

Leicester  
City Council

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

**Forward Timetable of Consultation and Meetings**

Cabinet

25<sup>th</sup> September 2006

Resources and Corporate Issues Scrutiny Committee

14<sup>th</sup> September 2006

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**Corporate Performance – First Quarter 2006/07**

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**Report of the Chief Executive**

**1. Purpose of Report**

- 1.1. This report tracks the Council's performance in delivering services to citizens at a corporate level. It shows the forecasted range of our CPA score for 2007 for each of the service blocks. It is based on performance data for April, May and June 2006.
- 1.2. The report also provides evidence of continuous service improvement and a report on the position of the key corporate risks.

**2. Summary**

- 2.1. There is some evidence of continuous service improvement (**see para.1.1 in supporting information, page 4**). Strong improvements in performance are evident in major planning applications, urgent housing repairs in time, the percentage of rent allowances paid on time, special educational need statements and equipment & adaptations delivered within seven working days.
- 2.2. Areas showing a decline in performance concern the percentage of rent collected, the average length of time in bed & breakfast accommodation, the proportion of non-decent LA homes and the percentage of private sector homes vacant for more than six months (**see para.3.1 to 3.11 in supporting information, pages 7-10**). A number of Benefits indicators also performed worse in this quarter (**see supporting info para 3.12 page 10 and Appendix 1 page 25**).
- 2.3. The performance of corporate indicators shows that:
  - 43.2% are on track/exceeding their target (last quarter 71.1%).
  - 56.8% are below target (last quarter 28.9%).
  - All PIs have targets (same as last quarter).

- No indicators have missing data (last quarter 0%).

2.4. In July 2006, the Audit Commission issued final guidance for the CPA Service Assessment Framework. This framework has been used to analyse our current performance and to predict CPA service block scores, as shown in Table One below:

2.5. **Table One**

Service Block	CPA 2005 (score for current star rating)	CPA Forecast Last Quarter	CPA Forecast This Quarter
Corporate Assessment	3	3	3
Use of Resources	3	3	3
Children & Young People	3	3	3
Social Care (Adults)	3	2/3	2/3*
Housing	3	3	2*
Environment	3	3	3
Culture	3	3	3
Benefits	3	2/3	2*

\* Social Care (Adults) - see explanation in para.3.14 of supporting information, page 15.

\* Housing – see explanation in para.3.16 and 3.17 of supporting information, page 16.

\* Benefits – see briefing in Appendix 1, page 25.

### 3. Recommendations

3.1. Members are recommended to:

- Review the first quarter performance results and instigate necessary action (***para.2.5 above and paras 3.14 to 3.18 within the supporting information***).

- Review the position on the key Corporate Risks (*para.4, page 23 of the supporting information and Appendix 3, page 44*).
- Congratulate those areas demonstrating continuous improvement in performance (*para.2.1 above and para.1.1, page 4 of the supporting information*).
- Consider the need for any special report(s) on particular areas of performance concern.

#### 4. Legal Implications

4.1. There are no direct legal implications (A.J.Cross, Head of Litigation).

#### 5. Financial Implications

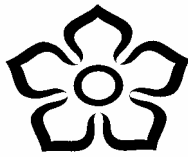
5.1. There are no direct financial implications arising from this report. It should be noted, however, that in areas where performance needs to be improved there may be a requirement for some additional funding, or to realign budgets to reflect priorities. Any proposals for funding growth should be included in the relevant department's departmental revenue strategy - 2007/08. (Andy Morley, Chief Accountant, Resources).

#### 6. Report Authors

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#### DECISION STATUS

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



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**Corporate Performance – First Quarter 2006/07**

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**Report of the Chief Executive**

**SUPPORTING INFORMATION**

**Report**

**1. Areas of improved performance**

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

**Environment**

1.2. BV109a – Major planning applications. Performance has increased from 42.3% to 57.7% and is just below the threshold. If the trend continues this BV is expected to be above the threshold in the second quarter.

**Housing**

1.3. LCHS 14 (Ex BV72) – Urgent repairs in time. Performance is at 99.6%.

**Benefits**

1.4. PM4 - % of rent allowance claims paid on time or within seven days of decision being made. Performance has increased from 58% to 77.3%.

**Children and Young People**

1.5. BV 43b - This PI has improved year upon year and in comparison to other authorities, it is currently in the top quartile. Improvements have been achieved by adjusting monitoring systems and the more effective use of software applications.

**Adult and Community Services**

1.6. PAF D54 - 91% of items of equipment and adaptations are delivered within seven working days, which indicates a continued improvement in performance.

1.7. Numbers of older people aged 65 and over admitted on a permanent basis (55) into Residential or Nursing Care have shown a significant *decrease* in the first quarter. Performance is on track to meet or potentially be less than the target set of 292 dependent on winter pressures (not a key PI).

## 2. Corporate indicators performance

2.1. Performance of Corporate Plan indicators shows that:

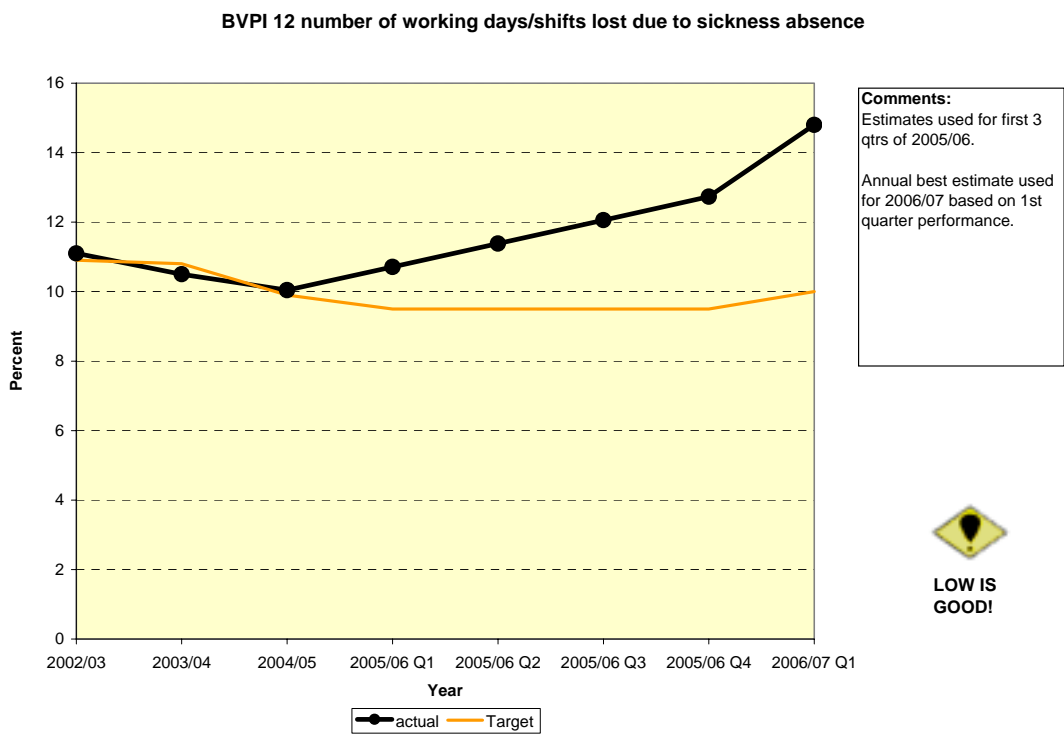
- 43.2% are on track/exceeding their target (last quarter 71.1%).
- 56.8% are below target (last quarter 28.9%).
- All PIs have targets (same as last quarter).
- No indicators have missing data (last quarter 0%).

The departmental breakdown is shown in the table below:

Department	Number of BVPIs	On Track/ Exceeding Target	Below Target	No Target Set	Missing Data
Resources	6	66.7%	33.3%	0	0%
C&YP Sers	12	50%	50%	0	0%
Adult & Comm.Sers	10	30%	70%	0	0%
Housing	5	20%	80%	0	0%
R & C	4	50	50%	0	0%
<b>Total</b>	<b>37</b>	<b>43.2%</b>	<b>56.8%</b>	<b>0</b>	<b>0%</b>

2.2. The full list of corporate PI's are shown in **Table 2 of Appendix 2, page 36**. For each PI there is an indication of whether it is also a CPA PI, its trend, any comments and whether it needs attention.

2.3. The PI for sickness (**BVPI 12**) shows a marked deterioration at an annual equivalent of 14.7 days absence per employee and is above the required target, and so has been identified as a PI requiring attention. Figures produced from the new Resource Link system are subject to verification at the time of writing this report. See chart below:



2.4. It must be noted that many of the key/corporate PIs were very close to achieving their targets during the quarter, and the performance situation over future quarters could easily change for the better.

### 3. Managing CPA performance - 2007

#### Performance issues

3.1. 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.

3.2. The full list of the Housing, Environment, Culture, and Benefits Service Block PIs for CPA 2006 are presented in **Table 1 of Appendix 2, page 27**. For each PI there is a description of its CPA score, its trend, and any additional commentary.

