

## **CLACKMANNANSHIRE COUNCIL**

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### **Report to Performance and Audit Committee 22nd February 2007**

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**Subject: Council Performance Q3 2006/07**

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**Prepared by: Peter Burns (Business Improvement Officer)**

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#### **1.0 SUMMARY**

- 1.1 This report provides elected members with a quarterly review of Clackmannanshire Council's performance in relation to key areas of service delivery for Quarter 3 2006/07. Quarter 3 relates to the period 1 October 2006 to 31 December 2006.
- 1.2 A breakdown of corporate and key performance measures is provided in Appendix A with a glossary of terms available in Appendix B as requested by the Performance and Audit Committee on 24 August 2006.
- 1.3 Individual service balanced scorecards for Quarter 3 are available in Members' rooms.

#### **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 is 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.
- 2.5. Performance Measures that are available on a quarterly basis are included in each balanced scorecard. Performance measures that are collected annually will be reported in the Quarter 4 report.

### **3.0 Recommendations**

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

- Note key issues as highlighted in the conclusion.
- Note performance and management actions for each corporate measure (See Appendix A).
- Provide feedback on the effectiveness and presentation of measures to enable the effective scrutiny of performance.

### **4.0 CONCLUSIONS**

#### **Finance**

4.1. During Quarter 3, 2006/07, Clackmannanshire Council:

- Collected 75.4% of Council Tax by the end of the 3<sup>rd</sup> Quarter. The Council is on target to collect 93% of Council Tax by the end of the financial year
- Collected 81.4% of Non Domestic Rates (NDR) and remains on target to meet a collection rate of 97% by the end of the financial year
- Collected 34% of recoverable overpayments (public sector only) for the month of December 2006
- Saw an improvement in rent loss due to empty properties from 3.3% to 2.2%,

#### **Customer (Stakeholders)**

4.2. During Quarter 3, 2006/07, Clackmannanshire Council:

- Resolved 79% of calls to the contact centre first time during December 2006, an improvement on the previous quarter
- Saw an increase in the number of social enquiry reports requested by courts
- Saw a fall in the percentage of new probationers seen by a supervising officer within one week
- Remains on target to achieve 200 carer assessments by March 2007
- Issued 100% of building warrants within 15 days

#### **Internal business processes**

4.3. During Quarter 3, 2006/07, Clackmannanshire Council:

- Dealt with 74% of councillor enquiries within timescale

- Saw a significant improvement in the percentage of houses that were relet within 4 weeks (34.7% at 31 December 2006)
- Saw an improvement in housing rent arrears (to 8% at 31 December 2006)
- Conducted 263 Benefit Fraud Visits
- Took 40 days to process new Benefit Claims
- Saw an improvement in the time taken to complete community service orders (3 hours)
- Took 79 days, on average to fill a vacancy (from request to start)

## **Learning and growth**

4.4. During Quarter 3, 2006/07, Clackmannanshire Council:

- Saw improvements in some areas of sickness, although, sickness levels continue to remain above target across the council, especially for admin, professional, technical and others (5.8%) and manual (6.7%) 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. Sustainability implications

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

5.4. Strategic aims:

5.5. Declarations

1. The recommendations contained within this report support or implement Corporate Priorities, Council policies and/or the Community Plan:

Corporate Priorities

## **Reference**

5.4, 5.5, 5.7, 5.8

Council Policies

Community Plan

2. In adopting the recommendations contained in this report the Council is acting within its legal powers.



3. The full financial implications of the recommendations contained in this report are set out in the report. This includes a reference to full life cycle costs where appropriate.



Director

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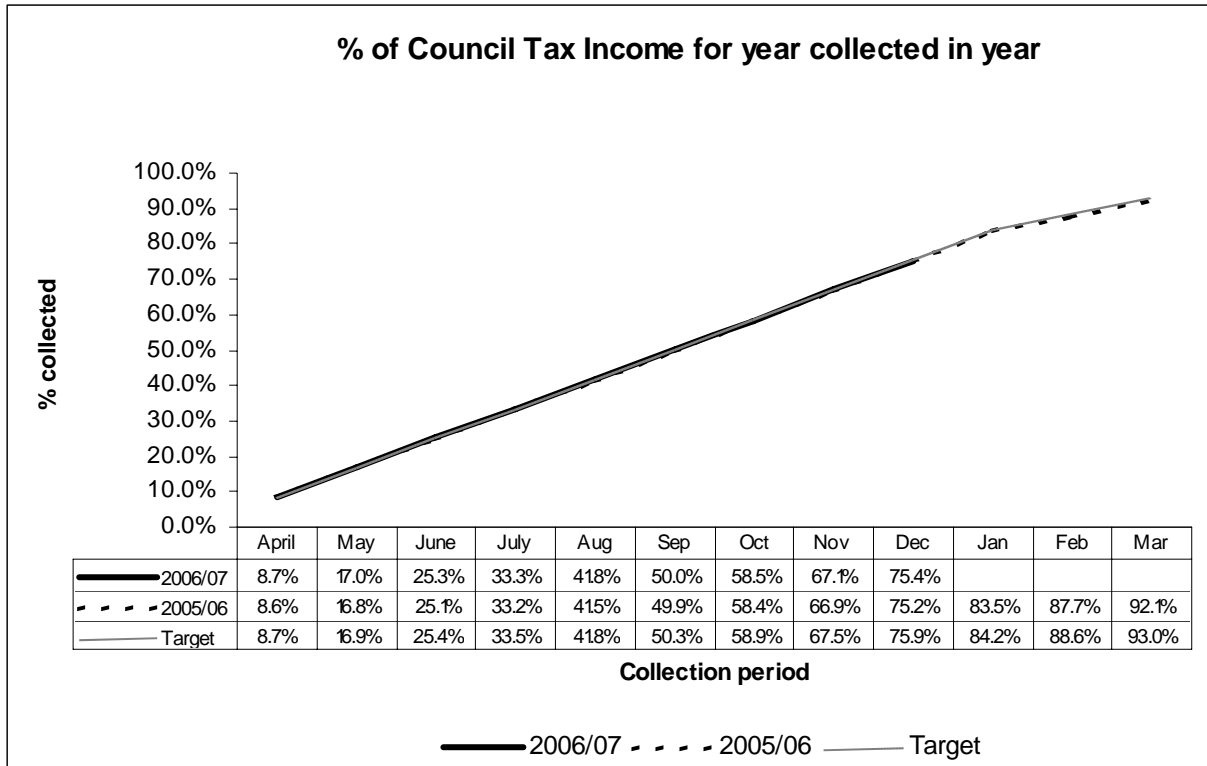
Head of Service

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## APPENDIX A CORPORATE MEASURES Q3, 2006/07

### FINANCIAL MEASURES

#### 1. Percentage of council tax income for year collected in year

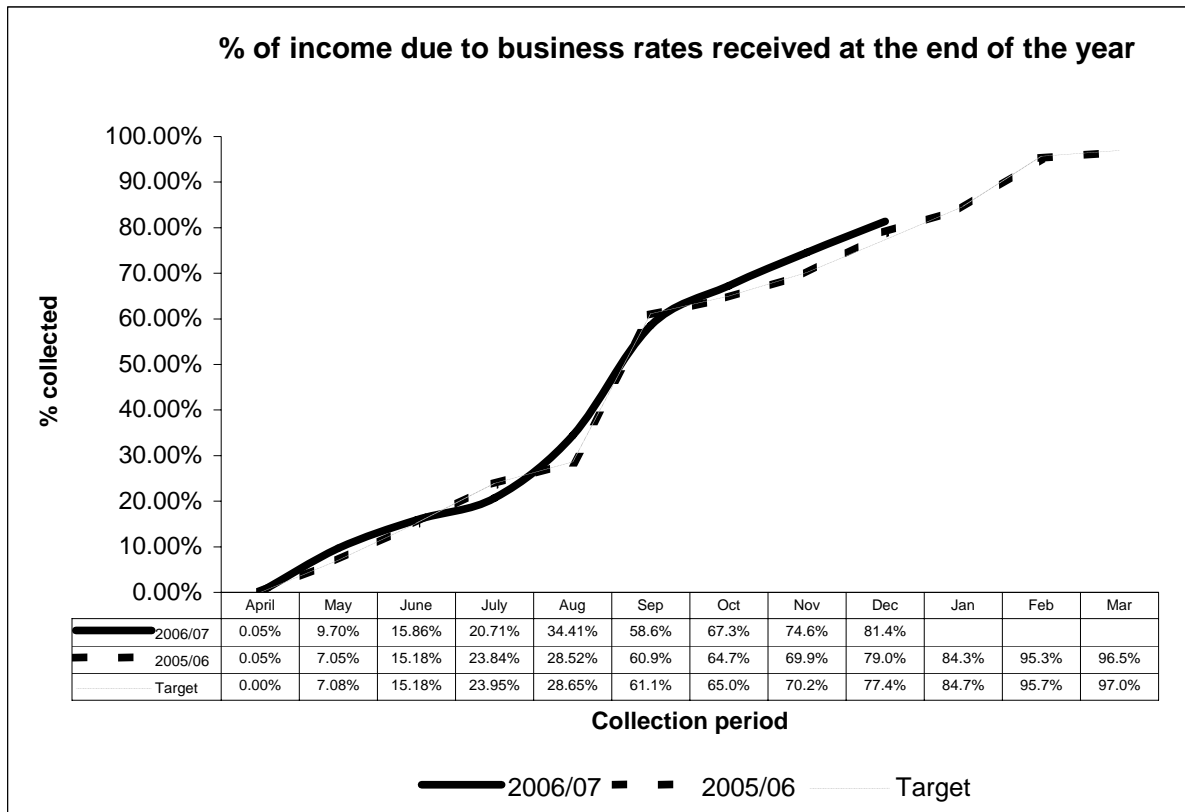


Council Tax collection rates for Quarter 3 2006/07, key points:

