CLACKMANNANSHIRE COUNCIL

Report to Performance and Audit Committee 16th November 2006

Subject: Balanced Scorecards

Prepared by: Peter Burns (Business Improvement Officer)

1.0   SUMMARY

1.1   The balanced scorecards have been collated by each of the services and have been reported directly to Service Improvement. Each service has provided a balanced scorecard for Quarter 2, 2006/07 which are provided separately in Appendix A. Quarter 2 relates to the period 1 July 2006 to 30 September 2006. Performance Measures that are only available on a quarterly and six monthly basis have been included in each balanced scorecard, any performance measures collected at other frequencies will be reported as they become available.

1.2.   The balanced scorecard includes the full range of corporate performance measures selected by individual services as representing a significant impact upon the performance of the Council.

1.3.   A breakdown of corporate and key performance measures have been provided separately in Appendix B with a glossary of terms as requested by the Performance and Audit Committee on August 24th 2006.

2.0   BACKGROUND

2.1.   The balanced scorecard is a management system that enables the council to understand whether its vision and strategy is being translated into action through measuring a series of performance measures.

2.2.   The key focus of each balanced scorecard is to ensure a balance of performance measures within the Financial, Customer (Stakeholder), Internal Business Processes, and Learning and Growth areas are developed. Each can be used to demonstrate the delivery of continuous improvement across the Council.

2.3.   Service Improvement are currently consulting with Head of Services and the Balanced Scorecard Working Group to ensure that the scope and presentation of performance measures to the Performance and Audit Committee is continuously improved.

2.4.   The presentation and range of measures continues to be adapted based on feedback received from members.

3.0   Recommendations

3.1.   The Performance and Audit Committee is asked to: -

- Note performance as reported in each service balanced scorecard. (See Appendix A).

- Note and approve management actions for each corporate measure (See Appendix B).

- Note the glossary as requested in August 2006 (see Appendix C).

- Provide feedback on the effectiveness and presentation of measures to enable the effective scrutiny of performance.

4.0   CONCLUSIONS

Finance

4.1.   During Quarter 2 2006/07, Clackmannanshire Council:

- Council expenditure is currently below budget, however, the budget is predicted to overspend by the end of the financial year.

- Collected 50.3% of Council Tax. The Council is on target to collect 93% of its Council Tax by the end of the financial year.

- Collected 58.6% of Business Rates. The Council is on target to collect 97% of its Business Rates by the end of the financial year.

- Collected 32% of recoverable overpayments for the month of September

- lost 3.3% in rent due to unoccupied dwellings

Customer (Stakeholders)

4.2.   During Quarter 2 2006/07, Clackmannanshire Council:

- Resolved 71% of calls to the contact centre first time during September 2006, an improvement on the previous quarter.

- Saw a 25% increase in the number of persistent young offenders the Council dealt with.

- Completed 56 carer assessments

- Issued 91% of building warrants within 15 days

Internal business processes

4.3.   During Quarter 2 2006/07, Clackmannanshire Council:

- Dealt with three quarters of councillor enquiries within the agreed timescales

- Relet 14% of empty houses within 4 weeks

- Had rent arrears of 8.5% of the total rent due

- Applied 10 benefit fraud sanctions

- Intervened against 1,147 benefit fraud cases

- Completed 324 benefit fraud visits

- Took 40 days to process new benefit claims

- Took just under 4 hours to complete a community service order

- Took 64 days to fill a vacancy

Learning and growth

4.4. During Quarter 2 2006/07, Clackmannanshire Council:

- Despite improvements in some areas, continued to have above target sickness levels across the council, especially for chief officers and admin (6.0%) and manual (8.0%) workers.

5.0 IMPLICATIONS FOR THE COUNCIL

5.1. Financial implications:

- There are no significant financial implications arising directly from this report.

5.2. Staff implications:

- There are no significant staff implications arising directly from this report.

5.3. Strategic aims:

Create strong, active, safe and caring communities	☐
Achieve local economic prosperity and stability	☐
Make the most of Clackmannanshire's unique built and natural environment	☐
Develop a culture of personal achievement where everyone is valued	X
Improve the health of the people of Clackmannanshire	☐

Represent and promote the interests of all of the people of Clackmannanshire ☐

Ensure that the people of Clackmannanshire receive the highest quality services for the public pound **X**
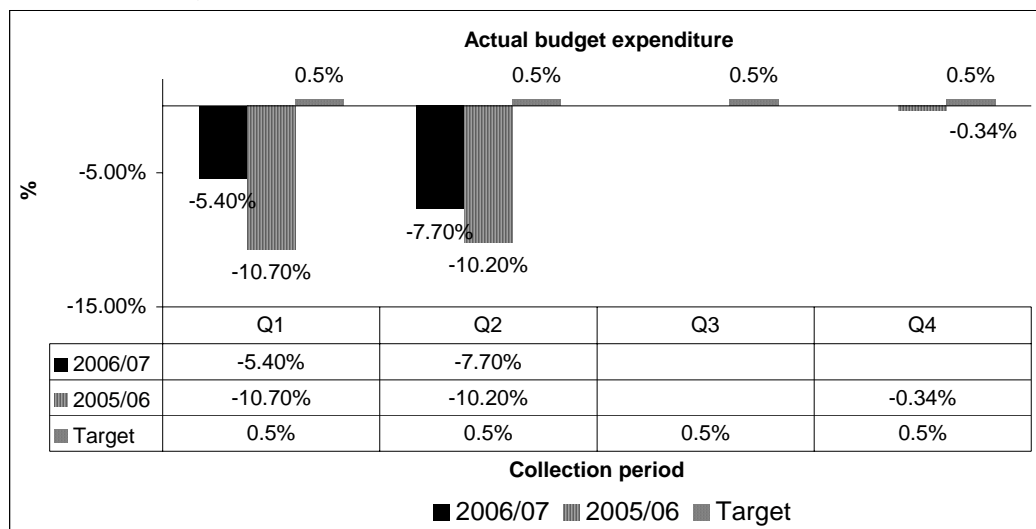

Director

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Head of Service

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APPENDIX A BALANCED SCORECARDS FOR QUARTER 2 2006/07

APPENDIX B CORPORATE MEASURES Q2, 2006/07

FINANCIAL MEASURES

1. Actual Budget Variance

Actual budget expenditure

	Q1	Q2	Q3	Q4
■ 2006/07	-5.40%	-7.70%		
▥ 2005/06	-10.70%	-10.20%		-0.34%
▨ Target	0.5%	0.5%	0.5%	0.5%

Collection period
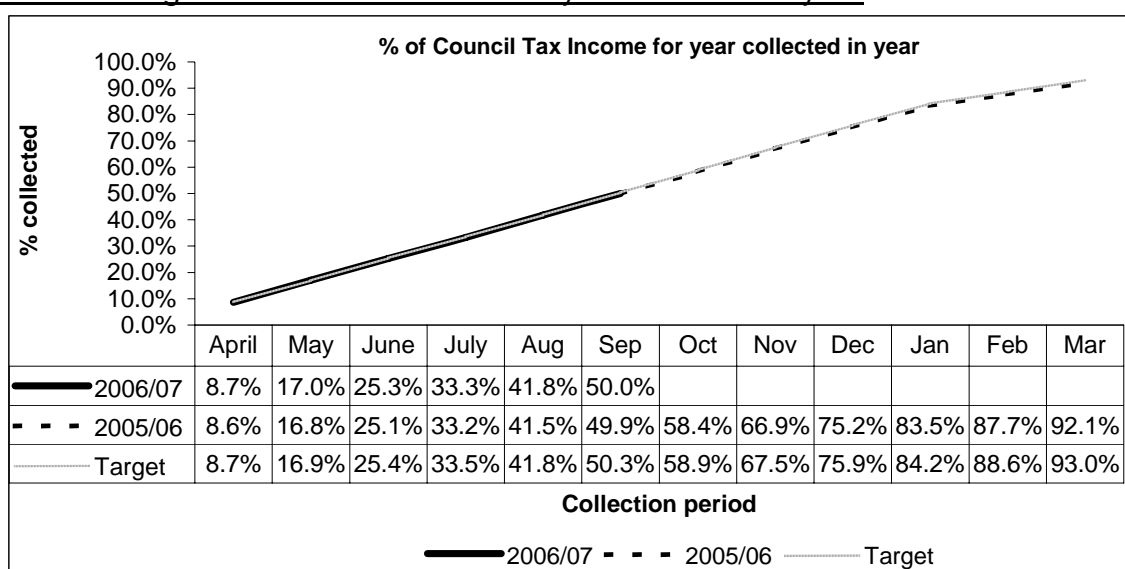
■ 2006/07 ▥ 2005/06 ▨ Target

By the end of Quarter 2, 2006/07 there was a 7.7% under spend in budget variance across the Council. This compares to an under spend of 5.4% in Quarter 1 2006/07. All four services underspent their budget during Quarter 2 2006/07. Services to People underspent their budget by 8.3%, Development and Environment underspent their budget by 9%, Chief Executive Service underspent their budget by 8.6% and Corporate Development underspent their budget for Quarter 2 2006/05 by 0.3%.

The budget under spend is due to a combination of budget profiles and timing differences between services.

Management Action: Continue to monitor

2. Percentage of council tax income for year collected in year

% of Council Tax Income for year collected in year

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	8.7%	17.0%	25.3%	33.3%	41.8%	50.0%						
2005/06	8.6%	16.8%	25.1%	33.2%	41.5%	49.9%	58.4%	66.9%	75.2%	83.5%	87.7%	92.1%
Target	8.7%	16.9%	25.4%	33.5%	41.8%	50.3%	58.9%	67.5%	75.9%	84.2%	88.6%	93.0%

Collection period

2006/07 2005/06 Target

Council tax collection follows a similar trend to 2005/06. By the end of Quarter 2 (2006/07) 50.0% of council tax had been collected. This is slightly higher than Quarter 1 2005/06 (49.9%), but just off target (50.3%). Council Tax, however, is on target to reach a collection rate of 93% by March 2007.