3.3. Applying the above criteria establishes that the following CPA performance indicators require attention:

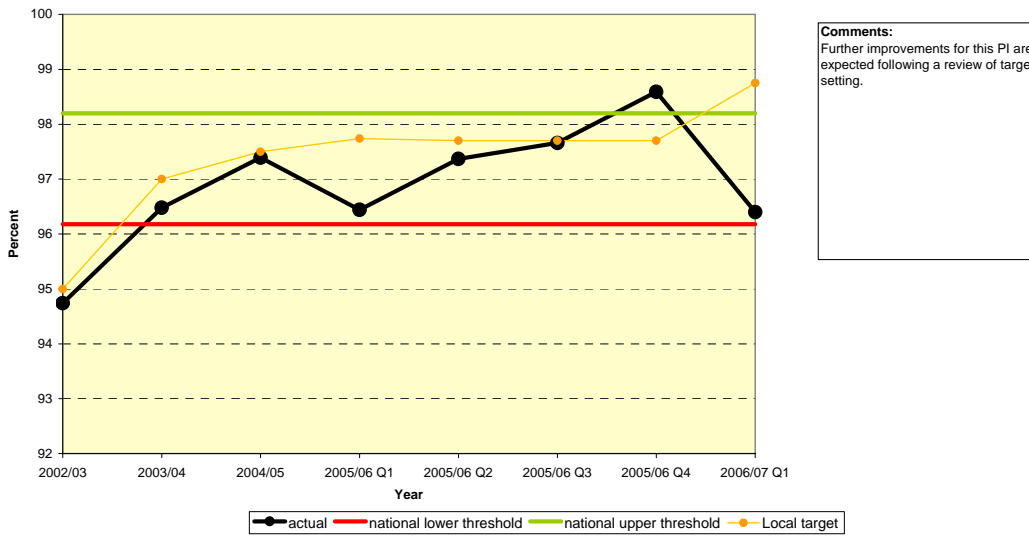
#### HOUSING

##### **BV66a: % of rent collected**

3.4. This is currently positioned just above the bottom threshold but experience from previous years shows that rent collection rates steadily increase over the year, particularly when the two 'rent free' weeks over Christmas are included in the calculation.

3.5. Rent collection rates for 2005/06 displayed a similarly slow start, but by the end of the year, a top threshold performance was achieved. A similar pattern of performance is expected for 2006/07.

**BV66a Local authority rent collection and arrears: proportion of rent collected**



**BV183a: average length of stay in Bed & Breakfast (B&B) accommodation**

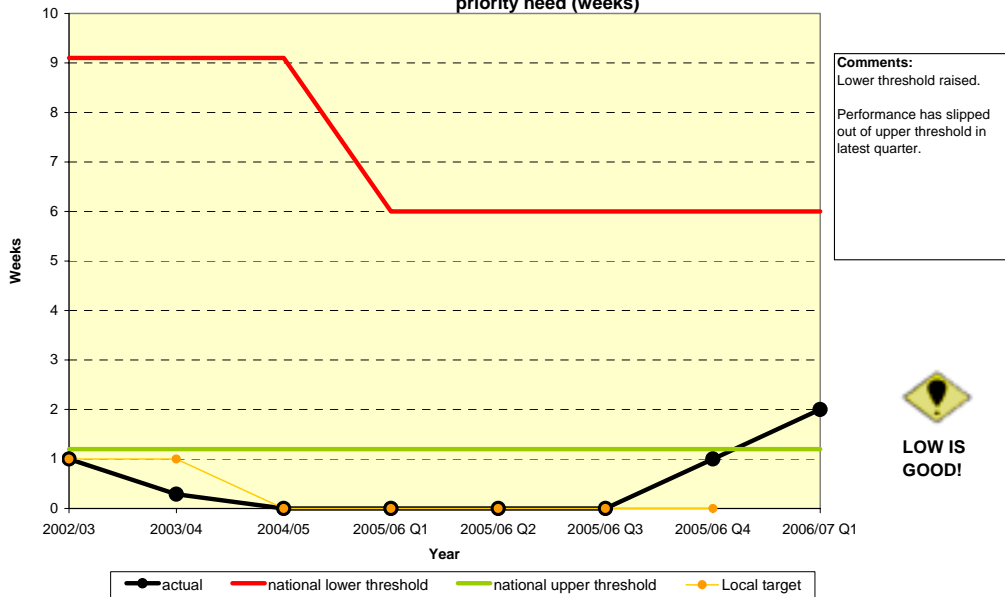
3.6. During the quarter there have been eleven families to whom a full homeless duty has been discharged and who have been accommodated for a period of time in B&B accommodation. The average length of stay for these families was just over 1.5 weeks but sufficient to move this indicator out of the top threshold.

3.7. The lack of suitable accommodation in the city mean that people are staying in hostels for longer periods. As a result hostels are operating with full occupancy levels and there are times when there is no alternative but to use B&B accommodation. Although this is always done as a last alternative, if the current situation persists there will be little chance of this PI regaining its top threshold position.

3.8. The Housing Department is looking urgently at creating alternatives to B&B.



**BV183a The average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant women and which are unintentionally homeless and in priority need (weeks)**

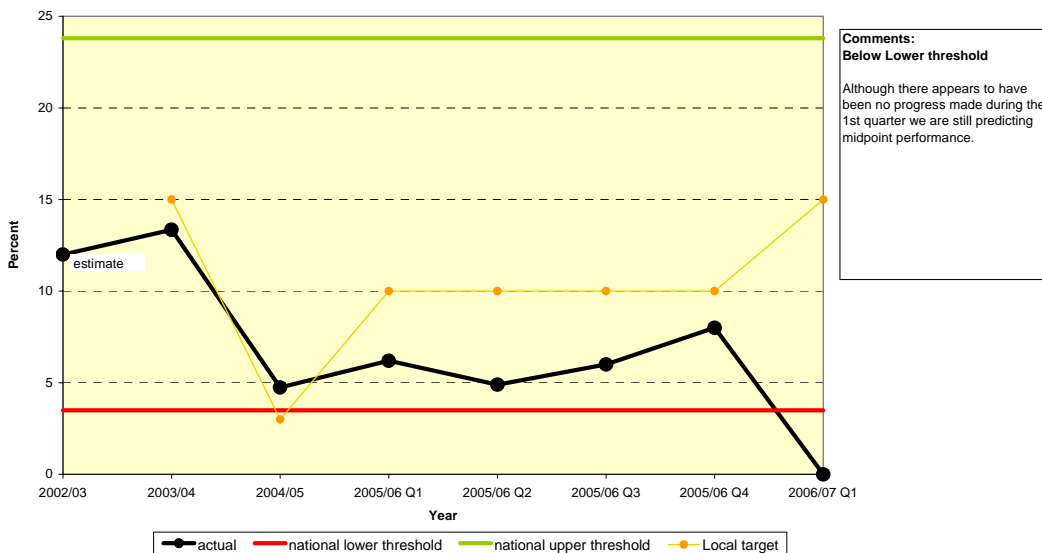


**BV184b: % change in proportion of non-decent homes**

3.9. First quarter performance would appear to show that no progress has been made towards achieving the Decent Homes standard for all council owned dwellings. However, this is not the case, as the replacement kitchens and bathrooms programmes are both fully operational.

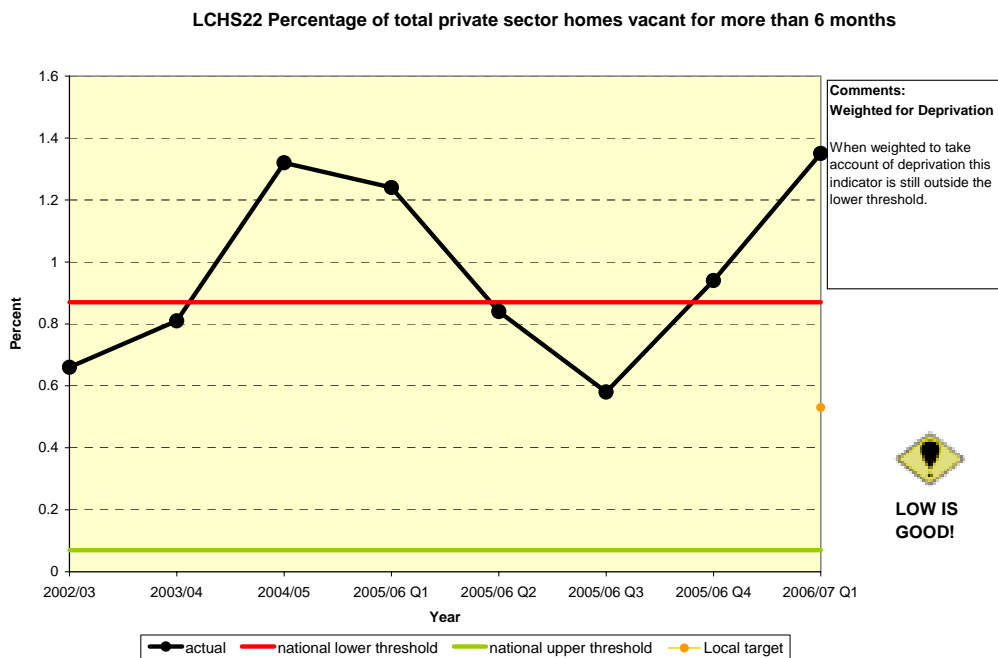
3.10. The property maintenance database that records all these improvement works is being upgraded and works carried out in the first three months of the year have not yet been entered onto the new database. This situation will be rectified by the end of the second quarter and this indicator will move out of the bottom threshold.

**BV184b The percentage change in proportion of non-decent LA homes between previous and present years**



## LHCS 22: % of total private sector homes vacant for more than 6 months

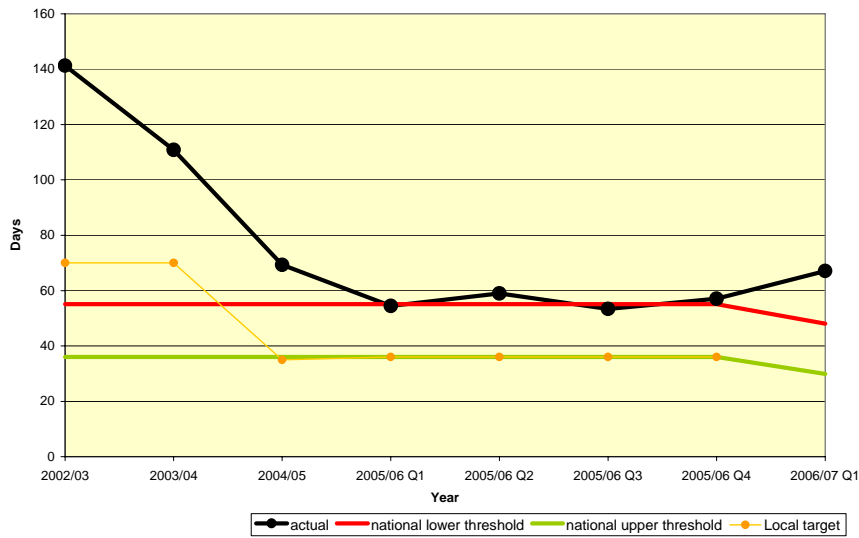
3.11. Local Area Agreement targets for 2006/07 has been set to bring back into use 120 properties that have been empty for more than six months. This means that at the current rate of achievement (45 properties in the first quarter) this target should be easily attainable, and after deprivation weighting, should move the indicator out of the bottom threshold. However, as fast as empty properties are returned to use, the amount of new building and conversions keeps the number of empty properties at a fairly constant level, meaning that progress with this indicator can be difficult to attain. This point was made to the Government during the recent CPA consultation period.