- 75.4% of all Council Tax was collected
- Collection rates follow a similar trend to 2005/06 (75.2% of all council tax collected)
- The service continues to remain on target to reach a collection rate of 93% by March 2007
- £12.8 million of Council Tax has been collected this financial year

**Management Action: Keep recovery database up to date**

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

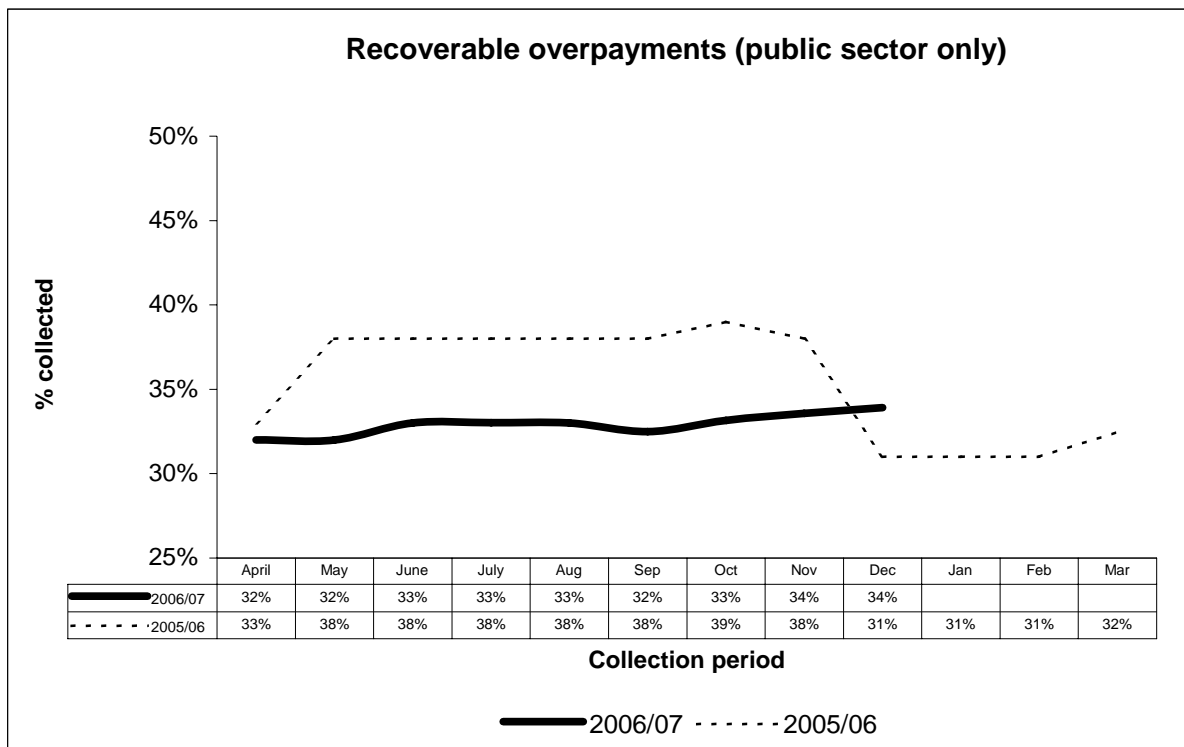


Non Domestic Rates (NDR) collection levels for Quarter 3 2006/07, key points:

- 81.4% of all Council Tax has been collected
- £9.8 million of revenue collected this financial year
- An improved collection rate on Quarter 3 2005/06 (79% of all NDR collected)
- The service continues to remain on target to reach a collection rate of 97% by March 2007

**Management Action: Continue to monitor**

### 3. Recoverable overpayments (public sector only)



This measures the percentage of housing benefit overpayments recovered from the public sector e.g. Council Housing

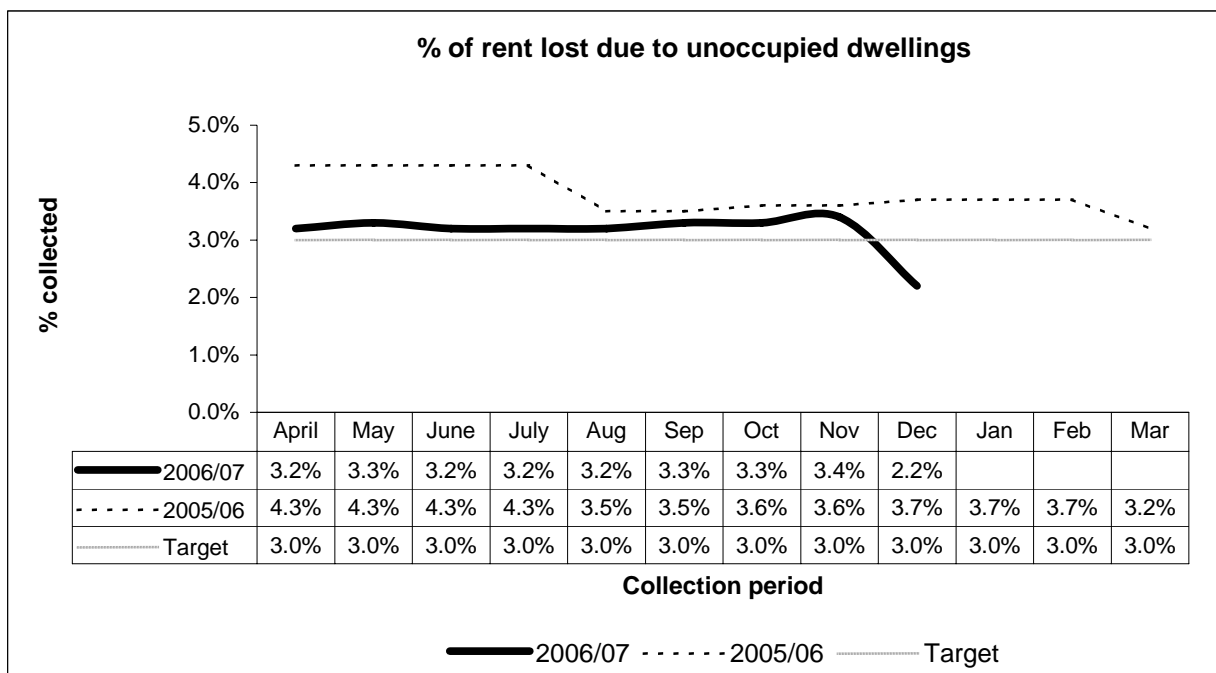
Recoverable overpayments rates for Quarter 3 2006/07, key points:

- 34% of recoverable overpayments were collected during the month of December 2006
- 34% of recoverable overpayments were collected over the Quarter as a whole

Targets are yet to be agreed as part of Service Level Agreement.

**Management Action: Service Level Agreement to be finalised**

#### 4. Percentage of rent lost due to unoccupied dwellings



This indicator measures the level of rent loss due to houses remaining empty when they are available for letting as a percentage of the total annual charges levied by the council for housing stock held on the HRA that are available for let.

The Percentage of Rent lost due to unoccupied dwellings for Quarter 3 2006/07, key points:

- There is a significant improvement in the percentage of rent lost due to unoccupied dwellings.
- Housing Services has exceeded its target in December 2006 of reducing void rent loss to under 3% by the end of the financial year.

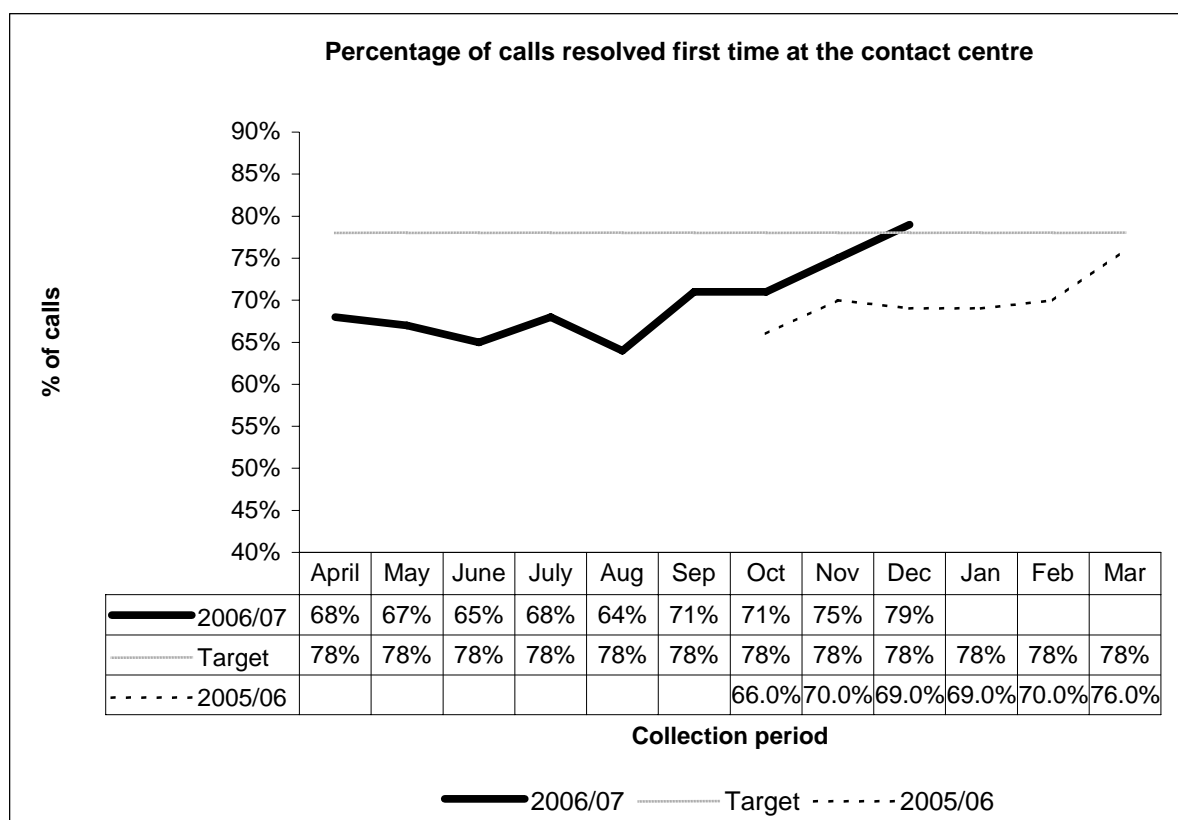
The improvement in performance is a result of targeting resources to reduce long-term void properties.

