater than anticipated and the Council now achieves top quartile performance in household waste recycled.

Satisfaction with sports and leisure facilities, theatres and halls and parks and open spaces has deteriorated but still compares well nationally and locally.

PI no	Description of PI	2006/7 Actual	2007/8 Actual	Quartile Position 2006/7 Data	Trend
BV 3	% citizens satisfied with the overall service provided by their authority	53%	61%	Best	Improving
BV 4	% of those making complaints satisfied with the handling of those complaints	31%	22%	3rd	Deteriorating
BV 89	% of people satisfied with cleanliness standards	66%	68%	2nd	Improving
BV 90a	% people satisfied with waste collection and civic amenity sites	84%	72%	4th	Deteriorating
BV 90b	% people satisfied with recycling facilities	73%	74%	2nd	Improving
BV 119a	Satisfaction with cultural and recreational activities - sports/leisure	67%	60%	2nd	Deteriorating
BV 119c	Satisfaction with cultural and recreational activities - museums/galleries	71%	70%	Best	Stayed the Same
BV 119d	Satisfaction with cultural and recreational activities - theatres/concert halls	42%	37%	2nd	Deteriorating
BV 119e	Satisfaction with cultural and recreational activities - parks and open space	82%	75%	2nd	Deteriorating

Table 4: Tracker survey results compared to 2006/7 and 2006/7 national quartile data

5. CODE OF PRACTICE ON WORKFORCE MATTERS

There were no individual contracts entered into in 2007/08 which involved a transfer of staff and that required compliance with the Code of Practice on Workforce Matters in Local Authority Service Contracts.

6. IMPLICATIONS

- Staffing/Resources – developing the organisation's performance management framework [in order to drive improvement in the way the Council develops and delivers local services] is a key area of focus for the Policy and Performance team and is prioritised within its existing resources. Implementation of the new software, Covalent is underway.
- Financial – performance information is being integrated more and more into the financial planning processes. Development of the Medium Term Financial Plan, Capital Strategy, Asset Management Plan and review of the Corporate Improvement Plan are now aligned, and will be informed by the year end performance. The Corporate Improvement Plan for 2007/10 incorporated financial information analysed according to the Council's priorities for both capital and revenue schemes and work is continuing to develop this analysis further to improve the performance and financial reporting of services against Council priorities.
- Legal – the Department for Communities and Local Government has made provision to retain the requirement for best value authorities to compile a Best Value Performance Plan for a further year, i.e. by June 2008, that is limited to the reporting of out turn performance data and a statement confirming compliance with the Code of Practice on Workforce Matters (letter to Chief Executives, 7 March 2008).
- Corporate – a robust performance management framework will drive improvements in the way the Council develops and delivers local services and enable us to deliver our priorities, as set out in the Corporate Improvement Plan. The forthcoming review of the Corporate Plan and associated strategies highlighted above (financial implications) will be informed by current levels of performance.
- Risk Management – the risk of the Council failing to deliver its key priorities, achieve continuous improvement and value for money, will be mitigated when a robust, performance management framework is in place.
- Equality and Disability – a number of indicators measure the Council's performance in some areas of equality. The Council achieved its target of Level 2 of the Equality Standard for Local Government through a process of self assessment. More detailed information on this process will be reported in the annual Equality and Diversity report. Performance information is available and accessible in a variety of media and in different formats upon request.
- Environmental – a number of Best Value indicators measure performance in this area. Further, local measures are being developed to support Greener Carlisle as part of the commitment by the Council to consider the environmental implications of all its activities and to reduce its carbon footprint where this is feasible.

- Crime and Disorder – a number of indicators measure the Council's performance, in partnership, in this area and are closely monitored by the Crime and Disorder Reduction Partnership.
- Impact on Customers – a robust performance management framework, integrated with financial planning, will help to drive continuous improvement in front line services for the benefit of our local communities.

Corporate Resources Overview and Scrutiny and Committee End of Year 2007/08 Performance Indicators

Report Author: Gavin Capstick and Tommy Davies

Report Type: PI Report produced in Covalent

Generated on: 15 May 2008

Note: Please refer to the Key (Guidance) sheet on page 2
as a guide to this performance report



Foreword:

This is the end of year report for 2007/8 that contains all the Corporate Resources Overview and Scrutiny Committee indicators that the council currently monitors on an annual basis. The report monitors performance information for the period April 1st 2007 to March 31st 2008. It is the first report to be produced in Covalent, the new performance management system. Please refer to the Key/Guidance sheet on page 2 that will help explain some of the new style columns and icons.