## Benefits

3.12. The Corporate Director of Housing has provided an explanation of the overall performance position of the Benefits service and this is contained in **Appendix One (page 25)**. Detailed explanations for individual PIs are therefore not provided.

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

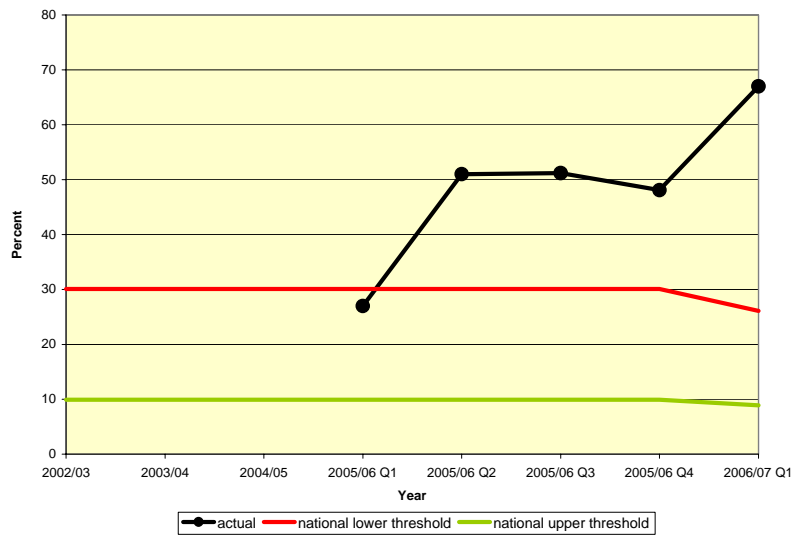


Comments:  
BELOW LOWER THRESHOLD



LOW IS GOOD!

PM2 - % of new claims outstanding over 50 days

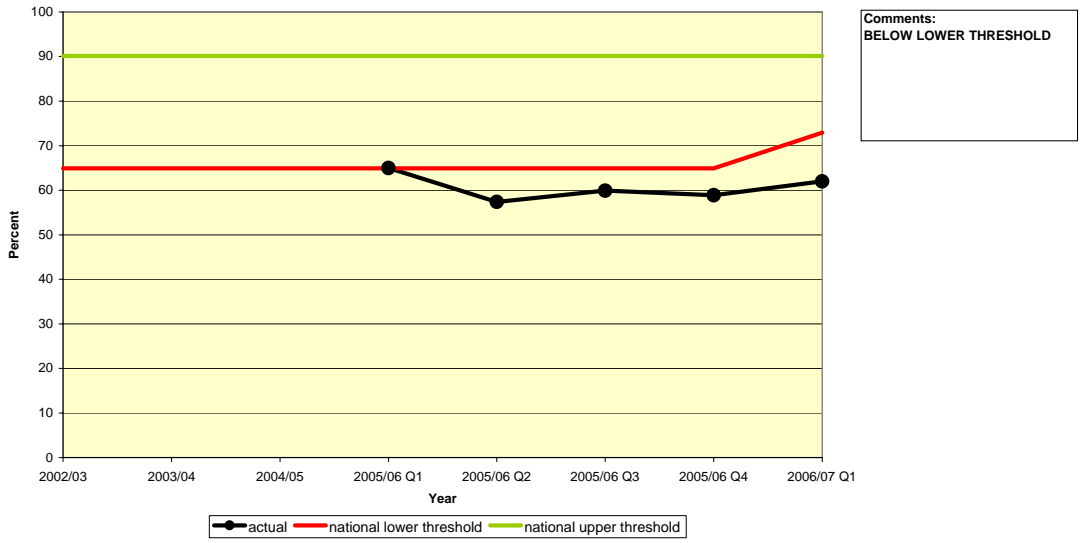


Comments:  
BELOW LOWER THRESHOLD

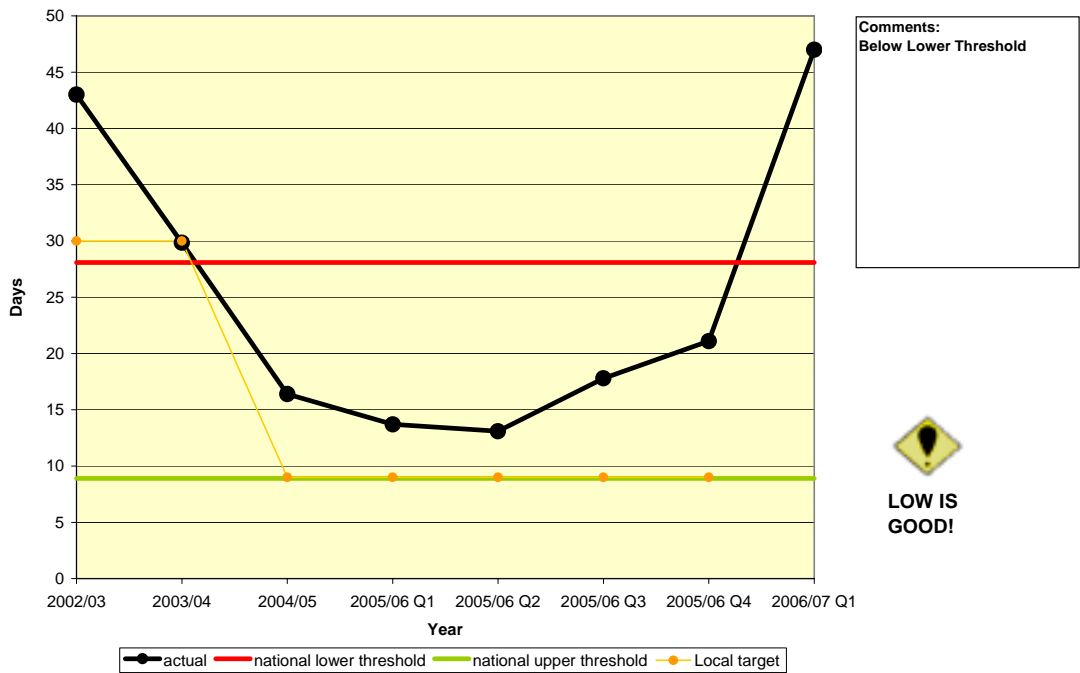


LOW IS GOOD!

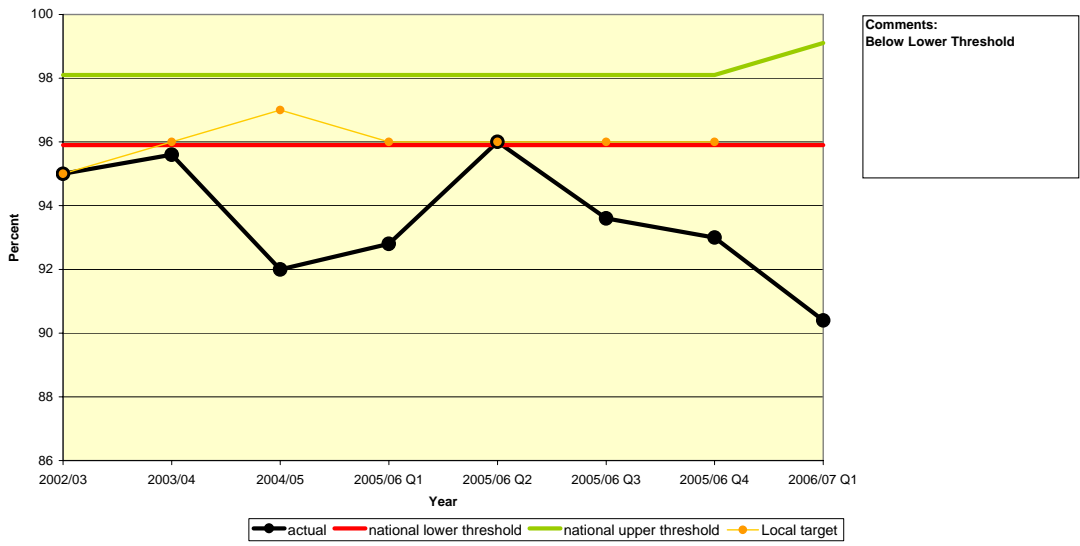
PM3 - % of new claims decided within 14 days of receiving all information