**Management Action: regular meetings arranged with Housing Services and Property Contract Unit (PCU) to discuss and address performance**



## **Customer (stakeholder) Measures**

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



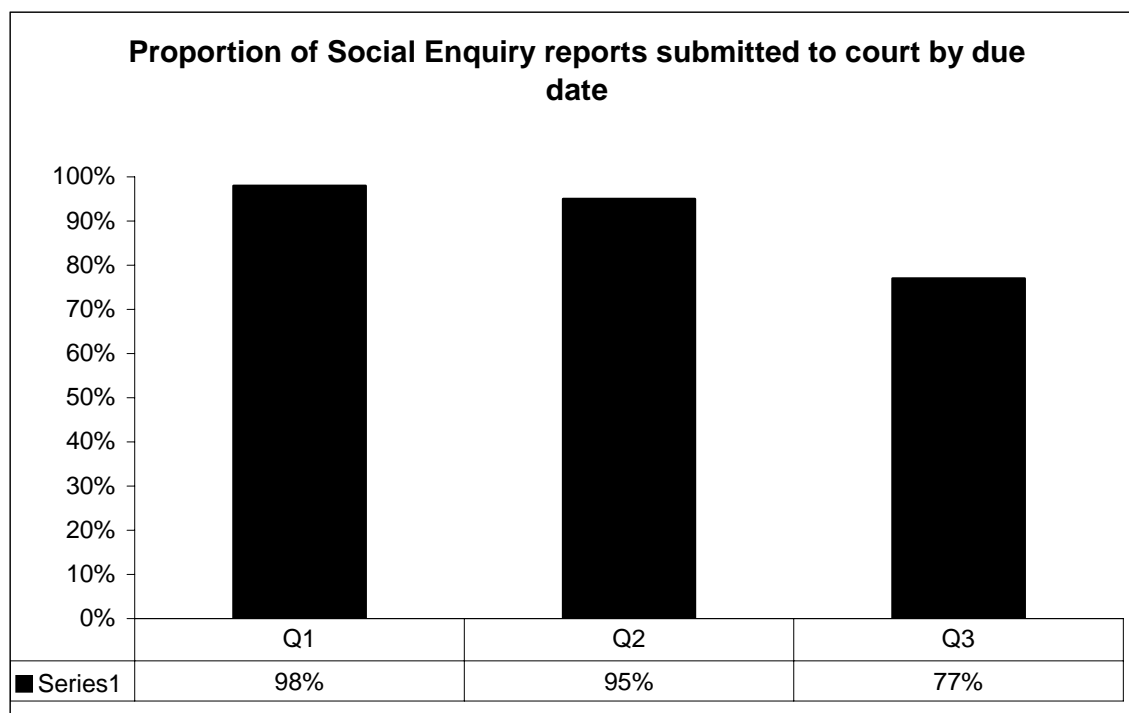
The Percentage of calls resolved at first point of contact at the contact centre for Quarter 3 2006/07, key points:

- 79% of calls are resolved at the first point of contact
- Performance continues to increase favourably month by month as staff get better trained and more familiar with systems and processes
- Performance has improved upon the same period last year (69%)

Improvements in performance are a result of new staff becoming more familiar with systems and training sessions being completed. It is worth noting that the volume of calls has fallen during the period.

**Management Actions: Continue to highlight areas where calls can be resolved at first point of contact through use of IVR.**

## 2. Proportion of Social Enquiry reports submitted to court by due date

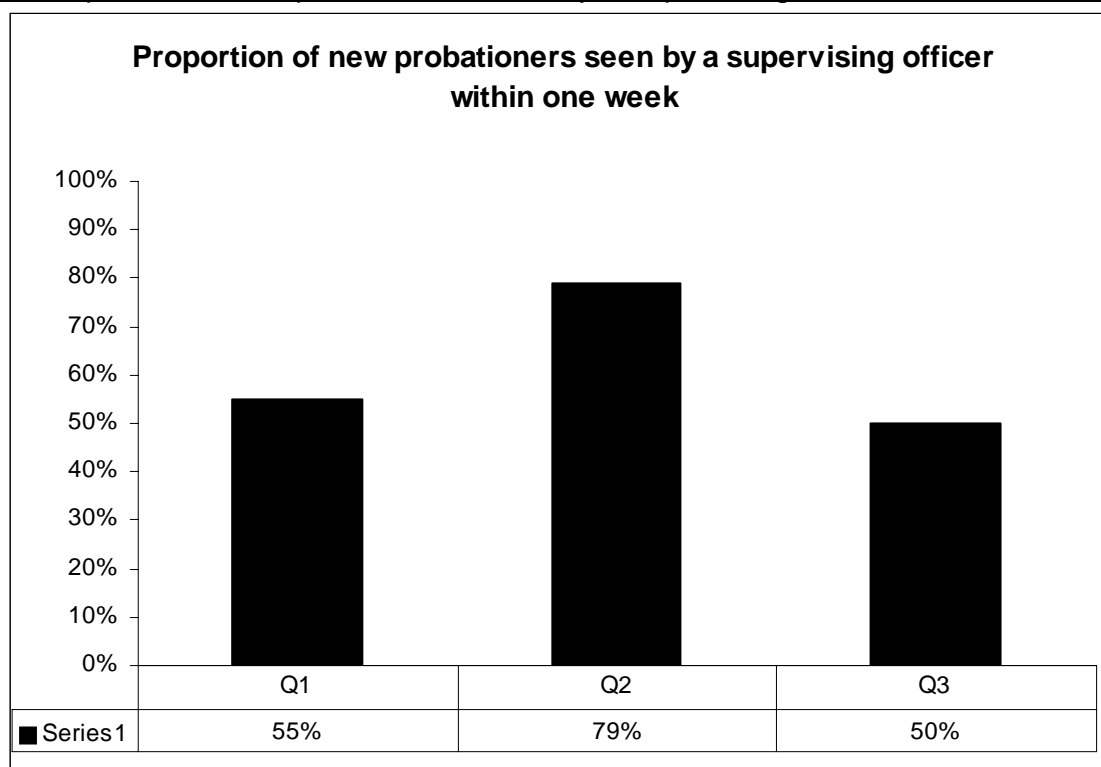


The proportion of social enquiry reports submitted to court by the due date for Quarter 3 2006/07, key points:

- Three quarters of enquiries were submitted to courts by due date
- There has been a fall in performance compared with the previous quarter (95%)
- During the period, the service has experienced an increase in the number of reports made by the Courts and this has restricted staff ability to respond within timescale.

**Management Actions: Improve internal processes to ensure that reports are submitted by due time.**

### 3. Proportion of new probationers seen by a supervising officer within one week

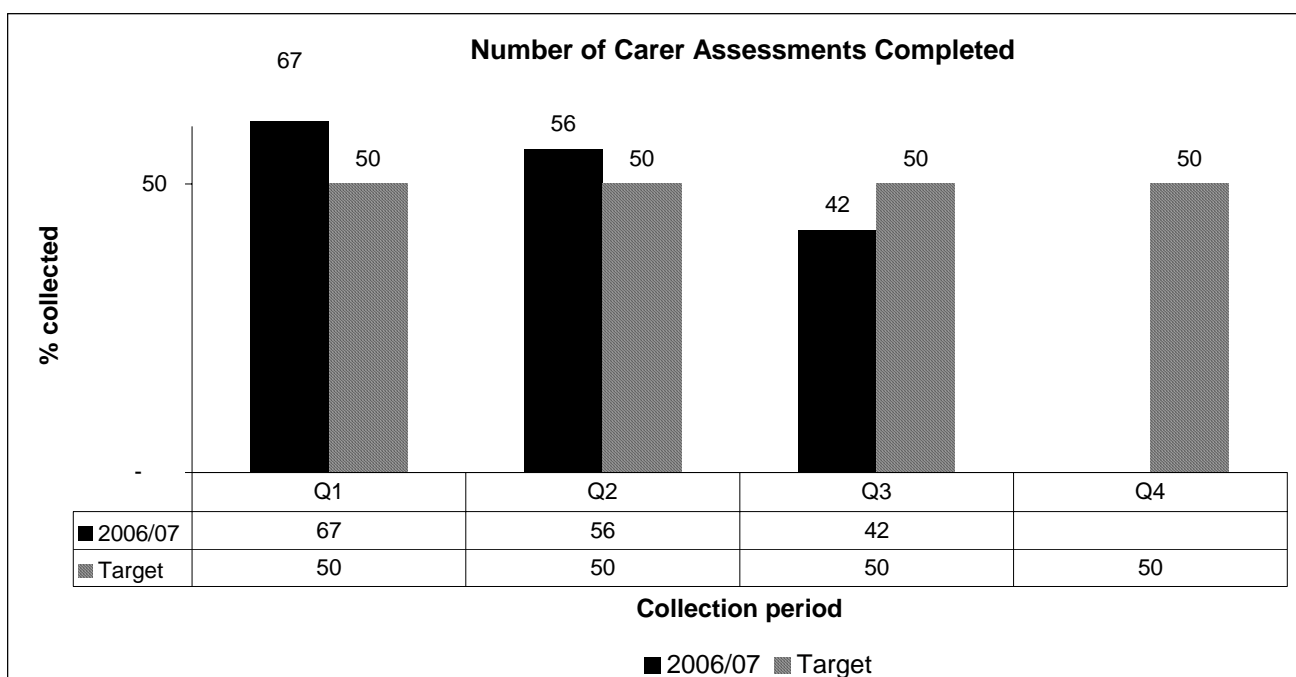


The proportion of new probationers seen by a supervising officer within one week for Quarter 3 2006/07, key points:

