



Meeting Agenda

**Performance Improvement Scrutiny Committee
Town Hall, St Annes
25 May 2006, 7.00pm**

PERFORMANCE IMPROVEMENT SCRUTINY COMMITTEE

MEMBERSHIP

CHAIRMAN - Councillor Keith Hyde
VICE-CHAIRMAN – Councillor Fabian Wilson

Councillors

Christine Akeroyd	Derek Lancaster
Eric Bamber	Kiran Mulholland
Elizabeth Clarke	Hilda Wilson
John Dolan	

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CORPORATE OBJECTIVES

The Council's investment and activities are focused on achieving our five key objectives which aim to :

- Conserve, protect and enhance the quality of the Fylde natural and built environment
- Work with partners to help maintain safe communities in which individuals and businesses can thrive
- Stimulate strong economic prosperity and regeneration within a diverse and vibrant economic environment
- Improve access to good quality local housing and promote the health and wellbeing and equality of opportunity of all people in the Borough
- Ensure we are an efficient and effective council.

CORE VALUES

In striving to achieve these objectives we have adopted a number of key values which underpin everything we do :

- Provide equal access to services whether you live in town, village or countryside,
- Provide effective leadership for the community,
- Value our staff and create a 'can do' culture,
- Work effectively through partnerships,
- Strive to achieve 'more with less'.



A G E N D A

PART I - MATTERS DELEGATED TO COMMITTEE

ITEM	PAGE
1. DECLARATIONS OF INTEREST: <i>In accordance with the Council's Code of Conduct, members are reminded that any personal/prejudicial interests should be declared as required by the Council's Code of Conduct adopted in accordance with the Local Government Act 2000.</i>	4
2. CONFIRMATION OF MINUTES: <i>To confirm as a correct record the Minutes of the Performance Improvement Community Forum held on 23 March 2006.</i>	4
3. SUBSTITUTE MEMBERS: <i>Details of any substitute members notified in accordance with council procedure rule 25.3</i>	4
4. THE IMPLEMENTING ELECTRONIC GOVERNMENT (IEG) FINAL STATEMENT	5 – 34
5. 2005/2006 BVPI FINAL OUT TURN REPORT	35 – 51
6. BENEFITS REVIEW UNIT WORKPLAN AND YEAR END REPORT	52 – 80
7. APPOINT AUDIT SUB COMMITTEE	80 - 81

REPORT

REPORT OF	MEETING	DATE	ITEM NO
POLICY & CHANGE MANAGEMENT	PERFORMANCE IMPROVEMENT COMMITTEE	25 MAY 2006	4

THE IMPLEMENTING ELECTRONIC GOVERNMENT (IEG) FINAL STATEMENT

Public/Exempt item

This item is for consideration in the public part of the meeting.

Summary

Details of the Implementing Electronic Government (IEG) programme at Fylde and the direction for electronic government from March 2006.

Recommendations

1. That the committee recognise the achievements made to date in implementing electronic solutions.
2. That the committee make any appropriate recommendations to support the development and take up of electronic means of service delivery.
3. That the committee support and champion the take up campaign for electronic services.

Portfolio Holder

The Portfolio Holder for Finance and Efficiency is Councillor Paul Rigby.

Report

1. The overview and scrutiny committee has received several progress reports over the last two years on the IEG programme. This is the final report on the IEG work at Fylde that outlines the outcomes to date and the direction for electronic service delivery in the future.
2. Appendix 1 is the final IEG Statement 6 submitted by the council in March 2006. Section 1 of the statement provides details of each of the IEG priority outcomes and the status of the outcome on March 31st 2006. Several of the projects have carried over to the 2006/07 financial year and will be completed later in the year, these are clearly indicated in the table. The statement also includes details of optional best practice change management initiatives that the council has implemented (Section 2), details of on line transactions (Section 3), recent take up figures (Section 4), the cost of IEG (Section 5) and the efficiency gains (Section 6).

CONTINUED....

3. The Council has been successful in securing £900,000 in grant funding from the former Office of the Deputy Prime Minister (ODPM) to support the delivery of the national priority outcomes. This grant money has been supplemented by financial support from the council and grant funding obtained through other sources including the Department for Work and Pensions (DWP) as part of the work with Blackpool Borough Council to deliver a shared revenues and benefits service. A significant contribution has been made by a large number of employees across the council in terms of their time and expertise to help deliver the national priority outcomes.
4. Fylde has worked closely with Lancashire County Council, Blackpool Borough Council and the North West e-Government Group to deliver many of the national priority outcomes.
5. Significant outcomes have been achieved in creating electronic service delivery and electronic back office support facilities. It is now possible for customers to report service faults on line, apply for planning permission, view planning applications including the submitted plans and search a multitude of information from minutes and agendas to councillor details and waste collection arrangements.
6. In the back office functions several major new IT systems have been implemented including advanced telephone technology, financial systems, web site content systems and customer contact solutions.
7. Implementation of the outcomes in appendix 1 has changed the way services are delivered at Fylde, the way in which transactions take place and the way internal teams work with each other. The Council has managed to successfully keep pace with the technology driven changes in local government over the last five years by achieving the national priority outcomes. The IEG programme has been a success at Fylde and the council is continuing to enhance and develop electronic solutions.
8. The IEG programme and grant funding was brought to an end on March 31st 2006. The emphasis for electronic government in the public sector is now on the promotion and support of electronic service delivery methods. The implementation stage is completed the take up campaign has begun. The government have launched a national take up campaign that Fylde is linked to through the DirectGov and Gov Connect initiatives.
9. Face to face and telephone contact with the Council will always be available, however, the demand for electronic and self-service options any time day or night is increasing on a weekly basis. Recent monitoring figures show that the number of online requests, web site hits and electronic transactions have increased ten fold.
10. Local authorities in England and Wales have invested more on developing on line service delivery than most other European nations. However, the number of people using public sector electronic service delivery methods is lower than most other European countries. People are more prepared to shop on line, bank on line and interact on line with private sector organisations than they are with the public sector. The national take up campaign is aimed at redressing this balance and getting people to have confidence in dealing with councils on line.
11. The financial benefits and potential scope for efficiency savings through transforming services using technology is significant. Recent work by the North West Centre for Excellence (NWCE) identified that the average cost to local councils of dealing with customers face to face is £15 per transaction, dealing with them over the phone is around £7 per transaction and enabling self-service on line is 25p per transaction. Different councils have calculated different figures but the relationship between the transactions is always the same.
12. As part of the take up campaign the term e-government (with the 'e' standing for electronic) has been replaced by the term t-government (with the 't' standing for transformation). The objective is to take the focus away from electronic or IT issues

and emphasise the transformation of every aspect of local government. The slogan “Doing Different Things, Doing Things Differently” is at the heart of t-government.

IMPLICATIONS	
Finance	To date the council has secured £900,000 of grants from the ODPM for IEG initiatives that can be called back (in part or whole) if the targets are not achieved.
Legal	There are no direct legal implications.
Community Safety	There are no direct community safety implications.
Human Rights and Equalities	There are no direct human rights and equalities implications.
Sustainability	The IEG projects should realise long term efficiency savings and provide sustainable solutions to e-enabled service delivery.
Health & Safety and Risk Management	There are no direct risk management or H&S implications.

REPORT AUTHOR	TEL	DATE	DOC ID
Allan Oldfield	(01253) 658576	May 14 th 2006	

LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
IEG 1 Statement	November 2001	IT Manager Town Hall
IEG 2 Statement	November 2002	Allan Oldfield – Town Hall
IEG 3 Statement	November 2003	Allan Oldfield – Town Hall
IEG 4 Statement	November 2004	Allan Oldfield – Town Hall
IEG 4.5 Statement	March 2005	Allan Oldfield – Town Hall
IEG 5 Statement	October 2005	Allan Oldfield – Town Hall
IEG 6 Statement	March 2006	Allan Oldfield – Town Hall

LIST OF APPENDICES

Appendix 1: The IEG 6 Statement



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

"Meeting the targets for e-government"

Name of Authority: Fylde Borough Council

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Submitted date: 11/04/2006

Local Context

Fylde Borough Council has two key strategic objectives in respect of e-service delivery, both of which are centred around the single corporate priority of putting the customer first. The first of these approaches is to e-enable every possible transaction with the customer to deliver a comprehensive 24/7 self service. The second is to maximise the take up of these services by every stakeholder. The IEG programme has helped to achieve e-accessibility, the focus from March 2006 is to promote and market e-service take up across every service area.

The approach outlined in the e-government strategy has been built on several key principles that include:

1. A customer focused approach to e-service delivery through effective engagement
2. Increased accessibility to every service for all sections of the community
3. Improved information management to inform the decision making process
4. Seamless service delivery at the first point of contact through joined up working internally and externally
5. Partnership working and shared service delivery to achieve 'more for less' across the council

In partnership with the ODPM and the I&DeA the Council has built the capacity to deliver significant improvement. This has had a direct impact on e-government by creating capacity to provide senior manager support to deliver the IEG projects, bring in best practice from around the country and provide co-ordination at the centre. Continuously reviewing the management team has helped to embed the e-government function and provide permanent support to ensure that the work continues beyond March 2006.

Responsibility for e-government at Fylde lies with the service providers and is a recognised element of the 'day job'. An E-Delivery Board is in place that monitors and supports all e-government activity and Effective networks have been established with the LEN (Lancashire E-Government Network), NWeGG (North West E-Government

Group) and the Regional Centre of Excellence. E-government is firmly on the agenda of the LSP and embedded in the work to achieve the Community Plan, partnership working, shared service delivery and knowledge sharing.

There is strong commitment and dedication to deliver the e-government agenda from the top of the organisation through to front end service delivery employees. The paper culture once common place at Fylde is being eroded away. However, this submission demonstrates that we still have some challenges ahead and even achieving all the priority outcomes will not achieve the virtually paperless environment we aim for. Some of the successes include:

For The Staff

- Flexible mobile and remote working opportunities through the use of technology.
- Secure access to documents and systems for staff and customers
- Support, information, advice and resources delivered through the intranet (e-payslips, e-training, e-forms, network copiers, electronic faxes etc)
- Extensive use of purchase cards
- Corporate procurement approach with on line catalogues, e-invoices and e-payments
- Document imaging and records management systems to achieve day today efficiencies

For The Councillors

- All councillors have laptops and e-access with 'web in a box' options through the Hotspot
- Extensive training and support for all councillors to use e-facilities
- On line electoral registration facilities
- Web cast facilities for meetings and technology for off site community support / access
- Award winning member support programme

For The Customer

- Continually improving and developing web site providing information and resources about all services
- On line services - payments, jobs, registration, applications, requests, complaints, reporting etc
- Self service access through web and free kiosks in the community
- Electronic management of records and data (collection, storage, analysis, retrieval and distribution)
- Call Centre and One Stop Shop set up one number one e-mail address one point of contact
- Extensive links to other service providers in the community, nationwide and world wide

- GIS based information about the area linked to other service providers
- Web reader facility for the partially sighted
- On line polls and consultation

The council is travelling in the right direction in respect of delivering the e-government agenda to improve service delivery and will continue beyond March 2006 because e-delivery is an integral part of the way we work. The customer is seeing a difference with access much easier and quicker to council services, response times have decreased and services can be accessed in many cases 24 hours a day seven days a week. This will continue to improve as the council develops and implements more and more e-transactions and take up will be promoted driven by targets that have been set from April 2006.

The council has strong links with Directgov, Gov Connect and the national e-take up campaign and will continue to support these initiatives. The long term strategic view for Fylde is to continually develop e-service options and promote the use of e-access channels. The council is committed to be prepared for the demands from the future generation of stakeholders that will expect e-options. A key challenge for 2006/07 is to embed the e-solutions and achieve the required efficiencies to realise the benefit from the IEG outcomes. The e-systems operated by the Council (IEG funded and non IEG funded systems) have a £150,000 per annum revenue cost, any efficiency must exceed this amount.