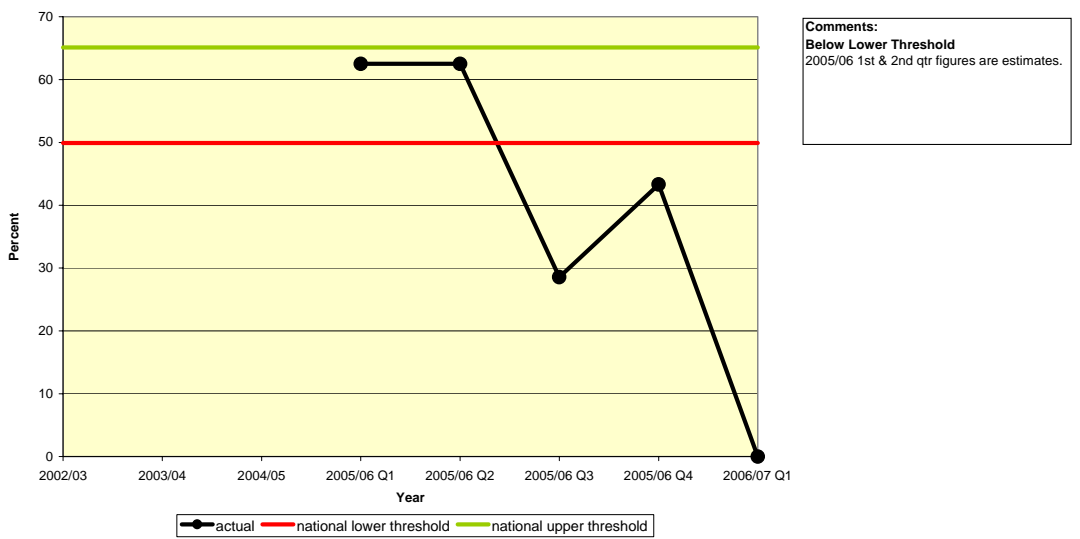
PM5 (BV78b) - Average time taken to make a full decision on a change of circumstances (days)



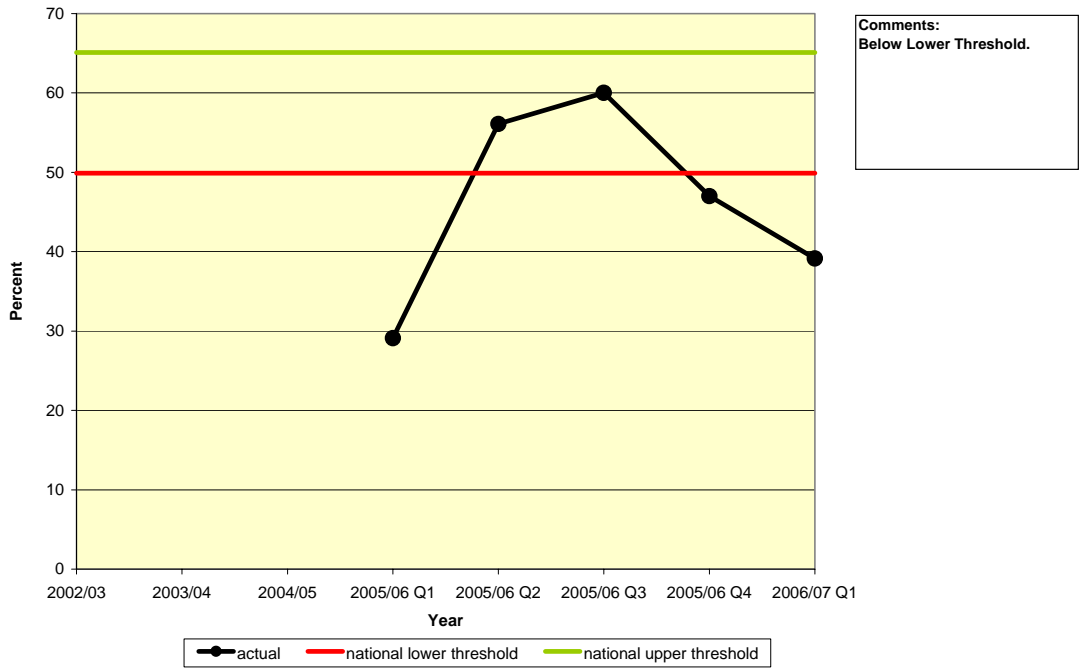
**PM6 (BV79a) - % of cases for which the calculation of the amount of benefit due is correct**



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



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



### CPA Service block 2007 projections:

- 3.13. To calculate the projected 2006/07 service block CPA scores we used the following criteria:
- Based the Corporate Assessment score on the last assessment, which was in 2002 (next one is 2007/08).
  - 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.
  - The Benefits service block was scored using the Benefit Fraud Inspectorate's Benefit Performance Standards.
  - PI performance for the Housing, Environment and Culture service blocks was analysed using the latest Audit Commission Service Assessment Framework (July 2006) as shown in the following table:

**CPA Scoring: Audit Commission Service Assessment Framework\***

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

\* *Details of other key changes between the consultation guidance and final guidance are shown in **Appendix 4, page 47**.*

- 3.14. The Corporate Director for Adult and Community Services reports that the service is currently subject to its annual performance assessment by the Commission for Social Care Inspectorate (CSCI). The first informal feedback is not due until early September. The score for this service block is therefore forecast between level 2 and 3 until there is greater certainty on the annual performance assessment. An update to this will be possible in the next quarterly report.

- 3.15. The Corporate Director for Children & Young People reports that the service has completed a self-assessment process through which it assessed itself as level 3 (on a four point scale with four being excellent). Although the annual APA meeting with inspectors went well, it cannot be confirmed whether they have formally agreed this judgement at present. A rating from Ofsted/CSCI will be received in the Department later in the year following national moderation.
- 3.16. The Corporate Director of Housing states that the overall Housing score has been adversely affected by poor performance in the above PI's. The department is confident however that performance will improve as the year progresses.
- 3.17. When making CPA final score forecasts, it should be remembered that threshold data is still not known for nine new Housing indicators. To maintain a score of 3 the department would have to show top threshold performance in at least three of the new PIs. This threshold information is not likely to be available until the end of the third quarter at the very earliest.



### Level One Service Block - Use of Resources

<b>Use of Resources CPA Score</b>	<b>3</b>
Financial Reporting	3
Financial management	3
Financial Standing	3
Internal Control	2/3
Value for Money	2/3

**Comments:**

Use of Resources CPA self-assessment completed by Internal Audit.

### Level One Service Block - Children & Young People

**Children & Young People CPA Score** 3

**Comments:**

The Department has completed a self-assessment process through which it assessed itself as level 3.

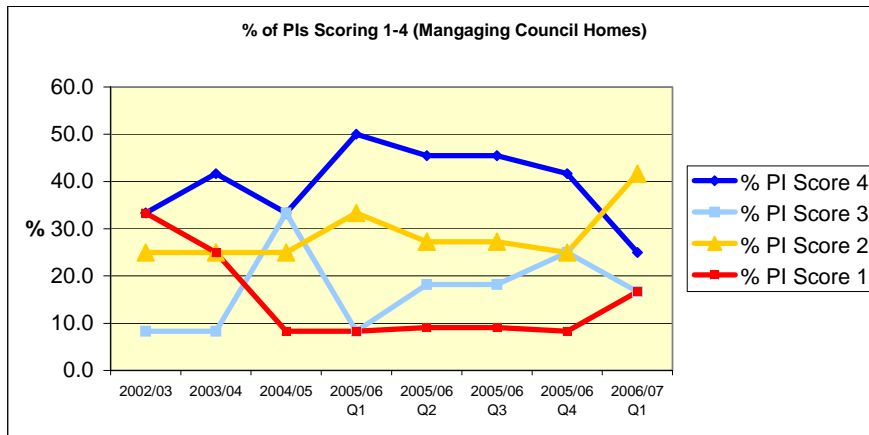
### Level One Service Block - Social Care (Adults)

**Social Care (Adults) CPA Score** 2/3

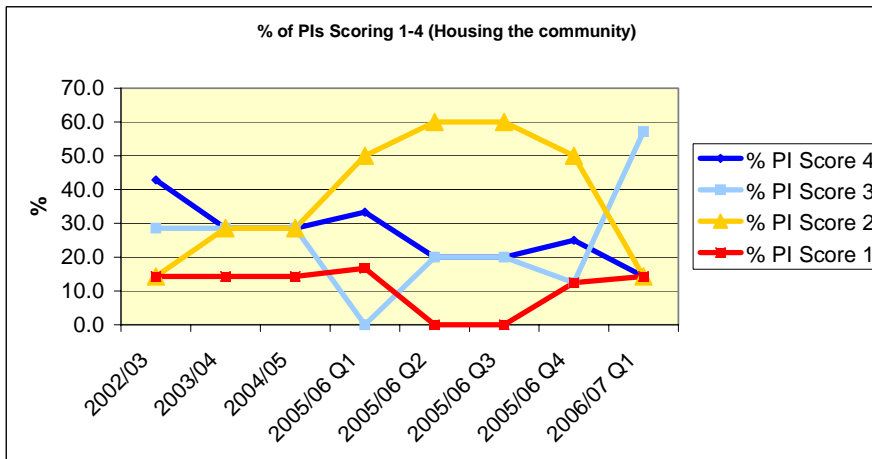
**Comments:**

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

### Level Two Service Block - Housing



	2002/03	2003/04	2004/05	2005/06 Q1	2005/06 Q2	2005/06 Q3	2005/06 Q4	2006/07 Q1
% PI Score 4	33.3	41.7	33.3	50.0	45.5	45.5	41.7	25.0
% PI Score 3	8.3	8.3	33.3	8.3	18.2	18.2	25.0	16.7
% PI Score 2	25.0	25.0	25.0	33.3	27.3	27.3	25.0	41.7
% PI Score 1	33.3	25.0	8.3	8.3	9.1	9.1	8.3	16.7



	2002/03	2003/04	2004/05	2005/06 Q1	2005/06 Q2	2005/06 Q3	2005/06 Q4	2006/07 Q1
% PI Score 4	42.9	28.6	28.6	33.3	20.0	20.0	25.0	14.3
% PI Score 3	28.6	28.6	28.6	0.0	20.0	20.0	12.5	57.1
% PI Score 2	14.3	28.6	28.6	50.0	60.0	60.0	50.0	14.3
% PI Score 1	14.3	14.3	14.3	16.7	0.0	0.0	12.5	14.3