- 50% of new probationers are being seen by a supervising officer within one week
- This is a fall in performance compared with the previous quarter (79%)
- During the period the service has experienced an increase in number of reports which has created more demands upon staff

**Management Actions: Service will continue to monitor and investigate if this is a seasonal fluctuation**

#### 4. Number of Carer assessments completed

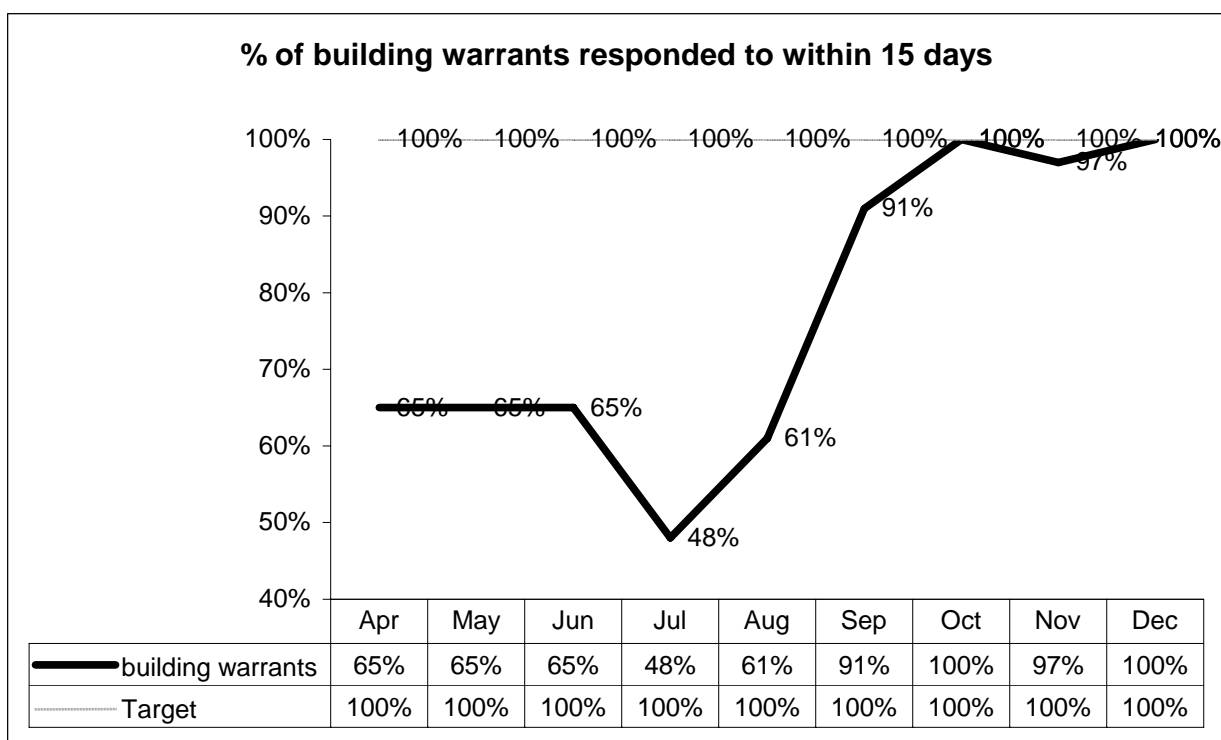


The Number of carer assessments completed for Quarter 3 2006/07, key points:

- 42 carer assessments were undertaken
- This is a fall in the number of assessments undertaken in comparison with Quarter 2
- The service continues to remain on target to reach a target of 200 carer assessments by March 2007

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

## 5. Percentage of building warrants responded to within 15 days



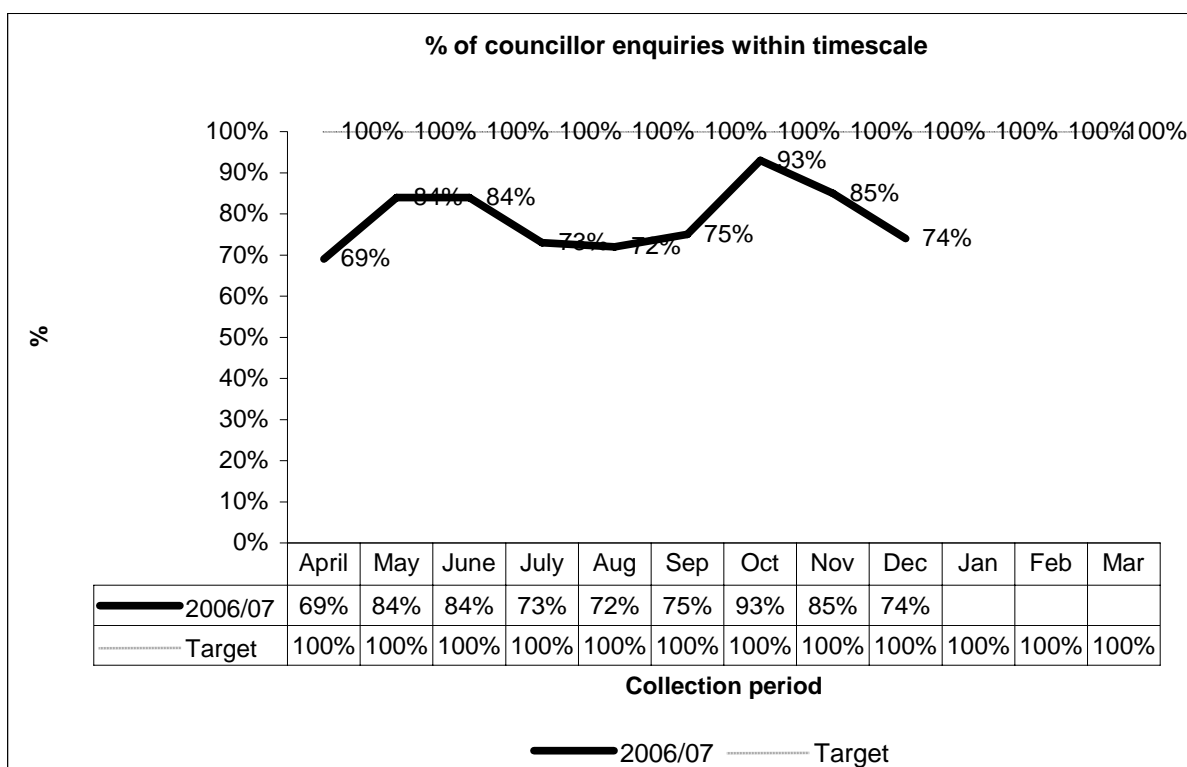
The percentage of building warrants responded to within 15 days for Quarter 3 2006/07, key points:

- 100% were responded to during the month of December
- This represents a significant improvement in performance since July 2006
- Staff have been put in place to deal with a backlog in building warrants
- The Service has been close to achieving target during most of Quarter 3