Management Action: Keep recovery database up to date

3. Percentage of income due to business rates received at the end of the year

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	0.05%	9.70%	15.86%	20.71%	34.41%	58.6%						
2005/06	0.05%	7.05%	15.18%	23.84%	28.52%	60.9%	64.7%	69.9%	79.0%	84.3%	95.3%	96.5%
Target	0.00%	7.08%	15.18%	23.95%	28.65%	61.1%	65.0%	70.2%	77.4%	84.7%	95.7%	97.0%
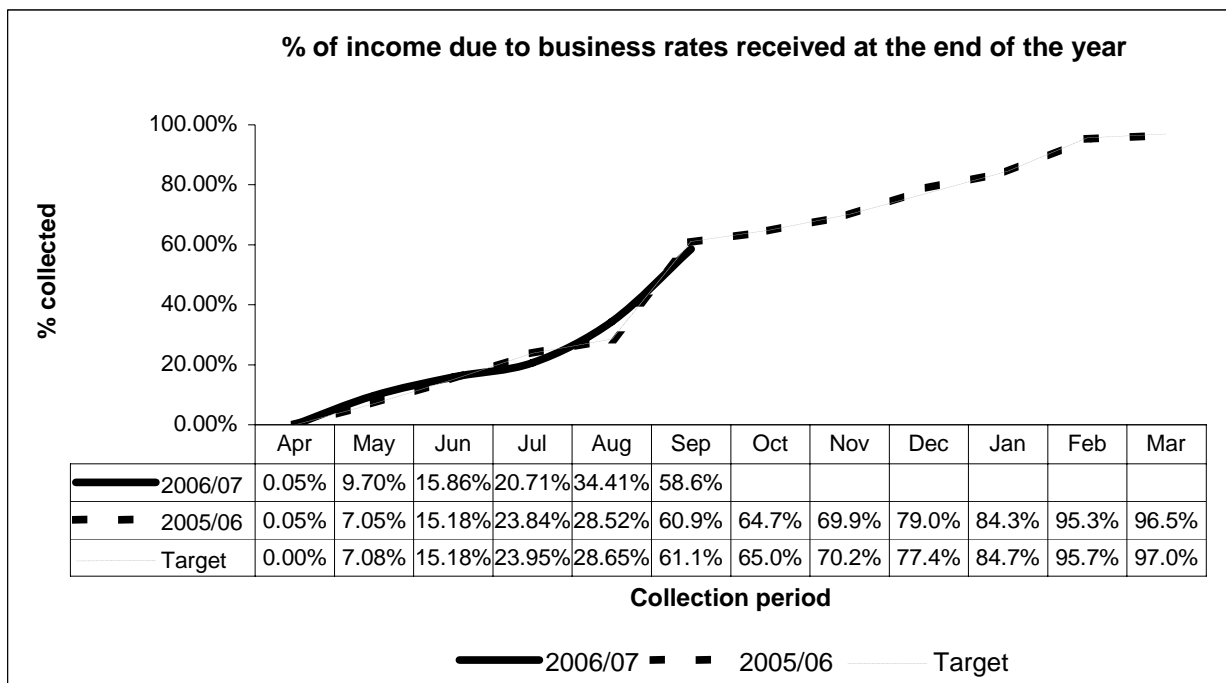
Business rates collection follows a similar trend to 2005/06. By the end of Quarter 2 (2006/07) 58.6% of business rates had been collected. This is lower than Quarter 1, 2005/06 (60.09%). The arrears recovery schedule for business rates is due to kick in during the month of October 06. This should result in an increase in the percentage of businesses that have paid their business rates. The collection of business rates is presently running below target but is still on track to reach a collection rate of 97% by March 2007.

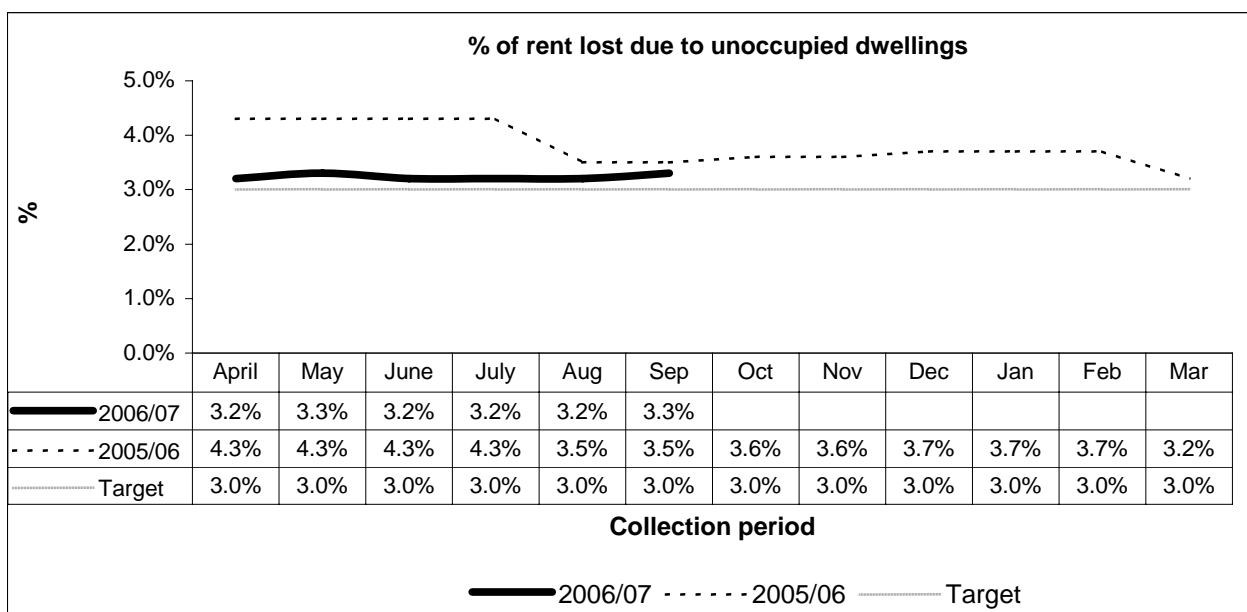**Management Action: Continue to monitor**

4. Recoverable overpayments (public sector only) same pattern

Recoverable overpayments (public sector only)

	Apr	May	Jun	Jul	Aug	Sep
Target	33%	38%	38%	38%	38%	38%
2006/07	32%	32%	33%	33%	33%	32.49%

Legend: Target, 2006/07
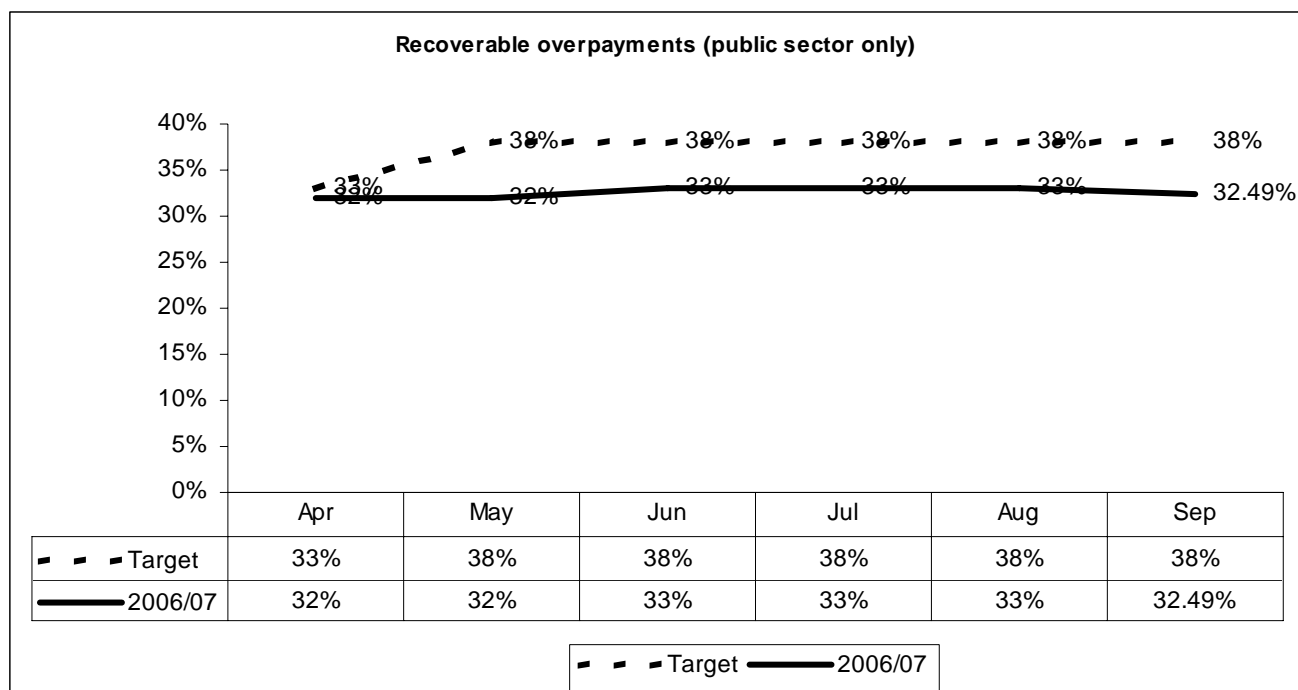
Recoverable overpayments rates (32%) are lower than the target of 38%. The Council is under performing at recovering overpayments when compared to the same period 2005/06 (38%). Targets are yet to be agreed as part of Service Level Agreement.