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005. See <http://www.odpm.gov.uk/index.asp?id=1002882&PressNoticeID=1546> and <http://www.idea.gov.uk/knowledge>.

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Amber 01/04/2004	Green 31/03/2006
	Comment: Deep links have been provided on the web www.fylde.gov.uk and the Lancashire Hotspot was 'live' in December 2005. LCC are developing an internal product that integrates their existing admissions system due to be ready by May 2006. A target of 5% take up has been set for the initial year.	
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 31/12/2005	Green 31/12/2005
	Comment: Deep links have been provided on the web http://www.fylde.gov.uk/ccm/navigation/community-people-and-living/lancashire-county-council/ and the Lancashire Hotspot is 'live'. LCC are developing a dedicated education web site to compliment this that will exceed the priority requirements.	
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Green 31/12/2005	Green 31/12/2005
	Comment: Deep links have been provided on the web http://www.fylde.gov.uk/ccm/navigation/community-people-and-living/lancashire-county-council/ . The County call centre will also offer this service for the residents of Fylde.	
If already 'green' on R1, R2 & G1 above please comment on E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	Comment:	
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green 01/08/2005	Green 01/08/2005
	Comment: The council is going to submit the A to Z schema for the Lancashire Hotspot in May 2006. Fylde uses the LAWS taxonomy for the web site and links have been made to LCC and the Hotspot.	
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Green 01/12/2004	Green 01/12/2004
	Comment: The Council through the Community Safety Partnership has supported the development of the Multi-Agency Data Exchange (MADE), gathering information from police, Youth Offending Team, probation, education, social services and the health sector to assist in crime reduction activity and to contribute to Crime Audits. Information is shared through a dedicated secure area on the Safer Lancashire website, which the Council has also supported the development of, in Partnership with Lancashire County Council. We will be using the products of Gov Connect for future enhancements. Lancashire Constabulary will participate in wave 2 of the single non emergency number project in partnership with local authorities across Lancashire.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Green 31/08/2005	Green 31/08/2005
	Comment: Completed through the Lancashire Hotspot, further training has yet to be provided to some groups.	
If already 'green' on R3, R4 & G2 above please comment on E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	Comment: The council has submitted a Backward and a Forward Looking efficiency statement that outlines key targets and savings. The first year efficiencies have been achieved. The Fylde LSP has set up a Citizens Panel that is used to canvass service satisfaction across all the partner organisations from every sector of the community. Each partner has set base line satisfaction levels for their service areas - those for Fylde are published in the Corporate Plan.	
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 01/11/2004	Green 01/11/2004
	Comment: This was completed with the update of APLAWS PLUS content manager.	
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green 30/06/2005	Green 30/06/2005
	Comment: Councillors and local community groups have had the opportunity to acquire 'web in a box' solutions from the Lancashire Hotspot project. At least two officers at Fylde are able to pass on training to any stakeholders that want to establish their own 'web in a box'.	
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Green 31/12/2005	Green 31/12/2005
	Comment: It is unlikely that the council will provide the SMS text alerts. On line consultation has been established through the web and e-forms developed through Team Knowledge allow on line submission. The LSP has established a citizens panel that receives alerts. On line polls are carried out regularly on the web www.fylde.gov.uk The Council's Annual Consultation Plan published on the website will enable citizens to register for e-consultation. This facility is enhanced by the Lancashire Hotspot.	
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green 31/12/2005	Green 31/12/2005
	Comment: Work has been undertaken a piloting a webcast in 2005 and 2006 and other initiatives have been examined. The licensing committees have been recorded on to MP3 and put on the website. Speech enabled web facilities are available through Browsealoud. Background sound is being examined and further options have been made available by the Lancashire Hotspot. On line web casts of key issues are being piloted in 2006 similar to the CEX web cast available at West Lancs.	
If already 'green' on R5, R6, G3 & G4 above please comment on E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	Comment: Targets have been set for satisfaction with the web based on different elements of the site. Overall satisfaction with the web 75% in 2006, 80% in 2007, 85% in 2008. Satisfaction with the 'look and feel' of the site 60% in 2006, 75% in 2007, 85% in 2008. Satisfaction with the content on the site 70% in 2006, 80% in 2007, 90% in 2008.	
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Green 31/12/2005	Green 31/12/2005
	Comment: The Team Knowledge system used by the Customer Service Specialists supports the tracking of some contacts on line with more being introduced through the Team Knowledge system.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R8 Online receipt and processing of planning and building control applications.	Green 30/06/2005	Green 30/06/2005
	Comment: This action has been completed with the planning portal and the document imaging system anite@work	
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green 31/12/2005	Green 31/12/2005
	Comment: Deep links have been provided on the http://www.fylde.gov.uk/ccm/navigation/community-people-and-living/lancashire-county-council/ direct to the LCC Mario system, officers are working to add more local content from services delivered by Fylde.	
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 01/04/2004	Green 31/03/2006
	Comment: Deep links have been provided on the web .http://www.fylde.gov.uk/ccm/navigation/community-people-and-living/lancashire-county-council/ and LCC are working on solutions to enable sharing on a regional and national basis that are not yet fully developed.	
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber 01/03/2003	Green 31/03/2006
	Comment: The on line licensing system will be provided by the outcomes of the licensing stream of the PARSOL project. The integration of information will be provided by the Team Knowledge front end system linked to other major systems. Online licensing will be delivered through LALPAC which the council has procured and the licensing and planning functions have been brought together under the same head of service.	
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: Targets have been set for the number of online applications and efficiency savings included in the forward looking statement submitted to the ODPM.	
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 01/06/2005	Green 01/06/2005
	Comment: The council has not achieved a comprehensive e-procurement solution for all invoices, orders and payments. Electronic payments are possible for all service areas and on line catalogues are used for fast moving consumable goods. Procurement cards have been introduced and the new financial system live in June 2006 will have all invoices scanned so that the procure to pay process is electronic.	
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Amber 01/11/2004	Green 31/01/2006
	Comment: The new Pericles financial system implemented in October 2005 provides the facility for a single business account. To provide a comprehensive authentication service we will use the products of Gov Connect.	
G9 Regional co-operation on e-procurement between local councils.	Green 01/06/2004	Green 01/06/2004
	Comment: This came into operation when the centre of excellence was established and close links have continued since then within and outside the centre of excellence. The council is directly involved with the Regional Centre of Excellence.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
If already 'green' on R9, G8 & G9 above please comment on E5 Access to virtual e-procurement 'marketplace';	Comment:	
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	Comment: The Procurement Manager has begun working with SME's to provide on line catalogues.	
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment: Target for % of undisputed invoices paid within 30 working days by December 2006 is 98%.	
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 01/10/2004	Green 01/10/2004
	Comment: This has been on line since April 2004 and fully tested (Radius system) and meets all the necessary requirements. Payment facilities are being extended across the council services. A significant increase has been experienced in the number of e-payments with 88% of revenue collected by electronic means.	
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Amber 01/11/2004	Amber 01/11/2004
	Comment: The partnership with Blackpool BC will enable the completion of this outcome by October 2006 and earlier for business rates (May 2006). The citizen connect option is being implemented in 2006.	
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 01/11/2004	Green 31/03/2006
	Comment: This will be ongoing beyond March 2006 as we continue to assess the impact of e-payments. Efficiency savings have been identified in the Forward Looking Efficiency Statement submitted in April 2005 (estimated £5000 from e-payments in 2005/06).	
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/11/2004	Amber 01/11/2004
	Comment: This will be enabled through the partnership agreement with Blackpool and the migration to a new Revenues and Benefits IT platform. This will not go live until later in 2006.	
If already 'green' on R10, R11, G10 & G11 above please comment on E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment:	
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:	
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment: As part of the efficiency work targets have been set to achieve 68% of council tax payments by BACS, to pay over 75% of suppliers by BACS by March 2006 and over 95% by March 2007 and to stop cash payments at the council One Stop Shops.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 01/05/2003	Green 01/05/2003
	Comment: http://lclcat.lancashire.gov.uk:8001/www-bin/www_lclcat This takes you to the web page from which the catalogue can be searched.	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/04/2004	Green 31/03/2006
	Comment: http://lclnetloan.lancashire.gov.uk/login.aspx?ReturnUrl=%2fDefault.aspx This web page allows citizens to book a People's Network PC. The booking facility is used for other services at LCC. Fylde has implemented a leisure card but it is not a smartcard and is currently working with Blackpool and Wyre to establish a Fylde Coast Smartcard - in terms of the outcome the Council has plans to address this but no firm date for an established system.	
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber 01/04/2004	Green 31/03/2006
	Comment: The Council has an integrated infrastructure across primary delivery but it does not yet encompass Smartcards for leisure services. Whilst the Council has an integrated infrastructure across main delivery channels the key challenge for all district council in two tier authorities has been the integration of services delivered by different authorities and the prohibitive cost of implementing an integrated system which is almost £100,000 per annum. The North West Centre of Excellence has been supporting regional and sub regional solutions to this. Fylde are in discussions with Wyre and Blackpool to investigate the option of a Fylde Coast Smartcard solution and with Lancashire County Council to integrate any of the services they are responsible for. The requirement by March 2006 is to have in place plans to provide an integrated solution	
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:	
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 01/05/2003	Green 01/05/2003
	Comment: Links are possible from the Fylde web site to the transport providers for timetable data. The Lancashire Portal has additional features to this service and the Team Knowledge front end system includes the time tables. (www.thetrainline.com www.pti.org.uk / www.ukbus.co.uk/lcchome.htm)	
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 01/05/2003	Green 01/05/2003
	Comment: http://www.lancashire.gov.uk/council/meetings/forwardPlanOfKeyDecisions.asp http://www.lancashire.gov.uk/council/meetings/displayForwardPlan.asp?id=633&fpdid=31&bytype=C As shown in these examples, the LCC Forward Plan incorporates this facility, and it is likely that it will be incorporated into the SMS service in future (as referenced in G3 above). Other examples include the online discussion forum which supports the Local Transport Plan: http://www.lancashire.gov.uk/environment/ltp/index.asp	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Green 01/09/2004	Green 01/09/2004
	Comment: The Council has at least one e-forms solution that is used for this and works with Parkwise to ensure access through their web site as well.	
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber 01/05/2004	Green 31/03/2006
	Comment: Deep links have been provided to LCC web site to access this information http://www.fylde.gov.uk/ccm/navigation/community-people-and-living/lancashire-county-council/	
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: Efficiency saving targets are included in the on line statements submitted.	
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Green 01/06/2005	Green 01/06/2005
	Comment: The council has two locations for physical one stop shops Team Knowledge provides an e-enabled one stop shop with e-works work flow used to ensure the appropriate information gets to the right people. Free internet and e-mail access provided by the council supports accessibility across the community. The OSS facility opened in April 2005 deals with all housing and CTAX benefit enquiries.	
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 31/05/2005	Green 31/05/2005
	Comment: The majority of this facility is already e-enabled with electronic forms. The national benefit calculator tool was added to the website in May 2005.	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/01/2005	Amber 01/01/2005
	Comment: The council has procured the Anite solution for mobile working for visiting officers which will allow remote completion and verification of claims by October 2006 when phase 2 of the DWP sponsored project led by Gateshead Council is launched.	
If already 'green' on R16, R17 & G15 above please comment on E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Comment: Baseline data for BVPI 78 BV 78a Speed of processing new claim to HB/CTB 33.2 days BV 78b Speed of processing changes of circumstances to HB/CTB 6.9 days Targets are reported for the next three years in the annual BVPP.	
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	Comment:	
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 31/12/2005	Green 31/12/2005
	Comment: Deep links have been provided on the web www.fylde.gov.uk and the Lancashire Hotspot will be 'live' in December 2005.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Green 31/12/2005	Green 31/12/2005
	Comment: Deep links have been provided on the web http://www.fylde.gov.uk/ccm/navigation/community-people-and-living/lancashire-county-council/	
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber 01/04/2003	Green 31/03/2006
	Comment: Deep links have been provided on the web http://www.fylde.gov.uk/ccm/navigation/community-people-and-living/lancashire-county-council/	
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Green 30/06/2005	Green 30/06/2005
	Comment: Deep links have been provided on the web http://www.fylde.gov.uk/ccm/navigation/community-people-and-living/lancashire-county-council/	
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment:	
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/09/2004	Green 01/09/2004
	Comment: This is in place at Fylde. Parish councils have also been provided with facilities to receive information electronically in 2006.	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 01/04/2005	Green 01/04/2005
	Comment: ICT support for home working is already in place and various home working systems are being used. The home working policy is in place.	
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Green 31/07/2005	Green 31/07/2005
	Comment: Facilities are in place for staff and councillors to work effectively from home / remote locations.	
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green 01/11/2004	Green 01/11/2004
	Comment: The programme for employees has been in place since 2002 and is available to any employee. The member training was contracted in October 2004 and is currently being delivered with ECDL as a minimum requirement. Additional computer training is provided for all bespoke systems and incorporated based on individual requirements in the annual training plan.	
If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	Comment: Targets for efficiency savings have been included in the Forward Looking statement submitted in June 2005. These will be developed year on year to support continuous improvement.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Green 31/12/2005	Green 31/12/2005
	Comment: Several services are available outside of office hours via the net or phone. The number of services is being expanded as the Team Knowledge dialogues are implemented and web enabled. A new e-forms solution has been developed to enhance the quality of the on line transactions.	
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 30/11/2004	Green 30/11/2004
	Comment: The APLAWS content manager system has been in place for at least two years has been upgraded to APLAWS PLUS that went live in November 2004. In June 2006 the council will be replacing APLAWS with Web Labs CMS.	
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber 01/10/2004	Amber 01/10/2004
	Comment: The records management policy is currently being developed and includes compliance with ISO 15489 methodology. The Anite@work document imaging system is ISO 15489 compliant. All FOI requirements are being met with over 100 successful FOI's responded to since January 2005.	
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 30/11/2004	Green 30/11/2004
	Comment: The APLAWS PLUS content manager implemented in November 2004 ensures conformance with the standard. The new Web Labs CMS is fully compliant with all national requirements.	
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber 01/01/2004	Green 31/03/2006
	Comment: All new systems are required to be compliant with the national codes and the Web Labs CMS complies with all metadata requirements.	
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment: Targets have been included in the on line efficiency statements submitted during 2005.	
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green 01/08/2005	Green 01/08/2005
	Comment: Service standards have been agreed through the E-Delivery board are published on the web. A web strategy has been developed. http://www.fylde.gov.uk/ccm/navigation/news/website-statistics/	
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Amber 01/04/2003	Green 31/03/2006
	Comment: By the nature of the outcome this will be ongoing until March 2006 and further detail is provided in section 4 of the IEG submission. Monitoring will continue beyond March 2006 - see section 4 for targets. The link to Fylde web site below provides monitoring data: http://www.fylde.gov.uk/ccm/navigation/news/website-statistics/	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Green 31/12/2004	Green 31/12/2004
	Comment: Targets and measures have been in place since 2004 and have been tested and piloted - targets are included in section 4 of the IEG submission and the E-government Strategy and the Web Strategy. Tragets have been included as local performance indicators for the 2006 BVPP.	
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 30/11/2004	Green 30/11/2004
	Comment: The APLAWS and the APLAWS PLUS content management systems are national projects and comply with the recognised guidelines for website design and usability. The Web Labs CMS complies with all guidelines.	
If already 'green' on R25, R26, G22 & G23 above please comment on E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings. Otherwise you may leave this row blank.	Comment:	
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Green 31/12/2005	Green 31/12/2005
	Comment: The E-delivery board is responsible for ensuring there is easy access and 'first time fix' across the various e-systems that have been and are being implemented. The primary front end contact management system Team Knowledge incorporates dialogues that can process applications on line, provide FAQ's and send information / service requests to achieve a target of 80% of contacts dealt with at the first point by March 2007 whether it is in person, on the phone or by e-mail / web.	
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 01/08/2004	Amber 01/08/2004
	Comment: The council is still developing an appropriate solution to this using either the Team Knowledge system or Web Labs solution.	
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Green 01/06/2005	Green 01/06/2005
	Comment: Mystery shopping on at least two occasions has demonstrated that the council is responding to over 95% of e-mails within one working day. All customer e-mails will be channelled through a single point and given a unique reference (see above) then an accurate figure can be generated in real time rather than reliance on mystery shopping. This has been tested by the Audit Commission in May 2005 and responses were within one working day - this commitment is made if the e-mail is sent by the corpotaee address listening@fylde.gov.uk A standard acknowledgement and customer focused reply format have been developed.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
<p>G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
<p>If already 'green' on R27, R28, R29, G24 & G25 above please comment on</p> <p>E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.</p> <p>Otherwise you may leave this row blank.</p>		<p>Comment: Every system will not be fully integrated by March 2006, however, several systems are already integrated and a middleware hub solution from Anite is being investigated. The requirement is to have started the integration process and have in place a comprehensive project plan to have the integration completed. Integration across several systems is in place at Fylde and plans are in place to complete the process by March 2007.</p> <p>Comment: The NLPG / LLPG is the 'master' data set for the council that all other systems use. Record updates are not fully automated.</p> <p>Comment: A target of 80% of enquiries to be resolved at the first point of contact by March 2007 has been set.</p>