**Management Action: Continue to maintain current staffing levels of building control officers**

## INTERNAL BUSINESS PROCESSES

### 1. Percentage of councillor enquiries within timescale



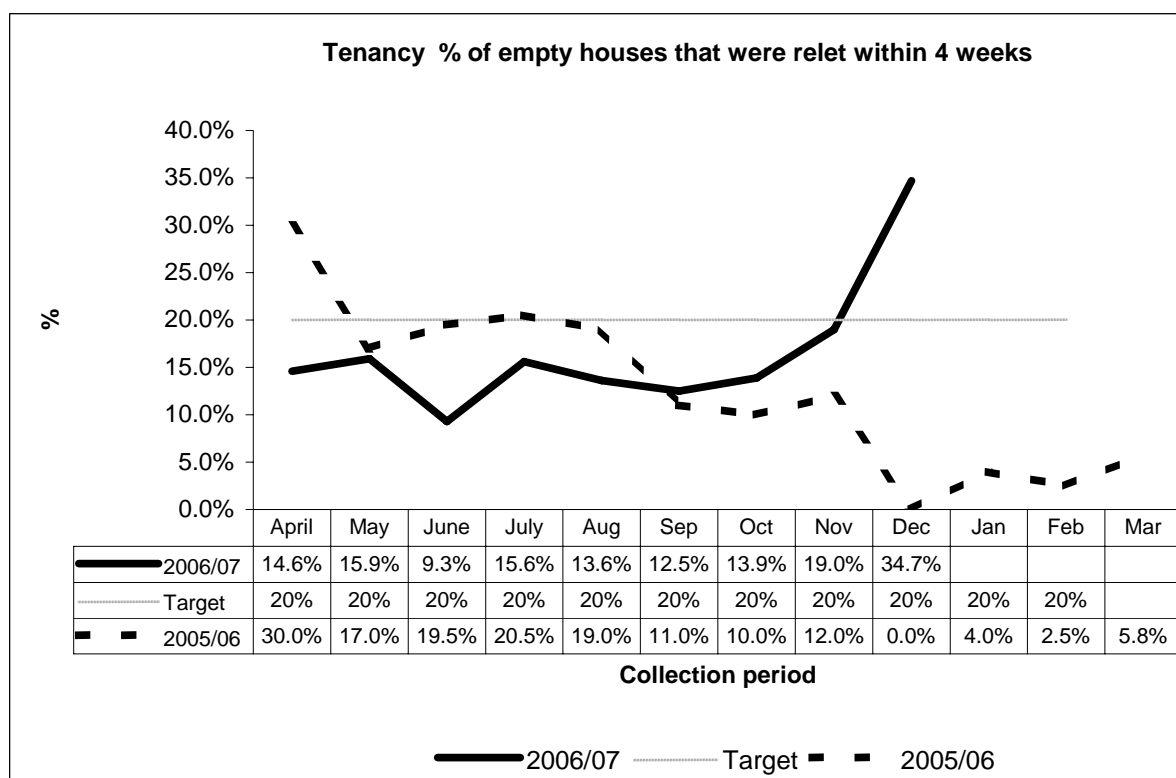
The percentage of councillor enquires responded to within timescale for Quarter 3 2006/07, key points:

- On average 84% of councillor enquires were dealt with within agreed timescales during Quarter 3.
- Over 155 councillor enquiries were dealt with. The majority of which related to Development Services and Housing.

In some circumstances councillors make an official enquiry but do not log this with the online councillor enquiry system. This means that in some cases enquires have not been captured.

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

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



This performance measure investigates turning round all voids (empty houses) in 28 days (or less).

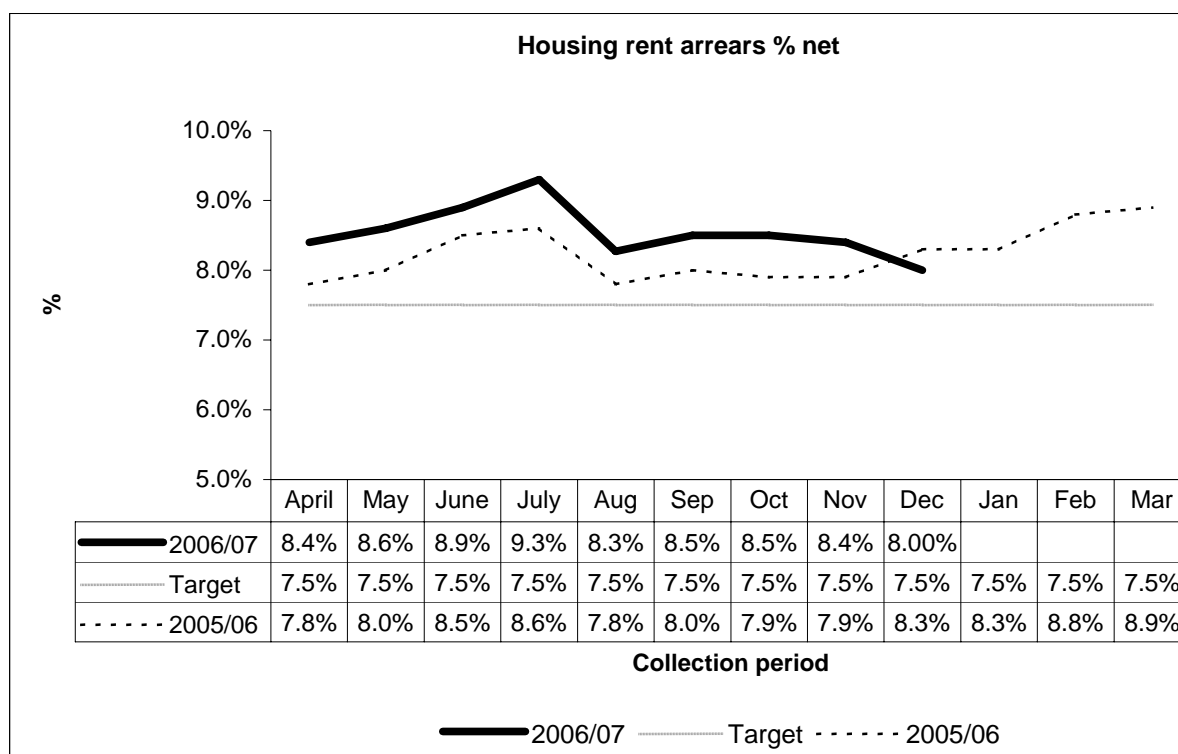
The percentage of empty houses that were relet within 4 weeks for Quarter 3 2006/07, key points:

- There has been a significant improvement in the percentage of houses relet within 4 weeks
- The target has been exceeded for the first time this year
- 131 voids were let during Quarter 3, compared with 105 properties let in the same period in 2005
- The average void turnaround time has fallen to less than 10 weeks for the quarter

Improvements to recording and reporting of the processes have greatly assisted in identifying improvements required and in the setting of more realistic targets.

**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)



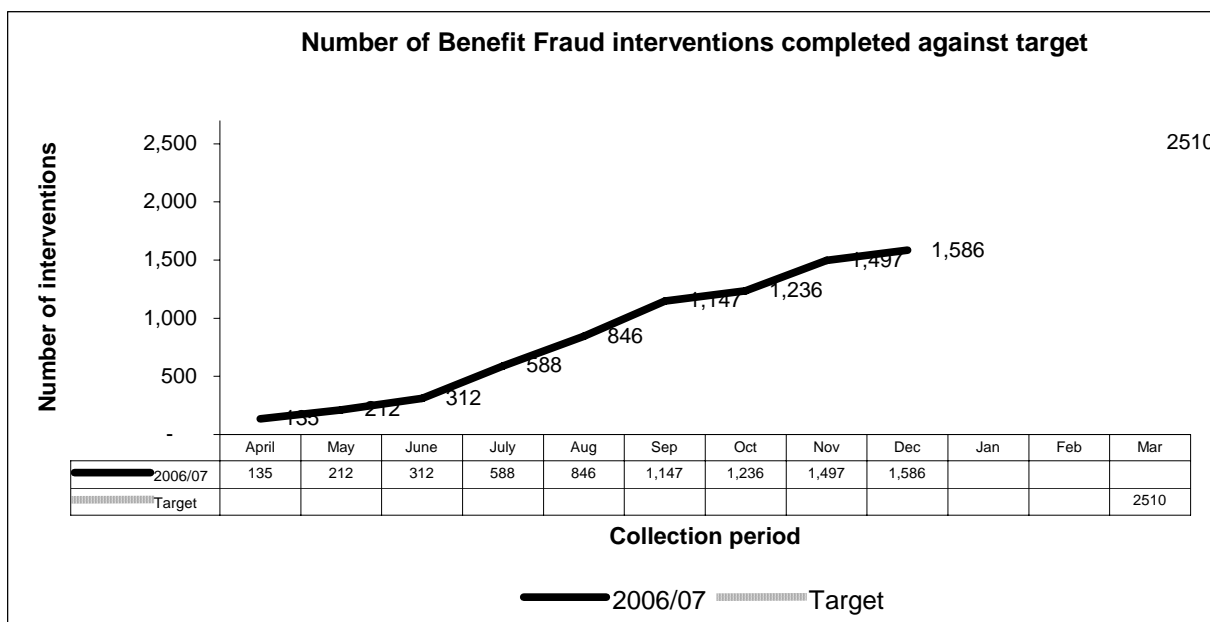
The percentage of Housing rent arrears for Quarter 3 2006/07, key points:

- There has been an improvement in current tenant rent arrears
- Rent arrears are standing at their lowest level for the current financial year
- Arrears have decreased by 0.4% from November to December this year compared with an increase of 0.4% during the same period last year.
- Overall, there is an improvement trend

