



**WARDS AFFECTED
ALL WARDS (CORPORATE ISSUE)**

Forward Timetable of Consultation and Meetings

Resources and Corporate Issues Committee
Cabinet

22nd June 2006
26th June 2006

**Tracking Comprehensive Performance Assessment
(CPA) For 2006/07**

Report of the Chief Executive

1. Purpose of Report

- 1.1. This report tracks the Council's performance in delivering services to citizens and the resulting forecasted range of our CPA score for 2006/07 based on performance data to the end of March 2006. The report also tracks the key Corporate Plan Performance Indicators (PIs) and CPA indicators, recognising the degree of overlap.
- 1.2. Further, it provides evidence of continuous service improvement with a clear commitment to being a four star authority and a report on the position of the key corporate risks.

2. Summary

- 2.1. This is the fourth quarter report tracking our progress in terms of performance and a projected CPA rating. It must be recognised that some volatility is unavoidable and vulnerability is due to the Council's corporate assessment score of three, which will not be reviewed until the next financial year. To maintain a four star position, no service block can score below level three, given our current corporate assessment score of three.
- 2.2. In April 2006, the Audit Commission issued new consultation guidance for the CPA Service Assessment Framework. Key changes from the previous 2005 guidance are shown on **page 7** of the supporting information and detailed in **Appendix 1, page 26**. This framework has been used to analyse our current performance and to predict CPA scores.
- 2.3. Overall, this report shows a projected range of a CPA rating of three/four stars. All scores have been worked out using the following criteria with the detail shown in **Table One**.

- The Corporate Assessment score is based on the last assessment, which was in 2003 (next one is 2007/2008).
- Given the complex scoring mechanism with regard to the Use of Resources, Children & Young People and the Social Care (Adults) service blocks, department colleagues were requested to project a likely score position.
- PI performance for the Housing, Environment and Culture service blocks was analysed using the Audit Commission Service Assessment Framework (Consultation Guidance April 2006).
- Benefits service block was scored using the Benefit Fraud Inspectorate's Benefit Performance Standards.

2.4. **Table One**

Service Block	CPA 2005	Forecasted Range of Score CPA 2006
Corporate Assessment	3	3
Use of Resources	3	3
Children & Young People	3	3
Social Care (Adults)	3	2/3*
Housing	3	3
Benefits	3	2/3
Environment	3	3
Culture	3	3
Overall Score	* * * *	* * */ * * * *

- 2.5. * The Corporate Director of Adult & Community Services says it is difficult to provide an accurate prediction for three main reasons:
- This year a number of key PIs have changed and we therefore cannot benchmark our performance against other Council's or previous year's performance.
 - The judgements about how well we are serving people are made based on activity/performance until the 31st March 2006. Therefore, even if there have been improvements they may not be reflected in a CPA judgement.

- iii. The Commission for Social Care Inspection (CSCI) have introduced a category of “coasting”. They are applying this to Councils where performance (even very good performance) has stayed static for two or more years. CSCI assert that a Council cannot be considered to be demonstrating excellent prospects for improvement if in fact performance appears to have levelled off.

Action is being taken to address areas where performance needs to improve. Lead Managers have been identified for each area.

The Corporate Director has set in train an improvement plan to target the areas that need improvement. At the same time, the Department needs to set out a bold programme to achieve a step change in the model of service – in line with the “White Paper” and Guidance on the Role of the Director of Adult Social Services.

- 2.6. There is evidence of continuous service improvement with the clear commitment to being a four star authority. Areas demonstrating improved performance were:

Housing

BV63 - Energy Efficiency: average SAP rating of local authority owned dwellings.

BV66a – percentage of rent collected.

BV212 - Average re-let times.

Benefits

PM11 - % of data matches resolved in 2 months.

Environment

LCEN R3 - Trading Standards: visits to high-risk premises.

BV99 - reducing killed and seriously injured road casualties

BV178 - footpaths and rights of way that are easy to use by members of the public

BV199 - cleanliness

BV82a&b – recycling

However some areas showed a decline in performance and these were:

Housing

LCHS22 - % of total private sector homes vacant for more than 6 months.

Benefits

PM1 (BV78a) – Average speed of processing new claims

PM2 - % of new claims outstanding over 50 days.

PM3 - % of new claims decided within 14 days of receiving all information.

PM4 - % of rent allowance claims paid on time or within 7 days of decision being made.
 PM6 (BV79a) - % of cases for which the calculation of the amount of benefit due is correct.
 PM17 - % of applications for reconsideration/revision actioned and notified within 4 weeks.
 PM18 - % of appeals submitted to the appeals service within 4 weeks.
 PM19 - % of appeals submitted to the appeals tribunal including those in PM18 in 3 months.

Environment

BV109a - % of planning applications determined in line with government’s development control targets to determine 60% of major applications in 13 weeks.

- 2.7. The performance of Corporate Plan indicators shows that:
- 71.1% are on track/exceeding their target (last quarter 61.8%).
 - 28.9% are below target (last quarter 14.7%).
 - All PIs had targets (last quarter 14.7% had no targets).
 - Data was collected for all PIs (last quarter 8.8% had missing data).

Department	Number of BVPIs	On Track/ Exceeding Target	Below Target	No Target Set	Missing Data
Resources	6	50%	50%	0	0
C&YP Sers	11	72.7%	27.3%	0	0
SC (Adults)	12	66.7%	33.3%	0	0
Housing	5	80%	20%	0	0
R &C	11	81.8%	18.2%	0	0
Total	45	71.1%	28.9%	0	0%

3. Recommendations

- 3.1. Cabinet are recommended to:
- Review the fourth quarter performance results and instigate necessary action (para.2.6).
 - Review the position on the key Corporate Risks (para.4, **page 24** of the supporting information).
 - Congratulate those areas demonstrating continuous improvement in performance (para.2.6, page 3 and para.2.6, **page 14** of the supporting information).

4. Legal Implications

- 4.1. There are no additional legal implications (Peter Nicholls, Service Director, Legal Services).

5. Financial Implications

- 5.1. Within agreed service plans this year, officers will be producing implementation plans for under performing areas to ensure an improvement in the Council's performance across all services. These plans will need to be implemented within existing financial resources. The development of service plans for 2007/2008 will identify longer-term actions required potentially including proposals to realign budgets. These proposals will then be considered through the budget strategy. (Andy Morley, Chief Accountant, Resources).

6. Report Authors

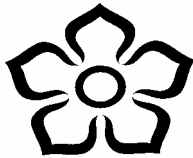
Carine Cardoza, CXO, Ext 6089

Kurt Coulter, CXO, Ext 6487

Elaine Butterworth/Laurie Goldberg, RAD, Ext 7468/7402

DECISION STATUS

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)



Leicester
City Council

**WARDS AFFECTED
ALL WARDS (CORPORATE ISSUE)**

Forward Timetable of Consultation and Meetings

Resources and Corporate Issues Committee
Cabinet

22nd June 2006

26th June 2006

**Tracking Comprehensive Performance Assessment
(CPA) For 2006/07**

Report of the Chief Executive

SUPPORTING INFORMATION

1. Purpose of Report

- 1.1. This report tracks the Council's performance in delivering services to citizens and the resulting forecasted range of our CPA score for 2006/07 based on performance data to the end of March 2006. The report also tracks the key Corporate Plan Performance Indicators (PIs) and CPA indicators, recognising the degree of overlap.
- 1.2. Further, it provides evidence of continuous service improvement with a clear commitment to being a four star authority and a report on the position of the key corporate risks.

2. Summary

- 2.1. The report shows the overall CPA performance picture (**page 9**) the individual service scores (**pages 10- 13**), followed by individual PIs requiring officer attention (**pages 15-18**).
- 2.2. To calculate the overall projected 2006/07 CPA score we used the following criteria:
 - Based the Corporate Assessment score on the last assessment, which was in 2003 (next one is 2007/2008).
 - Given the complex scoring mechanism with regard to the Use of Resources, Children & Young People and Social Care (Adults) service blocks, department colleagues were requested to project a likely score position.
 - PI performance for the Housing, Environment and Culture service blocks was analysed using the Audit Commission Service Assessment Framework (April 2006).

- The Benefits service block was scored using the Benefit Fraud Inspectorate's Benefit Performance Standards.

CPA Scoring: Audit Commission Service Assessment Framework

PI Score	Proportion of Data Items Final Guidance October 2005	Proportion of Data Items Consultation Guidance April 2006
4	No PIs at or below lower threshold and 35% at or above upper threshold	No change from Oct.2005
3	No more than 15% of PIs at or below lower threshold, and 25% or more PIs at or above upper threshold	No change from Oct.2005
2	Any other combination	No change from Oct.2005
1	35% or more PIs below lower threshold	No change from Oct.2005

Applying the above, the results are as follows:

Service Block	CPA 2005	Forecasted Range of Score CPA 2006
Corporate Assessment	3	3
Use of Resources	3	3
Children & Young People	3	3
Social Care (Adults)	3	2/3*
Housing	3	3
Benefits	3	2/3
Environment	3	3
Culture	3	3
Overall Score	****	*** / ****

2.3. Analysis of performance predicts an overall score of three/four stars. Most service blocks have maintained their performance but it is forecasted that Social Care (Adults)* and the Benefits service blocks are likely to be in the range of a 2/3 score. It is recognised that some volatility is unavoidable and vulnerability is due to the Council's corporate assessment score of three, which will not be reviewed until the next financial year. The former was scored using last year's performance outturn and the judgement of the Corporate Director and the latter on current PI performance.