Section 2 - Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 		
i) Member & officer e-champions	Green 05/08/2004	Green 05/08/2004
	Comment: The member e-champion is John Dolan and the officer e-champion is Allan Oldfield (Policy and Change Manager). An E-Delivery Board has been established in line with the ODPM guidance through e-government people.	
ii) e-government programme manager	Green 05/09/2004	Green 05/09/2004
	Comment: In post from September 2004 to March 2005 and dedicated full time resource allocated from July 2005 (Allan Oldfield).	
iii) customer services management	Green 01/09/2004	Green 01/09/2004
	Comment: The council has reorganised a key post and appointed a Customer Service Manager to operate the One Stop Shop. The OSS opened in April 2005 along with the call centre.	
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 01/05/2005	Green 01/05/2005
	Comment: A competency framework is linked to the annual employee appraisal scheme. This work has been completed on schedule and the council is part of a Lancashire Pilot on workforce planning.	
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/09/2004	Green 01/09/2004
	Comment: E-delivery board is in place and meeting monthly along with a fortnightly e-project managers meeting.	
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 31/10/2005	Green 31/10/2005
	Comment: The council has developed a corporate project planning framework based on PRINCE 2 principles but placed in context for Fylde. This has been developed and refined over the last 12 months in response to feedback from users.	
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 01/12/2004	Green 01/12/2004
	Comment: Risk management strategy has been in place since April 2004 and the supporting framework developed throughout the year including comprehensive training. The e-government issues are on the risk agenda and a risk management plan in place.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/11/2004	Green 01/11/2004
	Comment: The strategy is continuously under review and in place we always engage stakeholders in the review.	
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 01/08/2005	Green 01/08/2005
	Comment: This is one of the issues included as an update in the strategy. Work has been carried out on equality and diversity throughout the year.	
<ul style="list-style-type: none"> Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Amber 01/10/2005	Green 31/03/2006
	Comment: As part of the equality and diversity work at Fylde the council is ensuring access to all services by all sectors of the community.	
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures 	Green 01/10/2004	Green 01/10/2004
	Comment: The completion date is in practice from the date of appointment in September 2004. The Monitoring Officer has taken on this responsibility from December 2005.	
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Green 01/09/2005	Green 01/09/2005
	Comment: Data sharing protocols have been included in the updated IT Strategy, the Communication Strategy and the records management policy.	
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Red 01/04/2005	Amber 01/03/2006
	Comment: This is one of the issues that has been discussed in detail at the LEN meetings as a joint initiative. The council recognises that at the current time we do not have the resources to address this on our own. The planned date included above is a speculative date at this point in, however, officers are continuing to find suitable solutions.	
<ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Amber 01/10/2004	Amber 01/10/2004
	Comment: The council had hoped to explore this through the proposed National Project on Multiple Agencies (MASA) to share access to data, however, this has not progressed and we are working with LCC and other districts to strike a suitable solution.	
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Amber 01/01/2005	Amber 01/01/2005
	Comment: This is being worked towards for all electronic and none electronic data formats. The FOI officer is implementing the principles of the ISO 15489 standard that incorporates the necessary information security management.	






Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 01/11/2004	Green 01/03/2006
	Comment: Benefits realisation work of e-government objectives has been integrated into the Efficiency Statement work. Benefits realisation monitoring and measurement will be achieved through national toolkits and transactional models currently being developed through the IDeA, ODPM, NWeGG and NWCE. This needs to develop more in 2006 looking in particular at the customer benefits.	
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Amber 01/02/2005	Green 01/03/2006
	Comment: This project has fallen behind schedule and will be addressed by the dedicated e-government officer and in partnership with LEN and NWeGG through the ESD toolkit community.	
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Green 31/10/2005	Green 31/10/2005
	Comment: The council is closely monitoring the progress around the Government Connect work that will deliver an infrastructure to HMG standards.	
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Amber 01/05/2005	Amber 01/05/2005
	Comment: The council has not made progress on this issue and will be looking for advice support and guidance from regional and national partners.	
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) iv) citizen & business authentication for services for services categorised at security levels 0-3 		
	Amber 01/05/2005	Amber 01/05/2005
	Comment: The action is amber to reflect the fact that the council has registered interest with 'Government Connect' and will be monitoring progress. Once viable solutions, strategies and policies are in place the council will integrate with Government Connect.	
	Amber 01/05/2005	Amber 01/05/2005
	Comment: The action is amber to reflect the fact that the council has registered interest with 'Government Connect' and will be monitoring progress. Once viable solutions, strategies and policies are in place the council will integrate with Government Connect.	
	Red 01/01/2006	Amber 01/01/2006
	Comment: The action is amber to reflect the fact that the council has registered interest with 'Government Connect' and will be monitoring progress. Once viable solutions, strategies and policies are in place the council will integrate with Government Connect.	
	Red 01/01/2006	Amber 01/01/2006
	Comment: The action is amber to reflect the fact that the council has registered interest with 'Government Connect' and will be monitoring progress. Once viable solutions, strategies and policies are in place the council will integrate with Government Connect.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
v) registration & authentication of employees for internal and cross-agency services	Red 01/01/2006	Amber 01/01/2006
	Comment: The action is amber to reflect the fact that the council has registered interest with 'Government Connect' and will be monitoring progress. Once viable solutions, strategies and policies are in place the council will integrate with Government Connect.	
vi) corporate approach to collection of e-payments	Red 01/01/2006	Amber 01/01/2006
	Comment: The action is amber to reflect the fact that the council has registered interest with 'Government Connect' and will be monitoring progress. Once viable solutions, strategies and policies are in place the council will integrate with Government Connect.	
vii) cross agency secure transactions (Government to Government)	Red 01/01/2006	Amber 01/01/2006
	Comment: The action is amber to reflect the fact that the council has registered interest with 'Government Connect' and will be monitoring progress. Once viable solutions, strategies and policies are in place the council will integrate with Government Connect.	
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/01/2006	Amber 01/01/2006
	Comment: The action is amber to reflect the fact that the council has registered interest with 'Government Connect' and will be monitoring progress. Once viable solutions, strategies and policies are in place the council will integrate with Government Connect.	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/01/2006	Amber 01/01/2006
	Comment: The action is amber to reflect the fact that the council has registered interest with 'Government Connect' and will be monitoring progress. Once viable solutions, strategies and policies are in place the council will integrate with Government Connect.	
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/01/2006	Amber 01/01/2006
	Comment: The action is amber to reflect the fact that the council has registered interest with 'Government Connect' and will be monitoring progress. Once viable solutions, strategies and policies are in place the council will integrate with Government Connect.	
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/01/2006	Amber 01/01/2006
	Comment: The action is amber to reflect the fact that the council has registered interest with 'Government Connect' and will be monitoring progress. Once viable solutions, strategies and policies are in place the council will integrate with Government Connect.	
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Amber 01/12/2004	Amber 01/12/2004
	Comment: The action is amber to reflect the fact that the council has registered interest with 'Government Connect' and will be monitoring progress. Once viable solutions, strategies and policies are in place the council will integrate with Government Connect.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> • Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.local.gov.uk/localdirectgov/ieg5) 	Green 31/12/2005	Green 31/12/2005
	Comment: Url data sets have been sent to Directgov in December 2005 and March 2006 and the council has complied with all deadlines and has the link on the front page of the web.	
<ul style="list-style-type: none"> • Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) 	Green 31/05/2005	Green 31/05/2005
	Comment: This has been established in December 2005.	
<ul style="list-style-type: none"> • Introduction of Digital Interactive TV services (see http://www.digitv.org.uk) 	Red 01/03/2005	Red 01/03/2005
	Comment: There is no active cable provider in the District and therefore very low interactive digital TV take up. Officers will continue to monitor this position through the LSP and other partner networks.	
<ul style="list-style-type: none"> • Establishment of dedicated telephone contact centre(s) services 	Green 31/03/2005	Green 31/03/2005
	Comment: The call centre and one stop shop are now operational and taking all calls to a corporate number which is published for all services.	
<ul style="list-style-type: none"> • Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Green 01/01/2005	Green 01/01/2005
	Comment: A designated FOI officer has put in place the policies and processes to support FOI including employee training. All FOI's have been responded to within policy and deadlines to date.	
<ul style="list-style-type: none"> • Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Green 01/12/2005	Green 01/12/2005
	Comment: A designated NLPG officer has been appointed to develop the NLPG / LLPG / NLIS projects and the link established.	
<ul style="list-style-type: none"> • Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Red 01/03/2006	Red 01/03/2006
	Comment: The NLPG will be fully operational in January 2006 and after a period of testing integration with Team Knowledge and other systems will be investigated. The council does not have a full blown CRM.	
<ul style="list-style-type: none"> • Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Green 01/12/2005	Green 01/12/2005
	Comment: We are working through LCC and the Lancashire E Network to develop a standard approach including unique street references in the national street gazetteer.	
<ul style="list-style-type: none"> • Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Green 01/08/2005	Green 01/08/2005
	Comment: This is being delivered through LCC local Family Information Network Directory.	

Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG5 % e-enabled position at 31 December 2005	Actual				
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 111 ● 45.68 %	● 242 ● 99.59 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 3 ● 100.00 %	● 3 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	92 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 13 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 238 ● 100.00 %	● 238 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	90 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 23 ● 65.71 %	● 35 ● 100.00 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 30 ● 44.12 %	● 68 ● 100.00 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	88 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 3 ● 42.86 %	● 7 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	91 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 25 ● 40.32 %	● 62 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 49 ● 56.32 %	● 87 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 243 ● 100.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 482 ● 48.25 %	● 998 ● 99.90 %

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. Planning authorities should also complete the Local Service Website line for planning applications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Click on the light bulb icons for industry definitions of page impressions and unique users.

E-enablement & Main E-Access Channel Take-Up	Actual			Forecast	
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	160,500	309,100	325,000	400,000	450,000
• Unique users, i.e. separate individuals visiting website (annual)	48,700	57,500	66,139	80,000	95,000
• Number of e-enabled payment transactions accepted via website	0	200	628	1,500	3,000
• Number of change of address notifications accepted via website	300	2,000	9,454	10,000	15,000
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	9	50	200
	Comment: The e-enabled web facility has been piloted in 2004/05 and is being widely promoted for 2005/06. Increasing web page impressions are expected as more services are directed on line. The big difference between 01/04 and 04/05 was the introduction of the new web site in September 2003.				
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	0	1,900	4,001	8,000	12,000
• Number of change of address notifications accepted via telephone	4,300	4,400	3,495	4,000	4,000
	Comment:				
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	59,000	53,400	35,900	25,000	10,000
• Number of change of address notifications accepted via personal contact	500	500	427	300	200

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
	Comment: It is accepted that a handful of people will always want to undertake transactions in person especially with a higher than average retired population (26%).				
Other Electronic Media (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	231,000	237,000	265,000	280,000	300,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	1,500
• Number of change of address notifications accepted via other electronic media	800	1,100	2,000	10,000	12,000
	Comment: Other electronic media for change of circumstances is predominantly e-mail and this is expected to increase. BACs payments have been counted as individual payments so each of the 65% on DD arrangements make BACS transactions 10 per annum (226.463 were DD payments). The majority of the increase is non CTAX or business rates BACS payments e.g. suppliers: BT have moved to BACS removing 500 paper invoices from the system for 10 BACS transactions. 87.9% of Fylde revenue is collected by electronic means.				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	65,200	54,800	31,000	30,000	28,000
• Number of change of address notifications accepted via non-electronic form	27,600	27,000	20,000	15,000	10,000
	Comment: The majority of the non electronic change of circumstances are electoral registration, the figure will begin to drop significantly when it is e-enabled by the phone or the web.				

Section 5 - Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resource	Backward Look (£)			Forward Look (£)	
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	130,000	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	130,000	0	0	10,000	0
	Comment: The LEN have had no further funding since 2003/04 and there is no anticipated future funding for the LEN. The £10,000 estimate is a share of the potential £100,000 bid that any extended East Lancs Partnership will bid for based on the assumption that the council joins the extended partnership.				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	138,000	185,000	285,000	90,000	90,000
	Comment: The expenditure above is for e-initiatives that have been funded separately from IEG money including: playsafe; CCTV; Accolade; Accolnet; Bin Weigh; GM system; Bin Chips; Grant Finder; IP telephony; network copiers; licensing software; financial systems (most of the 05/06 projected allocation £150,000); software developments and licences e.g MS project; survey packages e.g. SNAP; network links; new hardware etc. The IT section have a budget of £240,000 for equipment and licences, however, it was deemed that these are maintenance and running costs rather innovation, development and improvement costs. The employee cost diverted to implementing the IEG projects have been calculated at approx. £20,000 for 01 to 04, £35,000 for 04/05, £45,000 for 05/06 and decreasing to £25,000 per annum.				
• other resources (e.g. training) (please specify)	20,000	10,000	5,000	5,000	5,000
	Comment: The majority of ECDL and IT training (e.g. web training) has been implemented and most of the 2004/05 funds are for member training. It is expected around £5,000 per annum will be required for specific software training. The system training costs e.g. Accolade, FLARE etc are included in the procurement costs.				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0

	Backward Look (£)			Forward Look (£)	
Programme Resource	01/02 to 03/04	04/05	05/06	06/07	07/08
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	0	0	0
	Comment:				
TOTAL	818,000	545,000	440,000	105,000	95,000

Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

Efficiency Gains	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	1,000	1,000	8,000	4,000	10,000	5,000	12,000	6,000
	<p>Comment: The volume of recruitment at Fylde is limited, therefore, the opportunity to make large savings through e-recruitment does not exist. The e-recruitment has benefitted from jobsgopublic with cash savings through the reduced advertisement cost and efficiency savings from on line application. The move to more on line applications from 2006 onwards will help to achieve even greater savings, in particular non cashable ones.</p>							
• e-payments	0	0	5,000	2,000	7,000	5,000	18,000	5,000
	<p>Comment: E-payments have been slow to develop at Fylde and therefore take up has only just begun to increase. Plans are in place to extend and promote e-payments over the next three years. Non cashable gains will become significant as the council moves from the VME system to Radius payments from mid 2006. The number of suppliers being paid electronically will be increased through promotion. By 2007 it is expected that a full time equivalent resource can be transferred to the front office. The One Stop Shop has integrated cashiers payments so the service is now more accessible (more hours more points of contact) and less resources are used to deliver it. On line payments are increasing significantly month on month.</p>							
• corporate services efficiencies not covered above	11,000	8,000	15,000	15,000	25,000	18,000	32,000	20,000
	<p>Comment: E-access to stakeholders and make e-information the primary means of communication to reduce paper and postage costs (£4,000). Implement document imaging system to reduce paper records and promote electronic file management (£2000 1st year). Audit and cleanse existing information - only retaining what legally and professionally needs to be kept and bring in ISO15489 records management. The majority of the 2004/05 savings were from savings made from the telephone system and intranet developments. Realise the savings on bank charges through electronic payment methods and removal of cash payments / reduction of cheque payments (£3000). E-enable internal expense claims reducing the need for paper copies. Develop IP technology through the main communications switch reducing the requirement for external lines. Restructure corporate telephone system to rationalise rental and maximise call discount (£10,000).</p>							
e-Procurement, of which:								

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
<ul style="list-style-type: none"> • Service specific 	7,000	0	8,000	2,000	10,000	4,000	12,000	6,000
	<p>Comment: As a small district council there is limited potential for large efficiency savings, however, efficiencies have been identified in cultural and sports service areas. Proposed changes to service delivery from late 2005 will lead to synergy being achieved with grounds maintenance and streetscene functions. A full explanation of all the initiatives can be found in the Forward and Backward Looking Efficiency Statement submissions - the figures here only relate to efficiencies that are linked to e-enablement of service delivery or business processes. The majority of service area efficiencies in the Forward and Backward looking statements from Fylde are none e-government initiatives.</p>							
<ul style="list-style-type: none"> • Cross-cutting e-procurement efficiencies not covered above 	3,346	1,346	3,500	2,000	5,000	3,000	12,000	6,000
	<p>Comment: It is expected that e-procurement solutions will begin to make greater savings the longer they have had time to become embedded. The e-procurement solution for Fylde will involve the removal of a paper based procure to pay system to an electronic solution.</p>							
Productive time, of which:								
<ul style="list-style-type: none"> • Service specific 	0	0	5,000	1,000	15,000	2,500	25,000	3,000
	<p>Comment: Information management systems and the One Stop Shop solution will achieve efficiencies on productive time. The reduction of paper based and paper reliant systems across the council will have a direct impact on service efficiencies - every service will benefit from DIPs and IS) 15489 for example. The efficiency savings have not been represented twice i.e. in this section and the one below. Savings will also be achieved as a result of more efficient booking operations through the Box Office system.</p>							
<ul style="list-style-type: none"> • Cross-cutting productive time efficiencies not covered above 	0	0	10,000	2,000	15,000	4,000	20,000	6,000
	<p>Comment: Productive time efficiencies can be achieved through e-solutions e.g. the introduction of laptops to members enables e-access to information that they do not need to have posted or ask for which both take up employees time. Examples like this will take time to embed. Even though a vast amount of information is easily available on the intranet and internet people still want paper copies or still ask a given officer / employee for it. The efficiency savings are difficult to quantify because it is unsure at this stage what the pace of change will be. The figures are best estimates based on current knowledge and experience of the councils ability and effectiveness in bringing about changes in behaviour. The figures for the final year include at least one full time equivalent being transferred to front office duties as a result of the savings achieved.</p>							
Transactions	30,000	17,650	30,000	15,000	35,000	17,500	40,000	18,000
	<p>Comment: E-Invoice, e-payment, e-catalogues and other e-solutions will support e-transactions. A corporate approach has been taken to achieving efficiency in transactions taking several lines of enquiry including the introduction of a self-service e-booking system for the authority's main transactions (eg booking swimming pool, wedding); ? Combining the delivery of the revenues and benefit administration functions with Blackpool; ? Introducing electronic fax throughout the authority; ? Increasing direct debit payment of council tax and national non-domestic rates; ? Providing telephone payment systems for simple transactions such as the payment of parking fines; ? Providing the information most frequently asked for on-line and / or through automated</p>							

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Efficiency Gains								
	telephone systems; ? Bringing enquiry units throughout an authority together into one call centre with staff trained to handle all subjects; ? Introduction of electronic data management within the authority; ? Business process reengineering of all service delivery. This has led to the creation of capacity in the back office environment and the release of resources to the front end in particular the Customer Services Team - the equivalent of one FTE post prior to March 2005. £17650 of the savings to date are cashable from the increase in Direct Debits calculated in accordance with the Toolkit on transactional services.							
Miscellaneous efficiencies not covered above	2,000	1,500	15,000	7,000	18,000	8,000	20,000	12,000
	Comment: Network copiers reducing desk top facilities and consumables and time required for maintenance and repairs (£5000). Reduction of redundant accommodation space and IT facilities in a 'fit for purpose' modern office facility. First year efficiencies achieved through closure of Wesham office (£10,000). Rationalisation of customer interface with the integration of the TIC operation with the Fylde Direct One Stop Shops - increasing service provision with less input (£5,000). Restructure subscription services and move to electronic access to information. Support community partners to implement e-approach. Monitor and review one stop shop and call centre operations to identify resources that should be allocated to front end service delivery and ensure unnecessary capacity is not 'left' in the 'back office Investigate alternative service delivery methods to achieve same or better outcomes for less input (e-solutions).							
TOTAL EFFICIENCY GAINS - GROSS	54,346	29,496	99,500	50,000	140,000	67,000	191,000	82,000
LESS e-government implementation expenditure	545,000		440,000		105,000		95,000	
	Comment: Many of the changes at Fylde have only recently been implemented and as a result the figures have been kept on the conservative side. Effective promotion and take up of e-access channels will be carried out to increase take up that will in turn have the knock on impact on productive time and transaction costs.							
TOTAL EFFICIENCY GAINS - NET	-,490,654		-,340,500		35,000		96,000	

REPORT



REPORT OF	MEETING	DATE	ITEM NO
POLICY & CHANGE MANAGEMENT	PERFORMANCE IMPROVEMENT COMMITTEE	25 MAY 2006	5

2005/2006 BVPI FINAL OUT TURN REPORT

Public/Exempt item

This item is for consideration in the public part of the meeting.