**Management Actions: Continue to fully implement the improvement plan**



#### 4. Number of benefit fraud interventions completed against target

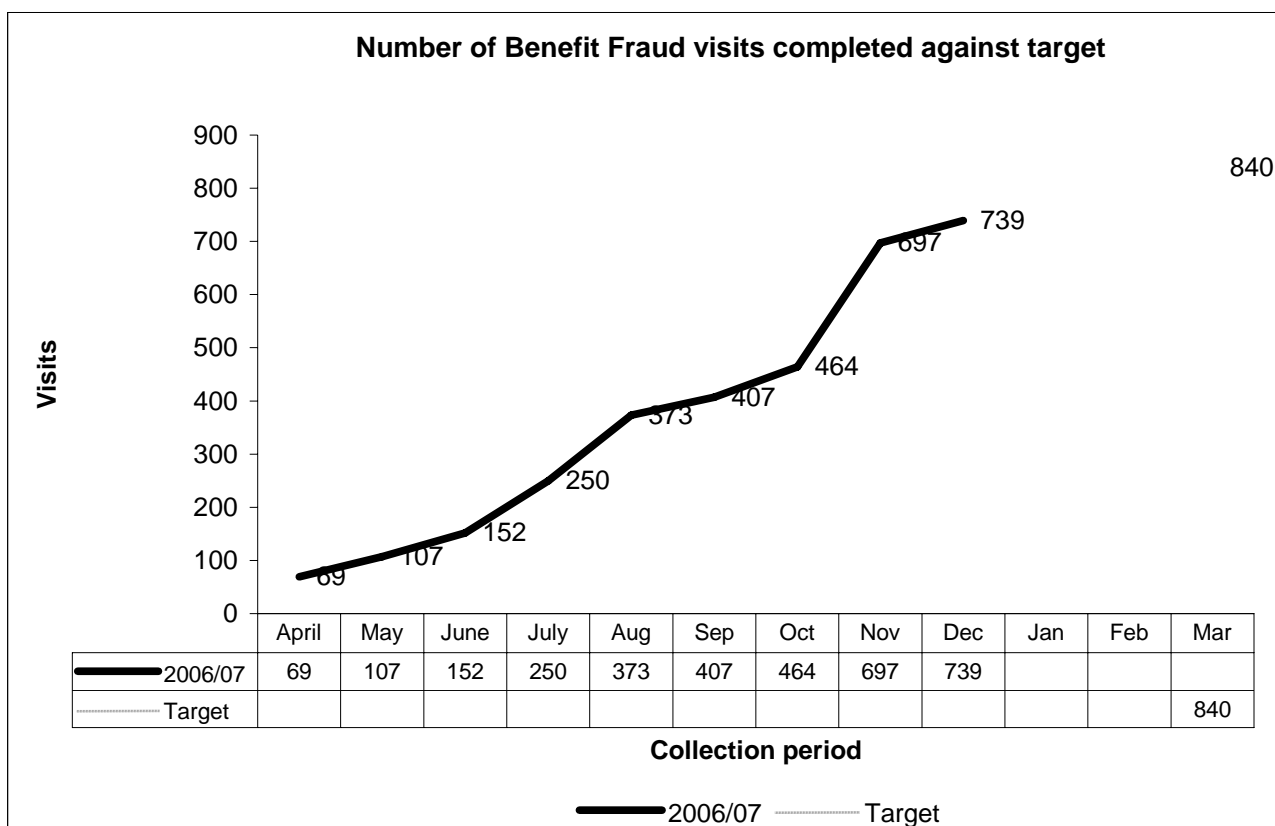


The Number of benefit fraud interventions completed against target for Quarter 3 2006/07, key points:

- There were 439 interventions undertaken
- There was a small fall in the number of interventions between November and December 2006
- The target of 233 interventions per month is not being achieved.

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

## 5. Number of Benefit Fraud visits completed against target



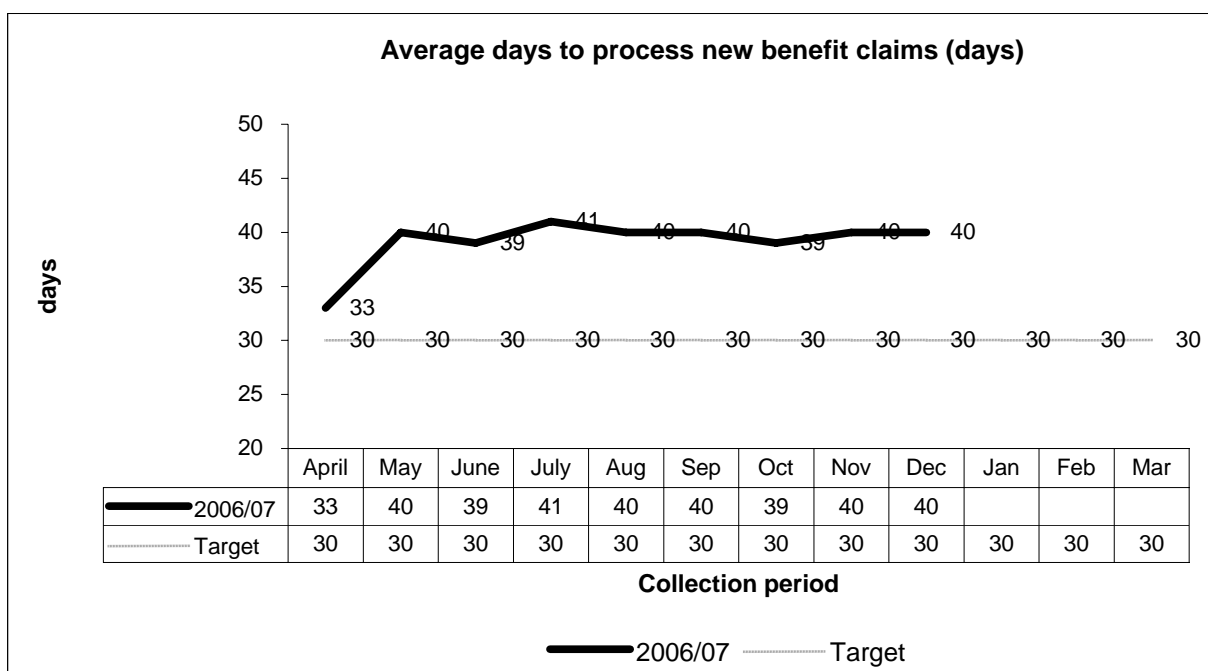
The Number of benefit fraud visits completed against target for Quarter 3 2006/07, key points:

- 263 benefit fraud visits were completed
- The Department of Work and Pensions revised the target from 1128 to 840 during the course of the year
- The Council should meet the annual target by January 2007

An improvement plan continues to be implemented across the service

**Management Action: Finance to implement further improvements identified from process mapping activities.**

## 6. Average days to process new benefit claims (days)



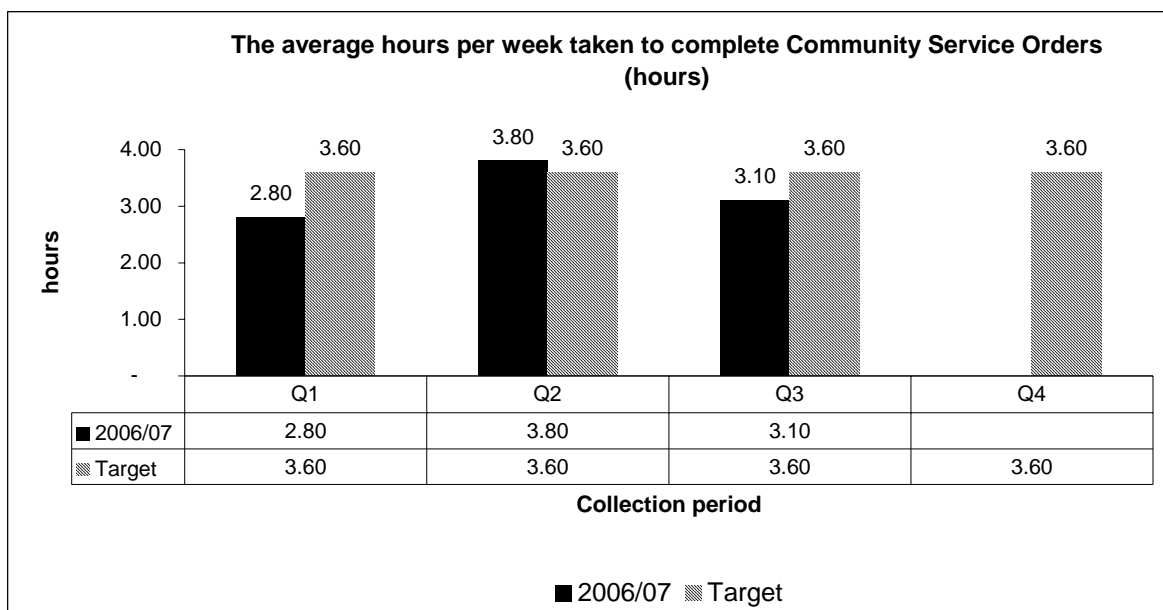
The average days to process new benefit claims for Quarter 3 2006/07, key points:

- The process time remains around 40 days, an average of 10 more than the target

An action plan is in place to address the shortfall which has resulted in the stabilisation in performance. It was expected that the Council would see the benefits of this action plan but due to staffing issues an improvement has yet to occur.