2.4. * The Corporate Director of Adult & Community Services says it is difficult to provide an accurate prediction for three main reasons:

- I. This year a number of key PIs have changed and we therefore cannot benchmark our performance against other Council's or previous year's performance.
- II. The judgements about how well we are serving people are made based on activity/performance until the 31st March 2006. Therefore, even if there have been improvements they may not be reflected in a CPA judgement.
- III. The Commission for Social Care Inspection (CSCI) have introduced a category of "coasting". They are applying this to Councils where performance (even very good performance) has stayed static for two or more years. CSCI assert that a Council cannot be considered to be demonstrating excellent prospects for improvement if in fact performance appears to have levelled off.

Action is being taken to address areas where performance needs to improve. Lead Managers have been identified for each area.

The Corporate Director has set in train an improvement plan to target the areas that need improvement. At the same time, the Department needs to set out a bold programme to achieve a step change in the model of service – in line with the "White Paper" and Guidance on the Role of the Director of Adult Social Services.

2.5. The detailed position for the CPA scorecard and service blocks is shown in the scorecards below:

CPA Assessment Ready Reckoner - The Harder Test

Level One			
Use of Resources	3	Children & Young People	3
Financial Reporting	3		
Financial management	3		
Financial Standing	3		
Internal Control	2/3		
Value for Money	2/3		
		Social Care (adults)	2/3
Level Two			
Housing CPA Score	3	Environment CPA Score	3
Supporting People inspection	3	Environmental Services Inspection	2
Housing community inspection score	0.45	Weighted Inspection Score	0.21
Housing management inspection	3	Weighted PI Score	2.685
Managing Council Housing inspection score	0.45		
Weighted Inspection Score	0.90		
Housing the community PI score	1.05		
Managing council housing PI score	1.05		
Weighted PI Score	2.10		
Culture CPA Score	3	Benefits	2/3
PI Score	3	Claims administration	1
		Security	4
		User Focus	1
		Resource Management	4
Corporate Assessment	3		
Overall CPA Performance	*** / ****		

Level One Service Block - Social Care (Adults)

Social Care (Adults) CPA Score 2/3

Comments:

Score based on Delivering Improvement Statement assessment and other reviews that contribute towards star rating awarded by CSCI.

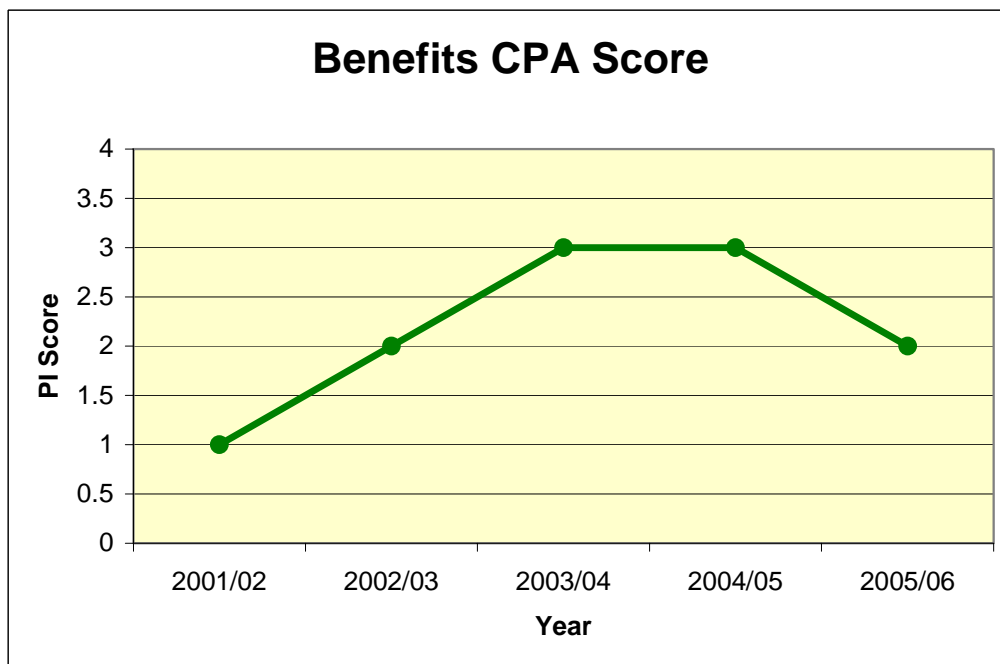
Level One Service Block - Children & Young People

Children & Young People CPA Score 3

Comments:

Projected 2006 outturn score, based on assessments and inspections by OFSTED.

Level Two Service Block - Benefits



	2001/02	2002/03	2003/04	2004/05	2005/06
BFI* CPA Score	1	2	3	3	2

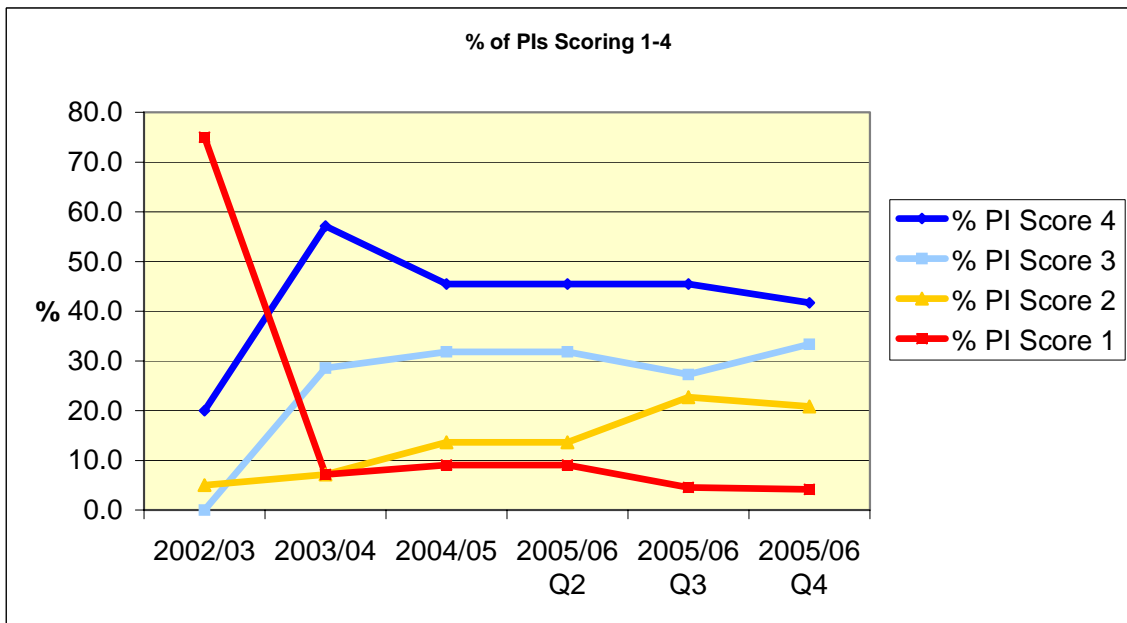
* Benefits Fraud Inspectorate

Scoring Analysis 2005/06

Claims administration	1
Security	4
User Focus	1
Resource Management	4
Benefits CPA Score:	2

Comments:

Level Two Service Block - Culture



	2002/03	2003/04	2004/05	2005/06 Q2	2005/06 Q3	2005/06 Q4
% PI Score 4	20.0	57.1	45.5	45.5	45.5	41.7
% PI Score 3	0.0	28.6	31.8	31.8	27.3	33.3
% PI Score 2	5.0	7.1	13.6	13.6	22.7	20.8
% PI Score 1	75.0	7.1	9.1	9.1	4.5	4.2

Scoring Analysis 4th Quarter 2005/06 (Maximum Score)

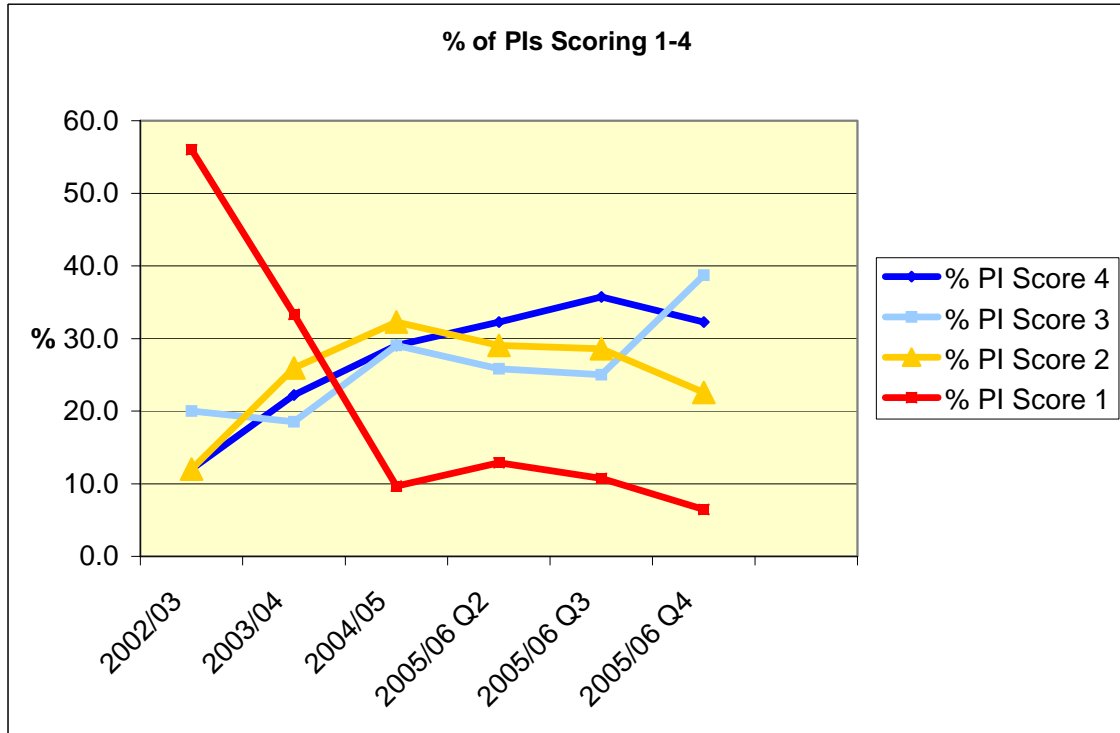
Average Inspection score ¹	na	na
PI Score	3	4
Culture CPA Score	3	4

Comments:

¹Only inspections published in January 2004 or later contribute to the overall service score.