This is the last time that we have a statutory requirement to present our Best Value (BV) performance indicators to the public. The Best Value (BV) indicators are being deleted by the Department for Communities and Local Government (DCLG) from April 2008 and we will have a statutory requirement to report our progress against a new national indicator set called "NI" indicators.

Key/Guidance for the report

This heading shows the corporate priority grouping for the following batch of Indicators

Targets

These columns show:

- 07/08 Targets we set ourselves at the start of the year in the Corporate Improvement Plan.
- On Target?: How we performed against the targets
 -  = above target
 -  = within 5% of Target
 -  = target not met
 -  = data/information only PI (no target set)

Learning City

PI No	Brief Description of Indicator	Value 2006/07	Value 2007/08	Target 2007/8	Quartile Position 2006/7 Data	2007/08 On Target?	Short Term Trend Arrow	Direction of Travel	Comments
BV***					Best			Aim To Maximise	
BV***					2 nd			Aim To Minimise	
LP***					4 th			Aim To Maximise	

Actual Figures

This shows the last two years' actual performance (outturns).
NB the 2007/08 figures are unaudited.

PI No (PI Number)

BV = Best Value
Performance Indicator
LP = Local
Performance Indicator




National Comparison

This indicates how we compare with other District Councils in England (based on 2006/07 published statistics).
Quartile information does not apply to local performance indicators.





Direction of Travel

This indicates if a larger or smaller figure is better for each indicator.

Short-term trend arrows show the performance of the indicator in 2007/8 compared to 2006/7.




 = Improved
 = No change from previous year
 = Deteriorated

Asset Management









PI No	Brief Description of Indicator	Value 2006/07	Value 2007/08	Target 2007/8	Quartile Position 2006/7 Data	2007/08 On Target?	Short Term Trend Arrow	Direction of Travel	Comments
LP57	Percentage of units let as a percentage of total units available to let	96.00%	94.00%	97.00%	N/AP			Aim To Maximise	There has been a downturn in the property market leading to increasing voids. The void rate is still exceptionally low but it is almost impossible to consistently improve because of its susceptibility to market conditions.
LP58	Keep 80% of Council's property in sustainable condition and suitable for use	92.80%	94.00%	93.50%	N/AP			Aim To Maximise	The redevelopment of Bitts Park Depot has been completed improving performance. Target has been achieved.

Best Value User Satisfaction Survey

PI No	Brief Description of Indicator	Value 2006/07	Value 2007/08	Target 2007/8	Quartile Position 2006/7 Data	2007/08 On Target?	Short Term Trend Arrow	Direction of Travel	Comments
BV119a	% satisfied with sports/leisure facilities	67.00%	60.00%	68.33%	2 nd			Aim To Maximise	Below target, but Carlisle remains above the national average and satisfaction with facilities in Carlisle remains the highest in the county.
BV119c	% satisfied with museums and galleries	71.00%	70.00%	72.33%	Best			Aim To Maximise	Narrowly off target – but Carlisle is vastly exceeding the national average (41%).
BV119d	% satisfied with theatres and concert halls	42.00%	37.00%	42.67%	2 nd			Aim To Maximise	Factors outside the City Council's control influence this indicator. Publicity around the Lonsdale buildings may have influenced public perception.
BV119e	% satisfied with parks and open spaces	82.00%	75.00%	82.00%	2 nd			Aim To Maximise	The forthcoming Parks and Green Spaces Strategy will help address falling satisfaction. Carlisle remains above national average and based on tracker survey findings satisfaction is the highest in the county.
BV3	Overall satisfaction with the authority	53.00%	61.00%	54.00%	Best			Aim To Maximise	Significant improvement on historic performance and target – in line with other Cumbrian District Authorities. Carlisle is now well above the national average for resident overall satisfaction.