**Management Action: The introduction of technology such as Data Image Processing/Workflow is expected to realise performance improvement**

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

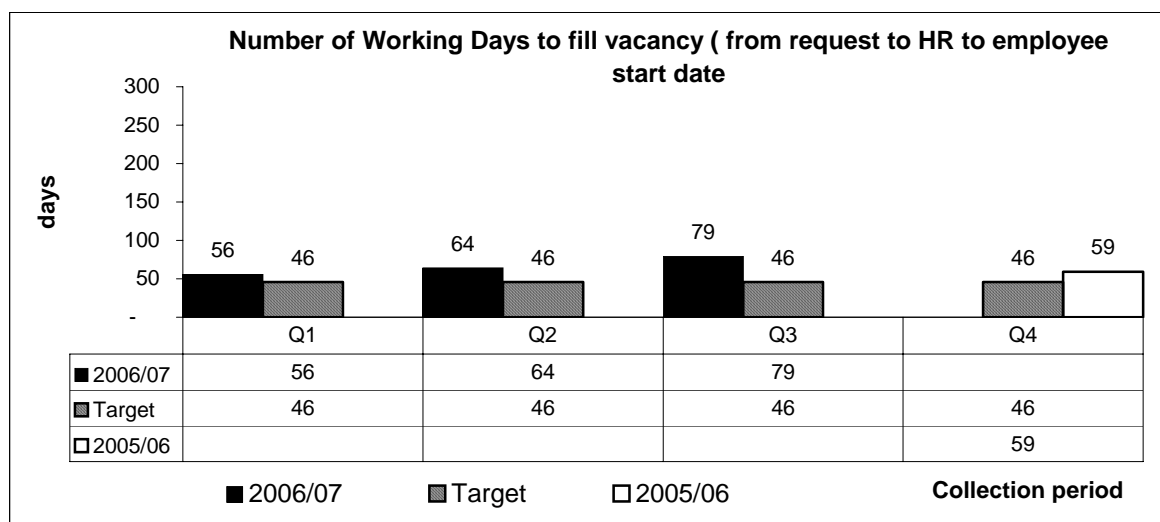


The average hours per week taken to complete community service orders for Quarter 3 2006/07, key points:

- There is an improvement in the hours taken to complete each community service order
- The target of 3.6 hours is being achieved
- Intervention actions by the newly appointed supervisor are having a positive impact on performance

**Management Action: Supervisor to continue to implement and develop improvement plan**

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



The number of working days to fill a vacancy for Quarter 3 2006/07 has key points:

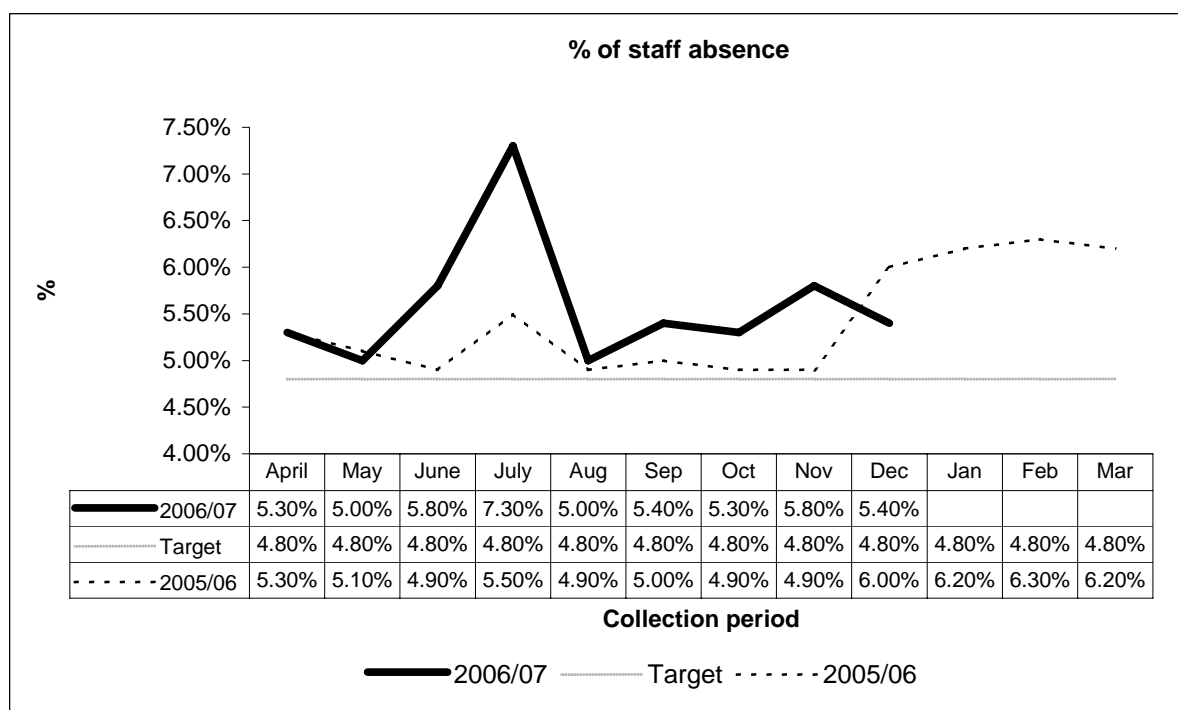
- An unfavourable increase in the time taken to fill vacancies on the previous quarter

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, and thus the data is reported 1 quarter in arrears. As a result the measure will be changed to record from request to job offer from April 2007.

**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)



The percentage of staff absence for all staff for Quarter 3 2006/07, key points:

- There is a gradual but favourable decrease in sickness levels during the month of December
- Sickness levels remain unfavourable in relation to the target
- Sickness levels are at 5.5% for the whole quarter, less favourable than the same time last year

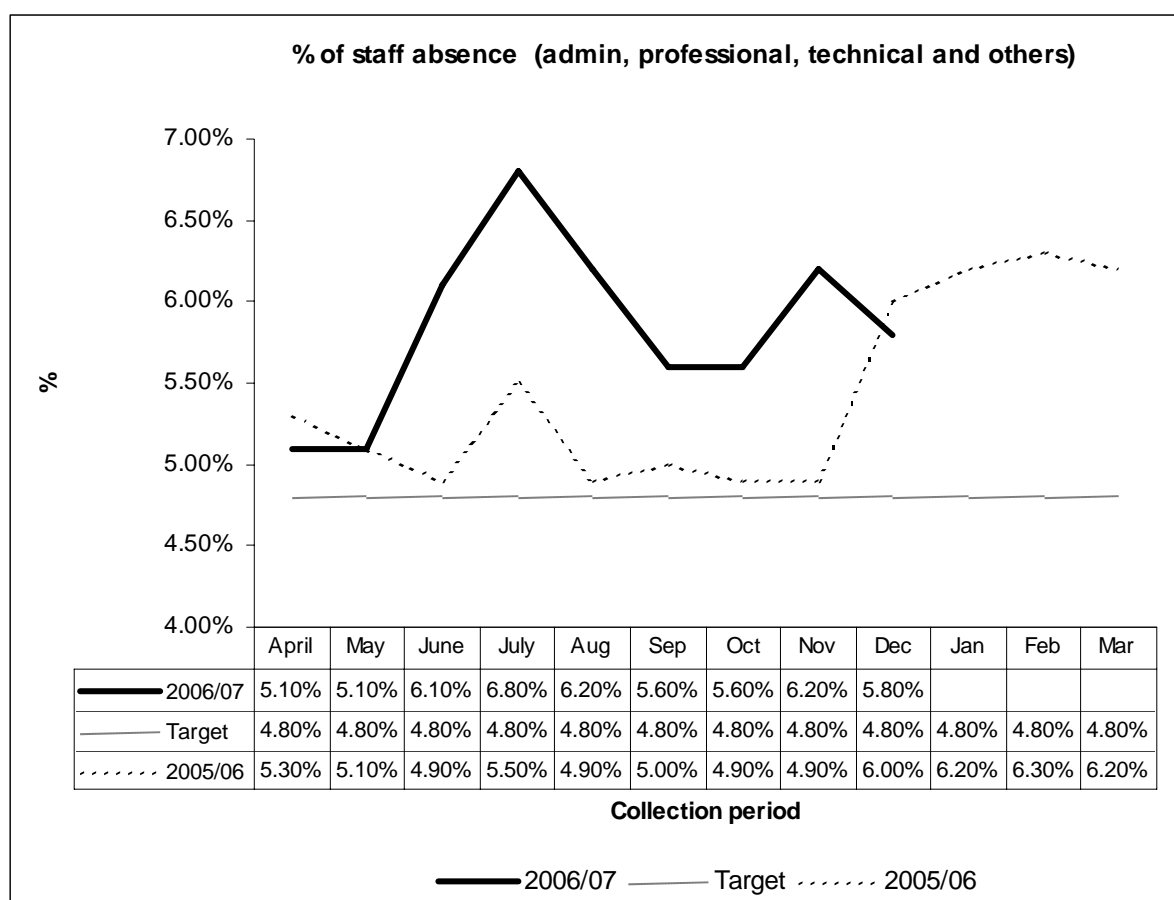
The overall average figures mask substantial variations amongst different employee groups and across different services. The Attendance Management Group has identified 'hotspots' for investigation by the relevant services, supported by HR.

It is also noted that a single organisational target (4.8%) is too general and should be broken down during 2007/08 into improvement targets for groups and services based on their performance.