Data not available for first quarter.

Level Two Service Block - Environment



	2002/03	2003/04	2004/05	2005/06 Q2	2005/06 Q3	2005/06 Q4
% PI Score 4	12.0	22.2	29.0	32.3	35.7	32.3
% PI Score 3	20.0	18.5	29.0	25.8	25.0	38.7
% PI Score 2	12.0	25.9	32.3	29.0	28.6	22.6
% PI Score 1	56.0	33.3	9.7	12.9	10.7	6.5

CPA Scoring Analysis 4th Quarter 2005/06 (Maximum Possible Score)

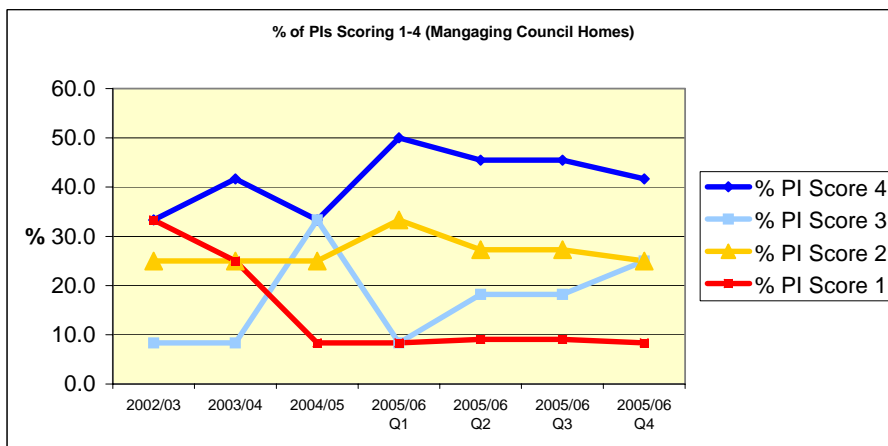
Environmental Services Inspection	2	4
Weighted Inspection Score ¹	0.21	0.42
Weighted PI Score	2.685	3.58
Total Score	2.895	4
Environment CPA Score	3	4

Comments:

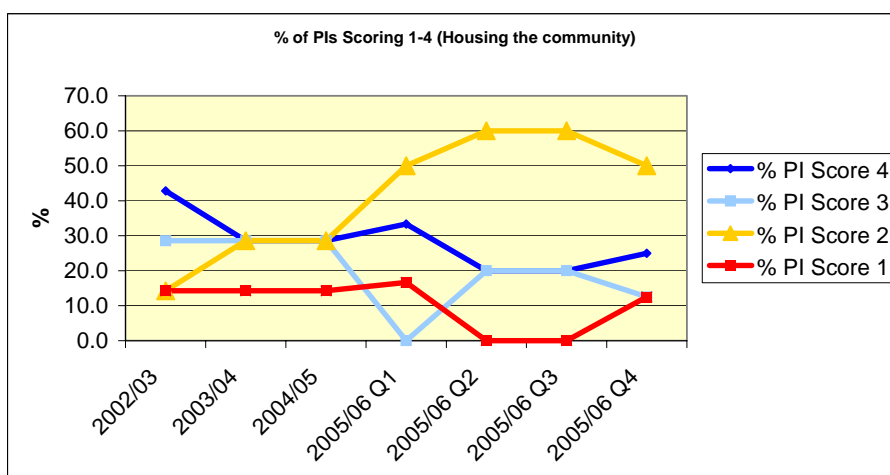
¹Only inspections published in January 2004 or later contribute to the overall service score.

Quarterly data not available for 1st quarter 2005/06.

Level Two Service Block - Housing



	2002/03	2003/04	2004/05	2005/06 Q1	2005/06 Q2	2005/06 Q3	2005/06 Q4
% PI Score 4	33.3	41.7	33.3	50.0	45.5	45.5	41.7
% PI Score 3	8.3	8.3	33.3	8.3	18.2	18.2	25.0
% PI Score 2	25.0	25.0	25.0	33.3	27.3	27.3	25.0
% PI Score 1	33.3	25.0	8.3	8.3	9.1	9.1	8.3



	2002/03	2003/04	2004/05	2005/06 Q1	2005/06 Q2	2005/06 Q3	2005/06 Q4
% PI Score 4	42.9	28.6	28.6	33.3	20.0	20.0	25.0
% PI Score 3	28.6	28.6	28.6	0.0	20.0	20.0	12.5
% PI Score 2	14.3	28.6	28.6	50.0	60.0	60.0	50.0
% PI Score 1	14.3	14.3	14.3	16.7	0.0	0.0	12.5

Comments:

The housing service assessment framework is split into two sections - 'managing council housing' and housing the community'. There is scope for wide fluctuations in the Housing the Community score due to the small number of PIs involved.

	(Maximum score)	
Supporting People inspection	3	4
Housing the community inspection score	0.45	0.60
Housing management inspection	3	4
Managing Council housing inspection score	0.45	0.6
Weighted Inspection Score	0.90	1.20
Housing the community PI score	1.05	1.4
Managing council housing PI score	1.05	1.4
Weighted PI Score	2.10	2.80
Housing CPA Score	3	4

2.6. The following areas have demonstrated a continuous improvement in performance:

BV212 - Average re-let time for LA properties let in financial year

The annual target for re-letting LA properties was set at 33 days for 2005/06 but an actual performance of 24 was achieved. This is comfortably within the top threshold for CPA scoring and we are likely to be one of the top performing authorities in the country.

Shorter re-let times have several benefits:

- increases the rental income to the Housing Revenue Account which can be reinvested in improving services and meeting the Decent Homes Standard (a CPA requirement).
- reduces expenditure on vandalism costs.
- improves Customer satisfaction with the service (another CPA requirement).

BV66a - % of rent collected

In just three years performance has improved from the bottom quartile to the top quartile and we will achieve a top ranking for the 2006 CPA. In fact, over the last four years rent arrears have been reduced by 74%. Further initiatives are to be introduced which will ensure continuous improvement. These include:

- enhanced debt prevention work.
- research to understand the reasons why tenants get into arrears so that resources can be targeted more effectively to prevent this.
- increase the number of ways that tenants can pay their rent i.e. online.

Targets set for future years should ensure that we retain our top CPA rating for this indicator.

2.7. The 'threshold management' approach agreed in previous reports has been applied to highlight performance indicators (PI's) for attention as follows:

- Any PI's where the performance is on or around the thresholds.
- Any PI's where the performance trend is set to go across the threshold in a relatively short time. This could include PI's doing well to maintain momentum or those PI's in trouble and declining fast.
- We are also listing PI's for attention where data is missing.

We have also tracked key corporate plan PI's and included those consistently below target.

Key performance issues identified by departments are:

HOUSING

LCHS22 - % of total private sector homes vacant for more than 6 months

Performance has just fallen into the bottom quartile. The policy is to target homes that have been empty for more than 18 months as it is considered that a lot of properties empty for shorter periods only reflect local market conditions prevalent at the time. This issue will be raised in the department response to the April CPA consultation document.

BENEFITS

The Corporate Director of Housing has submitted additional information on the Benefits service block performance. The detail is contained in ***Appendix 4***.

PM1 (BV78a) – Average speed of processing new claims

The speed of processing new claims fell from an average of 53.4 days to 61.8 days.

In 2003 this figure was well over 141 days, which shows the level of improvement that had been made by the Service. The Benefit Fraud inspectorate (BFI) stated in an inspection report in February 2006 that 'the Benefits service makes effective use of management information, using its analysis to inform management decisions, which have resulted in an impressive turnaround in performance for processing new claims from 141 days in 2002/03, to 59 days for the second quarter of 2005/06'. This clearly demonstrates that the Service was on a continuous improvement curve until forced to make changes to one of the IT systems.

- It is predicted that this Performance Measure will achieve a Level 2 (48-37 days) by the end of the year.

PM2 - % of new claims outstanding over 50 days.

The percentage of new claims outstanding over 50 days increased from 51.2% to 57.5%.

There is a link in the increase in the percentage due to the changes to the Document Management/Workflow System and linked to Performance Measure number 1.

- It is predicted that this Performance Measure will achieve a Level 3 (16-9%) by the end of the year.

PM3 - % of new claims decided within 14 days of receiving all information.

The % of cases fell from 59.9% to 53.6%. Again this is linked to Performance Measure 1.

- It is predicted that this Performance Measure will achieve a Level 3 (83-90%) by the end of the year.

PM4 Percentage of Rent Allowance Claims paid within 7 days of a decision being made.

During the final quarter of the year the percentage of first payments being made within 7 days of the claim being determined increased from 62.9% to 67.8%. This improvement increased our rating in this indicator from level 1 to level 2. Internal procedures have been streamlined to produce payments more quickly so this indicator will continue to improve.

- It is anticipated that this Performance Measure will achieve a Level 3 (83-90%) by the end of the year.

PM6 - % of cases where the calculation of the amount of benefit due is correct.

This indicator remained in level 1 although the accuracy level fell from 93.6% to 89.6%. This indicator is based on a random sample of 125 cases so a minor change in the error rate can have a significant impact on the CPA performance. A number of the errors identified were made by both agency staff and City Council employees no longer employed by the City Council. Other errors are being directly addressed to the relevant members of the team. It needs to be borne in mind that the processing of benefit applications is very complex and this is exacerbated by the fact that over 1/3rd of the processing staff have only been employed in the service for less than 12 months.