Summary

A presentation of the 2005/06 performance indicators reported by Fylde and details of the targets and additional indicators required for 2006/07.

Recommendations

1. That the committee approve the national and local performance indicator out turn figures for 2005/06 included in Appendix 1.
2. That the committee scrutinise and approve the compulsory three year targets set against the national best value performance indicators.
3. That the committee agree to receive quarterly performance reports against the key national and local indicators listed in Appendix 2.
4. That the committee make any appropriate requests or feedback to officers and / or portfolio holders to improve current performance.

Portfolio Holder

The Portfolio Holder for corporate performance is Councillor Sue Fazackerley.

Report

1. Appendix 1 provides details of the national and local performance indicators that Fylde has reported against in the Best Value Performance Plan. The table includes the

performance from last year (2004/05) to allow comparison over time and the top, bottom and average performance for all district councils in England to allow comparison against others.

2. The committee has been monitoring the performance against the majority of the indicators on a quarterly basis throughout the year. The format used to present the performance data in appendix 1 is the format used in the 2006 Best Value Performance Plan. This format will be used in the quarterly report to the committee during the year.
3. It is not possible to report performance on a quarterly basis against some of the indicators. Other indicators are not considered a high priority at Fylde because of the demographic nature of the borough and lower priority of the service area or function e.g. the percentage of ethnic minority employees in the top 5% of earners and the number of organised school visits to museums. Appendix 2 lists the indicators that the council intends to report against to this committee on a quarterly basis.
4. Appendix 3 lists the additional performance indicators that the council is required to report against in 2006/07. These are the user satisfaction indicators that are calculated through the responses from the three tri-annual compulsory surveys the council is required to carry out during the year. Because of the methodology prescribed by the Audit Commission for implementing the surveys it will not be possible to report against these indicators on a quarterly basis.
5. The text below has been taken from the 2006 Best Value Performance Plan and is a summary of the performance out turns for 2005/06 at Fylde.

“Fylde Borough Council has continued improve service delivery over the last 12 months. One of the key local authority performance measures are the national performance indicators that every council is required to report performance against. The Audit Commission establishes set criteria for the national indicators that every council is required to adhere to when reporting the performance outcome. This allows for comparison between different local authorities and over time. From the data submitted by every council in the country the Audit Commission produces top and bottom quartile performance levels for most of the indicators as well as average figures.

It is important to understand local context when looking at national performance indicators. In Fylde for example 1.4% of the resident population is from an ethnic background. Very few application forms submitted for vacancies over the last 2 years have been from people of ethnic origin. Therefore, the council will never achieve top quartile against the indicators for the percentage of ethic representation. The policy at Fylde is always to employ the best person for any post regardless of age, gender, race, religion or sexual persuasion.

Other examples of local context that impact on national performance measures include the fact that a great deal of sand is swept off the highways each year that contributes to waste tonnage and impacts on BVPI 84. Historically there has been a small amount of brown field site in Fylde so this has an impact on BVPI 106. Fylde has limited input into a small part time museum on Lytham Green and as such is required to report against national indicators in respect of museums. The physical size of the museum means that it can never achieve top quartile performance against all English district councils.

Every effort is made to achieve the best performance possible against every indicator while at the same time being realistic about what is achievable and delivering primarily against our priority areas. Overall the waste management service is performing excellent with top quartile performance for recycling, access and street cleansing and the cost of the

service decreasing this year. The environmental health service is performing well with top quartile performance against best practice and great local indicator outcomes. The planning service has experienced several challenges during year in respect of capacity and resources linked to the national shortage of planners. However, this is being addressed through contract and partnership working and the performance is exceptional given the resources available.

Another key priority area for Fylde is community safety and tackling crime that we work very closely with partners on. The crime figures reported for 2005/06 are once again amongst the lowest in the country. The Community Safety Partnership has performed exceptionally year on year because they strive to continually improve making Fylde a safer community for everyone.

There are several areas where performance needs to improve that are also a priority for the Council. These include the payment of invoices to our suppliers within 30 days and the sickness and absence figures. The revenue collection rates have dropped a little this year and the benefits processing times, however, this has been as a direct result of the implementation of a new financial system that will secure future improvement in these services. The targets set for the next three years demonstrate the commitment to get back to top quartile performance in these services.

This year 27% of national performance indicators are in the top quartile when compared against all English councils. Only 9 national indicators are in the bottom quartile when compared against all English authorities. Of these 3 are in areas where because of the demographic and social make up of Fylde it would not be possible to achieve top quartile performance or they are in areas that are not priority for Fylde. These are the percentage of the top 5% of earners that are from ethnic minority groups or women and the number of pupils visiting museums and galleries in organised school groups.

The 2005/06 national performance indicators show that 45% have improved when compared against the 2004/05 performance and that 35% have got worse. The majority of those that have got worse are indicators that are not key priorities for Fylde or are directly influenced by the demographic and social make up of the borough.

The 2004/05 performance figures showed overall service delivery improvement and this has been continued with the 2005/06 performance figures demonstrating the council's commitment to deliver better quality services. Year on year comparisons cannot be exact because of the number of indicators that have been amended, deleted or added during the year.

A key indicator for Fylde is the level of customer satisfaction with the service we deliver. In all the service areas that measure customer satisfaction on an ongoing basis the figures are very good. The new customer service team carries out monthly surveys and levels of satisfaction with the service overall are 96%. The results from Listening Day show that both visitors and residents think the services delivered by Fylde are excellent and getting better.

During the year Fylde has achieved some significant successes all of which are outlined in full detail in the 2005 Corporate Self Assessment and recognised in the Audit Commissions Progress Assessment Report. As part of the continuous improvement process the Council is required to produce a Self Assessment each year that outlines the improvements that have been made over the previous 12 months. The Audit Commission inspects the Self Assessment and test the validity of the improvements. This work is then combined with the inspection and audit work that has been carried out during the year and

a judgement is made on whether the Council is improving or not and more importantly whether the improvements are in the right areas.

The Audit Commission is continually reviewing the national performance indicators in response to feedback from local authorities. As a result of this 29 of the national indicators that Fylde has reported against are either new or amended indicators. This makes it difficult to provide any chronological comparison and there is also no quartile data available to place the performance in context. Comparison was possible against 49 indicators.

Fylde Borough Council has received two Progress Assessment Reports since the CPA judgement in 2004 and both have confirmed that the Council has made significant improvements in the right service areas. The reports highlight the improvements made in priority areas such as customer service, the local environment, member development and capacity building. The Progress Assessment reports are published on the Audit Commission web site at www.audit-commission.gov.uk and the Self Assessments can be viewed on the Council's web site at www.fylde.gov.uk alternatively, you can request a copy of these reports from the Council using the contact details provided in this document.

The following pages outline the performance of the Council against the national performance indicators and the local performance indicators that have been used over the last year. The tables also include the targets for the forthcoming year and outline any amendments, deletions and additions to the portfolio of indicators for the coming year.

The direction of travel indicated on the performance tables is based on whether the performance is getting better or not. If an indicator is improving by showing a lower figure (e.g. the number of days sickness) then the direction of travel is upwards because the performance is travelling in the right direction."

IMPLICATIONS	
Finance	There are no direct financial implications arising from this report.
Legal	There are no direct legal implications arising from this report.
Community Safety	There are no direct community safety implications arising from this report.
Human Rights and Equalities	There are no direct human rights and equalities implications arising from this report.
Sustainability	There are no direct sustainability implications arising from this report.
Health & Safety and Risk Management	There are no direct health & safety and/or risk management implications arising from this report.

Report Author	Tel	Date	Doc ID
ALLAN OLDFIELD	(01253) 658576	MAY 14TH 2006	

List of Background Papers		
Name of document	Date	Where available for inspection
Audit commission bvpi definitions	January 2006	www.audit-commission.gov.uk/performance/guidance.asp
Audit commission bvpi out turns	January 2006	www.audit-commission.gov.uk/performance/dataprovision.asp

List of appendices

Appendix 1: The 2005/06 National and Local Performance Indicator Out Turns

Appendix 2: The Key Performance Indicators to be Reported on a Quarterly Basis.

Appendix 3: The 2006/07 User Satisfaction Performance Indicators.

2005/06 Fylde National Performance Indicators

Performance Context

	Performance is national top quartile (English Districts)
	Performance is national bottom quartile (English Districts)

😊	Performance is improving/ travelling in the right direction
😐	Performance has remained the same
😞	Performance has got worse / travelling in the wrong direction
	No comparison data or new / amended PI

Direction of Travel compares performance against 2004/05 figures

Comparison data is all England District council quartiles published by the Audit Commission in March 2006.

