



Quarter 3 2009/10: Corporate Balanced Scorecard



Theme 1. Current Issues; CI: (3) Internal Performance Perspective





Performance Data Traffic Light: Green 1 Data Only 1

PI Code & Short Name	Managed By	Portfolio Owners	Year End	Quarter 1	Quarter 2	Month 7	Month 8	Month 9	Quarter 3	Year to Date		Note	Status
			2008/09	Q1 2009/10	Q2 2009/10	October 2009	November 2009	December 2009	Q3 2009/10	2009/10			
			Value	Value	Value	Value	Value	Value	Value	Value	Target		
NI181 ii Number of benefit claims (claims) (RI)	Tracy Winser	Michael Hicks	14,097	3,737	3,828	1,299	1,294	893	3,486	11,051			
NI 156 Number of households living in temporary accommodation (snapshot of households)	Paul Eells; Tracy Winser	Mike Saltern	55	53	49	42	39	40	40	40	45		

Theme 1. Current Issues; CI: (5) Financial Perspective

Performance Data Traffic Light: Red 2 Amber 1 Green 3





PI Code & Short Name	Managed By	Portfolio Owners	Year End	Quarter 1	Quarter 2	Month 7	Month 8	Month 9	Quarter 3	Year to Date		Note	Status
			2008/09	Q1 2009/10	Q2 2009/10	October 2009	November 2009	December 2009	Q3 2009/10	2009/10			
			Value	Value	Value	Value	Value	Value	Value	Value	Target		
OT21 Income Collected - Dartmouth Ferry (cumulative £) (RI)	Chris Lucas	Bryan Carson; Jonathan Hawkins	£848,994	£248,000	£574,000	£635,000	£678,000	£714,000	£714,000	£714,000	£656,000	See note below	
Chris Lucas 16 November 2009 The service has seen a growth in activity specifically in relation to passengers. It must however be noted that some of the growth related to when the Higher Ferry was off service.													
OT29 Gross Trade Waste Income (cumulative £) (RI)	Chris Lucas	Jonathan Hawkins	£828,805	£216,000	£425,000	£599,000	£612,000	£637,000	£637,000	£637,000	£616,000	See note below	
Chris Lucas 16 November 2009 The income targets have been set to take account of the seasonality of the service. Although income levels are on target there has been a marked increase in disposal cost that will not be reflected in this performance indicator.													





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			Value	Value	Value	Value	Value	Value	Value	Value	Target		
BD 1 Income Collected- Car Parks (cumulative £) (RI)	Chris Lucas	Jonathan Hawkins	£2,495,360	£679,000	£1,724,000	£1,908,000	£2,075,384	£2,187,000	£2,187,000	£2,187,000	£2,435,000	See note below	
Chris Lucas 26 January 2010 The Council is £241,752 up on the same period last year. Of this figure £50,000 is attributed to the VAT change. It must also be noted that for the last three years the target has not been met.													
P1 Employment Estates Occupancy Level (snapshot %) (RI)	James Stubbs	Bill Hitchins	95.17%	93.38%	94.7%	94.04%	94.04%	95.36%	95.36%	95.36%	90%	Pip West 04 November 2009 Little lower, although now more under offer so next month should be better.	
Corp1 Income Collected - Land Charges (£) (RI)	Delyth Jenkins-Evans	Hilary Bastone	£195,867	£54,660	£50,695	£17,755	£19,152	£12,739	£49,645	£155,000	£176,247	See note below	
Claire Benton 24 November 2009 In light of the recession the budgeted figure for Local Land Charges income was reviewed to a more realistic figure of £235,000.00. However in April 2009 new legislation was introduced being the Local Authorities Charges for Property Searches Regulations 2008 (we were only advised of its approval in December 2008). This regulation effectively ring-fenced the service, the Local Land Charges part of the section is now only able to collect the amount of income it costs to run the service, albeit on a three year rolling programme. Complicated income analysis was completed with Finance at the beginning of 2009, the result of which concluded Local Land Charges costs £150,000.00 to run. The Local Land Charges search prices for 2009/10 were calculated accordingly. If the service makes too much income this fiscal year Local Land Charges search fees will need to be reduced over the next 2 years to ensure compliance with the legislation.													
BV8 ii (Statutory BVPI) Cumulative- Invoices paid on time (cumulative % paid in 30 days)	John Foxworthy	Michael Hicks	96.18%	94.59%	95.47%	95.39%	95.50%	95.65%	95.65%	95.65%	100.00%	See note below	
Mike Tithecott 24 November 2009 Delays have been identified in the time taken between the date that invoices are received in some Sections of the Council and the date that invoices are received in Corporate Finance for payment processing. An email has been sent to CMT reminding Heads of Services of the importance of processing invoices promptly and examples of late payments have been provided to them for further investigation.													