- It is predicted that this Performance Measure will achieve a Level 2 (96-97%) by the end of the year.

PM17 - % of applications for reconsideration/actioned within 4 weeks.

The production of this statistic relies on the completion of a manual spreadsheet each time a case is identified. Unfortunately the recording in the last quarter did not produce statistics that were reliable so we

have assumed a level 1 score. New software is in the process of being installed that will remove this statistical anomaly.

- It is predicted that this Performance Measure will achieve a Level 4 (65%) by the end of the year.

PM18 - % of appeals submitted to the Appeals Service in 4 weeks.

This indicator fell from level 3 to level 1 during the last quarter of the year. The reason for this was the identification of a number of appeals that had not been previously identified following the changes to the Document Imaging System. A number of appeals were already over 4 weeks old when identified and this has distorted the figures for this quarter.

- It is predicted that this Performance Measure will achieve a Level 4 (65%) by the end of the year.

PM19 - % of appeals submitted to the Appeals Service in 3 months.

The percentage of appeals submitted fell from 81.8% to 77.4%. The reason for this was the same as PM18 i.e. identification of a number of appeals that had not been previously identified following the changes to the Document Management/Workflow System. A number of appeals were already old when identified and this has distorted the figures for this quarter.

- It is predicted that this Performance Measure will achieve a Level 4 (95%) by the end of the years.

ENVIRONMENT

BVPI 109a, b & c – Processing Planning Applications

This indicator has already been identified as high risk and high priority for the department and latest position is that action plans are currently being implemented and performance in Quarter 4 is showing improvement. BVPI 109b and c have both hit the national targets and BV109a (major applications) has improved but did not hit the target.

Planning Standard Authority (PSA): Requirements for 2007

Councils are declared a PSA if they do not reach PSA thresholds for BV 109. If Leicester is to avoid being declared a PSA for 2007/8 (impacting on the December 2007 CPA) we will need to reach the PSA thresholds for BVPI 109a, b and c by 30 June 2006. If the PSA thresholds are not met and we are declared a PSA it will be vital that all national targets for BV 109 are achieved by 30 June 2007 to ensure the lower threshold for CPA is reached. As detailed above if we are declared a PSA and do not reach national targets will score below the

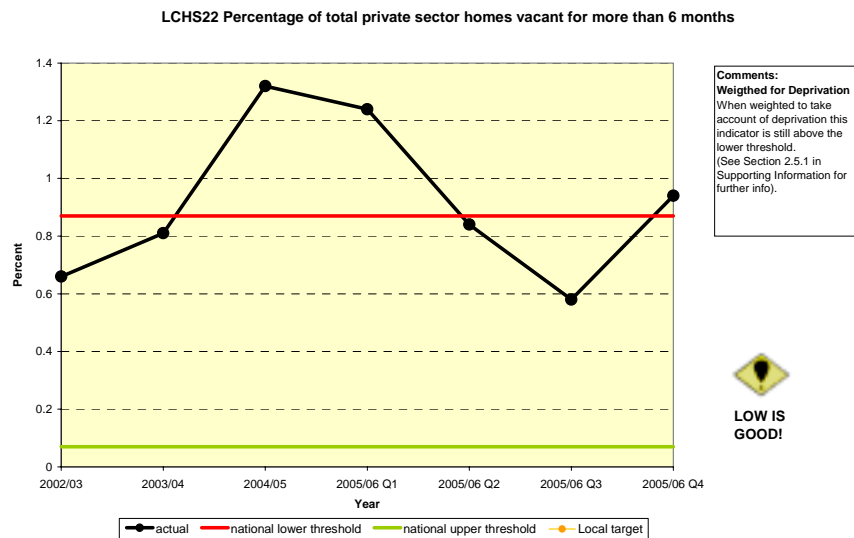
CPA lower threshold, this will limit the overall service block score to 2 and the council will not be able to maintain four stars unless the Corporate Assessment has been carried out and results in a level 4.

Recommended Actions

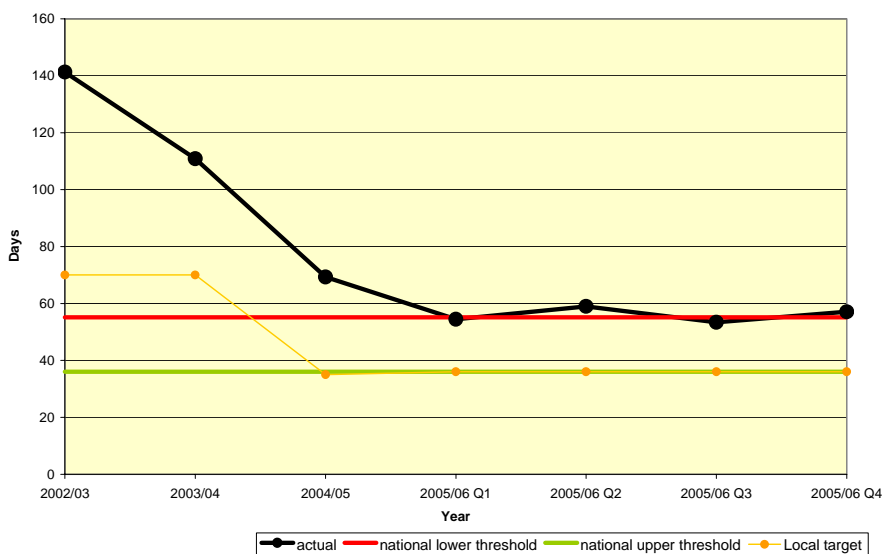
- i) PSA thresholds for BVPI 109a,b & c must be reached by June 2006 to avoid being declared a PSA.
- ii) If as is likely, that (i) is not achieved, then all BVPI 109 lower thresholds must be met by June 2007.

2.8. The performance charts for all the above PIs are shown starting below to **page 23**.

2.9. The individual PI charts show the actual figure on the ‘y’ axis rather than the CPA scoring system of 1-4. For some PIs, data is available on a quarterly basis, allowing for more accurate monitoring. Where this is possible, an annual estimate for 2005/06 is displayed, based on the actual figures for the quarters available. As more quarterly information becomes available, the estimate will become more accurate.



PM1 (BV78a) - Average time taken to make a full decision on new claims (days)

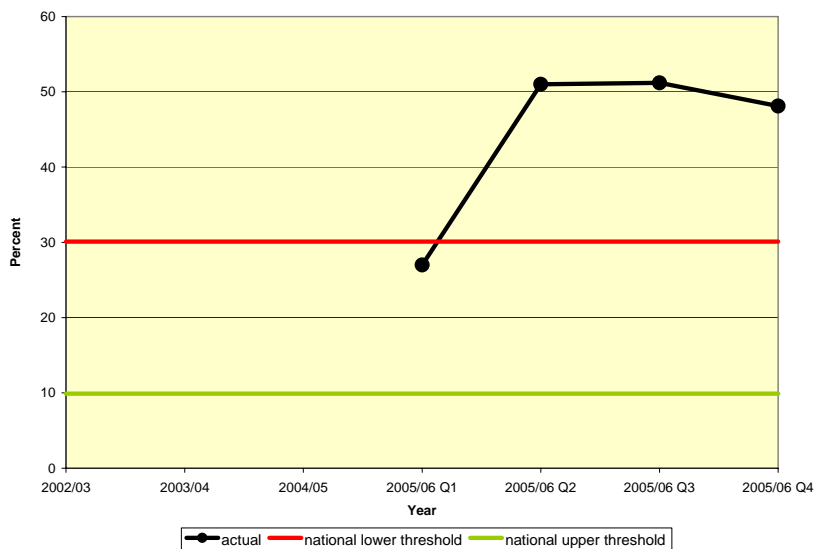


Comments:
BELOW LOWER THRESHOLD
 See section 2.5.2 in Supporting Information for further commentary.



LOW IS GOOD!

PM2 - % of new claims outstanding over 50 days

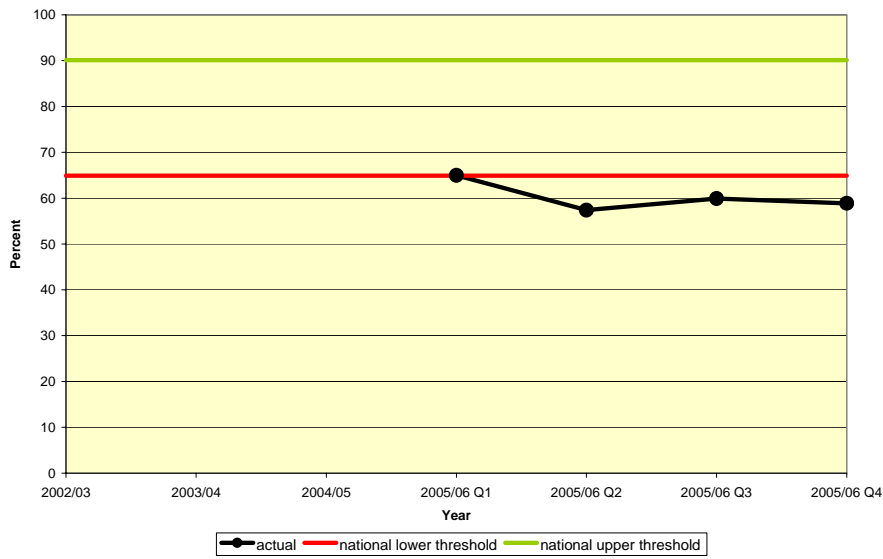


Comments:
BELOW LOWER THRESHOLD
 See section 2.5.2 in Supporting Information for further commentary.