Management Action: Service Level Agreement to be finalised

5. Percentage of rent lost due to unoccupied dwellings

% of rent lost due to unoccupied dwellings

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	3.2%	3.3%	3.2%	3.2%	3.2%	3.3%						
2005/06	4.3%	4.3%	4.3%	4.3%	3.5%	3.5%	3.6%	3.6%	3.7%	3.7%	3.7%	3.2%
Target	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

Collection period

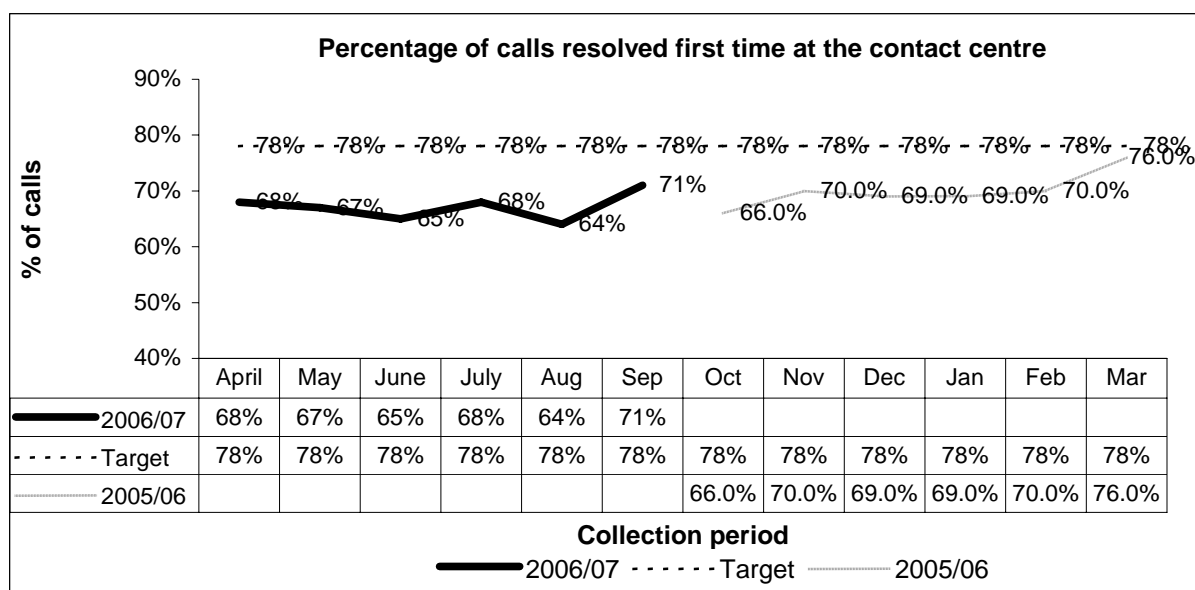Legend: 2006/07, 2005/06, Target

The percentage of rent lost due to unoccupied dwellings has improved from 4.3% in July 2005 to 3.3% in September 2006. This improvement in performance is a result of targeting resources to reduce long-term void properties.

Management Action: Housing and PCU continue to meet regularly to discuss and review rent loss performance and identify improvement actions

CUSTOMER (STAKEHOLDER) MEASURES

1. Percentage of calls resolved at first point of contact at the contact centre

Percentage of calls resolved first time at the contact centre

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	68%	67%	65%	68%	64%	71%						
Target	78%	78%	78%	78%	78%	78%	78%	78%	78%	78%	78%	78%
2005/06							66.0%	70.0%	69.0%	69.0%	70.0%	76.0%

Collection period

——— 2006/07   - - - - - Target   ———— 2005/06

During Quarter 2 2006/07 on average, 67% of calls to the contact centre were resolved first time. During the 2006/07 the rate in which calls were resolved first time has remained around the upper to mid 60 percent. September shows signs of progress. Improvements in performance are a result of new staff becoming more embedded and training sessions being completed.

Management Actions: Services to provide information and content to contact centre staff, to allow staff to resolve a greater number of routine service requests. The relative priority of the Customer First knowledge base project will be reassessed, and regular staff training on service information and procedures improved. The Interactive Voice Recognition (IVR) pilot has now commenced use with Greenfield Reception. The Executive team have agreed the transfer of 1 post from revenues to the contact centre.

## 2. Percentage reduction in number of persistent young offenders

% reduction in number of persistent young offenders

	Q1	Q2	Q3	Q4
2006/07	-35%	-23%		
Target	10%	10%		

Collection period
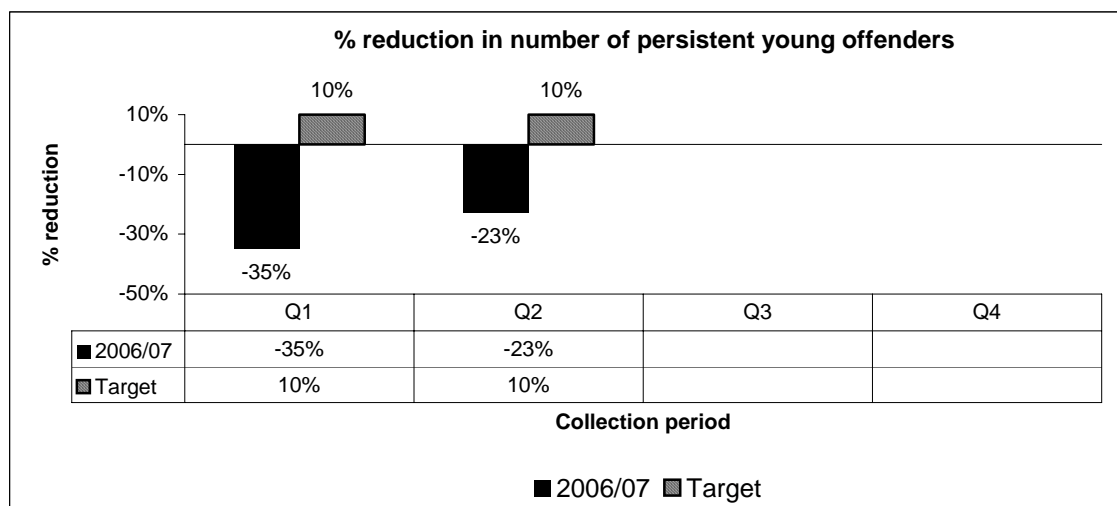
■ 2006/07   ▨ Target

During Quarter 2 2006/07 there was a 23% increase in the number of persistent young offenders across Clackmannanshire as opposed to a targeted 10% decrease. This increase is attributable to the lack of staff within the Area Youth Justice Team. Data for 2005/06 is unavailable.

Management Action: Recruit experienced Youth Justice staff and develop a service level agreement with Barnardo's Freagarach, which will improve performance.

3. Number of Carer assessments completed

Number of Carer Assessments Completed

	Q1	Q2	Q3	Q4
■ 2006/07	67	56		
▨ Target	50	50	50	50

Collection period
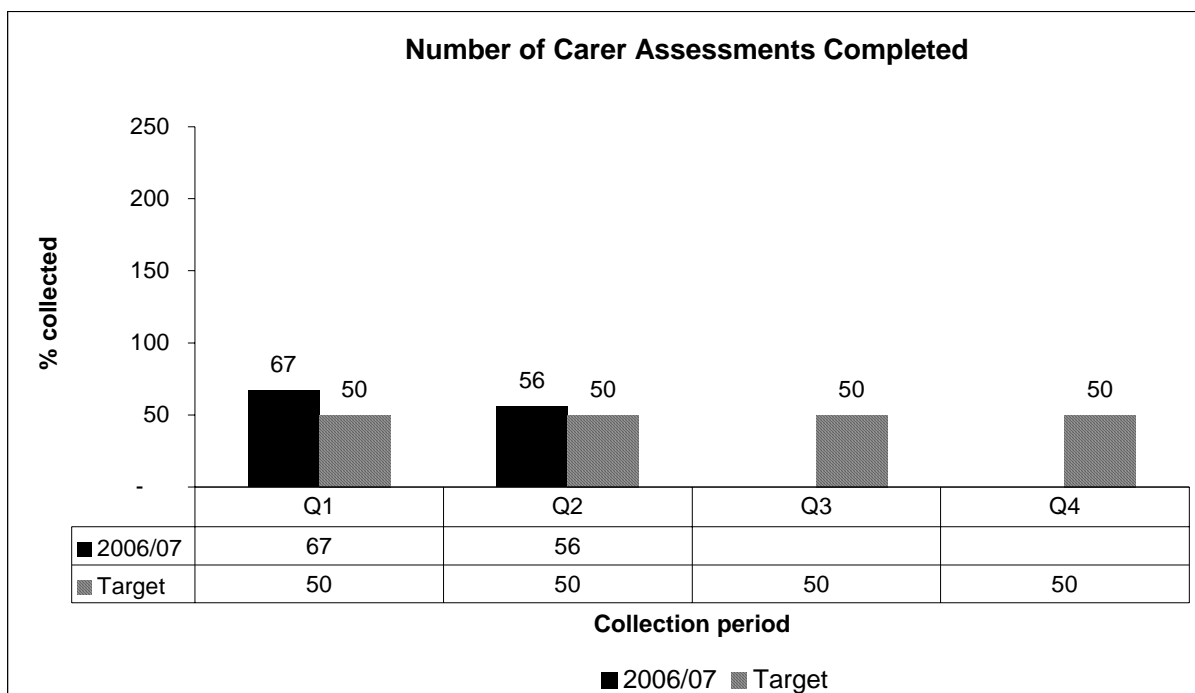
■ 2006/07 ▨ Target

During Quarter 2 2006/07 the total number of carer assessments decreased slightly from 67 in Quarter 1 (2006/07) to 56 in Quarter 2. This exceeds last years performance and is above the target of 50 assessments per quarter. The improvement in performance is due to a heightening in awareness of the value of carer assessments.