BVPI Indicator Description (see full definition to determine method of calculation)		All England 2004/05 Top	All England 2004/05 Average	All England 2004/05 Bottom	Actual for 2004/05	Actual for 2005/06	Target for 2006/07	Target for 2007/08	Target For 2008/09	Direction of Travel
Corporate Health										
2 a)	The Level (if any) of the Equality standard for Local Government to which the authority conforms in respect of gender, race and disability (level 1,2,3,4,5)	N/A	N/A	N/A	0	0	1	2	3	😐
2 b)	The duty to promote race equality.	63%	48.96%	37%	32%	63.15%	80%	90%	100%	😊
8	Percentage of undisputed invoices which were paid within 30 days of receipt or within agreed payment terms.	97%	93.28%	91.06%	90.6%	92.3%	100%	100%	100%	😊
9	The percentage of Council Tax collected by the Authority in the year.	98.5%	97.8%	97.31%	98.1%	97.5%	98.1%	98.3%	98.4%	😞
10	The percentage of Non-Domestic Rates collected by the Authority in the year.	99.2%	98.63%	98.22%	98.4%	97.3%	98.4%	98.5%	98.6%	😞
11 a)	The percentage of top 5% of Authority Staff who are women.	28.93%	22.8%	16.10%	16.1%	11.11%	13%	15%	17%	😞
11 b)	The percentage of top 5% of Authority Staff who are from an ethnic minority.	1.98%	1.38%	0%	0%	0%	0%	0%	0%	😐
11 c)	The percentage of top 5% of Authority Staff who have a disability (excluding those in maintained schools).	New BVPI for 2005/06				3.7%	7%	11%	11%	
12	Number of working days/shifts lost to the Authority due to sickness absence (per FTE)	8.48 days	9.78 days	11.10 days	10.8 days	11.65 days	10.5 days	10 days	9.5 days	😞
14	The percentage of employees retiring early (excluding ill health retirements) as a percentage of the total workforce	0%	0.75%	1.04%	0%	0.3%	0.6%	0.3%	0.3%	😞
15	The Percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	0%	0.33%	0.50%	0.4%	0.3%	0.3%	0.3%	0.3%	😊

BVPI Indicator Description (see full definition to determine method of calculation)		All England 2004/05 Top	All England 2004/05 Average	All England 2004/05 Bottom	Actual for 2004/05	Actual for 2005/06	Target for 2006/07	Target for 2007/08	Target For 2008/09	Direction of Travel
16 a)	The percentage of employees with a disability.	4.10%	3.40%	1.86%	1.3%	2.9%	3.4%	3.6%	4%	😊
16 b)	The percentage of the economically active population in the Authority Area who have a disability.	15.8%	13.5%	10.8%	15.8%	15.8%	Not applicable for targets			😊
17 a)	The percentage of employees from ethnic minority communities.	2.5%	2.1%	0.7%	1.1%	0.72%	1%	1.4%	1.4%	😞
17 b)	The percentage of economically active (age 18 to 65 yrs) population from ethnic minority communities in the authority area.	5.8%	5.8%	1.3%	1.4%	1.4%	Not applicable for targets			😊
156	The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.	81.80%	60.40%	41.94%	47.1%	52.9%	68.7%	85%	90%	😊
157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	84.69%	73.02%	64.27%	64%	99.9%	BVPI to be deleted from April 1 st 2006			😊
Housing and Related Services										
64	The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of action by authority.	25	19.83	2	5	15	20	25	N/A	😊
183 a)	The average length of stay in Bed and Breakfast accommodation of households that are unintentionally homeless and in priority need.	1 week	4 weeks	5 weeks	4 weeks	4 weeks	3 weeks	2 weeks	2 weeks	😊
183 b)	The average length of stay in Hostel accommodation of households that are unintentionally homeless and in priority need.	0 days	13 days	19 days	0 days	0 days	0 days	0 days	0 days	😊
202	The number of people sleeping rough within a single night within the area of the Authority.	No Quartile Data Available			6	0-5	0-5	0-5	0-5	😊
203	The % change in the average number of families placed in temporary accommodation compared with the average from the previous year.	-9.40%	12.87%	25.21%	109.5%	54.54%	-5%	-5%	-5%	😊
213	The number of households who considered themselves as homeless, who approached the LHA's housing advice service and for whom housing advice casework intervention resolved their situation (No. per 1000 households).	New BVPI for 2005/06				0	1	2	3	😊
214	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last 2 years.	New BVPI for 2005/06				0%	0%	0%	0%	😊
Housing and Council Tax Benefit										
76 a)	Housing Benefit Security - The number of claimants visited per 1000 caseload.	296.60	232.09	173.06	387	426.55	498	508	518	😊
76 b)	Housing Benefit Security - The number of fraud investigators employed per 1000 caseload.	0.44	0.35	0.23	0.42	0.41	0.41	0.41	0.41	😊
76 c)	Housing Benefit Security - The number of Housing Benefit and Council Tax Benefit fraud investigations per year per 1000 caseload.	59.53	46.56	29	134	58.74	59.35	60.98	62.20	😞
76 d)	Housing Benefit Security - The number of Housing Benefit and Council Tax Benefit prosecutions and sanctions per year per 1000 caseload.	6.25	5.02	2.52	12.5	14.94	12.20	12.40	12.60	😊

BVPI Indicator Description (see full definition to determine method of calculation)		All England 2004/05 Top	All England 2004/05 Average	All England 2004/05 Bottom	Actual for 2004/05	Actual for 2005/06	Target for 2006/07	Target for 2007/08	Target For 2008/09	Direction of Travel
78 a)	Housing/Council Tax Benefit - Average time for processing new claim (calendar days)	28 days	35.6 days	40.6 days	33.2 days	43.08 days	35 days	28 days	25 days	☹
78 b)	Housing/Council Tax Benefit - Average time for processing notifications of changes in circumstances (calendar days)	6.8 days	10.5 days	12.4 days	6.9 days	7.87 days	7 days	6 days	5 days	☹
79 a)	Percentage of cases within a random sample for which the calculation of benefit due was correct.	99%	97.56%	96.8%	97.4%	98.6%	98.6%	98.6%	98.6%	☺
79 bi)	The amount of Housing Benefit overpayments recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period.	53.59%	44.71%	35.10%	50.03%					
79 bii)	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	Amended BVPI for 2005/06								
79 biii)	HB overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	Amended BVPI for 2005/06								
Environmental Services										
82 ai)	The percentage of household waste arisings which have been sent by the Authority for recycling	19.33%	16.08%	12.36%	14%	15.5%	18%	19%	20%	☺
82 aii)	The total tonnage of household waste arisings which have been sent by the Authority for recycling.	Amended BVPI for 2005/06				5011	5700	5900	6100	
82 bi)	The percentage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion .	10.55%	6.49%	4.24%	18.1%	20.5%	22%	23%	24%	☺
82 bii)	The total tonnage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion .	Amended BVPI for 2005/06				6635	7000	7150	7300	
84 a	Kilogrammes of household waste collected per head of authority population.	380.4kg	412.3kg	442.8kg	442.5kg	426.1kg	418kg	410kg	402kg	☺
84 b	The percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population.	New BVPI for 2005/06				-4%	-2%	-2%	-2%	
86	Cost of waste collection per household	£35.66	£43.09p	£48.10	£46.85p	£39.07	£48.45	£49.90	£51.40	☺
91 a)	The percentage of households resident in the Authority's area served by kerbside collection of recyclables.	100%	92.2%	89.8%	100%	100%	100%	100%	100%	☹
91 b)	The percentage of households resident in the Authority's area served by kerbside collection of at least 2 recyclables.	New BVPI for 2005/06				97%	100%	100%	100%	
199 a)	The proportion of relevant land and highways (%) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	10%	16.3%	21.5%	9%	8%	8%	8%	8%	☺
199 b)	The proportion of relevant land and highways (%) from which unacceptable levels of graffiti are visible.	Amended BVPI for 2005/06				2%	1%	0%	0%	

BVPI Indicator Description (see full definition to determine method of calculation)		All England 2004/05 Top	All England 2004/05 Average	All England 2004/05 Bottom	Actual for 2004/05	Actual for 2005/06	Target for 2006/07	Target for 2007/08	Target For 2008/09	Direction of Travel
199 c)	The proportion of relevant land and highways (%) from which unacceptable levels of fly-posting are visible.	Amended BVPI for 2005/06			0%	0%	0%	0%	0%	
199 d)	The year -on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with fly-tipping .	Amended BVPI for 2005/06			1	1	1	1	1	
Public Protection										
166 a)	Score against a checklist of enforcement best practice for - Environmental Health	90%	79%	70%	88.6%	98.6%	100%	100%	100%	😊
216 a)	Number of 'sites of potential concern' (within the authority area), with respect to land contamination.	New BVPI for 2005/06			1525	1370	1233	1110		
216 b)	Number 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 concern'.	New BVPI for 2005/06			7%	10%	10%	10%		
217	The percentage of pollution control improvements to existing installations completed on time.	New BVPI for 2005/06			100%	100%	100%	100%		
218 a)	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification.	New BVPI for 2005/06			42%	70%	80%	90%		
218 b)	The percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle.	New BVPI for 2005/06			91%	95%	97%	99%		
Planning										
106	The percentage of new homes built on previously developed land	90.08%	69.25%	52.17%	61%	58.8%	62.5%	65%	67.5%	😞
109 a)	The percentage of major commercial and industrial planning applications determined within 13 weeks	71.25%	59.05%	46.87%	51%	43%	65%	70%	70%	😞
109 b)	The percentage of minor commercial and industrial planning applications determined within 8 weeks	75.28%	67.56%	61%	70%	72%	75%	80%	85%	😊
109 c)	The percentage of other planning applications determined within 8 weeks	88.01%	82.79%	79.98%	88%	83%	90%	95%	95%	😞
179	The percentage of standard searches carried out in 10 working days.	100%	94.89%	93.40%	100%	100%	BVPI to be deleted from April 1 st 2006			😊
200 a)	Did the Local Planning Authority submit the 'Local Development Scheme (LDS)' by 28th March 2005 and thereafter maintain a 3-year rolling programme?	Amended BVPI for 2005/06			Yes	Yes	Yes	Yes		
200 b)	Has the Local Planning Authority met the milestones that the current 'Local Development Scheme (LDS)' sets out?	Amended BVPI for 2005/06			No	Yes	Yes	Yes		
200 c)	Did the Local Planning Authority publish an annual monitoring report by December of the last year?	Amended BVPI for 2005/06			Yes	Yes	Yes	Yes		
204	The percentage of appeals allowed against the Councils decisions to refuse planning applications.	24%	30.1%	37%	13.6%	63.6%	35%	30%	25%	😞

BVPI Indicator Description (see full definition to determine method of calculation)		All England 2004/05 Top	All England 2004/05 Average	All England 2004/05 Bottom	Actual for 2004/05	Actual for 2005/06	Target for 2006/07	Target for 2007/08	Target For 2008/09	Direction of Travel
205	The Authorities score against a 'Quality of Planning Services' checklist.	88.9%	77.5%	72%	77.7%	77.7%	90%	100%	100%	☹️
Cultural and Related Services										
170 a)	The number of visits to/ usages of Authority funded or part funded museums in the area per 1000 population.	810	723	99	238	180	190	190	190	☹️
170 b)	The number of those visits to Authority funded, or part funded museums that were in person per 1000 population.	463	369	71	237	178	185	185	185	☹️
170 c)	The number of pupils visiting museums and galleries in organised school groups.	3181	2927	300	168	70	100	100	120	☹️
219 a)	The number of conservation areas in the Authority area.	New BVPI for 2005/06				10	10	10	10	🟡
219 b)	The percentage conservation areas in the Authority area with an up-to-date character appraisal.	New BVPI for 2005/06				0%	50%	100%	100%	🟡
219 c)	The percentage of conservation areas with published management proposals.	New BVPI for 2005/06				0%	0%	50%	100%	🟡
Community Safety										
126	Domestic burglaries per year, per 1000 households in the Authority area.	Amended BVPI for 2005/06			7.2	7.38	Targets have not been set by Police or Safety Partnership that directly apply to the BVPI's – targets for crime reduction are included in the Community Safety Strategy			☹️
127 a)	Violent Crime per year, per 1000 population in the Authority area.	Amended BVPI for 2005/06			11.48	🟡				
127 b)	Robberies per year, per 1000 population in the Authority area.	Amended BVPI for 2005/06			0.33	🟡				
128	Vehicle crimes per year, per 1000 population in the Authority area.	6.84	9.68	11.54	5.6	4.67				☺️
174	Racial incidents reported to the Authority and subsequently recorded , per 100,000 population.	N/a	N/A	N/A	0	0	0	0	0	☹️
175	The percentage of racial incidents reported to the Authority that resulted in further action .	100%	75.4%	57.1%	N/A	N/A	100%	100%	100%	☹️
225	Score against a checklist for assessing the overall provision and effectiveness of Authority services designed to help the victims of domestic violence .	Amended BVPI for 2005/06				36.4%	45.5%	54.5%	63.6%	🟡
226 a)	Total amount spent by the Authority on Advice and Guidance services provided by external organisations.(formerly BVPI 177)	Amended BVPI for 2005/06			64%	£152,590	£113,175	£104,250	£95,250	🟡
226 b)	The percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above.	Amended BVPI for 2005/06				83.6%	77.9%	76%	73.8%	🟡
226 c)	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public.	Amended BVPI for 2005/06				£89,529	£91,767	£94,061	£96,412	🟡

Fylde Borough Council Local Performance Indicators 2005/06

The following table presents the out turn for the 2005/06 local performance indicators at Fylde. Local indicators are used to supplement the national performance indicators and ensure that service performance is examined from every perspective. Local performance indicators have been developed to reflect what matters to the local community in service provision. Several of the local performance indicators are used to provide further information about service performance.