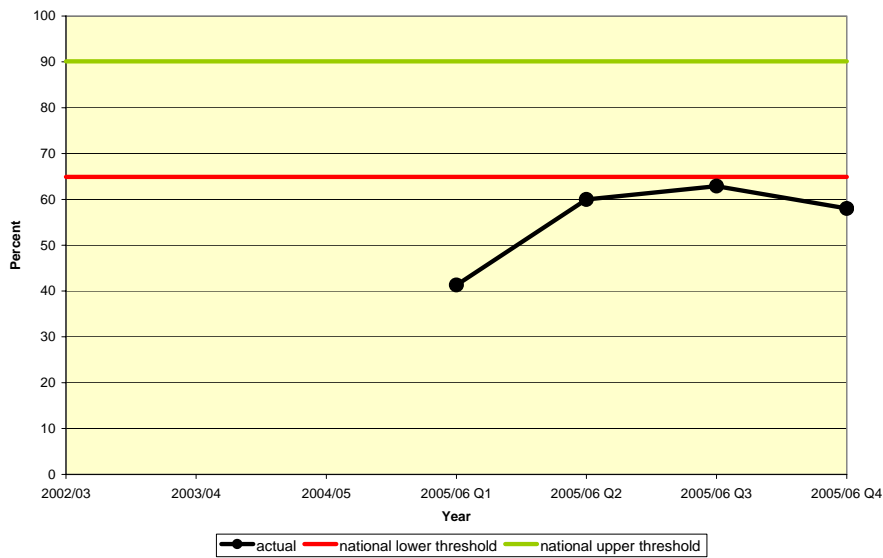
LOW IS GOOD!

PM3 - % of new claims decided within 14 days of receiving all information



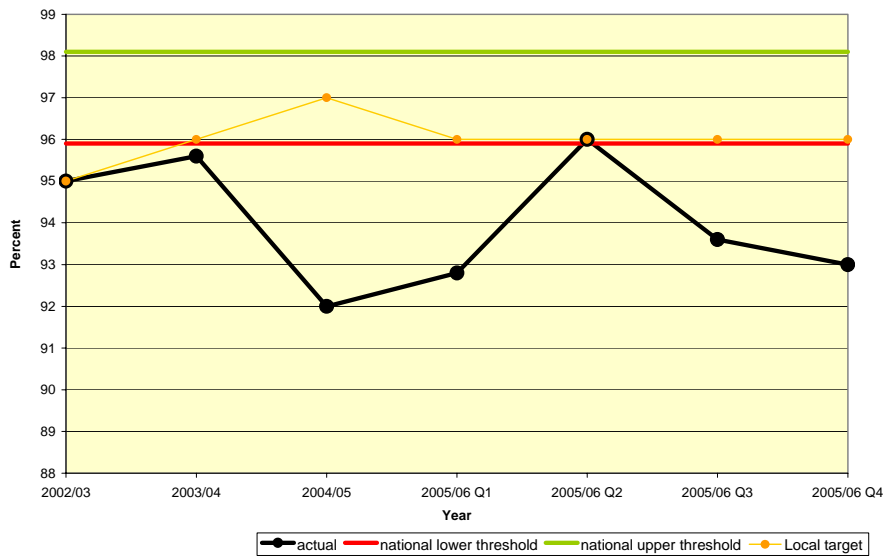
Comments:
BELOW LOWER THRESHOLD
 See section 2.5.2 in Supporting Information for further commentary.

PM4 - % of rent allowance claims paid on time or within 7 days of decision being made



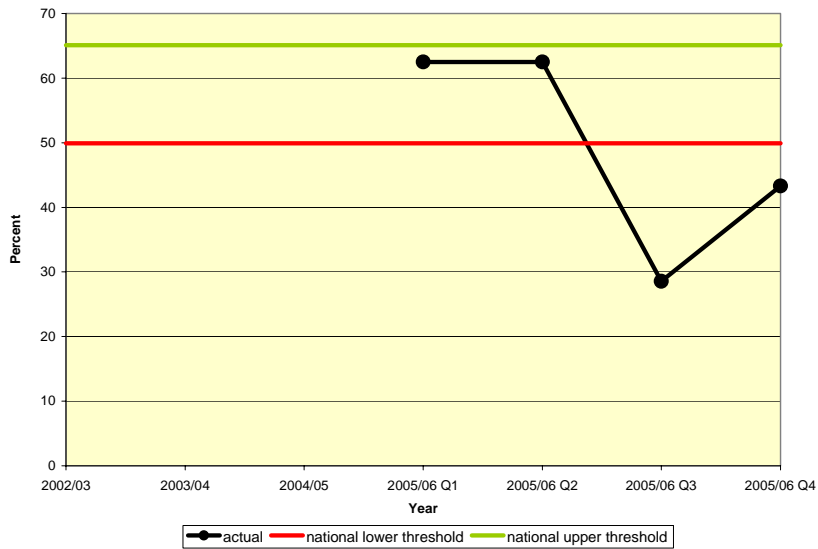
Comments:
BELOW LOWER THRESHOLD
 See section 2.5.2 in Supporting Information for further commentary.

PM6 (BV79a) - % of cases for which the calculation of the amount of benefit due is correct



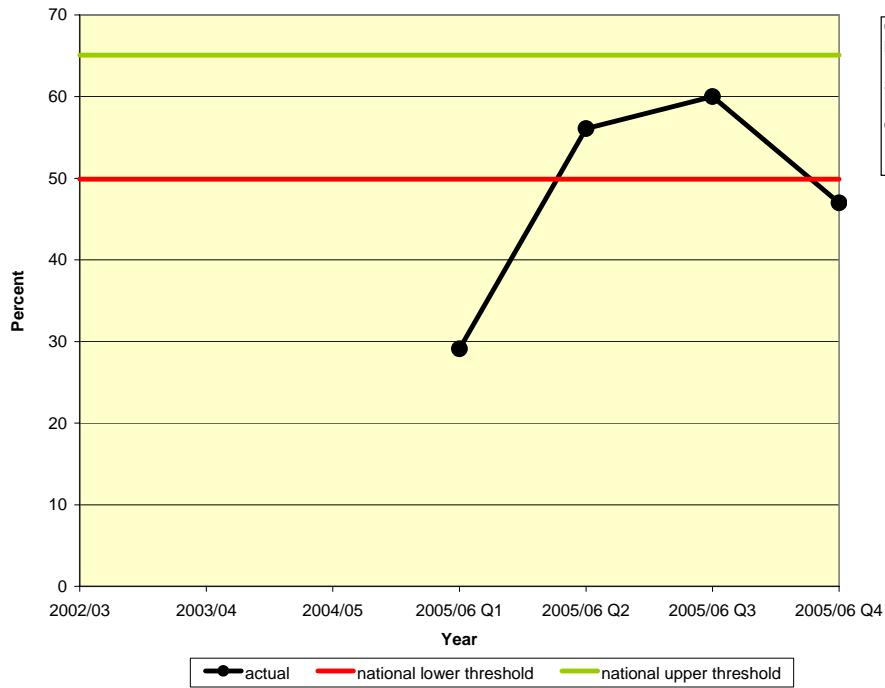
Comments:
Below Lower Threshold
 Marked decline in performance during 2nd half of the year.
 See section 2.5.2 in Supporting Information for further commentary.

PM17 - % of applications for reconsideration/revision actioned and notified within 4 weeks



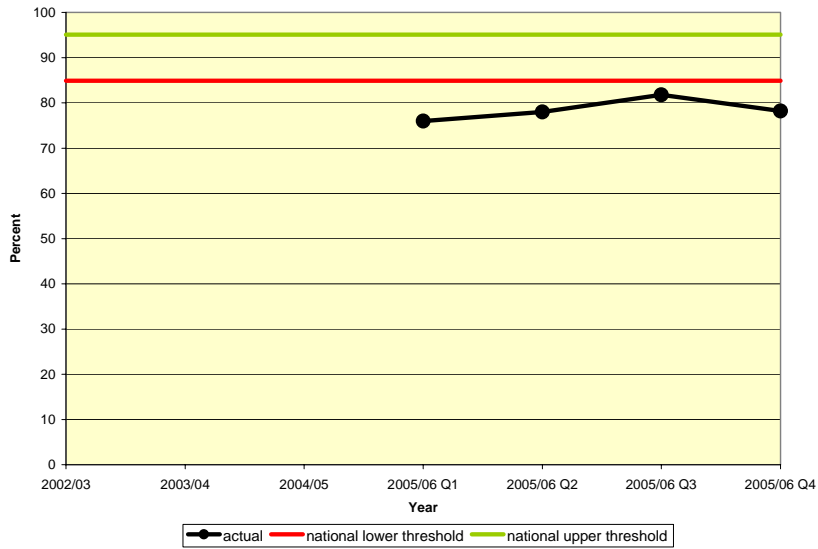
Comments:
Below Lower Threshold
 2005/06 1st & 2nd qtr figures are estimates.
 See section 2.5.2 in Supporting Information for further commentary.