Management Action: Continue to raise the importance of carer assessments within the service. Monitor and evaluate performance

4. <u>Percentage of building warrants responded to within 15 days</u>

% of building warrents responded within 15 days

	Apr	May	Jun	Jul	Aug	Sep
Target	100%	100%	100%	100%	100%	100%
2006/07	65%	65%	65%	48%	61%	91%

Target — 2006/07
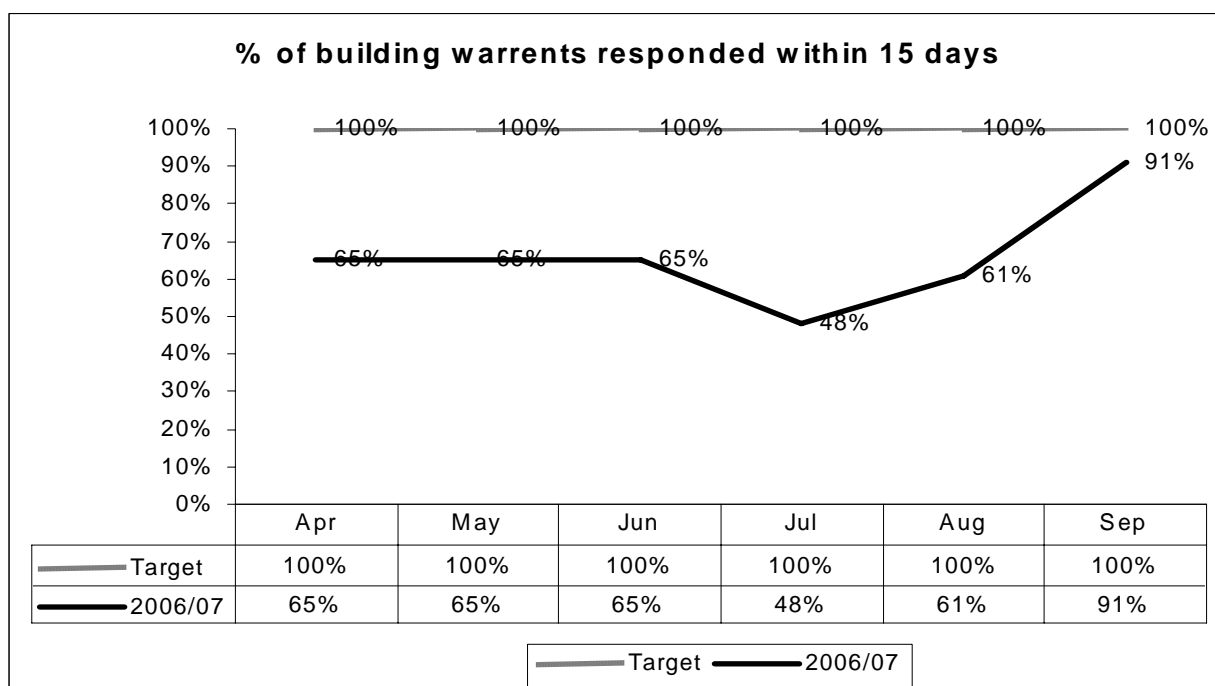
Since July 2006 the trend for responding to building warrants within 15 days continues to increase favourably. At 30 September 2006, 91% of building warrants were responded to within 15 days. This is due to several vacant posts being filled within the service. The result is an improvement in performance on par with historic performance.

Management Action: complete induction of new building control officers

INTERNAL BUSINESS PROCESSES

1. Percentage of councillor enquiries within timescale

% of councillor enquiries within timescale

Collection period	Q1	Q2	Q3	Q4
■ 2006/07	84%	75%		
▨ Target	100%	100%	100%	100%

■ 2006/07 ▨ Target
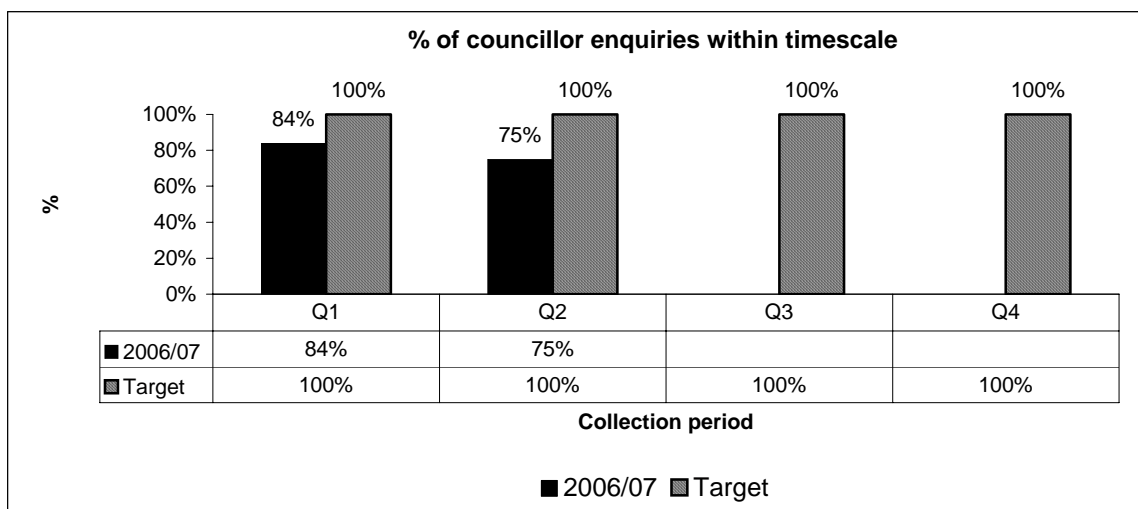
During Quarter 2 (2006/07) 75% of councillor enquiries were dealt with within agreed timescales. During Quarter 2 a total of 125 Councillor enquiries were made across the council.

Not all councillors use the online councillor enquiry system.

Management Action: continue to monitor closely and investigate methods for improving performance

2. Percentage of tenancy empty houses that were relet within 4 weeks

Tenancy % of empty houses that were relet within 4 weeks

Collection period	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
▬ 2006/07	14%	15%	9%	13%	14%	13%						
┈ Target	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
▬ ▬ 2005/06	30%	17%	20%	21%	19%	11%	10%	12%	0%	4%	3%	6%

▬ 2006/07 ┈ Target ▬ ▬ 2005/06
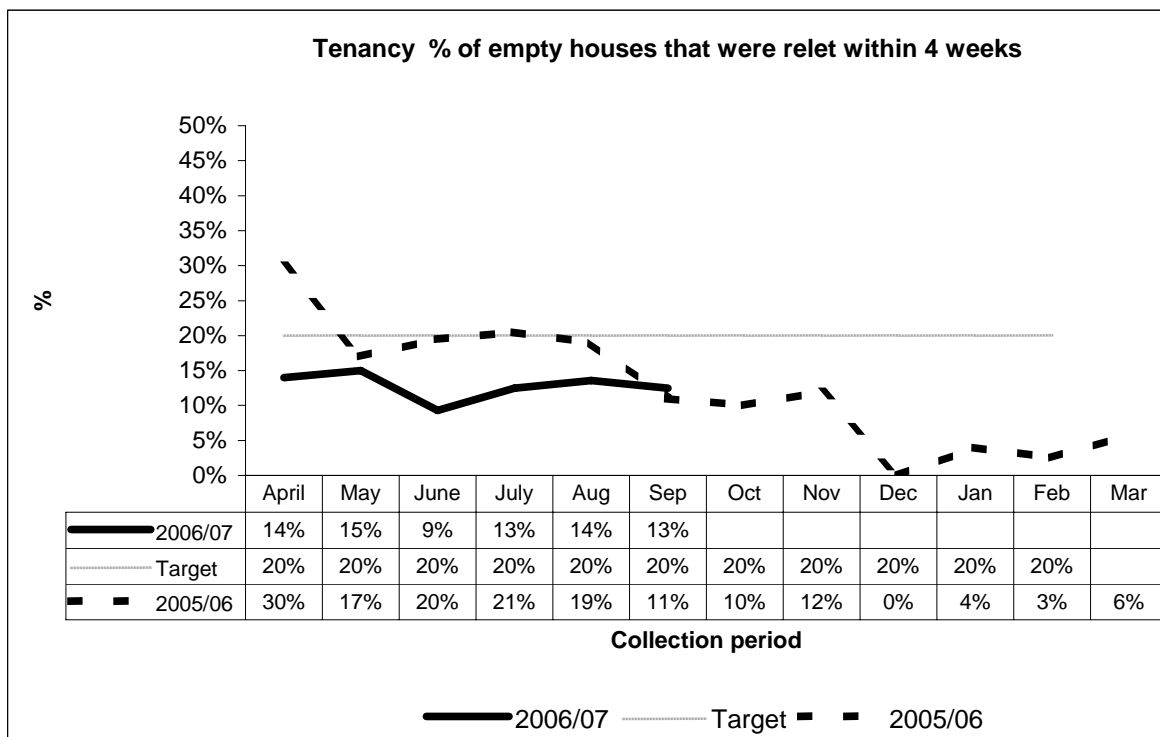
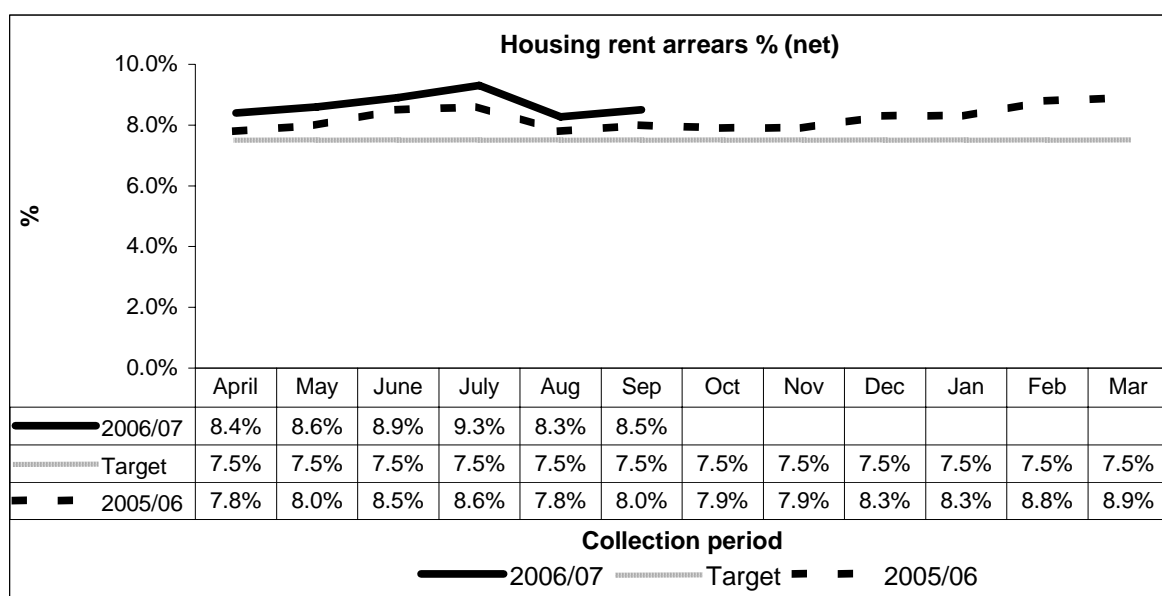This performance measure investigates turning round all voids in 28 days (or less). Improvements to recording and reporting of the processes have assisted in identifying improvements required and in the setting of more realistic targets.