Local Indicator	Portfolio Holder	Actual 2004/05	Actual 2005/06	Target 2006/07	Direction of Travel
CORPORATE HEALTH LOCAL INDICATORS					
The percentage of letters responded to within 5 working days	Albert Pounder	86%	No data	95%	
The percentage of phone calls answered within 30 seconds	Albert Pounder	PI Change	50%	65%	
The percentage of phone calls to 01253 658658 answered during working hours	Albert Pounder	98.3%	77%	85%	☹
The number of respondents to Listening Day	Albert Pounder	1588	1281	1600	☹
The percentage satisfaction with the service delivered by the customer service team	Albert Pounder	New PI	96%	98%	
The percentage of people satisfied with the length of time they had to wait when contacting the council	Albert Pounder	New PI	95%	96%	
The percentage of people who felt that the level of comfort and facilities in the one stop shops were 'good' or 'very good'	Albert Pounder	New PI	96%	98%	
The number of pro-active press releases issued	Albert Pounder	236	252	260	☺
The total number of online applications made to the Council	Paul Rigby	New PI	9	50	
The total number of online payments made to the Council	Paul Rigby	No data	5793	7000	
The % of revenue collected by electronic means as a % of the total revenue collected	Paul Rigby	No data	87.9%	90%	
The total number of online requests for service / information to the Council	Paul Rigby	0	2511	5000	☺
The total number of unique visitors to the web site www.fylde.gov.uk	Paul Rigby		66139	70000	☺
Percentage of the accepted audit recommendations implemented by managers / officers	Paul Rigby	58%			
Percentage of audit clients satisfied or very satisfied with the audit service	Paul Rigby	96%			
Percentage completion of the Annual Audit Plan	Paul Rigby	83%			

Local Indicator	Portfolio Holder	Actual 2004/05	Actual 2005/06	Target 2006/07	Direction of Travel
Percentage of audit recommendations accepted by managers / officers	Paul Rigby	99%			
The number of days sickness and absence per employee that is not long term sickness	Sue Fazackerley	5.11 days	5.16 days	4 days	☹
The percentage of council employees trained in customer care	Sue Fazackerley	85%	91%	98%	☺
Female employees as a percentage of the total workforce	Sue Fazackerley	38%			
The percentage of employees still in post after two years from appointment date	Sue Fazackerley	71%			
The percentage of employees who stated that Fylde was 'good' employer from survey	Sue Fazackerley	50.4%	51.8%	70%	☺
Percentage of returns for the register of electors	Sue Fazackerley	88.3%	85%	88%	☹
COMMUNITY AND CULTURAL SERVICES LOCAL INDICATORS					
The number of users of St Annes Pool	Simon Renwick	118,260	114,618	116,910	☹
The number of users of Kirkham Baths	Simon Renwick	81,980	69,822	71,218	☹
The number of users of games sites (Lowther Gardens, Promenade, Fairhaven)	Simon Renwick	72,346	81,532	83,000	☺
Number of sports volunteers and coaches accessing continual professional development through partners	Simon Renwick	8	22	25	☺
Number of participants engaged in the Community Coaching Programme (CCP)	Simon Renwick	New PI	500	600	
% of CCP participants satisfied with service	Simon Renwick	N/A	New PI	95%	
% of users of game sites satisfied with service	Simon Renwick	N/A	New PI	95%	
ENVIRONMENTAL LOCAL INDICATORS					
The number of missed bins per 100,000 collections	Tim Ashton	99	30	<50	☺
% waste recycled (82a+82b)	Tim Ashton	32.1%	36.1%	40%	☺
The number of working days lost to accident or injury in the Streetscene service	Tim Ashton	No Data	52	<50	
The number of working days lost to sickness and absence in the Streetscene service	Tim Ashton	No Data	1727	1000	
Percentage of environmental health / licensing service requests responded to within 3 working days	Patricia Fieldhouse	98.8%	97%	99%	☹

Local Indicator	Portfolio Holder	Actual 2004/05	Actual 2005/06	Target 2006/07	Direction of Travel
Percentage of environmental health / licensing customers (non-business) satisfied with the service delivered	Patricia Fieldhouse	82%	87%	80%	☺
Percentage of environmental health / licensing customers (business) satisfied with the service delivered	Patricia Fieldhouse	100%	98%	80%	☹
The percentage of high risk food hygiene inspections completed (category A to C)	Patricia Fieldhouse	98%	97%	100%	☹
The percentage of high risk workplace health & safety inspections completed	Patricia Fieldhouse	96%	99%	100%	☺
The percentage of tree preservation orders decided within 8 weeks	Roger Small	100%	100%	100%	☺
The percentage of conservation area notifications decided within three weeks	Roger Small	92%	91.4%	95%	☹
HOUSING LOCAL INDICATORS					
The percentage of housing service requests responded to within 3 working days	Patricia Fieldhouse	100%	100%	99%	☺

Listening Day Key Results	Portfolio Holder	Actual 2003	Actual 2005	Target 2006	Direction of Travel
CORPORATE HEALTH LOCAL INDICATORS					
The percentage of residents satisfied with Fylde as a place to live.	John Coombes	82%	89.5%	90%	☺
The percentage of residents satisfied with street cleansing in the Fylde.	Tim Ashton	51%	73.7%	75%	☺
The percentage of residents satisfied with the refuse collection service in Fylde.	Tim Ashton	75%	83.3%	85%	☺
The percentage of residents satisfied with the parks and open spaces services in Fylde.	Tim Ashton	60%	77.1%	79%	☺
The percentage of visitors satisfied with the cleanliness of the area.	Tim Ashton	89.3%	96.9%	97%	☺
The percentage of visitors satisfied with the area overall.	John Coombes	95.5%	96.4%	97%	☺

Appendix 2: Quarterly Performance Indicators 2006/07

National BVPI Indicator to be reported on a quarterly basis		All England Top	All England Average	All England Bottom	Actual 2005/06	X Quarter Progress to Date	Target 2006/07
2 b)	The duty to promote race equality.	63%	48.96%	37%	63.15%		80%
8	Percentage of undisputed invoices which were paid within 30 days of receipt or within agreed payment terms.	97%	93.28%	91.06%	92.3%		100%
9	The percentage of Council Tax collected by the Authority in the year.	98.5%	97.8%	97.31%	97.5%		98.1%
10	The percentage of Non-Domestic Rates collected by the Authority in the year.	99.2%	98.63%	98.22%	97.3%		98.4%
12	Number of working days/shifts lost to the Authority due to sickness absence (per FTE)	8.48 days	9.78 days	11.10 days	11.65 days		10.5 days
64	The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of action by authority.	25	19.83	2	15		20
202	The number of people sleeping rough within a single night within the area of the Authority.						
203	The % change in the average number of families placed in temporary accommodation compared with the average from the previous year.	-9.40%	12.87%	25.21%	54.54%		-5%
213	The number of households who considered themselves as homeless, who approached the LHA's housing advice service and for whom housing advice casework intervention resolved their situation (No. per 1000 households).				0		1
214	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last 2 years.				0%		0%

National BVPI Indicator to be reported on a quarterly basis		All England Top	All England Average	All England Bottom	Actual 2005/06	X Quarter Progress to Date	Target 2006/07
78 a)	Housing/Council Tax Benefit - Average time for processing new claim (calendar days)	28 days	35.6 days	40.6 days	43.08 days		35 days
78 b)	Housing/Council Tax Benefit - Average time for processing notifications of changes in circumstances (calendar days)	6.8 days	10.5 days	12.4 days	7.87 days		7 days
79 a)	Percentage of cases within a random sample for which the calculation of benefit due was correct.	99%	97.56%	96.8%	98.6%		98.6%
79 bi)	The amount of Housing Benefit overpayments recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period.	53.59%	44.71%	35.10%			
82 ai)	The percentage of household waste arisings which have been sent by the Authority for recycling	19.33%	16.08%	12.36%	15.5%		18%
82 bi)	The percentage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion .	10.55%	6.49%	4.24%	20.5%		22%
84 a)	Kilogrammes of household waste collected per head of authority population.	380.4kg	412.3kg	442.8kg	426.1kg		418kg
199 a)	The proportion of relevant land and highways (%) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	10%	16.3%	21.5%	8%		8%
166 a)	Score against a checklist of enforcement best practice for - Environmental Health	90%	79%	70%	98.6%		100%
218 a)	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification.				42%		70%
218 b)	The percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle.				91%		95%

National BVPI Indicator to be reported on a quarterly basis		All England Top	All England Average	All England Bottom	Actual 2005/06	X Quarter Progress to Date	Target 2006/07
109 a)	The percentage of major commercial and industrial planning applications determined within 13 weeks	71.25%	59.05%	46.87%	43%		65%
109 b)	The percentage of minor commercial and industrial planning applications determined within 8 weeks	75.28%	67.56%	61%	72%		75%
109 c)	The percentage of other planning applications determined within 8 weeks	88.01%	82.79%	79.98%	83%		90%
205	The Authorities score against a 'Quality of Planning Services' checklist.	88.9%	77.5%	72%	77.7%		90%

Local Indicator	Actual 2004/05	Actual 2005/06	Target 2006/07
The percentage of phone calls answered within 30 seconds	PI Change	50%	65%
The percentage of phone calls to 01253 658658 answered during working hours	98.3%	77%	85%
The percentage satisfaction with the service delivered by the customer service team	New PI	96%	98%
The percentage of people satisfied with the length of time they had to wait when contacting the council	New PI	95%	96%
The percentage of people who felt that the level of comfort and facilities in the one stop shops were 'good' or 'very good'	New PI	96%	98%
The total number of online applications made to the Council	New PI	9	50
The total number of online requests for service / information to the Council	O	2511	5000
The total number of unique visitors to the web site www.fylde.gov.uk		66139	70000
The number of days sickness and absence per employee that is not long term sickness	5.11 days	5.16 days	4 days
The number of missed bins per 100,000 collections	99	30	<50
The percentage of conservation area notifications decided within three weeks	92%	91.4%	95%

Appendix 3: The User Satisfaction Performance Indicators 200/07

BV 3

The % of citizens satisfied with the overall service provided by the Council.

BV 4

The % of complainants satisfied with the handling of their complaint.

BV 80

Overall satisfaction with the following aspects of the benefits service.

- a) Contact with the office
- b) Service in the office
- c) Telephone service
- d) Staff in the office
- e) Benefits forms

BV 89

The % of people satisfied with the cleanliness standard in their area.

BV 90

The % of people satisfied with (a) household waste collection (b) waste recycling and (c) waste disposal.

BV 111

The % of planning applicants satisfied with the service received.

BV 119

The percentage of residents satisfied with the Local Authority Cultural services: (a) sports and leisure facilities (b) libraries (c) museums (d) arts activities and venues (e) parks and open spaces.

REPORT



REPORT OF	MEETING	DATE	ITEM NO
BENEFIT REVIEW UNIT	PERFORMANCE IMPROVEMENT SCRUTINY COMMITTEE	26 TH MAY 2006	6

BENEFIT REVIEW UNIT WORKPLAN AND YEAR END REPORT

Public/Exempt item

This item is for consideration in the public part of the meeting.

Summary

To consider performance measures, workplan and strategies of the Benefit Fraud Team

Recommendation/s

1. That the committee notes the Benefit Fraud Inspection report findings.
2. Consider the most appropriate way in which performance should be reported and how Senior Management and Members should be involved in the management process.