PM18 - % of appeals submitted to the Appeals Service in 4 weeks



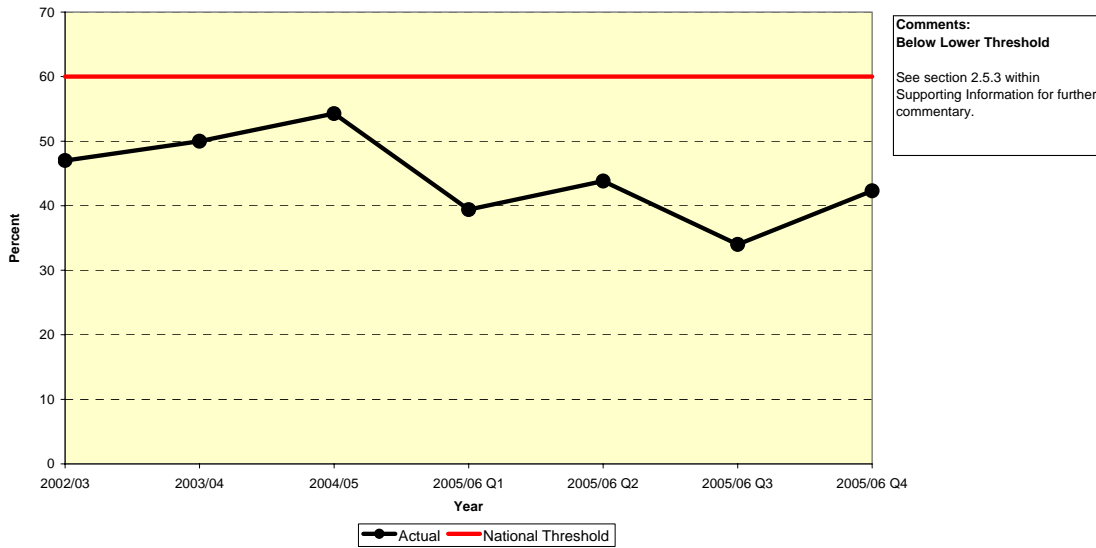
Comments:
Below Lower Threshold.
 See section 2.5.2 in Supporting Information for further commentary.

PM19 - % of appeals submitted to the Appeals Tribunal including those in PM18 in 3 months



Comments:
BELOW LOWER THRESHOLD
 See section 2.5.2 in Supporting Information for further commentary.

BV109a: Percent of planning applications determined in line with Government's development control targets to determine 60% of major applications in 13 weeks



2.10. The full list of Environment, Housing, Culture, and Benefits Service Block PIs for CPA 2005 are presented in **Table 1 of Appendix 2**. For each PI there is a description of its CPA score, its trend, and any additional commentary.

3. Corporate Plan Indicators

3.1. Performance of Corporate Plan indicators shows that:

- 71.1% are on track/exceeding their target (last quarter 61.8%).
- 28.9% are below target (last quarter 14.7%).
- All PIs had targets (last quarter 14.7% had no targets).
- Data was collected for all PIs (last quarter 8.8% had missing data).

Department	Number of BVPIs	On Track/ Exceeding Target	Below Target	No Target Set	Missing Data
Resources	6	50%	50%	0	0
C&YP Sers	11	72.7%	27.3%	0	0
SC (Adults)	12	66.7%	33.3%	0	0
Housing	5	80%	20%	0	0
R & C	11	81.8%	18.2%	0	0
Total	45	71.1%	28.9%	0	0%

The list of key Corporate Plan PIs are also shown in **Table 2 of Appendix 2**.

4. Key Corporate Risks

4.1. As part of the management of performance, Corporate Directors' Board agreed to monitor progress on the eight key corporate risks - **Appendix 3**. The information reported is based on update reports provided by individual risk owners as agreed by the Board.

4.2. It should be noted that the table shows the assessment of risk at the start of the process, where the risk is assessed to be at the time of this update, and the ultimate level of risk that is being aimed for. The Table therefore reflects a sort of

- Where were we
- Where we are now and
- Where we want to be

4.3. All corporate risks should be regularly reviewed to ensure they remain valid and properly reflect the new corporate plan.

5. Recommendations

5.1. Cabinet are recommended to:

- Review the fourth quarter performance results indicators and instigate necessary action (para.2.7, page 14).
- Review the position on the key Corporate Risks (para.4 and Appendix 3).
- Congratulate those areas demonstrating continuous improvement in performance (para. 2.6, page 3 and para.2.6, page 14)

6. Conclusion

6.1. To ensure a four Star rating in the future, we must continue to ensure an upward trajectory across all service blocks, paying close attention to areas showing a decline in performance as identified in this report.

7. Legal Implications

7.1. There are no additional legal implications (Peter Nicholls, Service Director, Legal Services).

8. Financial Implications

6.1. Within agreed service plans this year, officers will be producing implementation plans for under performing areas to ensure an improvement in the Council's performance across all services. These plans will need to be implemented within existing financial resources. The development of service plans for 2007/2008 will identify longer-

term actions required potentially including proposals to realign budgets. These proposals will then be considered through the budget strategy. (Andy Morley, Chief Accountant, Resources).

9. Other Implications

9.1. The report seeks to improve the monitoring of performance in the following areas:

Other Implications	Yes/No	Paragraph References with Supporting Information
Equal Opportunities	Yes	
Policy	No	
Sustainable and Environmental	Yes	
Crime and Disorder	Yes	
Human Rights Act	No	
Elderly People on Low Income	Yes	

10. Background Papers – Local Government Act 1972

10.1. Audit Commission National Data (www.audit-commission.gov.uk/cpa/)
Data from Leicester's Performance Management System

11. Consultations

Performance Management Group.
Heads of Policy & Performance (18th May 2006).
Strategic Resources Group 23rd May 2006).
Corporate Directors Board (30th May 2006).
ISP/BIP Board (6th May 2006).

12. Report Authors

Carine Cardoza, CXO, Ext 6089
Kurt Coulter, CXO, Ext 6487
Elaine Butterworth/Laurie Goldberg, RAD, Ext 7468/7402

Draft Assessment Framework for CPA 2006 – Key Changes/additions from 2005

The Audit Commission's draft framework for CPA 2006 is largely the same as that in 2005:

"We are not intending to make any major changes to the overarching service assessment framework. We are, however, proposing to make a small number of changes to the Commission service assessments, as part of our continuing shift towards placing more reliance on performance information and to refine further other elements of the framework where necessary"

- CPA, *The Harder Test Framework for 2006*

The key additions/amendments are as follows:

- Removal of the protection of the culture service assessment score;
- Changes to the detailed PI set for each service (**see Table 1 below**)
- Introducing a 'three year time out rule' so that only inspections published in January 2004 or later will be included
- Decreasing the weighting of the inspection score in the overall service assessment score and increasing the weighting of the performance indicator (PI) element score accordingly (**see Table 2**)

Table 1 – New, Amended, & Deleted PIs

Service Ref	PI	Description	New, Amended, or Deleted?
Culture			
C2b	PLSS 2	Aggregate scheduled opening hours per 1,000 pop for all libraries	Thresholds updated
C2c	PLSS6	Number of library visits per 1,000 pop	Thresholds updated
C3b	PLSS4	Total number of electronic workstations available to users per 10,000 pop	Thresholds updated
C19	Sport England	% of population that are within 20 minutes travel time (urban – walking) of a range of three different sports facility types	NEW
C16	Sport England Survey	% of 5-16 year olds in school sports engaged in 2 hrs a week minimum high quality PE & school sport within & beyond the curriculum	NEW
C17	Sport England Survey	% of adults participating in at least 30 mins moderate intensity sport & active recreation on 3 or more days a week	NEW
C18	Sport England Survey	% of population volunteering in sport & active recreation for at least one hour per week	NEW
C11a	PLSS5	Requests supply time	Thresholds updated
C11b	PLSS9	Annual items added through purchase per 1,000 pop	Thresholds updated

C11c	PLSS10	Time taken to replenish the lending stock on open access or available on loan	Thresholds updated
C14a	PLSS7	Assessment of library users aged 16 and over of their library service	NEW
C15	MLA	Museums accreditation (where applicable)	NEW
Environment			
E41	BV200a	Local Development Plan submitted by deadline	NEW
E42	BV204	Proportion of Planning Appeals allowed	NEW
E43	BV205	Planning Quality Checklist	NEW
E15	BV104	Satisfaction with bus services	Thresholds amended
E10	BV97a (now 224a)	Condition of non-principal classified roads	DELETED
E6	BV82&b	Recycling & Composting	Thresholds updated
Housing			
H21	BPSA section D	% of planned to responsive repairs funded from revenue expenditure	NEW
H3	BV185	% of responsive repairs for which local authority made and kept an appointment	DELETED
H14	BV183a	Average time in temporary accommodation	Lower threshold AMENDED
H22	BV203	% change in average number of families placed in temporary accommodation	NEW
H23	BV64	Number of private sector vacant properties returned to occupation or demolished as a result of local authority action	NEW
H20	BV176	Domestic refuge places	DELETED

Inspection Element

The Audit Commission is proposing to reduce the weighting placed on inspection scores, and also proposes that any inspections published before January 2004 will not be included in the score for Dec.2006.

Table 2: CPA 2006 Weightings for Leicester City Council

Service Block	PI weighting	Inspection weighting
Environment (waste only)	89.5%	10.5%
Housing*	70%	30%
Culture**	100%	0%

* As in 2005 the housing block is split into two; Housing the Community and Managing Council Homes.

** As Leicester has no Culture inspections after Jan 2004, the PI element accounts for 100% of the score.

Inspections that will count for the Dec.2006 Service Assessment Framework are:

- Environmental Services Inspection (Environment block)
- Supporting People Inspection (Housing block)
- Housing Management Inspection (Housing block)

Missing Data

In 2005, missing or qualified BVPI data was scored as being below the lower threshold. The Audit Commission is proposing to extend this to non-BVPI indicators that were included in 2005 and will be included this year, 2006. New non-BVPI indicators will not be treated in this way.

'Rule-Based' PIs

In CPA 2005 there were two 'rule-based' PIs, which, if scored at the lower threshold, limited the entire Environment service block score. These PIs were:

- Intervention by the Secretary of State under the Traffic Management Act 2004
- Designation by the Secretary of State as a planning standards authority

For 2006 the Audit Commission have made no firm decisions in the draft guidance, but have floated the idea that the Recycling & Composting PI, BV82a&b, could possibly be included as a rule-based PI.