Between April and September 2006 the percentage of houses relet within 4 weeks remains below target and below the 2005/06 figure. Although there was a dip during the month of June 2006 performance continues to remain around 13 - 15%. Since the beginning of the year an overall improvement trend continues, and in September the average turnaround time for voids let within the month was 8 weeks, compared with 24 weeks in April 2006.

Management Actions: Regular meetings have been arranged with Housing Service and PCU to discuss and address performance; preparations for a Best Value Review have begun. As part of its scope, the Best Value review will address elements of the relet process,

3. Housing rent arrears % (net)

Housing rent arrears % (net)

Collection period	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	8.4%	8.6%	8.9%	9.3%	8.3%	8.5%						
Target	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%
2005/06	7.8%	8.0%	8.5%	8.6%	7.8%	8.0%	7.9%	7.9%	8.3%	8.3%	8.8%	8.9%

Housing rent arrears continues to remain above 8%.
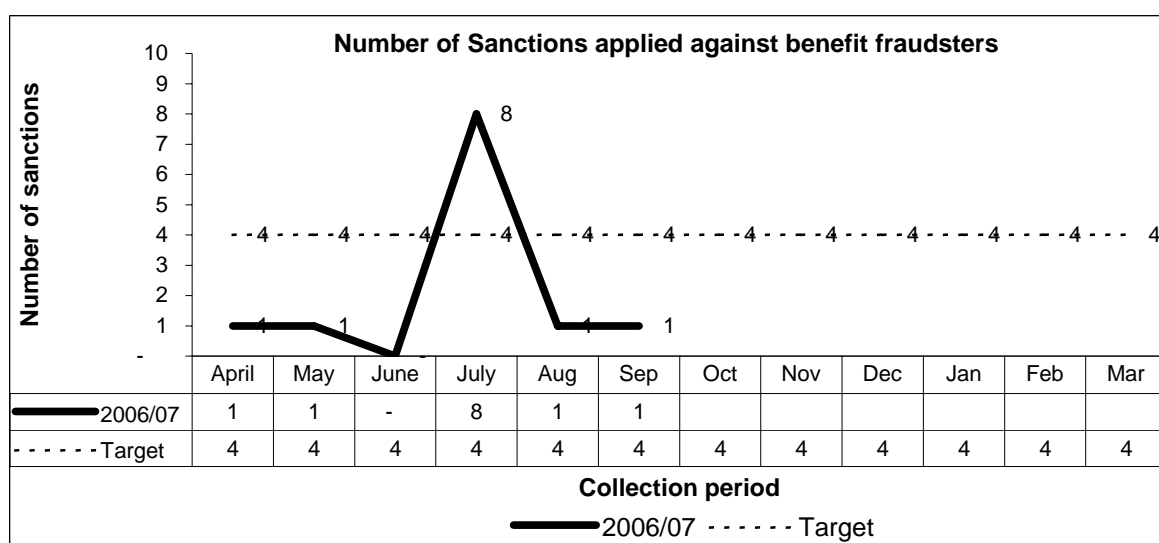
There are a number of factors that have resulted in under-performance. Housing rent arrears has increased since 1999 by about 1% per annum and there is a large backlog of work. An improvement plan is in place, however, many actions are still to be implemented.

Management Actions: Analyse outstanding work and set in place a prioritisation matrix to address the backlog.
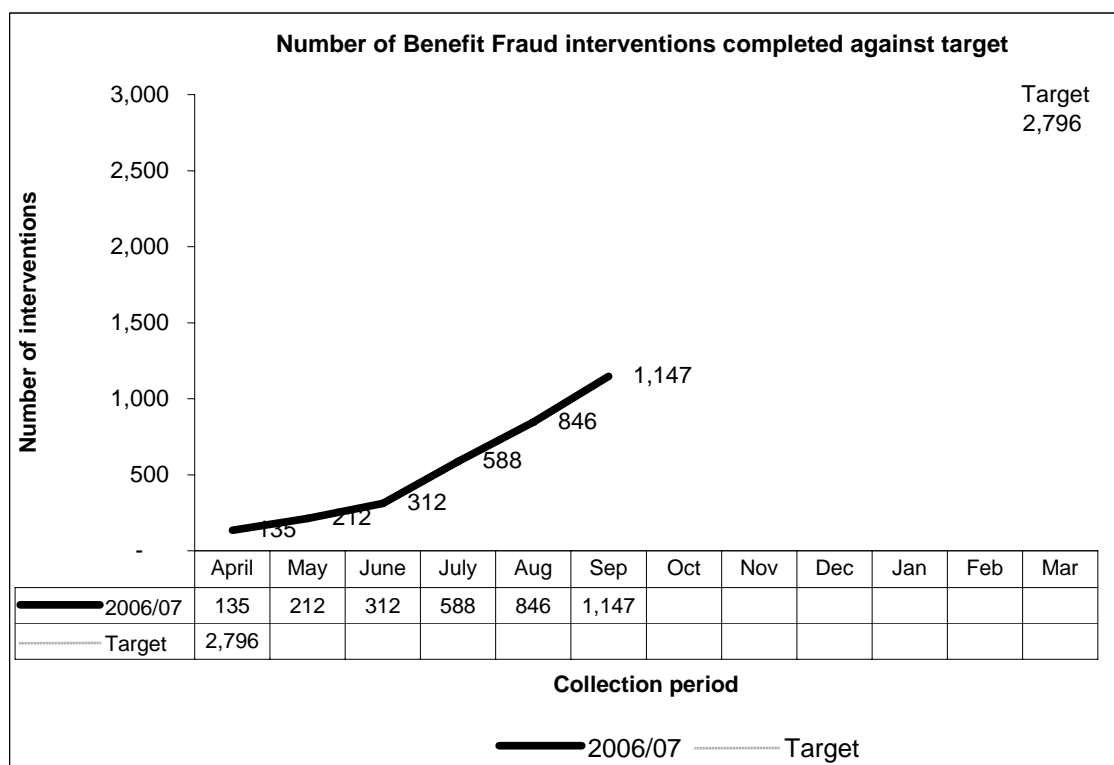
4. Number of Sanctions applied against fraudulent benefit claims

Number of Sanctions applied against benefit fraudsters

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	1	1	-	8	1	1						
Target	4	4	4	4	4	4	4	4	4	4	4	4

Collection period

2006/07 ------ Target

Between April and September 2006 the number of sanctions applied against fraudulent benefit claims remains below target. The main exception was the month of July when 8 sanctions were applied. Data for 2005/06 is unavailable. The service has initiated an action plan to deliver improvement.

Management Action: Finance will investigate if there are any additional improvements to be found through process analysis of activities involved in delivering sanctions against fraudulent benefit claims.

5. Number of benefit fraud interventions completed against target

Number of Benefit Fraud interventions completed against target

Target 2,796

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	135	212	312	588	846	1,147						
Target	2,796											

Collection period

2006/07 ———— Target

Throughout 2006/07 the number of interventions completed against the target of 233 per month was not achieved. The current improvement plan is expected to deliver a significant improvement during Quarter 3. All interventions were postal based during April and May 2006. Data for 2005/06 is unavailable.