Theme 3. Outputs & Outcomes: Internal Performance Perspective

Performance Data Traffic Light: Red 2 Amber 2 Green 9



PI Code & Short Name	Managed By	Portfolio Owners	Year End	Quarter 1	Quarter 2	Month 7	Month 8	Month 9	Quarter 3	Year to Date		Note	Status
			2008/09	Q1 2009/10	Q2 2009/10	October 2009	November 2009	December 2009	Q3 2009/10	2009/10			
			Value	Value	Value	Value	Value	Value	Value	Value	Target		
NI 195a Improved street and environmental cleanliness : Litter (% surveyed areas unacceptable)	Chris Lucas	Jonathan Hawkins	1%	Not collected	0%	Not collected	0%	Not collected	0%	0%	15%	Collected every 4 months: July, November & March	
NI 195b Improved street and environmental cleanliness: Detritus (% surveyed areas unacceptable)	Chris Lucas	Jonathan Hawkins	3%	Not collected	2%	Not collected	0%	Not collected	0%	0%	15%	Collected every 4 months: July, November & March	
NI 195c Improved street and environmental cleanliness: Graffiti (% surveyed areas unacceptable)	Chris Lucas	Jonathan Hawkins	0%	Not collected	0%	Not collected	0%	Not collected	0%	0%	15%	Collected every 4 months: July, November & March	
NI 195d Improved street and environmental cleanliness: Fly-posting (% surveyed areas unacceptable)	Chris Lucas	Jonathan Hawkins	0%	Not collected	0%	Not collected	0%	Not collected	0%	0%	15%	Collected every 4 months: July, November & March	
NI 196 Improved street and environmental cleanliness – fly tipping (grading)	Chris Lucas	Jonathan Hawkins	1	Not collected	1	Not collected	3	Not collected	3	3	2	Collected every 4 months: July, November & March	
<p>This PI is a grading (1-4) of the effectiveness of performance based on a combination of calculating year on year change in total incidents of fly-tipping dealt with compared to year on year change in enforcement actions taken against fly-tipping. 1 - very effective, 2 - Effective, 3 - Not effective, 4 - Poor</p> <p>Chris Lucas 26 January 2010 The indicator is based on the ratio of fly tips against convictions secured. For this four month period fly tips were up due to the economic climate and illegal sites within the district. A number of court cases are pending and have been held over. The convictions may not relate to the offences in the same period. The indicator is specific to the four month period and is not a cumulative figure. The end of year indicator will be based on a cumulative figure.</p>													

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			Value	Value	Value	Value	Value	Value	Value	Value	Target		
NI 191 Residual household waste per household (average kgs per household)	Chris Lucas	Jonathan Hawkins	339	85	88	26	28	29	82	254	451	See note below	
<p>The performance at Q3 is -1.83% compared to last year, which is really good as we are always looking to reduce the amount of waste we send to landfill. This is probably at least partly due to the economic climate however we have also been doing work to promote waste minimisation - e.g. promotion of home composting, promotion of love food hate waste campaign, promotion of real nappies.</p>													
NI 192 Percentage of household waste sent for reuse, recycling and composting (%)	Chris Lucas	Jonathan Hawkins	57.90%	59.35%	59.25%	59.38%	56.16%	51.48%	55.78%	58.23%	55.00%	See note below	
<p>There were low organic weights due to the seasonal nature of the arisings. Recycling is also down, because of economic climate but this will have been compounded by the non-collections due to weather (pre-Christmas), which should show in January's figures instead. The year to date performance '58.23', which is approx 0.03% down on this time last year, but shows that we are maintaining performance. The collection scheme which is in place is the main reason for this. Although we are constantly working to promote the services and to encourage people to recycle and compost as much as possible - e.g. through road shows, press releases, presentations etc. We also have an additional mechanical sweeper now which will be working throughout the year and will contribute additional composted tonnage which will boost our performance.</p>													
BV213_Local Preventing Homelessness - No. of cases where homelessness prevented (households)	Paul Eells; Tracy Winser	Mike Saltern	178	44	76	19	16	10	45	165	137		
NI 180 The number of changes of circumstances which affect customers' HB/CTB entitlement (cases processed per 1,000 caseload)	Jane Hayward; Tracy Winser	Michael Hicks	812	675	274	84	457	89	630	1579	900	See note below	
<p>Clive Parsons 29 January 2009 Each month our whole database is scanned and information is sent to DWP. From this information they analyse and identify the number of changes in Housing Benefit and Council Tax Benefit (both increases and reductions) identified within this month from all of the work that we have done that month. The number of changes per month will vary depending on the number of changes customers report to us and also to a lesser extent the activities that we carry out each month. The average monthly changes we need to achieve is 100 per 1000 caseload - some months will be more than this and some months less but these will average out to achieve our target.</p> <p>Clive Parsons 26 January 2010 The Benefits Team processed a significantly higher number of changes in November 2009 due to a one-off change in the legislation which meant that all standard claims from our customers who were getting Child Benefit or if they were over 60 years of age and had savings of</p>													