User Satisfaction Surveys

The Audit Commission is currently in discussion with the ODPM about the best way of incorporating the results of the next BVPI user satisfaction survey data (scheduled for summer/autumn 2006). There is a possibility that the overall national reporting date could be pushed back to February/March 2007 as opposed to the previous reporting cycle of December in order to accommodate the results.

Table 1: CPA Service Assessment Framework Performance Indicators 2005/06 (4th Quarter)

Performance Indicator	CPA Score	Trend	Comments	CPA PI for attention ¹
Benefits				
PM1 (BV78a) Average time taken to make a full decision on new claims (days)	1	↔↔		YES
PM2 % of new claims outstanding over 50 days	1	↓		YES
PM3 % of new claims decided within 14 days of receiving all information	1	↓		YES
PM4 % of rent allowance claims paid on time or within 7 days of decision being made	1	↓		YES
PM5 (BV78b) Average time taken to make a full decision on a change of circumstances (days)	1	↓		
PM6 (BV79a) % of cases for which the calculation of the amount of benefit due is correct	1	↓		YES
PM10 % of interventions when review action commenced in last quarter against annual target	4	↑		
PM11 % of data matches resolved within 2 months	4	↔↔		
PM12 % of visits carried out against the annual target	4	↑		
PM17 % of applications for reconsideration/ revision actioned and notified within 4 weeks	1	↔↔		YES
PM18 % of appeals submitted to Appeals Service in 4 weeks	1	↓		YES
PM19 % of appeals submitted to the Appeals Service including those in PM18 in 3 months	1	↔↔		YES
Culture				
BV178: % of footpaths and other rights of way easy to use by members of the public	2	↑		
PLSS1: Proportion of households living within a specified distance of a static library	3	↔↔		

Performance Indicator	CPA Score	Trend	Comments	CPA PI for attention ¹
PLSS2: Aggregate scheduled opening hours per 1,000 pop for all libraries ¹	4	↑		
PLSS6: Number of library visits per 1,000 pop	4	↔		
PLSS3: % of static libraries providing access to electronic information resources connected to the internet	3	↔		
PLSS4: Total number of electronic workstations available to users per 10,000 pop	2	↑		
Active Borrowers as a % of population	2	↑		
% of 5-16 year olds in school sports engaged in 2 hours a week minimum on high quality PE & school sport within & beyond curriculum	1	-	NEW CPA INDICATOR	
% of adults participating in at least 30 mins moderate intensity sport and active recreation on three or more days a week	-	-	NEW CPA INDICATOR (data to be collected)	
% of population volunteering in sport and active recreation for at least one hour per week	-	-	NEW CPA INDICATOR (data to be collected)	
BV119a: % of residents by targeted group satisfied with sports and leisure facilities (users)	3	↔	Three yearly BV survey (last one in 2003/04)	
BV119b: % of residents by targeted group satisfied with libraries. (users)	3	↑	Three yearly BV survey (last one in 2003/04)	
BV119c: % of residents by targeted group satisfied with museums (users)	4	↔	Three yearly BV survey (last one in 2003/04)	
BV119d: % of residents by targeted group satisfied with arts activities and venues (users)	3	↓	Three yearly BV survey (last one in 2003/04)	
BV119e: % of residents by targeted group satisfied with parks and open spaces (users)	3	↑	Three yearly BV survey (last one in 2003/04)	
PLSS5: Requests supply time	4	↔		
PLSS9: Annual items added through purchase per 1,000 pop	4	↑		
PLSS10: Time taken to replenish the lending stock on open access or available on loan	4	↑		

¹ A 'Key PI' is an indicator that has been identified as one, which has the potential to affect, **positively or negatively**, the overall CPA score for the service block within which it resides.

Performance Indicator	CPA Score	Trend	Comments	CPA PI for attention ¹
Stock turn - issues per 1,000 pop/books per 1,000 pop	1	↔		
Stock level per 1,000 pop	3	↔		
Museums accreditation (where applicable)	3	-	NEW CPA INDICATOR	
Cost per visit (libraries)	4	↔		
Environment				
Progress with local transport plan	3	↑		
BV109a: % of planning applications determined in line with Government's development control targets to determine: (a) 60% of major applications in 13 weeks;	1	↓	RULE-BASED PI	YES
BV109b: % of planning applications determined in line with Government's new development control targets to determine: (b) 65% of minor applications in 8 weeks	4	↑	RULE-BASED PI	
BV109c: % of planning applications determined in line with Government's new development control targets to determine: (c) 80% of other applications in 8 weeks.	4	↔	RULE-BASED PI	
BV111: % of applicants and those commenting on planning applications satisfied with service received.	2	↓	Three yearly BV survey (last one in 2003/04)	
BV200a: Development Plan	3	-	NEW CPA INDICATOR	
BV204: Proportion of Planning Appeals Allowed	4	-	NEW CPA INDICATOR	
BV205: Planning Quality Checklist	4	-	NEW CPA INDICATOR	
BV199a: % of relevant land and highways assessed as having combined deposits of litter and detritus across four categories of cleanliness (a, b, c, d)	4	↔		
BV91a: % of population resident in authority area served by a kerbside collection of recyclables.	3	↔		
BV90a: % of people expressing satisfaction with Household Waste Collection	2	↓	Three yearly BV survey (last one in 2003/04)	
BV90b: % of people expressing satisfaction with Recycling Facilities	3	↑	Three yearly BV survey (last one in 2003/04)	

Performance Indicator	CPA Score	Trend	Comments	CPA PI for attention ¹
BV90c: % of people expressing satisfaction with Civic Amenity Sites	2	↑	Three yearly BV survey (last one in 2003/04)	
BV224b: Condition of unclassified non principal roads.	4	↑	PI has moved from lower to upper threshold	
BV99a(i): Reducing number of people killed or seriously injured (KSI) in road traffic collisions	4	↔		
BV99c(i): Reducing slightly injured road casualties	4	↔		
BV103: Percentage of users satisfied with local provision of public transport information	3	↑	Three yearly BV survey (last one in 2003/04)	
BV104: Percentage of users satisfied with local bus services	4	↑	Three yearly BV survey (last one in 2003/04)	
BV165: % of pedestrian crossings with facilities for disabled people.	3	↑		
BV187: Condition of footway (categories 1, 1a and 2)	1	↑	Improvement in performance but still scores 1	YES
Intervention by the Secretary of State under Traffic Management Act powers	2	↔	RULE-BASED PI	
BV179: The percentage of land searches carried out in 10 working days	1	↔	Performance below lower threshold.	
BV166b: Score against enforcement best practice checklist – Trading Standards	3	↑		
BV166a: Score against enforcement best practice checklist - Environmental Health (percentage)	3	↔		
LCEN R1: Consumer satisfaction with trading standards	4	↔		
LCEN R2: Business satisfaction with trading standards	4	↔		
LCEN R3: Trading standards - visits to high risk premises	2	↑		
LCEN R4: Trading standards - levels of business compliance, high, medium, and low risk premises	3	↔		
BV89: % of people satisfied with cleanliness standards	2	↔	Deprivation weighted. Three yearly BV survey (last one in 2003/04)	
BV82&b: Household waste - percentage recycled & composted	3	↑		
BV106: % of new homes built on previously developed land.	2	↔		

Performance Indicator	CPA Score	Trend	Comments	CPA PI for attention ¹
BV63: Energy Efficiency - the average SAP rating of local authority owned dwellings	4	↑		
BV84: kg of household waste collected per head	4	↔		
Housing				
BV184a: The proportion of LA homes which were non-decent	2	↔	RULE-BASED PI	
BV184b: % change in proportion of non-decent LA homes between previous and present years	2	↔		
LCHS14: Urgent repairs in time	4	↔		
LCHS15: Average time for non-urgent repairs	3	↔		
% of planned to responsive repairs funded from revenue expenditure	4	-	NEW CPA INDICATOR	
BV66a: Local authority rent collection and arrears: proportion of rent collected	4	↑	Consistent improvement in performance	
LCHS10: Average re-let times	4	↑	Consistent improvement in performance	
BPSA E1: Average weekly management cost	3	↔		
BV164: Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment	3	↔		
BV63: Energy Efficiency - the average SAP rating of local authority owned dwellings	4	↑		
BV74a: Satisfaction of tenants of council housing with the overall service provided by their landlord	2	↑	Deprivation weighted. Three yearly BV survey (last one in 2003/04)	
BV75a: Satisfaction of tenants of council housing with opportunities for participation	1	↑	Deprivation weighted. Three yearly BV survey (last one in 2003/04)	
BV183a: Average length of stay in bed and breakfast accommodation of households, which include dependent children or pregnant women and are unintentionally homeless and in priority need (weeks).	4	↔	RULE-BASED PI.	
BV183b: Average length of stay in hostel accommodation of households which include dependent children or pregnant women, which are unintentionally homeless and in priority need (weeks)	2	↔		
HIP E1: Repeat homelessness acceptances (%)	2	↓		

Performance Indicator	CPA Score	Trend	Comments	CPA PI for attention ¹
BV203: Percentage change in average number of families placed in temporary accommodation	4	-	NEW CPA INDICATOR	
BV62: The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority.	2	↔		
LCHS22: % of total private sector homes vacant for more than 6 months	1	↔		
BV64: Number of private sector vacant properties returned to occupation or demolished as a result of local authority action	2	-	NEW CPA INDICATOR	
BV175: % of racial incidents that resulted in further action	3	↔		

Table 2: Key Corporate Plan Performance Indicators 2005/06

Performance Indicator	CPA PI?	Trend	Comments	PI for Attention
Resources				
BV156: % of publicly accessible buildings that are DDA compliant		↑		
BV157: % of types of interactions that are electronically enabled		↑		
BV179: % of land searches carried out in 10 working days	Yes	↑		
BV8: % of invoices paid within 30 days of receipt		↔		
BV12: Average number of days lost due to sickness absence per employee		↑	Low is good	
BV11b: % of top 5 % of earners from black and minority ethnic communities		↓		
BV11a: % of top 5 % of earners that are women		↑		