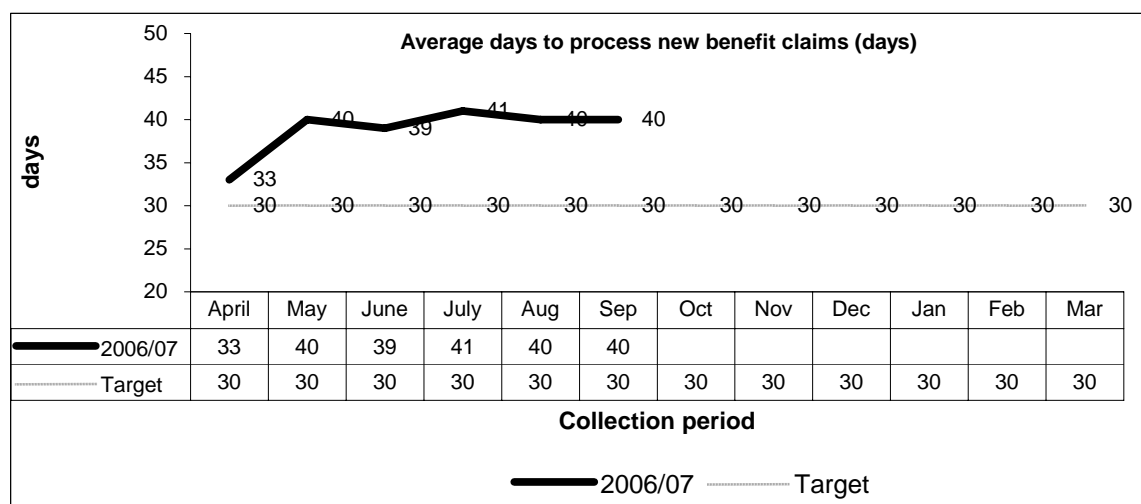**Management Action: Continue with the current improvement plan.**

6. Number of Benefit Fraud visits completed against target

Number of Benefit Fraud visits completed against target

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	69	38	45	98	123	103						
Target	94	94	94	94	94	94	94	94	94	94	94	94

Collection period
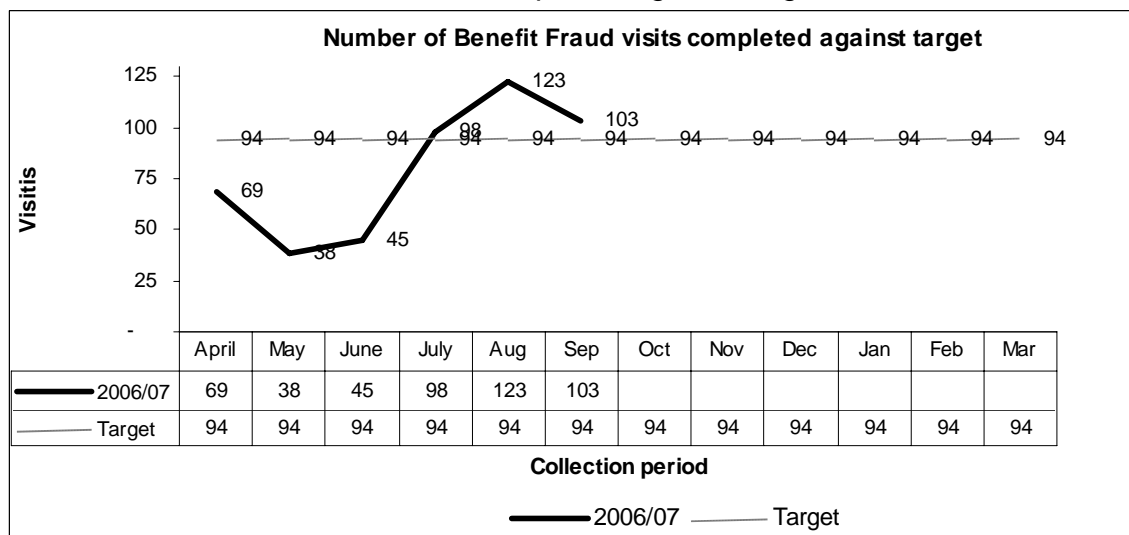
——— 2006/07 ——— Target

During the 1st Quarter of 2006/07 the Service failed to achieve its monthly target of conducting 94 benefits fraud visits per month. During the 2nd Quarter an improvement plan was initiated across the service. Early reports indicate that this plan has begun to yield improvements in service. By September 2006 the number of benefit fraud visits had increased to 103 per month. Data for 2005/06 is unavailable.

Management Action: Continue with the current improvement plan.

7. Average days to process new benefit claims (days)

Average days to process new benefit claims (days)

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	33	40	39	41	40	40						
Target	30	30	30	30	30	30	30	30	30	30	30	30

Collection period

——— 2006/07 ——— Target

Performance in processing new benefit claims declined since April 2006. An action plan is in place to address this and the Council should start to see the benefits of this action plan during Quarter 3.

Management Action: Business processes, targets and use of resources being reviewed

8. The average hours per week taken to complete the Community Service Orders (hours)

The average hours per week taken to complete the Community Service Orders (hours)

	Q1	Q2	Q3	Q4
2006/07	2.80	3.80		
Target	3.60	3.60	3.60	3.60

Collection period
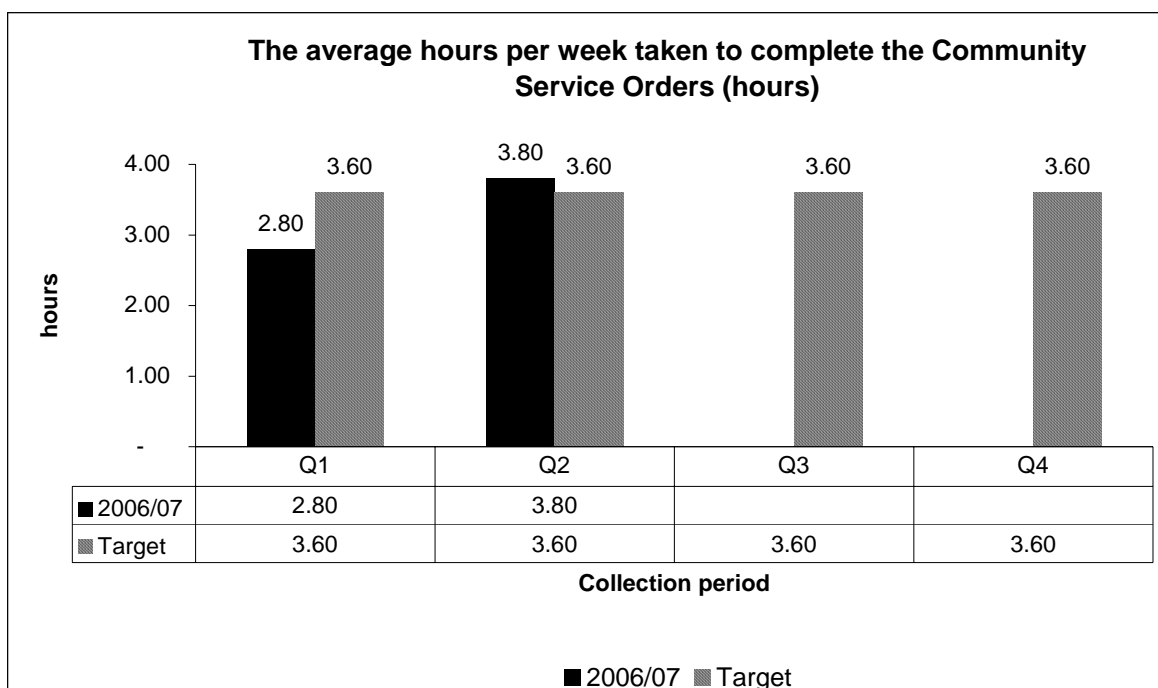
During Quarter 2 2006/07 the time taken to complete the community service order has increased from less than 3 hours to just below 4 hours. The target of 3.6 hours has not been achieved this quarter. A supervisor has been appointed to lead an improvement plan

Management Action: Supervisor to implement improvement plan

9. Number of Working Days to fill vacancy (from request to HR to employee start date)

Number of Working Days to fill vacancy (from request to HR to employee start date

	Q1	Q2	Q3	Q4
2006/07	56	64		
Target	46	46	46	46
2005/06				59

Collection period
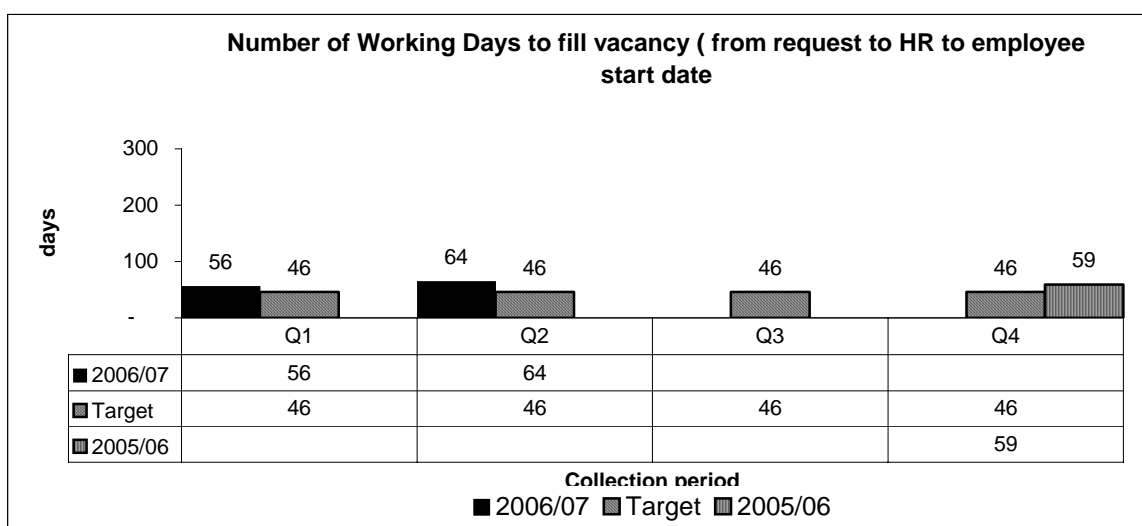
During Quarter 2 (2006/07) the number of working days taken to fill a vacancy was 64 days. This appears to be unfavourable compared with Quarter 1 2006/07 (56 days). It should be noted that a high proportion of teacher requirements are known well in advance of a fixed start date, as a result the process can overlap quarters, thus the data is reported 1 quarter in arrears.