(Note background issues were considered by Performance and Audit Committee at its December meeting)

**Management Action: Peak levels needs to be examined, improvement actions identified by services & implemented by services. Corporate action plan drafted through the Attendance Management Group for implementation during 2007/08**

## 2. Percentage of Staff Absence (admin, professional, technical and others)



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

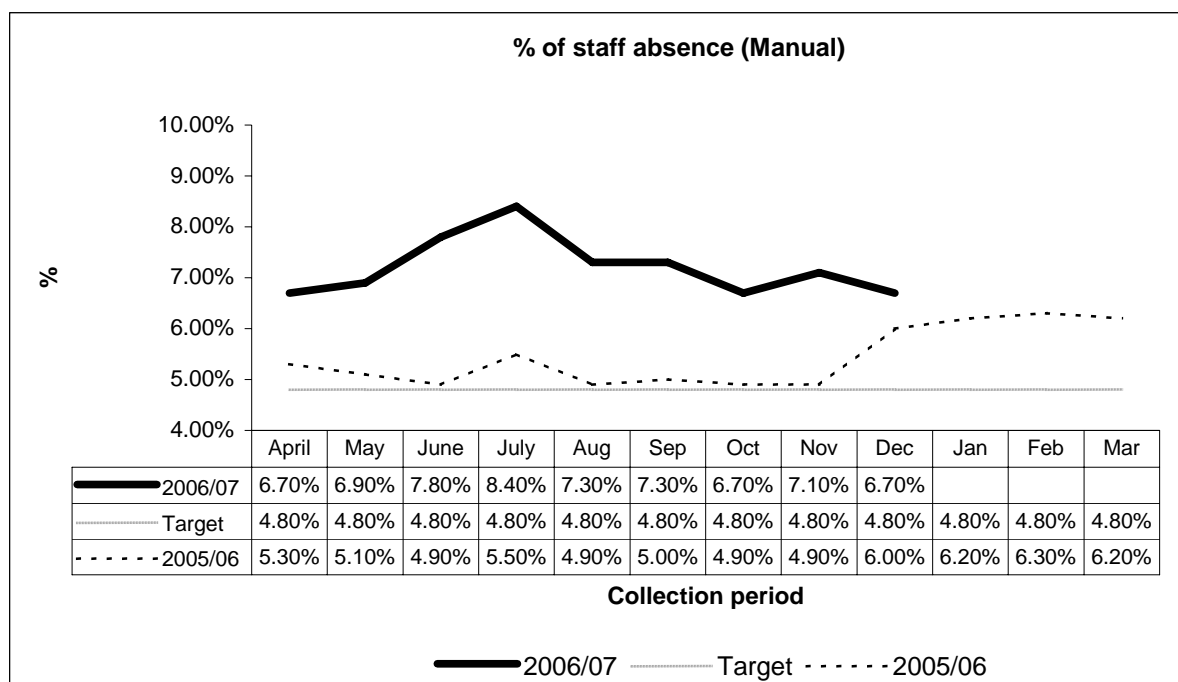
The percentage of admin, professional, technical staff and chief officers staff absence for Quarter 3 2006/07, key points:

- There has been a favourable decrease in sickness levels during the month of December
- Sickness levels remain unfavourable, when compared to the same time last year
- Sickness levels remain unfavourable against the target

The overall average figures mask substantial variations amongst different employee groups and across different services. The attendance management group has identified new issues. Of the two major areas of concern, Housing continues to improve and Social Services sickness levels worsen, although below the peak level reported earlier in the year.

**Management Action: Peak levels needs to be examined, improvement actions identified by services & implemented by services. Corporate action plan drafted through the Attendance Management Group for implementation during 2007/08**

### 3. Percentage of Staff Absence (Manual Worker)



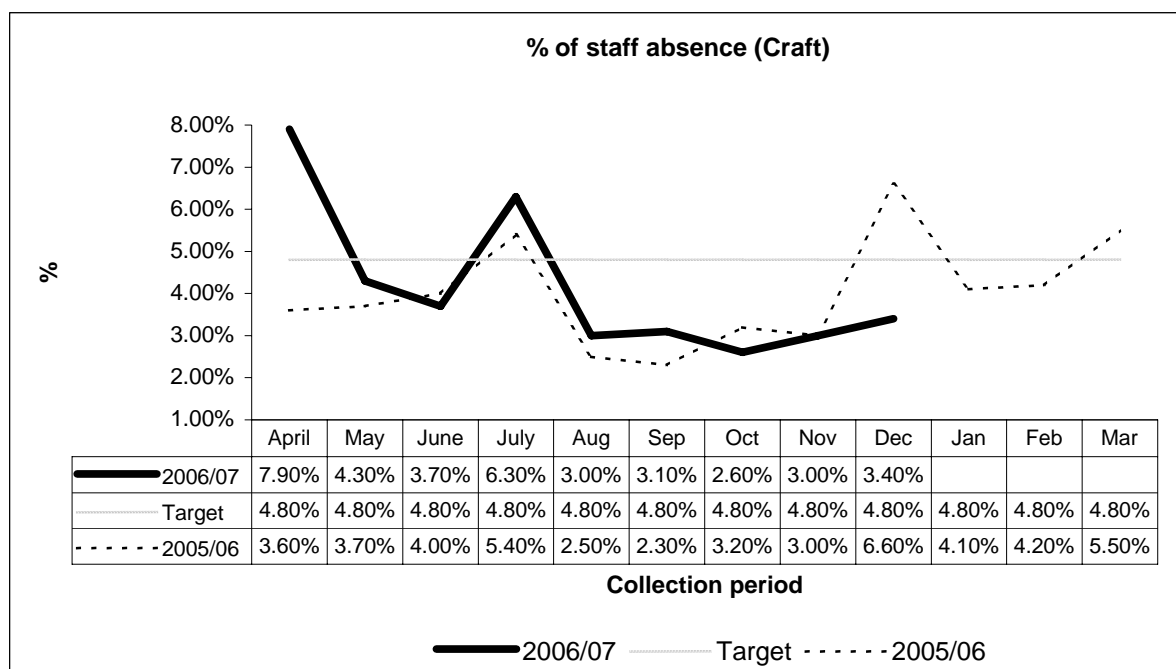
The percentage of Manual Workers absence for Quarter 3 2006/07, key points:

- There is a gradual favourable decrease in sickness levels to the month of December
- Overall Sickness levels remain unfavourable compared with last years figures
- Sickness levels remain unfavourable against target

**Management Action: Peak levels needs to be examined, improvement actions identified by services & implemented by services. Corporate action plan drafted through the Attendance Management Group for implementation during 2007/08**



#### 4. Percentage of Staff Absence (Craft)

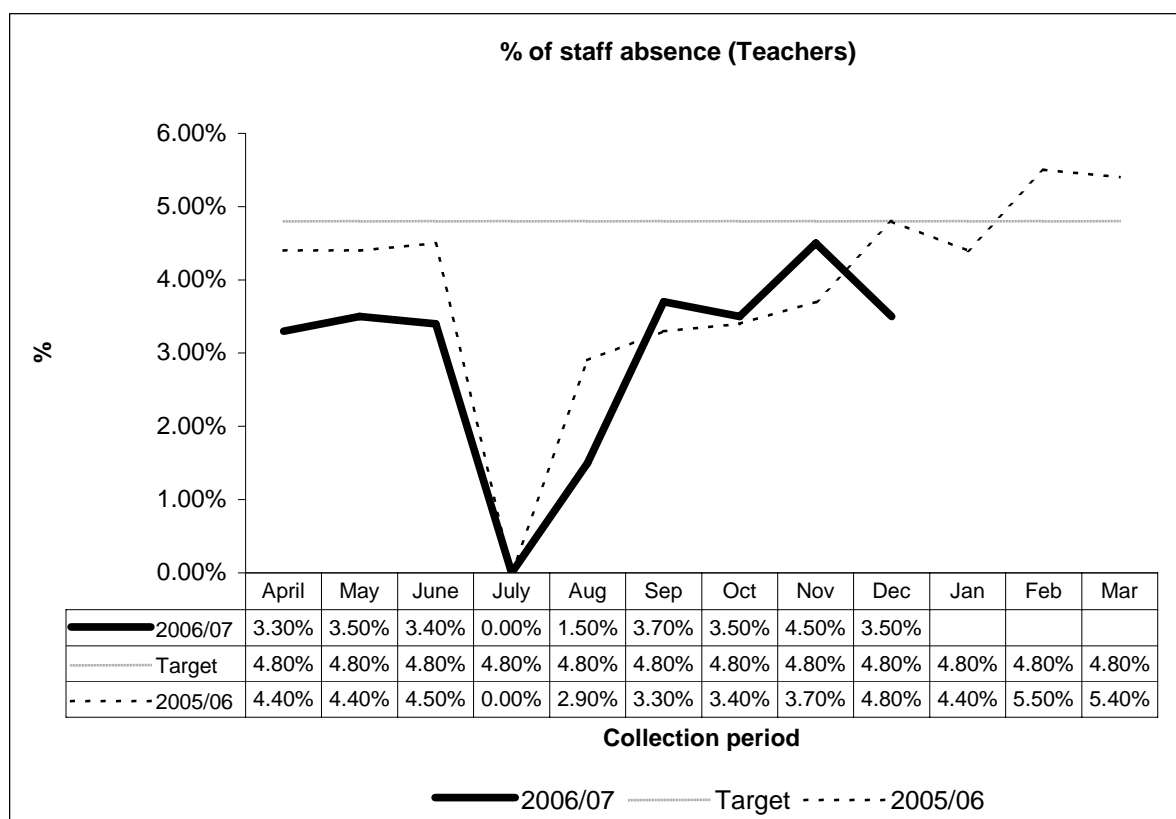


The percentage of Craft Workers absence for Quarter 3 2006/07, key points:

- There is a small unfavourable increase in sickness levels over Quarter 3
- Overall sickness levels remain favourable compared with last years figures
- Sickness levels remain at 3.0% for Quarter 3, which is favourable against target

**Management Action: Keep current action going - currently the lowest absence rate of all employee groups/major service divisions**

## 5. Percentage of Staff Absence (Teachers)



The percentage of teachers absent for Quarter 3 2006/07, key points:

- There is a favourable decrease in sickness levels for the month of December 2006
- Overall, sickness levels remain favourable when compared with last years figures
- Sickness levels remain at 3.9% for Quarter 3, which is favourable against the target

**Management Action: Continue to Monitor**

## **APPENDIX B GLOSSARY**

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.

Unoccupied dwellings: Unoccupied dwellings are housing owned by the council that are vacant. This does not include empty properties subject to a council decision to demolish or transfer, properties that are subject to an insurance claim, properties that are undergoing major structural or modernisation work, or properties used for decant and lock ups and garages.