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			Value	Value	Value	Value	Value	Value	Value	Value	Target		
over £6,000 had to be reassessed to award them extra Housing Benefit and Council Tax Benefit.													
NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (average days)	Jane Hayward; Tracy Winser	Michael Hicks	9.2	9.2	8.3	8.9	9.7	9.7	9.4	9.0	11.0		
NI 157a Processing of planning applications: Major applications (% determined in 13 weeks)	Steve Munday	Mike Howarth	60.00%	57.14%	25.00%	0.00%	100.00%	100.00%	50.00%	46.67%	60.00%		
Justine Gosling 26 January 2010: Although this target is marked as Red at 50%, the small amount of major applications means that only one decision makes all the difference to whether or not the target is met.													
NI 157b Processing of planning applications: Minor applications (% determined in 8 weeks)	Steve Munday	Mike Howarth	67.29%	67.54%	61.16%	41.38%	58.06%	54.05%	51.55%	60.51%	65.00%		
NI 157c Processing of planning applications: Other applications (% determined in 8 weeks)	Steve Munday	Mike Howarth	83.93%	83.04%	83.33%	81.25%	70.46%	65.88%	72.33%	79.67%	80.00%		
Justine Gosling 26 January 2010: Owing to staff absence and the ongoing Vanguard review of the service this target (157b & c) has not been met.													



Theme 4. Outputs & Outcomes: People/Organisational Perspective


Performance Data Traffic Light: Red 1 Amber 1

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PI Code & Short Name	Managed By	Portfolio Owners	2008/09	Q1 2009/10	Q2 2009/10	October 2009	November 2009	December 2009	Q3 2009/10	2009/10			
			Value	Value	Value	Value	Value	Value	Value	Value	Target		
BV12 Working Days Lost Due to Sickness Absence (average days per full-time equivalents)	Roger Adams; Jan Montague	Mike Howarth	9.30	1.82	2.78	Collected quarterly			2.32	6.92	6.00	Estimated figures provided quarterly, actual figure is produced at year end after analysis	
Note: Long term sickness absence is the main reason why year to date figure is above year to date target.													
PP5 Staff Turnover (% establishment)	Roger Adams; Jan Montague	Mike Howarth	8.2%	0.62%	2.48%	Collected quarterly			2.01%	5.11%	7.5%	On target is between 7 and 13 per annum or 1.75 & 3.25 per quarter	
Note: There has been little change to turnover apart from the staff for the Revenue and Benefits service being Tupe'd from West Devon to South Hams.													

Theme 5. Outputs & Outcomes: Financial Perspective

Performance Data Traffic Light: Amber 2 Green 1

			Year End	Quarter 1	Quarter 2	Month 7	Month 8	Month 9	Quarter 3	Year to Date		Note	Status
PI Code & Short Name	Managed By	Portfolio Owners	2008/09	Q1 2009/10	Q2 2009/10	October 2009	November 2009	December 2009	Q3 2009/10	2009/10			
			Value	Value	Value	Value	Value	Value	Value	Value	Target		
BV86 Cost of household waste collection (average £ per household)	Chris Lucas	Jonathan Hawkins	£62.83	£66.96	£68.77	Collected quarterly			£67.22	£67.22	£66.96	Chris Lucas 26 January 2010 Inflation is not included within the forecast figure but will be included at year end	
OT30 Cost of Street Cleaning (cumulative £)	Chris Lucas	Jonathan Hawkins	£822,200	£143,392	£322,472	Collected quarterly			£511,270	£511,270	£512,307	See note below	
Chris Lucas 17 November 2009 This indicator relates to the total cost of delivering the service. There is an operational cost which is monitored on a monthly													

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			Value	Value	Value	Value	Value	Value	Value	Value	Target		
			basis and has its own set of management accounts. Additionally there is the headquarters cost including staff cost which is not allocated to the service until the year end. Therefore the indicator in its present form could either be an estimate reported each quarter or conversely an annual figure which would report the true outturn position. Conversely the indicator could be redefined as the Operational cost to undertake Street Sweeping. However this may not be inconsistent with the rest of the reporting process by the council. It must also be noted that any start of year budget target is based on Nov last year prices and so does not take account of inflation or growth of the activity.										
BV9 % of Council Tax collected (cumulative %)	Steve Henstock; Tracy Winser	Michael Hicks; John Tucker	98.87%	31.22%	58.08%	67.41%	78.49%	87.25%	87.25%	87.25%	87.75%	See note below	
			Clive Parsons 21 January 2010 There has been a slight reduction in the amount of payments received. One likely cause of this is that reminders were issued throughout the month (having in the past been issued at the start of the month) in order to spread the burden of calls to the Customer Services Team. In addition, an increasing number of ratepayers have been given instalment plans which run to March 2010 (this has been done to ease the burden of payments, given the current economic situation).										