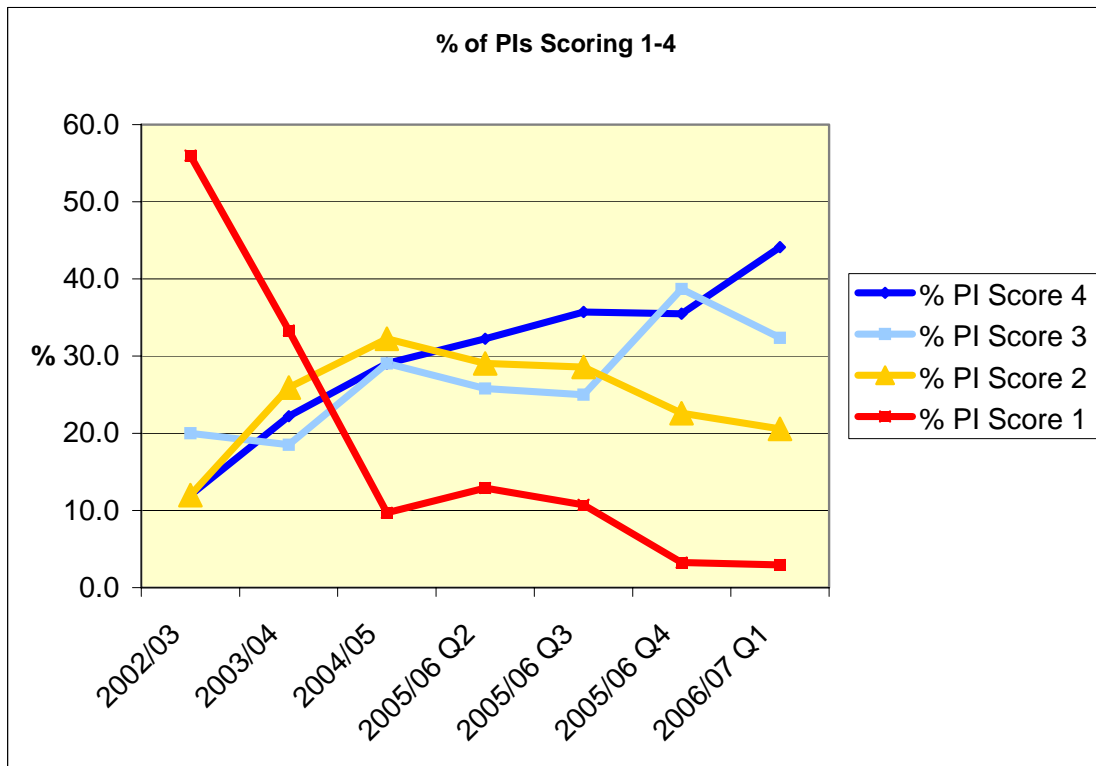
#### Comments:

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.

#### Scoring Analysis 2006/07 Q1

		(Maximum score)
Supporting People inspection	3	4
<b>Housing the community inspection score</b>	<b>0.45</b>	<b>0.60</b>
Housing management inspection	3	4
<b>Managing Council housing inspection score</b>	<b>0.45</b>	<b>0.6</b>
<b>Weighted Inspection Score</b>	<b>0.90</b>	<b>1.20</b>
Housing the community PI score	0.70	1.4
Managing council housing PI score	0.70	1.4
<b>Weighted PI Score</b>	<b>1.40</b>	<b>2.80</b>
<b>Housing CPA Score</b>	<b>2</b>	<b>4</b>

## Level Two Service Block - Environment



	2002/03	2003/04	2004/05	2005/06 Q2	2005/06 Q3	2005/06 Q4	2006/07 Q1
% PI Score 4	12.0	22.2	29.0	32.3	35.7	35.5	44.1
% PI Score 3	20.0	18.5	29.0	25.8	25.0	38.7	32.4
% PI Score 2	12.0	25.9	32.3	29.0	28.6	22.6	20.6
% PI Score 1	56.0	33.3	9.7	12.9	10.7	3.2	2.9

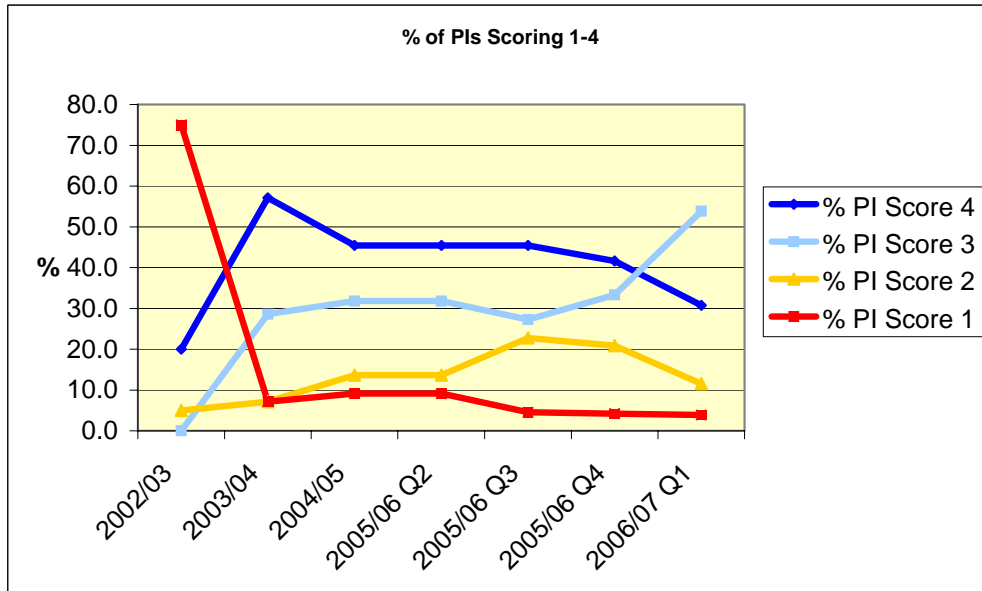
CPA Scoring Analysis 2006/07 Q1		(Maximum Score)
Environmental Services Inspection	2	4
Weighted Inspection Score <sup>1</sup>	0.21	0.42
Weighted PI Score	2.685	3.58
<b>Total Score</b>	<b>2.895</b>	<b>4</b>
<b>Environment CPA Score</b>	<b>3</b>	<b>4</b>

**Comments:**

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

<sup>1</sup>Only inspections published in January 2004 or later contribute to the overall service score. Therefore, Leicester's waste inspection will contribute to the overall score.

## Level Two Service Block - Culture



	2002/03	2003/04	2004/05	2005/06 Q2	2005/06 Q3	2005/06 Q4	2006/07 Q1
% PI Score 4	20.0	57.1	45.5	45.5	45.5	41.7	30.8
% PI Score 3	0.0	28.6	31.8	31.8	27.3	33.3	53.8
% PI Score 2	5.0	7.1	13.6	13.6	22.7	20.8	11.5
% PI Score 1	75.0	7.1	9.1	9.1	4.5	4.2	3.8

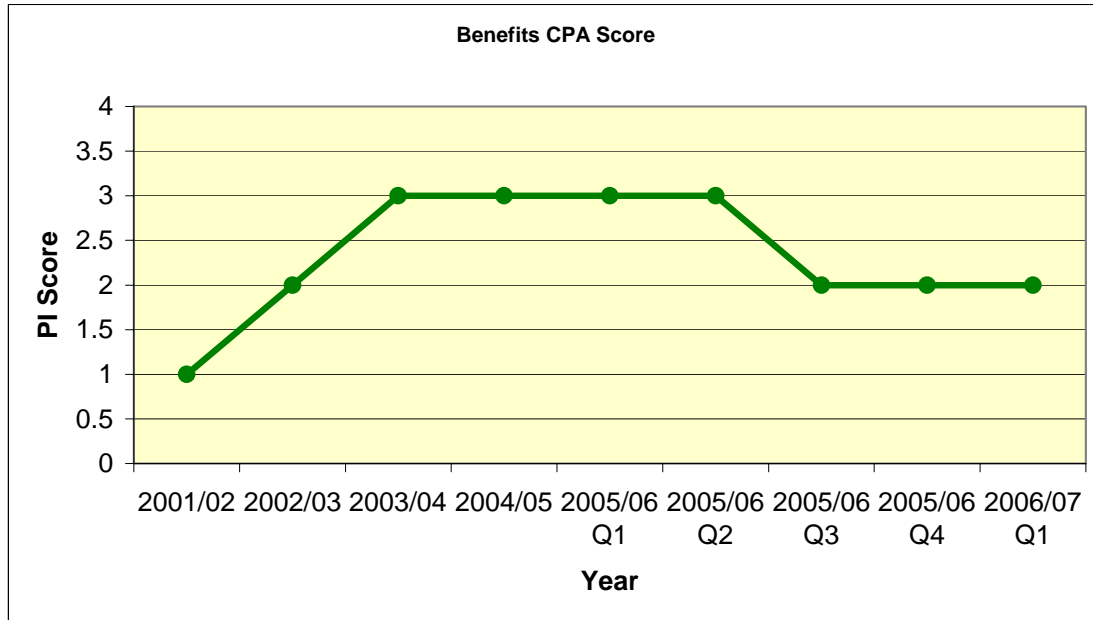
<b>Scoring Analysis 2006/07 Q1</b>	<b>(Maximum Score)</b>	
Average Inspection score <sup>1</sup>	n/a	n/a
PI Score	3	4
<b>Culture CPA Score</b>	<b>3</b>	<b>4</b>

**Comments:**

Data not available for first quarter of 2005/06.

<sup>1</sup>Only inspections published in January 2004 or later contribute to the overall service score. Therefore Leicester's score will be based entirely on Performance Indicators.

## Level Two Service Block - Benefits



	2001/02	2002/03	2003/04	2004/05	2005/06 Q1	2005/06 Q2	2005/06 Q3	2005/06 Q4	2006/07 Q1
BFI* CPA Score	1	2	3	3	3	3	2	2	2

\* Benefits Fraud Inspectorate

### Scoring Analysis 2006/07 Q1

Claims administration	1
Security	4
User Focus	1
Resource Management	4
<b>Benefits CPA Score:</b>	<b>2</b>

### Comments:

See Appendix One for commentary of the Corporate Director of Housing.