Regeneration & Culture			
LCEN080: % of street lamps not working as planned		↓	Low good
BV215a: Rectification of street lighting faults		-	NEW INDICATOR
BV199b: Proportion of relevant land and highways from which unacceptable levels of graffiti are visible		↓	Low good
BV199c: Proportion of relevant land and highways from which unacceptable levels of fly posting are visible		↓	Low good
BV199d: Reduction in total number of incidents and increase in total number of enforcement actions taken to deal with fly-tipping		↔	
BV218a: % of abandoned vehicles removed within 24 hours		↑	
LCEN26a: Number of collections missed per 100,000 collections of household waste due to contractor		↓	Low good
PSA2: Number of offenders entering sustainable employment (includes persistent & prolific offenders)		-	New indicator.
LCAL 22: Total number of users of cultural services arts, museums, sports and libraries		↑	
Housing			
BV63: Energy Efficiency - average SAP rating of local authority owned dwellings	Yes	↑	
BV66a: Local authority rent collection and arrears: proportion of rent collected	Yes	↑	
BV212: Average time to re-let local authority housing	Yes	↓	Low good
BV78a: Average time for processing new claims (days)	Yes	↔	Low good
BV9: Percentage of council tax collected		↑	Consistent improvement in performance

Children & Young Peoples Services			
BV43a - % of proposed SEN statements prepared within 18 weeks excluding SEN exceptions		↔	
BV43b - % of proposed SEN statements prepared within 18 weeks including SEN exceptions		↔	
Ofsted Form 4: PI 49a % of schools in special measures		↔	
Ofsted Form 4: PI 53 % of schools in serious weaknesses		↔	
Ofsted Form 4: PI 54c % of schools which are underachieving		↔	
Ofsted Form 4 PI 151 - % of pupils receiving alternative tuition because of permanent exclusion		↔	
LCED 1 - permanent exclusions, primary schools		↓	Low good
LCED 2 - permanent exclusions, secondary schools		↔	Low good
LCED 3 - permanent exclusions, special schools		↑	Low good
BV 45 - All absences sec.schools (authorised/ unauthorised)		↔	Low good
BV 46 - All absences primary schools		↓	Low good
Adult & Community Services			
PAF C26: Admissions of supported residents aged 65 or over to residential/nursing care per 10,000 population		↑	Low good
PAF C28: Intensive home care		↓	
PAF C51: Direct Payments		↑	
PAF D54: Percentage of items of equipment and adaptations delivered within 7 working days		↑	

PAF D55: Acceptable waiting times for assessments for older people aged 65 and over		↑		
PAF D56: Acceptable waiting times for care packages for older people aged 65 and over		↓	Low good	
3126: % of adults assessed or reviewed in the year where ethnicity 'not stated'		↔	Low good	
3127: % of adults with one or more services in the year where ethnicity 'not stated'		↔	Low good	
PAF A1: Stability of placements of children looked after		↓	Low good	
PAF A2: Educational qualifications of children looked after		↑		
PAF C20: Reviews of child protection cases		↔		
PAF C23: Adoptions of children looked after		↓		
BV126: Domestic Burglaries per 1,000 households		↓	Low good	
BV127: Violent offences		↓	Low good	
BV127b: Robberies per 1,000 pop		↓	Low good	
BV128: Vehicle crimes per 1,000 pop		↓	Low good	

Appendix 3

Risk	Description	Directors' Board Risk Owner	Director s' Board Risk Sharers	Original (Inherent) Risk Assessment			Current (Residual) Inherent Risk Assessment			Target Risk Assessment		
				Likeliho od	Impact	Risk Rating	Likelihood	Impact	Risk Rating	Likeli-hood	Impact	Risk Rating
Failure to meet performance criteria laid down by Government	Examples include CPA, E-Government and OfSted, where failure could lead to loss of local democratic control of the services, loss of ratings and/or associated reputational loss and direct penalties.	Assistant Chief Executive	DoE&LL, DoRA&D All	4	3	M	4	3	M	2	3	L
Project Management	Failure in the management of a major project through (for example) cost overruns, leading to a failure to deliver expected benefits (examples include BSF, City Centre Regeneration, PAC) and/or need to reduce budgets elsewhere to compensate.	DoRA&D	DoE&LL DoR&C	4	4	H	3	3	M	3	2	L
Failure to consult fully on Policy and Service	Risks from a breakdown of community relations possibly including	Assistant Chief Executive	All	5	2	M	5	2	M	3	2	L

delivery	inter-racial and/or intra-community tensions and conflict. There also less extreme risks here associated with the reputation and standing of the Council, high levels of complaint, political implications and instability,											
Failure to exploit opportunities for development	Failure to access funding streams from e.g. EU, GOEM, SRB, BSF, E-Government, with a detrimental impact on the achievement of council objectives.	DoR&C	DoE&LL DoR&C All	3	2	L	2	2	L	2	2	L
Failure to develop and manage effective partnerships	Failure to influence the activities of partnerships leading to liabilities falling on the Council and/or the benefits anticipated not being delivered	DoR&C		4	3	M	2	3	L	2	3	L
Employment	Failure to recruit and retain sufficient suitably qualified staff, and/or to train and support staff to carry out their jobs effectively with consequent risks to service delivery and quality.	DoRA&D	All	4	4	H	3	4	M	2	3	L

Instability in the working environment	Failure to manage the risk of political and professional changes leading to a failure of or deterioration in the delivery of Council objectives	Chief Executive,	All	2	3	L	3	3	M	2	3	L
Business Continuity Plans	The risks posed by having no, or untested Business Continuity Plans which leave the Council unable to deliver key services (e.g. to vulnerable clients) in the event of for example, flu pandemic or power failures or fire.	CFO	All	5	4	H	5	3	M	3	2	L

All corporate risks should be regularly reviewed to ensure they remain valid and properly reflect the new corporate plan.

CPA – Benefits Service - Quarter 4 Performance.

Introduction

Overall, the CPA calculation for the Benefits Service has remained in the last quarter of the year at level 2. This was in line with the prediction at the end of the third quarter.

There are 12 performance measures that relate to the Benefits Service. Two of these improved, seven did not change, but three performance measures deteriorated. Unfortunately these three indicators are intrinsically linked and were all subject to the following circumstances.

Background and Context

The Chief Executive and Members will be aware that IT technology to support the processing of Housing & Council Tax Benefit claims is an extremely complex area and subject to ongoing changes to keep it in line with legislative changes (in the region of 40/50 per year).

The Revenues & Benefits Service uses two IT systems to process claims. The first is the IBS integrated system, which allows officers to assess the level of entitlement and to make payments to claimants. This system is considered to be a stable environment and well supported by the software supplier.

The other system used by the service is a Document Management/Workflow System, which holds over 7 million images, which are copies of documentation that the Authority is legally required to hold (the majority of Authorities use this type of system, due to the high level of space/accommodation required to store and retrieve paper files). The workflow element of the system, allows different work types to be directed at individual officers, as well requiring staff to undertake certain functions, such as the verification of documents before the details can be input onto the IBS system.

During the 2003/04 Subsidy Audit several areas of concern were identified by the District Auditor, which could have potentially lost the Council a significant amount of money. The initial problems were quickly rectified, but it did highlight that enhancements were needed to the existing workflow system to prevent potential subsidy issues and fraud occurring in the future. In addition the Audit Commission announced that they would be changing their process for the 2004/05 Subsidy Audit, which meant the changes needed were crucial, but the timescale in developing them was very tight.

As a consequence consideration was given to procuring a new system immediately, but caution was given to this option in view of the previous difficulties encountered by the Service and the need for a full analysis of the software available in the market place that would meet Leicester's requirements.

Therefore some changes were agreed that would deliver essential enhancements to the existing system, but they have proved more complex and taken longer to implement than anticipated and have impacted on the performance for processing claims in the last two quarters. Whilst, the interim changes have reduced the risk of a major loss to the subsidy awarded to the Council, the existing system still requires further enhancements to speed up the turn around of cases.

In the meantime a review of the workflows systems have been completed and negotiations are in progress to procure the IBS Document Management/Workflow System, which is currently used by over 40 authorities (many who are in the top quartile). Whilst, this system is already tried and tested it will meet Leicester's processing needs and will integrate fully with the existing IBS application system and will provide substantial savings of c£60k+ per annum on the ongoing support costs to the Authority. It is anticipated that the Service will return to its Level 3 CPA status by the 2007, once the new system is operational.

The DWP is fully aware of Leicester's situation and a bid to cover the cost of procuring the IBS Document Management/Workflow has been made to the Performance Standards Service and early indications are that the bid will be treated favourably in view of Leicester's ongoing commitment to improve its service delivery to customers. A separate bid has also been made to assist with the financing of additional resources to ensure that our performance returns to a Level 3 rating as soon as possible. The trade unions have been consulted and are fully supportive of the approach.

Conclusion

Although the situation is disappointing, every effort has been made to achieve the highest CPA rating for the Benefits service as possible. Unfortunately, the Document Management/Workflow System needs to be upgraded to ensure that incoming work can be turned around as soon as possible to meet the DWP performance standards requirements. However, it should be noted that the DWP have changed the weightings on some of the measures making it more difficult to achieve top quartile. For example, PM1 speed of processing new claims for 2005/06 meant that Authorities could achieve top quartile (level 1) if they were processing claims within 36 days. However, for 2006/07 to achieve top quartile Authorities will need to process within 29 days to reach a level 1 rating.

This highlights the moving goals for the Benefits CPA process, and if the new system becomes operational by the end of July 2006, then the Benefits service is likely to return to its Level 3 status for 2006/07.

**Corporate Director Of Housing
May 2006**