Management Action: continue with current actions. Investigate possibility of replacement with performance measure '*Number of Working Days to fill vacancy (from request to HR to offer of job')*

LEARNING AND GROWTH

1. Percentage of Staff Absence (all staff)

% of staff absence

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	5.30%	5.00%	5.80%	7.30%	5.00%	5.40%						
Target	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%
2005/06	5.30%	5.10%	4.90%	5.50%	4.90%	5.00%	4.90%	4.90%	6.00%	6.20%	6.30%	6.20%

Collection period
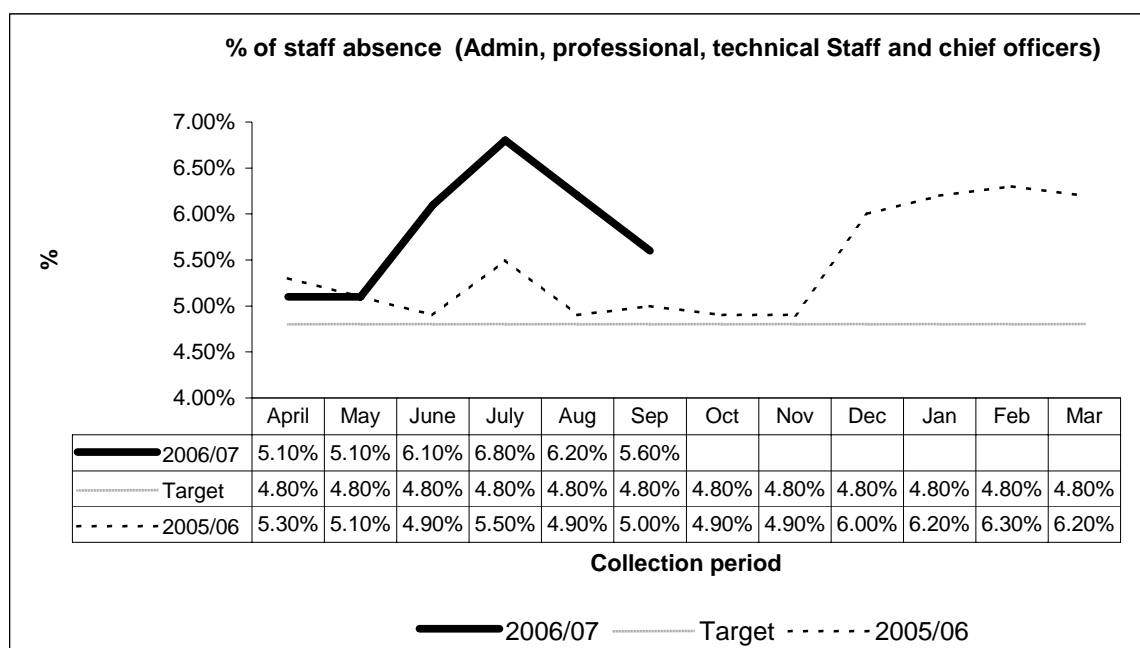
2006/07 ———— Target ‑‑‑‑‑‑ 2005/06 ‑ ‑ ‑ ‑ ‑
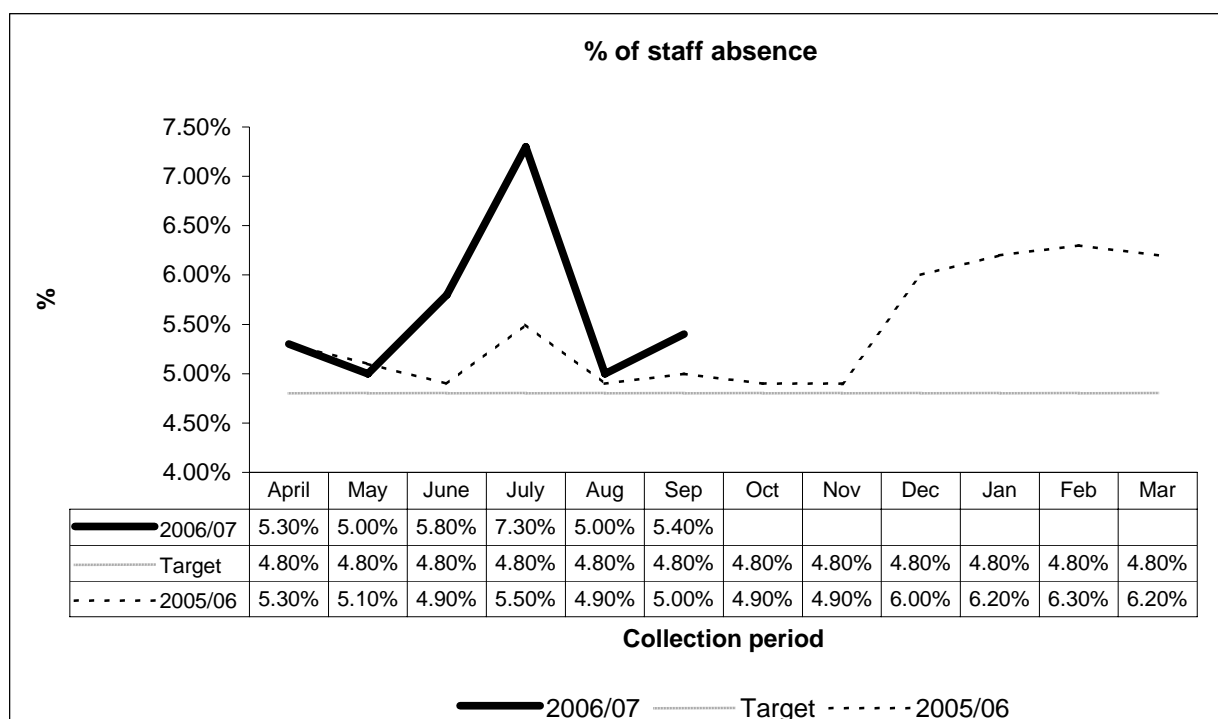
Sickness levels fell during August 2006 but increased during September 2006, and are still above target and last years level- albeit a marginal difference. There was a noticeable spike in July which needs closer examination.

The overall average figures mask substantial variations amongst different employee groups and across different services. The Attendance Management Group have identified 'hotspots' for investigation by the relevant services, supported by HR. It is also noted that a single organisational target (4.8%) is too general and should be broken down into improvement targets for groups and services based on their performance.

Management Action: Peak levels needs to be examined, improvement actions identified by services & implemented by services

2. Percentage of Staff Absence (Chief officers/Admin)

% of staff absence (Admin, professional, technical Staff and chief officers)

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	5.10%	5.10%	6.10%	6.80%	6.20%	5.60%						
Target	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%
2005/06	5.30%	5.10%	4.90%	5.50%	4.90%	5.00%	4.90%	4.90%	6.00%	6.20%	6.30%	6.20%

Collection period

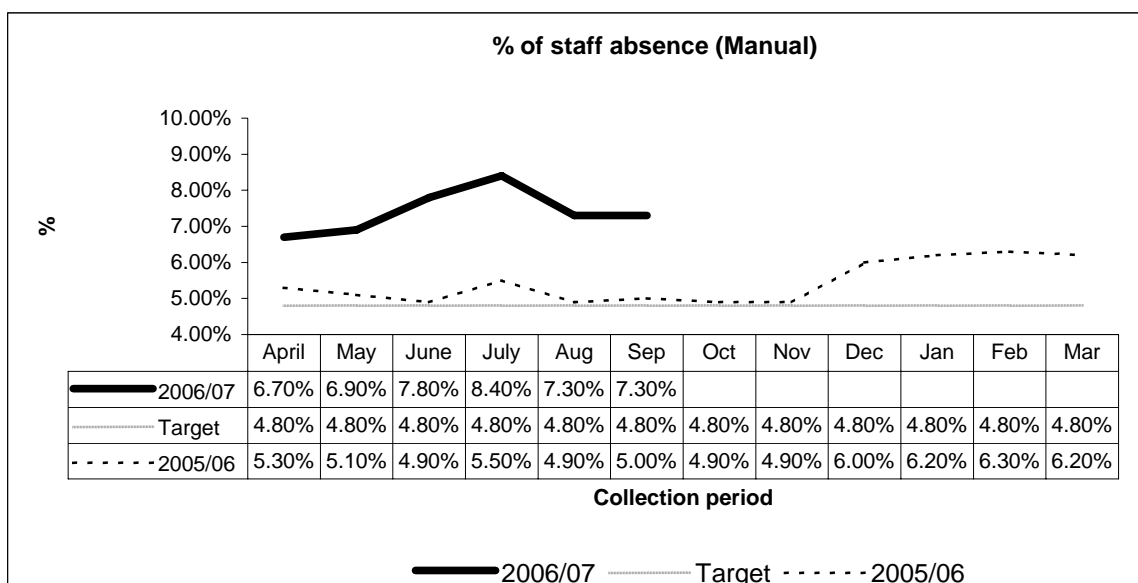—— 2006/07   ———— Target   - - - - - 2005/06

Please Note: This group includes all admin, professional, technical staff and all Chief Officers

Absence appears to have peaked and shows tentative signs of a favourable trend during the months of August and September 2006.