## Service Block Summary

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

<b>CPA 2007 Assessment Ready Reckoner - The Harder Test</b>			
<b>Level One</b>			
<b>Use of Resources</b>	<b>3</b>	<b>Children &amp; Young People</b>	<b>3</b>
Financial Reporting	3		
Financial management	3		
Financial Standing	3		
Internal Control	2/3		
Value for Money	2/3		
		<b>Social Care (adults)</b>	<b>2/3</b>
<b>Level Two</b>			
<b>Housing</b>	<b>2</b>	<b>Environment</b>	<b>3</b>
Supporting People inspection	3	Environmental Services Inspection	2
Housing community inspection score	0.45	<b>Weighted Inspection Score</b>	<b>0.21</b>
Housing management inspection	3	<b>Weighted PI Score</b>	<b>2.685</b>
Managing Council Housing inspection score	0.45		
<b>Weighted Inspection Score</b>	<b>0.90</b>		
Housing the community PI score	0.70		
Managing council housing PI score	0.70		
<b>Weighted PI Score</b>	<b>1.40</b>		
<b>Culture</b>	<b>3</b>	<b>Benefits</b>	<b>2</b>
<b>PI Score</b>	<b>3</b>	Claims administration	1
		Security	4
		User Focus	1
		Resource Management	4
<b>Corporate Assessment</b>		<b>3</b>	
<b>Overall CPA Performance</b>		<b>See Notes below*</b>	

\*The overall CPA performance will be calculated in the next quarter when the projections are based upon more robust data.

## 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, page 44**. 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. Where there is a \* indicates that the Current (Residual) Inherent Risk Assessment shown for these risks has been assumed to be unchanged from that previously reported as no updated information was received. This means that no assurance can be taken on the continued effectiveness of controls used to manage the relevant risks.

4.4. Members are asked to note that the status of the key corporate risks for the first quarter shows an interim picture of results, pending the current review of the Risk Register. The second quarter report will indicate progress stemming from the review.

## 5. Conclusion

5.1. 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. Particular attention needs to be applied to improving performance in the Housing and Benefits Service Blocks.

## 6. Legal Implications

6.1. There are no direct legal implications (A.J.Cross, Head of Litigation).

## 7. Financial Implications

7.1. There are no direct financial implications arising from this report. It should be noted, however, that in areas where performance needs to be improved there may be a requirement for some additional funding, or to realign budgets to reflect priorities. Any proposals for funding growth should be included in the relevant department's departmental revenue strategy (2007/08). (Andy Morley, Chief Accountant, Resources).

## 8. Other Implications

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

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

## 9. Background Papers – Local Government Act 1972

9.1. Audit Commission National Data ([www.audit-commission.gov.uk/cpa](http://www.audit-commission.gov.uk/cpa))  
Data from Leicester's Performance Management System

## 10. Consultations

Strategic Resources Group (15/8/2006)  
Performance Management Group (16/8/2006)  
Corporate Directors Board (22/8/06)  
Corporate Directors Board (5/9/06)

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### Benefits Service – CPA Progress Update

Members will be aware that the Benefits Service dropped from its Level 3 CPA status due to major IT system problems following the implementation of an enhanced workflow product in December 2005. It was always envisaged that performance would be affected during quarter 3 (Oct. to Dec. 2005) due to the implementation of the new system and the training of over 200 members of staff, with performance being regained during quarter 4 (Jan. to March 2006). However, the system suffered constant 'downtime' and performance problems, which culminated in the software supplier ending the agreement to complete any further enhancements or to support the system beyond the 30<sup>th</sup> June 2006.

The Benefits Service is in the process of procuring the IBS workflow system, which is due to go live at the end of September 2006. In the mean time a third party software supplier is supporting the existing system, but are not able to complete the necessary enhancements or to support the system long term. Although, the system has been stabilised and the amount of 'downtime' has been minimised, staff are still having to use complex 'work a rounds' to complete certain tasks, which is adding to the time taken to process HB/CTB claims.

The Benefits Service has engaged HBS, which is an off site company specialising in processing HB/CTB claims to assist with clearing some of the outstanding claims. HBS started on the 24<sup>th</sup> July 2006 and are due to complete their allotted work by the 29<sup>th</sup> September 2006. At this time it is not possible to fund an extension to the contract, due to the cost implications. However, the Benefits Service is still awaiting for the outcome (due August 2006) of a Department for Work & Pensions (DWP) Performance Standards bid to cover the cost of procuring the new system and to assist with extra resources. Initial feedback from the DWP suggests that they are likely to give favourable consideration to the bid, due to the unfortunate circumstances surrounding the current workflow IT failure.

Whilst the workflow IT system failure has been the largest contributory factor for a reduction in the Benefits CPA rating, there are also other operational issues that have also had an impact on the overall service performance. This includes:

- Ongoing recruitment and retention problems - a third of all processing staff have been with the Benefits Service less than 8 months. A further 12 new officers started on the 10<sup>th</sup> July 2006. Whilst this is a national problem the Benefits Service has introduced new initiatives to encourage staff to remain with LCC, including home working. However, it takes up to 4 years to train an officer to assess the most complex cases, and the lack of staff with this ability will continue to impact on the service until the situation stabilises and there is a period of consolidation.



- On going training requirements to train new recruits and keep existing staff updated on the 40/50 legislation changes faced by the service per year, means that staff are continuously taken away from their duties to train on the changes, again impacting on the level of process work.
- The Service is currently supporting 3 separate operational sites with a staffing structure that is designed to support one location. The reception areas at both Phoenix & Welford House are due to be relocated to Wellington House at the end of August 2006, which should resolve the situation.
- The amount of customers claiming HB/CTB has increased by 27% over the last 3 years. However, staffing resources have not increased and have actually decreased to comply with efficiency savings.



Whilst, every effort will be made to ensure the Benefits Service returns to its Level 3 CPA status by 2007, the Service cannot operate effectively without the new IBS workflow system, which is not due to go live until the end of Quarter 2.





However, Quarter 1 (April to June 2006) shows the Service has maintained a Level 2 CPA rating. As the funding for extra resources to fund the new system and clear the outstanding work is still not known at this time (outcome of bid not known until August), it is not possible to confirm with any certainty that the Benefits Service will be able to recover its performance enough during Quarter 3 & 4 to raise the CPA to a Level 3.

The Corporate Director of Housing  
August 2006

Table 1: CPA Service Assessment Framework Performance Indicators 2006/07 (1<sup>st</sup> Quarter)

Key:  Improvement in Performance       Decline in Performance

 No change – Good Performance       No change – Poor Performance

Performance Indicator	CPA Score	Trend	CPA PI for attention <sup>1</sup>
<b>Benefits</b>			
PM1 (BV78a) Average time taken to make a full decision on new claims (days)	1		YES
Internal processes were changed in January 2006 to speed up processing times – Teams were made type of work specific (New Claims or Change of Circumstances) and a fast desk introduced so that customers who provided full details would have their work processed within 1 working day. The Qtr 4 2005 figure was an average of 61.8 days whereas Qtr 1 2006 is 67.1 days. Early indications suggest that this indicator should improve during qtr 2.			
PM2 % of new claims outstanding over 50 days	1		YES
Reports are now being produced to identify cases outstanding over 50 days and these are being worked upon as a matter of priority. The qtr 4 2005 return was an average of 57.5% of claims were outstanding over 50 days but this had increased to 67% by the end of qtr 1 2006. The change in working practises should make this indicator improve during qtr 2.			
PM3 % of new claims decided within 14 days of receiving all information	1		YES
When compared to qtr 4 2005 (53.6% decided in 14 days) the performance for Q1 2006 (62%) has improved. However, the measure for this indicator became more severe in 2006 so that to achieve a level 2 rating more than 72% of cases have to be processed within 14 days rather than the 65% in 2005.			
PM4 % of rent allowance claims paid on time or within 7 days of decision being made	2		

<sup>1</sup> 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	CPA PI for attention <sup>1</sup>
When compared to qtr 4 2005 (67.8% paid in 7 days) the performance for qtr 1 2006 (77.3%) has improved. Performance in this indicator is likely to improve further following a change in the way payment runs are made. However, the measure for this indicator became more severe in 2006 so that to achieve a level 3 rating more than 83% of cases have to be paid within 7 days rather than more than 80% in 2005			
PM5 (BV78b) Average time taken to make a full decision on a change of circumstances (days)	1	↓	YES
The qtr 4 2005 figure was an average of 39.8 days compared to 47 days for the 1 <sup>st</sup> qtr 2006. This indicator will improve during the course of the year.			
PM6 (BV79a) % of cases for which the calculation of the amount of benefit due is correct	1	↓	YES
This information is collected quarterly and the % correct increased from 89.6% in qtr 4 of 2005 to 90.4% in qtr 1 2006			
PM10 % of interventions when review action commenced in last quarter against annual target	4	↑	
Quarterly targets continue to be exceeded			
PM11 % of data matches resolved within 2 months	4	↔	
Targets continue to be achieved			
PM12 % of visits carried out against the annual target	4	↑	
Quarterly targets continue to be exceeded			
PM17 % of applications for reconsideration/ revision actioned and notified within 4 weeks	1	↓	YES
This indicator relies on manual records being maintained. New software has been obtained that will enable the system to correctly monitor this type of change and produce the appropriate reporting information			
PM18 % of appeals submitted to Appeals Service in 4 weeks	1	↓	YES
This indicator fell (49.1% for qtr 4 2005 to 39.1% for qtr 1 2006) as a result of the failure of the DIP system. A significant number of appeals were identified late so that they were not processed within the initial 28-day time slot. However they were cleared within 3 months – see PM19			
PM19 % of appeals submitted to the Appeals Service including those in PM18 in 3 months	4	↑	
Performance in qtr 4 2005 was 77.4% but rose to 95.65% by the end of qtr 1 2006.			
Culture			
BV178: % of footpaths and other rights of way easy to use by members of the public	3	↑	