PI No	Brief Description of Indicator	2006/07 Value	2007/08 Value	Target 2007/8	Quartile Position 2006/7 Data	2007/08 On Target?	Short Term Trend Arrow	Direction of Travel	Comments
BV4	Satisfaction with complaint handling	31.00%	22.00%	31.33%	3rd			Aim To Maximise	A significant drop in satisfaction. However perception indicators around complaints processes should be viewed with some caution as they are influenced by 'outcome' of a complaint (rather than simply measuring satisfaction with the process). Carlisle had a surge of complaints following the introduction of alternate weekly collections and a dip in satisfaction for this indicator probably reflects this. Carlisle's performance is in line with other district councils in the county who made significant changes to their waste collection services in 2007/08.
BV89	Satisfaction with cleanliness of streets	66.00%	68.00%	66.00%	2nd			Aim To Maximise	Exceeded target and an improvement on historic performance that takes Carlisle above the national average for resident satisfaction with street cleanliness.
BV90a	Satisfaction with household waste collection	84.00%	72.00%	84.00%	4th			Aim To Maximise	The initial surge in complaints after the switch to alternate weekly collections may have impacted on satisfaction with waste services.
BV90b	Satisfaction with waste recycling	73.00%	74.00%	73.00%	2nd			Aim To Maximise	Above target and an improvement on historic performance. Carlisle remains above national average.

Corporate Health



















PI No	Brief Description of Indicator	2006/07 Value	2007/08 Value	Target 2007/8	Quartile Position 2006/7 Data	2007/08 On Target?	Short Term Trend Arrow	Direction of Travel	Comments
BV10	Percentage of Non-domestic Rates Collected	98.40%	98.80%	98.50%	3rd			Aim To Maximise	The NDR Section has exceeded the 2006/07 collection rate by 0.4% as a result of improved efficiencies regarding recovery procedures. The knock on effects of NDR collection caused by the flood has now been overcome.
BV12	Working Days Lost Due to Sickness Absence	7.96	7.78	7.76	Best			Aim To Minimise	This outcome indicates that the absence levels continue to improve. This is particularly pleasing given the occurrence during the year of a particularly virulent 'bug' which resulted in unavoidable absence across the authority. Performance is very close to the target set.
BV15	Percentage of Ill-health Retirements	0.15%	0.15%	0.50%	2nd			Aim To Minimise	Figures are always very low and comparisons have very limited statistical significance. In 2006/7 one ill health early retirement; in 2007/8 there were none. Target was based on an estimated 3 employees being retired through ill health. Fortunately this did not transpire.
BV226a	Advice & Guidance Services - total	£130,400	£133,100	£135,895	N/AV			Aim To Maximise	The 07/08 target was calculated by using the 06/07 budget allocation, increased by 2.1%, which was the inflation figure at that time. Subsequent targets have been based on the current inflation rate of 2.5%.







PI No	Brief Description of Indicator	2006/07 Value	2007/08 Value	Target 2007/8	Quartile Position 2006/7 Data	2007/08 On Target?	Short Term Trend Arrow	Direction of Travel	Comments
BV226b	Advice & Guidance Services - CLS Quality Mark	97.00%	84.32%	100.00%	N/AV			Aim To Maximise	This change in performance is due to a significant increase in the level of advice given by Housing Dept via Homeless Service. The focus of service has become more proactive – spending more time with clients with a view to prevention of homelessness. This has actually improved local service delivery but impacted on resources allocated to organisations holding the CLS Quality Mark. This PI is also not going forward to the new set of indicators and is obsolete.
BV8	% of invoices paid on time	98.20%	98.30%	98.00%	Best			Aim To Maximise	Improved performance due to co-operation of all staff concerned processing their invoices more promptly. Challenging target set to keep our performance within the national upper quartile for this P.I. Due to the efficiency of all processing staff, this target was exceeded.
BV9	% of Council Tax collected	97.10%	97.30%	97.20%	4th			Aim To Maximise	The Council Tax Section has exceeded the 2006/07 collection rate by 0.2% as a result of improved efficiencies regarding recovery procedures. The knock on effects of Council Tax collection caused by the flood has now been overcome.
LP126a	Number of web pages visited on the City Council Website.	991,375	1,127,578	1,200,000	N/AP			Aim To Maximise	There has been an increase in website usage since our re-launch, and more services are now represented on the website.
LP142	Percentage of staff satisfied with internal communications	73.00%	78.00%	78.00%	N/AP			Aim To Maximise	The increase reflects work carried out from the Employee Opinion Survey Action Plan and the Internal Communications Strategy and actions.
LP179	% Standard Searches completed within 10 working days.	99.96%	99.60%	99.50%	N/AP			Aim To Maximise	Change due to staff changes within the year. Target attainable, but allows for unforeseen problems that may occur.
LP306	% PI data returned on time	100%	100%	100%	N/AP			Aim To Maximise	The timeliness of data collection remains at 100% which is a great achievement for the Council.