The overall average figures mask substantial variations amongst different employee groups and across different services. Social Services and Housing Services have the highest absence rates. These services are taking positive action. In housing active management has reduced short term absence. Most absence, however is longer term medically certified rather than self-certified.

Management Action: Attendance Management Group to identify hotspots for investigation by relevant services.
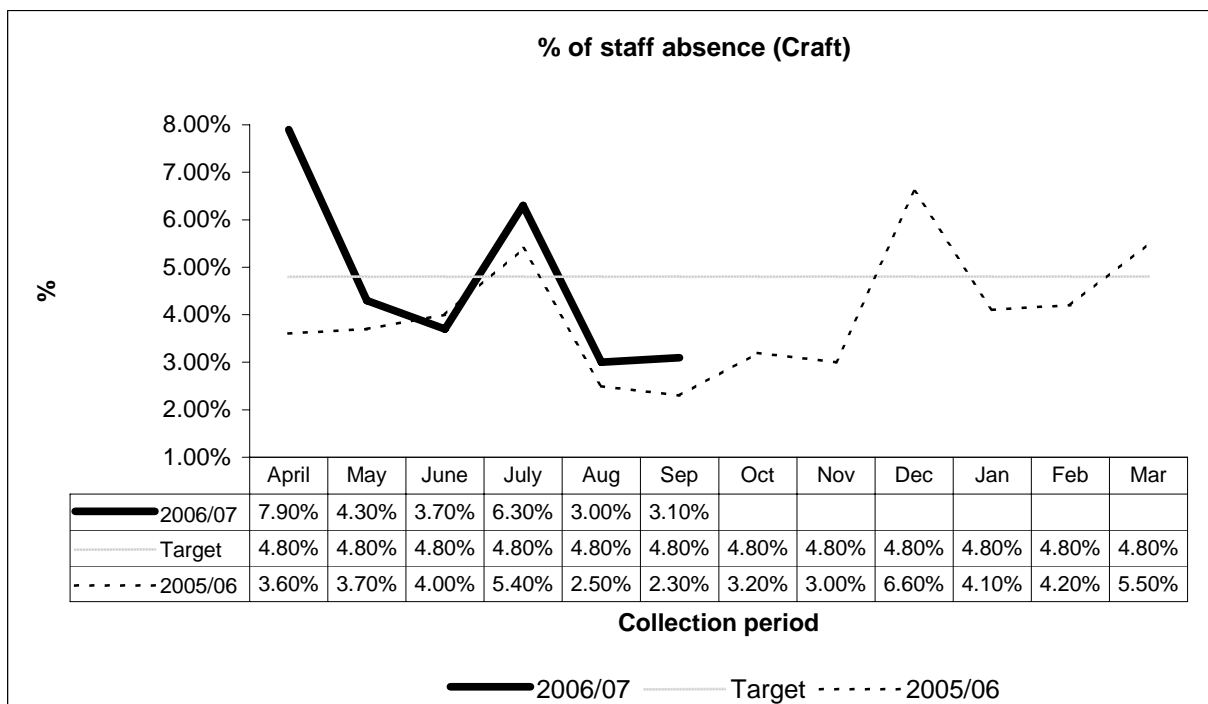
3. Percentage of Staff Absence (Manual Worker)

% of staff absence (Manual)

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	6.70%	6.90%	7.80%	8.40%	7.30%	7.30%						
Target	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%
2005/06	5.30%	5.10%	4.90%	5.50%	4.90%	5.00%	4.90%	4.90%	6.00%	6.20%	6.30%	6.20%

Collection period

2006/07 ──── Target ──── 2005/06

Since December 2005 the trend for sickness levels with manual workers continues to increase unfavourably. However during August 2006, there has been a favourable trend on the previous month which gives some cautious cause for optimism and this trend does seem to have been maintained. This is an identified 'hotspot' area for closer examination.

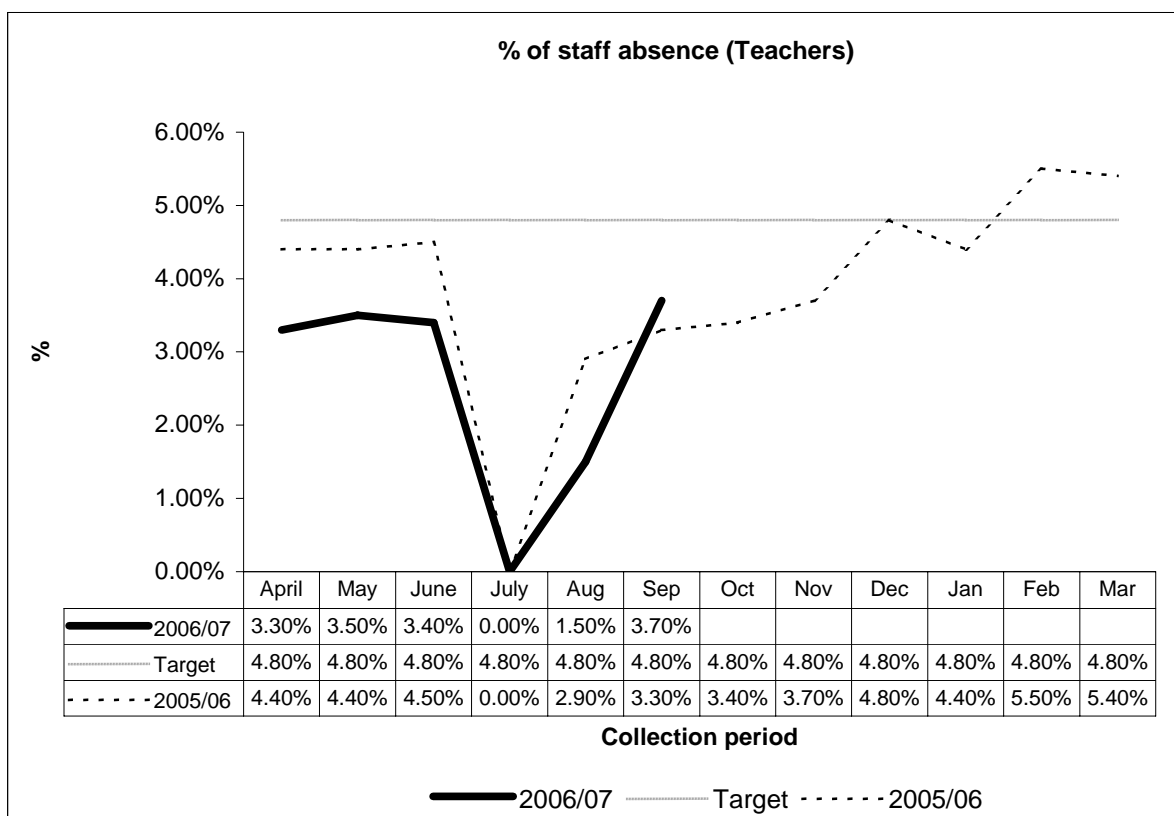**Management Action: Attendance Management Group have instructed relevant services to investigate**

4. Percentage of Staff Absence (Craft)

% of staff absence (Craft)

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	7.90%	4.30%	3.70%	6.30%	3.00%	3.10%						
Target	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%
2005/06	3.60%	3.70%	4.00%	5.40%	2.50%	2.30%	3.20%	3.00%	6.60%	4.10%	4.20%	5.50%

Collection period

2006/07 ──── Target ──── 2005/06

Levels have fluctuated over recent months. A peak in July 2006 has been examined by the service and was due to medically certificated absence. The August/ September figure is a significant improvement and is now back to relative good performance levels, although still above comparative position of 2005/06.

Management Action: Further examination of reasons for absence at peak points is to continue

5. Percentage of Staff Absence (Teachers)

% of staff absence (Teachers)

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2006/07	3.30%	3.50%	3.40%	0.00%	1.50%	3.70%						
Target	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%
2005/06	4.40%	4.40%	4.50%	0.00%	2.90%	3.30%	3.40%	3.70%	4.80%	4.40%	5.50%	5.40%

Collection period

2006/07   Target   2005/06

The main reason for this fall is due to schools being closed for holiday's during July & August. Staff absence following the school holidays continues significant improvements in comparison with the same period in 2005/06

Management Actions: Continue to monitor

APPENDIX C GLOSSARY

Performance measures = ongoing measures of some aspect of performance.

Balanced Scorecard = A collection of key measures which are subdivided into four quadrants, depending on what they relate to: Financial, Customer/Stakeholder, Internal Process, and Learning and Growth.

Budget variance = The difference in budget between forecasted and actual spend.

Council tax income = % of total income collected in the financial year.

Recoverable Overpayment = % of overpayments recovered within the current financial year.

FOI = Freedom of Information requests made by the general public and organisations to the Council.

Housing Rent Arrears = The total annual charges levied by the Council in respect of rent and services for the housing and other stock held by HRA net of both housing benefit and rent loss due to voids.

Sanctions = Department of Work & Pensions set annual target of number of administrative penalties and cautions applied.

Benefit Claims = Housing and Council Tax Benefit.

Staff Absence = percentage of time lost within a month due to staff sickness absence.