Performance Indicator	CPA Score	Trend	CPA PI for attention <sup>1</sup>
PI reports annually. Adequate funding is allocated . The works are being identified. The performance indicator result will be available in March 2007.			
PLSS1: Proportion of households living within a specified distance of a static library	3	↔	
PLSS2: Aggregate scheduled opening hours per 1,000 pop for all libraries	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	↑	
Percent of population that are within 20 mins travel time (walking) of a range of three different sports facility types, of which one has achieved a specified quality assured standard New CPA indicator	3	-	
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 NEW CPA INDICATOR	1	-	
% of adults participating in at least 30 mins moderate intensity sport and active recreation on three or more days a week NEW CPA INDICATOR (thresholds awaited from Audit Commission)	-	-	
% of population volunteering in sport and active recreation for at least one hour per week NEW CPA INDICATOR (thresholds awaited from Audit Commission)	-	-	
BV119a: % of residents by targeted group satisfied with sports and leisure facilities (users)	3	↔	

<b>Performance Indicator</b>	<b>CPA Score</b>	<b>Trend</b>	<b>CPA PI for attention<sup>1</sup></b>
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	↑	
Stock turn - issues per 1,000 pop/books per 1,000 pop	3	↑	
Stock level per 1,000 pop	3	↔	
Museums accreditation (where applicable)	3	-	
<b>NEW CPA INDICATOR</b>			
Cost per visit (libraries)	3	↔	










Performance Indicator	CPA Score	Trend	CPA PI for attention <sup>1</sup>
<b>Environment</b>			
Progress with local transport plan	3	↑	
The provisional plan was assessed as "very promising." The full plan was submitted to the Dept. for Transport on 24/03/06 and its assessment result will be known in December 2006.			
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 - failure to exceed the lower threshold will limit the PI element for the service to a maximum score of 2.			
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 - failure to exceed the lower threshold will limit the PI element for the service to a maximum score of 2.			
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 - failure to exceed the lower threshold will limit the PI element for the service to a maximum score of 2.			
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. Further progress on this PI is dependant on a IT scanning system to be implemented succesfully. Also for a corporate issue to be resolved to provide the facility to pay on lines.			
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	↔	
NEW CPA INDICATOR			
BV91a: % of population resident in authority area served by a kerbside collection of recyclables.	3	↔	

Performance Indicator	CPA Score	Trend	CPA PI for attention <sup>1</sup>
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)			
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	↑	
The coarse visual inspection (CVI) surveys were completed in July 2006. The data will be available in September 2006, the PI result will be available in April 2007. The programme of works for 2006/7 is around 19% complete. It is predicted that this indicator will remain at the 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)	2	↑	



Performance Indicator	CPA Score	Trend	CPA PI for attention <sup>1</sup>
The detailed visual inspection (DVI) surveys are in progress and will be completed by December 2006. The PI result will be available in April 2007. The programme of works for 2006/7 is around 16% complete. It is predicted that this indicator will remain between lower and upper threshold.			
Intervention by the Secretary of State under Traffic Management Act powers	3	↔	
RULE-BASED PI - failure to exceed the lower threshold will limit the PI element for the service to a maximum score of 2.			
BV179: The percentage of land searches carried out in 10 working days	4	↑	
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	4	↑	






Performance Indicator	CPA Score	Trend	CPA PI for attention <sup>1</sup>
BV106: % of new homes built on previously developed land.	2	↓	
Long term target at least 60% of new housing to be built on B.S. by 2016 AMR -LDS. It's not really appropriate to judge performance on a quarterly basis as there will be fluctuations over the whole year			
BV63: Energy Efficiency - the average SAP rating of local authority owned dwellings	4	↑	
BV84: kg of household waste collected per head	4	↔	
<b>Housing</b>			
BV184a: The proportion of LA homes which were non-decent	2	↑	
This indicator is based on the situation at the beginning of each financial year. There is therefore no opportunity to improve our score until the start of 2007/08			
BV184b: % change in proportion of non-decent LA homes between previous and present years	1	↓	YES
<p><b>First quarter performance would appear to show that no progress has been made towards achieving the Decent Homes standard for all council owned dwellings.</b> However, this is not the case, as the key drivers towards achieving the DH standard, the replacement kitchens and bathrooms programmes, are both fully operational.</p> <p>Unfortunately, the property maintenance database that records all these improvement works is being upgraded and works carried out in the first 3 months of the year has not yet been entered onto the new database. This situation will be rectified by the end of the second quarter and this indicator will move out of the bottom threshold.</p>			
LCHS14: Urgent repairs in time	4	↑	
Over 99% of urgent repairs are carried out within prescribed Government timescales			
LCHS15: Average time for non-urgent repairs	2	↓	
Non-urgent repairs are always arranged at the convenience of the tenant meaning that we have little control over how quickly these repairs are carried out			
% of planned to responsive repairs funded from revenue expenditure	2	↓	
(NEW CPA INDICATOR)			




Performance Indicator	CPA Score	Trend	CPA PI for attention <sup>1</sup>
BV66a: Local authority rent collection and arrears: proportion of rent collected	2		YES
Collection rates always increase as the year progresses, particularly when the 2 'rent free' weeks over Xmas are included in the calculation. This indicator was in the top threshold for 2005/06 and we are confident of a similar level of achievement by the end of 2006/07			
LCHS10: Average re-let times	4		
Re-let times have risen marginally within the last quarter but performance remains well inside the top threshold			
BPSA E1: Average weekly management cost	3		
This indicator will always display a downward trend as the number of council owned dwellings reduces and inflationary pressures continue to be present			
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		
We are fully compliant but the CPA rules do not allow authorities to score a top threshold performance for this indicator			
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 PI). Fieldwork is underway and provisional results should be available for the 2 <sup>nd</sup> quarter CPA progress report			
BV75a: Satisfaction of tenants of council housing with opportunities for participation	1		
(Deprivation weighted PI). Fieldwork is underway and provisional results should be available for the 2 <sup>nd</sup> quarter CPA progress report			
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).	3		YES
<p><b>During the quarter there have been 11 families to whom a full homeless duty has been discharged and who have been</b> accommodated for a period of time in B&amp;B accommodation. The average length of stay for these families was just over 1.5 weeks but sufficient to move this indicator out of the top threshold.</p> <p>The lack of suitable accommodation in the city mean that people are staying in hostels for longer periods. As a result hostels are operating with full occupancy levels and there are times when there is no alternative but to use B&amp;B accommodation. Although this is always done as a last alternative, if the current situation persists there will be little chance of this PI regaining its top threshold position</p> <p>The Housing Department is looking urgently at creating alternatives to B&amp;B.</p>			
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)	3		

Performance Indicator	CPA Score	Trend	CPA PI for attention <sup>1</sup>
To achieve a top threshold score there would have to be zero usage of hostel accommodation.			
HIP E1: Repeat homelessness acceptances (%)	3	↑	
BV203: Percentage change in average number of families placed in temporary accommodation	4	-	
<b>NEW CPA INDICATOR</b>			
BV62: The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority.			
PI deleted for CPA 2007			
LCHS22: % of total private sector homes vacant for more than 6 months	1	↓	YES
There has been a considerable amount of new build in the city over the last couple of years. This, coupled with factory conversions, has created a high number of 'luxury' style properties that can remain empty for lengthy periods of time before finding a buyer.			
BV64: Number of private sector vacant properties returned to occupation or demolished as a result of local authority action	2	-	
(NEW CPA INDICATOR) There is an annual target to bring back into use 115 empty properties. This is on course to be met and there is little danger of this PI slipping into the lowest threshold			
BV175: % of racial incidents that resulted in further action	3	↔	





**Table 2: Key Corporate Plan Performance Indicators 2006/07**

Performance Indicator	CPA PI?	Trend	PI for Attention
<b>Resources</b>			
BV156: % of publicly accessible buildings that are DDA compliant		↑	








Performance Indicator	CPA PI?	Trend	PI for Attention
<p>Over the last three years the DDA Action programme has undertaken a significant number of improvement works which together with the additional improvements undertaken during refurbishments gives a positive increase in buildings accessible to and usable by disabled people. In each year the programme has either met or exceeded targets. In 2003/4 the figure was 50.5%, in 2004/5 it was 55.93%. From a figure of 65.5% at April 2006, the current position is now 68.6% against a target of 68%, forecast to rise to the new target of 71% by the end of the financial year which will keep the City Council in the top quartile performance. A new prioritisation methodology has been agreed and introduced which will help to continue the trend of ongoing improvement.</p>			
BV179: % of land searches carried out in 10 working days	Yes		
This target is now being met consistently .			
BV8: % of invoices paid within 30 days of receipt			
Continued vigilance is required to meet this target, which depends on good performance of all cost centre managers in the authority. There is usually one department lagging behind the rest of the authority.			
BV12: Average number of days lost due to sickness absence per employee			YES
An Action Plan to improve performance has previously been agreed . The Corporate Director Housing will lead some good practice workshops based on improved performance within the Housing department. A report back of progress with data management and migration performance is due at the end of September.			
BV11b: % of top 5 % of earners from black and minority ethnic communities			
In top quartile			
BV11a: % of top 5 % of earners that are women			
In top quartile			
<b>Regeneration &amp; Culture</b>			