Equality and Diversity

PI No	Brief Description of Indicator	2006/07 Value	2007/08 Value	Target 2007/8	Quartile Position 2006/7 Data	2007/08 On Target?	Short Term Trend Arrow	Direction of Travel	Comments
BV14	Percentage of Early Retirements	0.45%	0.14%	0.29%	2nd			Aim To Minimise	The change is because the council has no need to make people redundant, other than those whose fixed term contract came to a natural end. All retirements except one occurred at or after the person concerned had reached normal retirement age. The one retirement that does meet the BVPI definition was voluntary that the Council was unable to prevent. No enhancements were made to the pension. Target was based on an estimated 2 employees retiring early. In reality only one occurred.
BV16a	Percentage of Employees with a Disability	3.01%	2.81%	3.35%	3rd			Aim To Maximise	Target was based on employing 1 additional employee with a disability. In reality one employee with a disability left.
BV174	Racial Incidents Recorded	1.90	3.90	1.80	N/AV			Aim To Minimise	More attention has been given to receiving such complaints and all service areas now understand the need to report them, regardless of the perceived seriousness.
BV175	Racial incidents resulting in further action	100%	100%	100%	Best			Aim To Maximise	All the incidents have been dealt with appropriately, so it is very pleasing to remain on target and maintain the performance of last year.
BV17a	Ethnic Minority representation in the workforce - employees	0.40%	0.27%	0.70%	4th			Aim To Maximise	Actual number of staff has decreased from 3 to 2. In addition the number of declarations has increased by 39, which has a considerable effect on the overall percentage. We aimed to increase the number of employees from ethnic minority backgrounds by 1 person. Unfortunately, one person left and the number of staff who made a declaration increased. Hence the drop in performance and significant drop against target.

Learning City

PI No	Brief Description of Indicator	2006/07 Value	2007/08 Value	Target 2007/8	Quartile Position 2006/7 Data	2007/08 On Target?	Short Term Trend Arrow	Direction of Travel	Comments
LP73	Number of employees working towards a higher qualification	113	149	150	N/AP			Aim To Maximise	GoMo Project at Bousteads Grassing and the funding provided through Train to Gain, GMB and Unison have helped to promote Skills for Life and work related qualifications for the Operational Staff leading to a greater proportion of staff embarking on qualification training.
LP74	% of employees who have had an appraisal in the previous twelve months	77.00%	87.00%	100%	N/AP			Aim To Maximise	An Improvement Plan was adopted to address the issues emerging from the previous survey. This seems to have had a positive effect upon our performance, albeit insufficient to achieve what is a challenging yet justifiable target.
LP75	Professional & Managerial staff engaged in appropriate Continuing Professional Development	42.00%	54.00%	100%	N/AP			Aim To Maximise	We have had a greater response to a smaller Employee Opinion Survey targeting all staff and introduced an Improvement Plan that has helped improve on the performance of last year. The indicator is still off target this, is be to continually addressed via the Improvement Plan
LP76	% of employees with no NQF Level qualifications	12.45%	11.16%	6.35%	N/AP			Aim To Maximise	The performance is off target because some people who have joined the organisation have no qualifications and need training. We have had a significant amount of Operational Staff embarking on Level 2 Qualifications but as yet, they have not been completed. Figures should reflect a higher reduction next year.
LP77	% of those employees whose highest qualification is at NQF Level 1	3.56%	3.88%	6.35%	N/AP			Aim To Maximise	Larger number of previously unqualified staff taken up the opportunity to use various Level 1 training options. We needed to build up a 'supply' of previously unqualified employees at this level in order to achieve the targets set for Level 2 (LP 78). We set up a specific project in order to achieve this (Go Mo), which appears to be working.
LP78	% of employees whose highest qualification is at NQF Level 2	23.38%	24.03%	24.07%	N/AP			Aim To Maximise	See LP77.
LP79	% of employees whose highest qualification is at NQF Level 3 or above	60.61%	60.92%	63.23%	N/AP			Aim To Maximise	A number of employees at Level 3 last year have embarked and achieved a higher level of qualification during 2007/08, but not quite as many as envisaged.
LP80	% of Elected Members taking part in learning and development activities	73.00%	85.00%	100%	N/AP			Aim To Maximise	The performance is better than last year due to better use of the group budget. Low numbers (that account for the target not being met) are continually being addressed by the Member Learning and Development Working Group.
LP82	% of employees undertaking the minimum of 5 days Learning and Development per year – pro rata for P/T Employees	56.00%	55.00%	100%	N/AP			Aim To Maximise	Many staff indicate that they are not provided with the appropriate time to be dedicated to development activity. This is at odds with the Council's expressed wish under its Learning City Strategy. The Senior Management Team is now monitoring required training against actual training undertaken. The Investors in People (IIP) Assessor will also be examining this issue during 2008