<b>Performance Indicator</b>	<b>CPA PI?</b>	<b>Trend</b>	<b>PI for Attention</b>
LCEN080: % of street lamps not working as planned			
BV215a: Rectification of street lighting faults	<b>Proposed CPA PI</b>		
No longer monitored as a key PI, is a proposed CPA 2007 PI			
BV199b: Proportion of relevant land and highways from which unacceptable levels of graffiti are visible	<b>Proposed CPA PI</b>		
No longer monitored as a key PI, is a proposed CPA 2007 PI			
BV199c: Proportion of relevant land and highways from which unacceptable levels of fly posting are visible	<b>Proposed CPA PI</b>		
No longer monitored as a key PI, is a proposed CPA 2007 PI			
BV199d: Reduction in total number of incidents and increase in total number of enforcement actions taken to deal with fly-tipping	<b>Proposed CPA PI</b>		
No longer monitored as a key PI, is a proposed CPA 2007 PI			
BV218a: % of abandoned vehicles removed within 24 hours	<b>Proposed CPA PI</b>		
No longer monitored as a key PI. Is a proposed CPA 2007 PI			
LCEN26a: Number of collections missed per 100,000 collections of household waste due to contractor			
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			

Performance Indicator	CPA PI?	Trend	PI for Attention
<b>Housing</b>			
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	↓	
BV78a: Average time for processing new claims (days)	Yes	↓	
BV9: Percentage of council tax collected		↑	
In the Qtr 1 of 2005 27.43% of the in year Council Tax was collected. For Qtr 1 of 2006, 27.99% had been collected, just over 0.5% more. The increase in collection is being maintained in Qtr 2 and, at present, are on target to achieve a 95% in year collect rate.			
<b>Children &amp; Young Peoples Services</b>			
BV43a - % of proposed SEN statements prepared within 18 weeks excluding SEN exceptions		↔	

Performance Indicator	CPA PI?	Trend	PI for Attention
<p>This BVPI measure looks at the percentage of Special Educational Needs (SEN) Statements prepared within 18 weeks, including and excluding exceptions under the SEN code of practice. A SEN statement is one that describes a child's learning difficulties and how they are to be addressed. This is the result of a Statutory Assessment that indicates a child needs extra educational provision that cannot be provided within normal school resources.</p> <p>The PI continues to improve year upon year and when compared to other authorities. Both 43 (a) and (b) are on course to meet their targets for 06/07.</p>			
BV43b - % of proposed SEN statements prepared within 18 weeks including SEN exceptions			
See above commentary.			
Ofsted Form 4: PI 49a % of schools in special measures			
<p>This indicator is based on Ofsted Inspections of schools. Schools that are assessed as performing poorly fall into 2 categories: schools requiring special measures and schools requiring notice to improve. Schools require special measures when they are failing to give learners an acceptable standard of education, and when the persons responsible for leading, managing or governing the school are not demonstrating the capacity to secure the necessary improvement. Schools require notice to improve if they are performing significantly less well than they might in all circumstances reasonably be expected to perform, but have demonstrated the capacity to improve. Recent years have seen a dramatic fall in the number of schools in special measures - from 32 to 0. In addition, a great deal of work has gone into ensuring no further schools become categorised as requiring special measures.</p>			
LCED 1 - permanent exclusions, primary schools (per 1,000)			
<p>Exclusions data forms part of the APA dataset. The data shows the number of pupils permanently excluded in each term and is broken down into number of exclusion at primary level, secondary level and then special schools. Primary school exclusions have been falling for the last 5 years, but performance at secondary level and in special schools has been erratic. However, this year's annual out-turn is set to show an improvement at all 3 levels. This data is provided termly and as such there is no return for the first quarter of the fiscal year.</p>			
LCED 2 - permanent exclusions, secondary schools (per 1,000)			
See commentary for LCED 1			



Performance Indicator	CPA PI?	Trend	PI for Attention
LCED 3 - permanent exclusions, special schools (per 1,000)			
See commentary for LCED 1			
BV 45 - All absences sec.schools (authorised/ unauthorised)			
Absence is measured as “% of half-days missed” both authorised and unauthorised at the Primary and Secondary school level. Rates of absence have been comparatively poor, although improving. Improvements have been sustained at Primary schools for over 3 years. The termly data used here is not accurate but does indicate the year's out-turn will present a slight increase for absence at Primary schools and a slight decrease for absence at Secondary schools. This data is provided termly and as such there is no return for the first quarter of the fiscal year.			
BV 46 - All absences primary schools			
See commentary above.			
PAF A1: Stability of placements of children looked after			
PAF A2: Educational qualifications of children looked after			
PAF C20: Reviews of child protection cases			
PAF C23: Adoptions of children looked after			
<b>Adult &amp; Community Services</b>			

Performance Indicator	CPA PI?	Trend	PI for Attention
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		↔	
3126: % of adults assessed or reviewed in the year where ethnicity 'not stated'		↔	
3127: % of adults with one or more services in the year where ethnicity 'not stated'		↔	
BV126: Domestic Burglaries per 1,000 households		↑	
BV127: Violent offences		↔	
BV127b: Robberies per 1,000 pop		↔	

Performance Indicator	CPA PI?	Trend	PI for Attention
BV128: Vehicle crimes per 1,000 pop		← →	

Appendix 3

Risk	Description	Directors' Board Risk Owner	Directors' Board Risk Sharers	Original (Inherent) Risk Assessment			Current (Residual) Inherent Risk Assessment			Target Risk Assessment		
				Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating	Likelihood	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.	<b>Assistant Chief Executive</b>	DoE&LL, Resources All	4	3	M	4	3	M*	2	3	L
<b>Project Management</b>	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.	Resources	DoE&LL DoR&C	4	4	H	3	3	M*	3	2	L

Failure to consult fully on Policy and Service delivery	Risks from a breakdown of community relations possibly including 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,	Assistant Chief Executive	All		5	2	M	5	2	M*	3	2	L
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	DoRA&D	All		4	4	H	3	4	M			

	carry out their jobs effectively with consequent risks to service delivery and quality.												
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	2	3	L*	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	

**Where there is a \* indicates that the Current (Residual) Inherent Risk Assessment shown for these risks has been assumed to be unchanged from that previously reported as no updated information was received."**

**Service Assessment Framework for CPA 2006/07: Key changes and additions from 2005/06.**

The Audit Commission’s framework for CPA 2006 is largely the same as that in 2005.

**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 3*).

**Table 1 – New, Amended, & Deleted PIs**

Service Ref	PI	Description	Impact
<b>Culture</b>			
C2b	PLSS 2	Aggregate scheduled opening hours per 1,000 pop for all libraries	Thresholds raised
C2c	PLSS6	Number of library visits per 1,000 pop	Thresholds raised
C3b	PLSS4	Total number of electronic workstations available to users per 10,000 pop	Thresholds raised
C19	Sport England Survey	% 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 raised
C11b	PLSS9	Annual items added through purchase per 1,000 pop	Thresholds raised
C11c	PLSS10	Time taken to replenish the lending stock on open access or available on loan	Thresholds raised
C14a	PLSS7	Assessment of library users aged 16 and over of their library service	NEW
C15	MLA	Museums accreditation (where applicable)	NEW
C13	IPF	Cost per visit (libraries)	Thresholds raised
<b>Environment</b>			
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 due to Audit Commission error calculating thresholds
E10	BV97a (now 224a)	Condition of non-principal classified roads	DELETED
E6	BV82&b	Recycling & Composting	Thresholds raised
<b>Housing</b>			
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 raised
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

In addition to the above amendments and additions for 2006, the Audit Commission is also proposing the inclusion of new additional indicators for CPA 2007. However as there are no suggested thresholds for these at present, they have been omitted from the scoring framework. Table 2 below lists the proposed PIs for 2007:

**Table 2 – Proposed Additional Indicators for CPA 2007**

Description
<b>Culture</b>
Representiveness of 11-19 year olds participating in recreational/leisure provision
Representiveness of social class D/E participating in recreational/leisure provision
Representiveness of over 60 year olds participating in recreational/leisure provision
Representiveness of BME participating in recreational/leisure provision
Percentage of participation in recreational/leisure by people with disabilities
Satisfaction assessment of users 16 and under of their library service
BV 219a Total number of conservation areas
BV219b % of conservation areas with an up to date character appraisal
BV219c % of conservation areas with published management proposals
Percentage of local education authority schools that have obtained the Artsmark accreditation, both primary (& middle) and secondary, from the Arts Council
Subsidy per visit (sport) - From CIPFA -
Facility Utilisation (Sport)
<b>Environment</b>
BV223 Condition of principal roads
BV102 Number of bus passenger journeys per year
BV200b Has the local Planning Authority met the milestones which the current LDS sets out



BV199b Cleanliness of public places (Graffiti)
BV199c Cleanliness of public places (fly posting)
BV199d Cleanliness of public places (fly tipping)
BV216b Contaminated land - No. of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all sites of potential concern
BV217 Percentage of pollution control improvements to existing installations completed on time
BV218a&b Abandoned vehicles
BV215a Repairing street lights
Percentage of drug users from the area leaving treatment after being in treatment for a minimum of 12 weeks - DoH
Re-offending rates, with respect to each of the following four populations - Youth Justice Board
Percentage of residents who say that for their local areas over the past three years that the level of crime is better
Percentage of residents who think that vandalism, graffiti and other deliberate damage to property or vehicles is a fairly or very big problem in their area
<b>Housing</b>
Time taken to deal with emergency and urgent repairs
% of safety checks carried out during the year
BV66b % tenants with more than 7 weeks rent arrears
% satisfaction with repairs & maintenance service
BV213 No: of homeless h/holds who asked for LA advice and for whom the situation was resolved (per 1,000 h/holds)
LA achievement against new housing targets
LCHS23 No: of Supporting People service users who have established or maintained independent living
LCHS24 % of SP service users who have moved on in a planned way
BV225 Actions against domestic violence - 11 actions

### Inspection Element

The Audit Commission has reduced the weighting placed on inspection scores, and any inspections published before January 2004 will not be included in the score for 2006.

**Table 3: 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 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 extending this to non-BVPI indicators that were included in 2005 and will be included this year. 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 has continued with these two rule-based PIs.

### **User Satisfaction Surveys**

The results of the next BVPI user satisfaction survey data (scheduled for summer/autumn 2006) will be incorporated into the CPA score for 2006. Therefore the overall national reporting date will be pushed back to February/March 2007 as opposed to the previous reporting cycle of December in order to accommodate the results.