Revenues and Benefits									
PI No	Brief Description of Indicator	2006/07 Value	2007/08 Value	Target 2007/8	Quartile Position 2006/7 Data	2007/08 On Target?	Short Term Trend Arrow	Direction of Travel	Comments
BV226c	Advice & Guidance Services: direct provision	£150,914	£164,016	£154,083	N/AV			Aim To Maximise	There was a £10,000 difference between the 07/08 target and the actual figure. This was due to an unanticipated increase in the level of housing advice given by the LA Homeless section, a positive from a customer standpoint. The section having taken a more preventative approach to averting homelessness.
BV76b	Housing Benefits Security number of fraud investigators employed	0.35	0.35	0.35	N/AV			Aim To Maximise	Prosecution cases can take up to 3 years to come to fruition, many cases achieved an outcome this financial year but this is something that cannot be estimated with any degree of accuracy. Target was based on previous year's performance and achieving an 'excellent' rating under the DWP HB/CTB Performance Standards.
BV76c	Housing Benefits Security number of fraud investigations	46.59	45.22	46.59	N/AV			Aim To Maximise	This target was based on previous year's performance and achieving an 'excellent' rating under the DWP HB/CTB Performance Standards. Prosecution cases can take up to 3 years to come to fruition and many cases happened to achieve an outcome this financial year - but this is something that cannot be estimated with any degree of accuracy.
BV76d	Housing Benefits Security number of prosecutions & sanctions	4.54	5.51	4.30	N/AV			Aim To Maximise	See BV76c.
BV78a	Speed of processing - new HB/CTB claims	20.90	23.00	20.90	Best			Aim To Minimise	The 2007/08 target was set on the basis of maintaining the 2006/07 performance with the challenge of reduced staffing resources. A number of factors have impacted on performance: 5fte staff reduction (with effect from 1st April 2007 due to the reduction in Benefits Administration Grant); Shared services management initiative with Copeland BC (with effect from 19th September 2007 from within existing resources); and staff being diverted to cover an unprecedented volume/response to concessionary fares related work during March 2008.
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	6.40	6.90	6.40	Best			Aim To Minimise	The 2007/08 target was set on the basis of maintaining the 2006/07 performance with the challenge of reduced staffing resources. A number of factors have impacted on performance: 5fte staff reduction (with effect from 1st April 2007 due to the reduction in Benefits Administration Grant); Shared services management initiative with Copeland BC (with effect from 19th September 2007 from within existing resources); and staff being diverted to cover an unprecedented volume/response to concessionary fares related work during March 2008.

PI No	Brief Description of Indicator	2006/07 Value	2007/08 Value	Target 2007/8	Quartile Position 2006/7 Data	2007/08 On Target?	Short Term Trend Arrow	Direction of Travel	Comments
BV79a	Accuracy of processing - HB/CTB claims	96.00%	95.00%	97.00%	4th			Aim To Maximise	The target was always an aspirational target as the performance measure itself is flawed. The specification of the measure means a sample of the live caseload is measured for accuracy, based on the last action on the claim. As annual benefit reviews were abolished in 2003 and 2004, many pass-ported claims may not have been assessed for 2 or three years yet they can still be picked up by the sampling method.
BV79b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	65.12%	92.30%	65.12%	Best			Aim To Maximise	The Section has lost £95,137 (2007/08) in Benefits Administration Grant as a result of the recent distribution of grant and will lose a further £10,466 in 2008/09. This is on top of 'Gershon' efficiency savings and other budgetary pressures. The staffing structure has been reduced by 5 FTE staff for 2007/08 onwards and maintaining performance for the next three years will prove very challenging. This years performance is due to the repayment of a large fraud related overpayment, therefore it would be unreasonable to use this year's performance to set future targets.
BV79b(ii)	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding	33.52%	38.78%	33.52%	2nd			Aim To Maximise	See BV79b(i).
BV79b(iii)	Percentage of Recoverable Over payments Recovered (HB)	6.59%	3.27%	6.59%	N/AV			Aim To Minimise	See BV79b(i).