Executive Portfolio

The item falls within the following executive portfolio[s]:

Councillor Paul Rigby (Finance and Efficiency)

Report

1. The Benefit Fraud Inspectorate's report in March 2005 noted that whilst the processing of benefits and the investigation of benefit fraud were satisfactory, there was a failing on the part of the Council, in Strategic Management. This was primarily levelled at Senior Management and Member involvement.
2. The Benefit Fraud Inspectorate Report noted that the range of information gathered to monitor performance was limited and not supported by a reporting structure that

encouraged the active involvement of elected members. The existing reporting arrangements did not provide a framework that emphasised accountability.

3. Consequentially, the Performance Report for 2005/6, the Anti-Fraud Strategy for 2006/7 and the Workplan for 2006/7 are submitted to the Performance Improvement Scrutiny Committee for inspection as the first stage in implementing the Benefit Fraud Inspectorate's recommendation.
4. Members are requested to consider the most appropriate way to monitor these items in the future.

Implications	
Finance	Nothing arising in this report
Legal	Nothing arising in this report
Community Safety	Nothing arising in this report
Human Rights and Equalities	Nothing arising in this report
Sustainability	Nothing arising in this report
Health & Safety and Risk Management	Nothing arising in this report

Report Author	Tel	Date	Doc ID
Tony Kendall	(01253) 658417	15 th May 2006	Benefit Review report 2005/6

List of Background Papers		
Name of document	Date	Where available for inspection
Document name		Council office or website address

Attached documents

1. Benefit Review Report 2005/6
2. Anti-Fraud Strategy 2006/7
3. Workplan 2006/7



FYLDE BOROUGH COUNCIL

BENEFIT REVIEW UNIT

REPORT 2005/06

CONTENTS

- 1 Statistical performance of the Benefit Review Unit.
- 2 General Analysis.
- 3 Staffing & Training
- 4 Service Level Agreements
- 5 Conclusion

1 - Statistical Performance of the Benefit Review Unit in 2005/6

Investigations

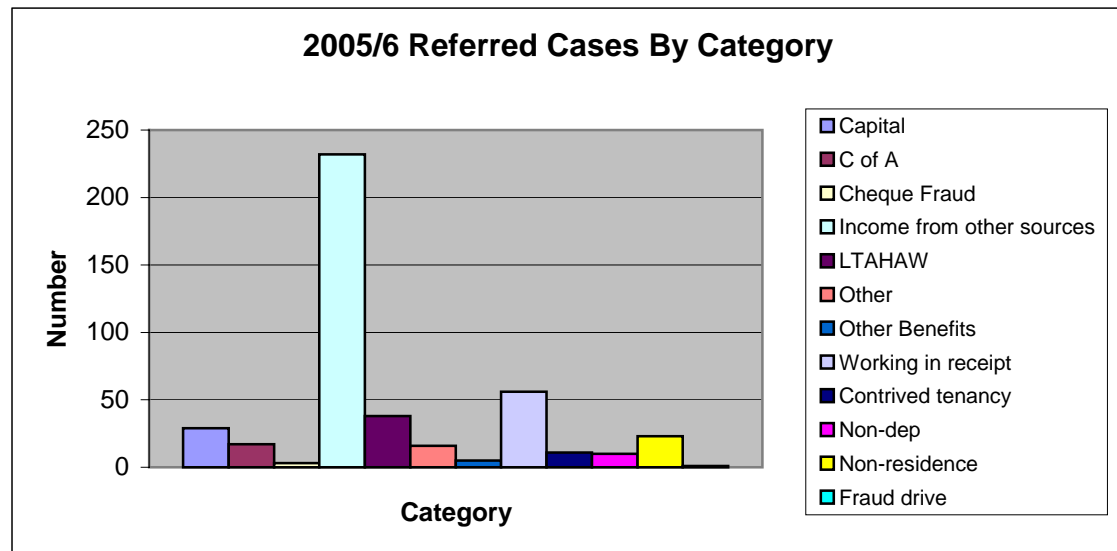
Number of fraud referrals in 2005/6: 441

Number of referrals investigated in 2005/6: 287

Number of referrals proved 93

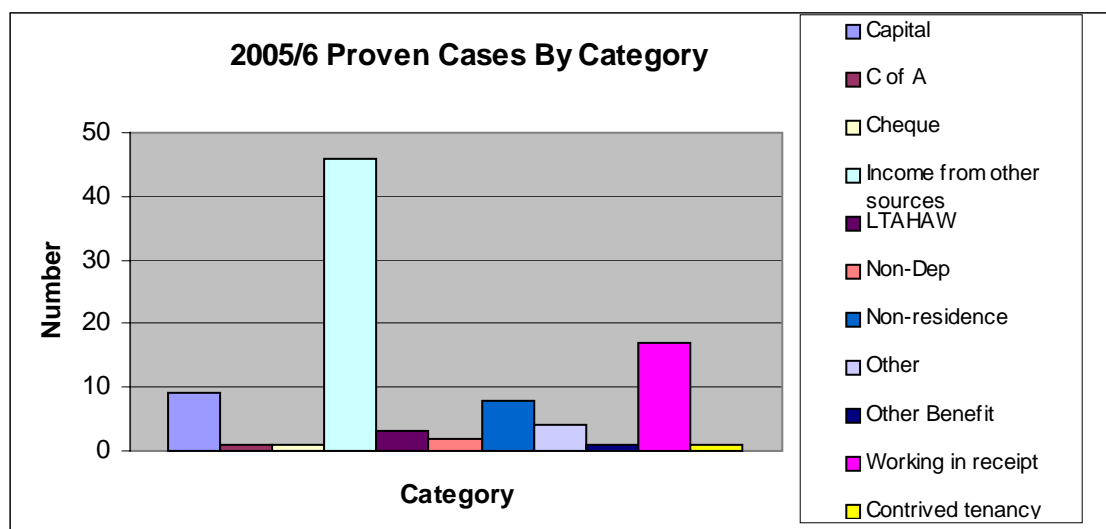
Number of referrals resulting in a sanction 73

1.1 – Fraud category for referred cases 2005/6



C of A = undeclared change of address. LTAHAW = Living together as husband and wife

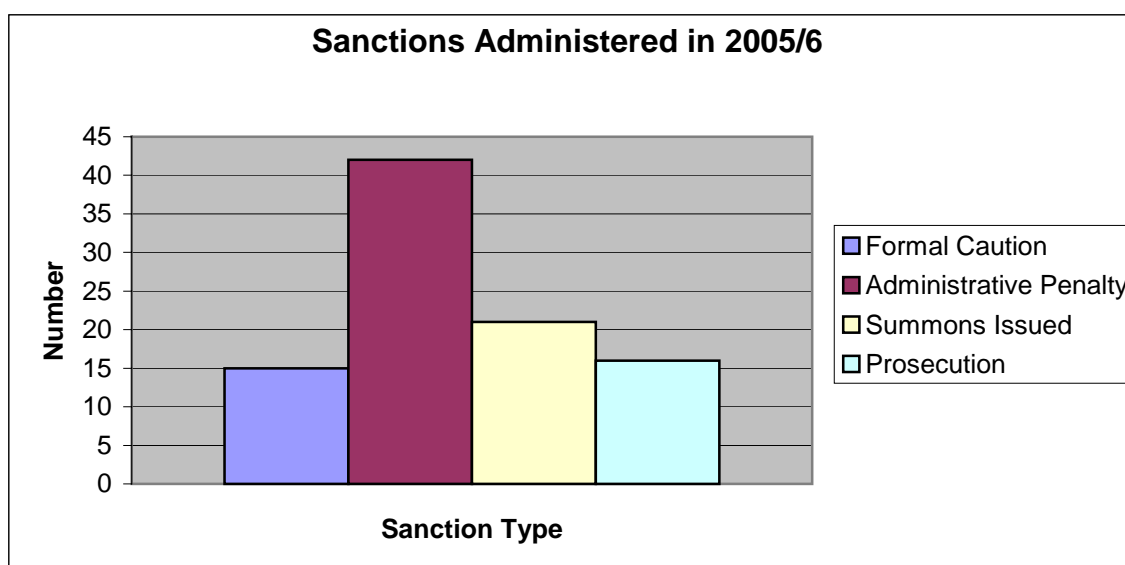
1.2 – Fraud category for proven cases 2005/6



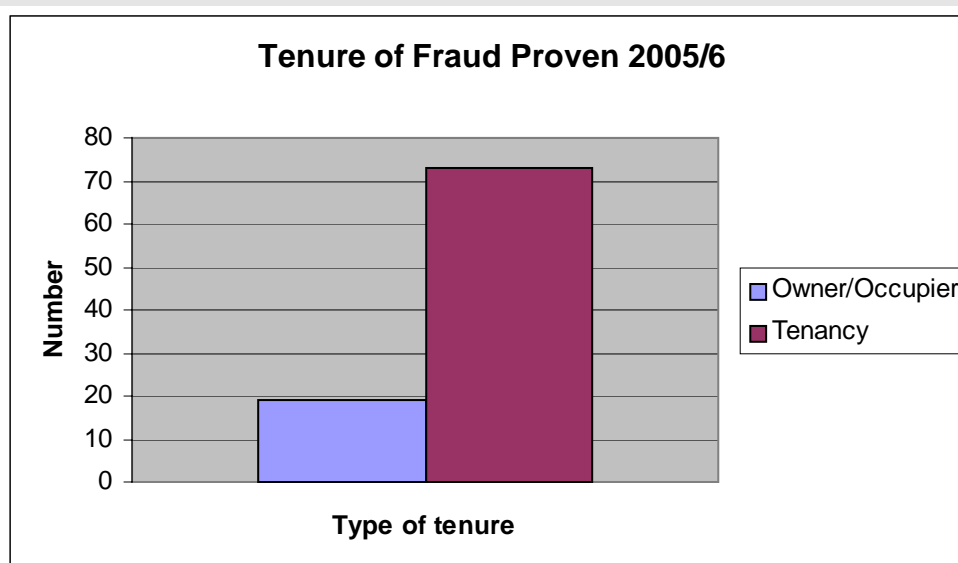
1.3 – Cases where sanctions were applied in 2005/6

Sanction Type	No. applied	Subsidy earned
Formal Cautions	15	£18000
Administrative Penalties	42	£50400
Summons Issued	21	£25200
Prosecutions	16	£32000
Total	73	£125600

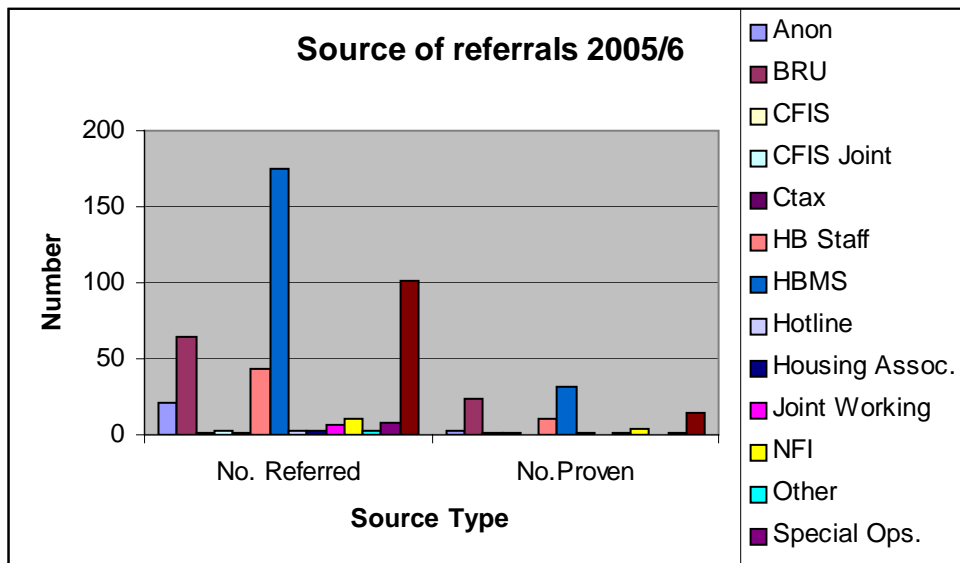
1.4 – Sanction performance in 2005/6



1.5 – Status of tenure for Offenders

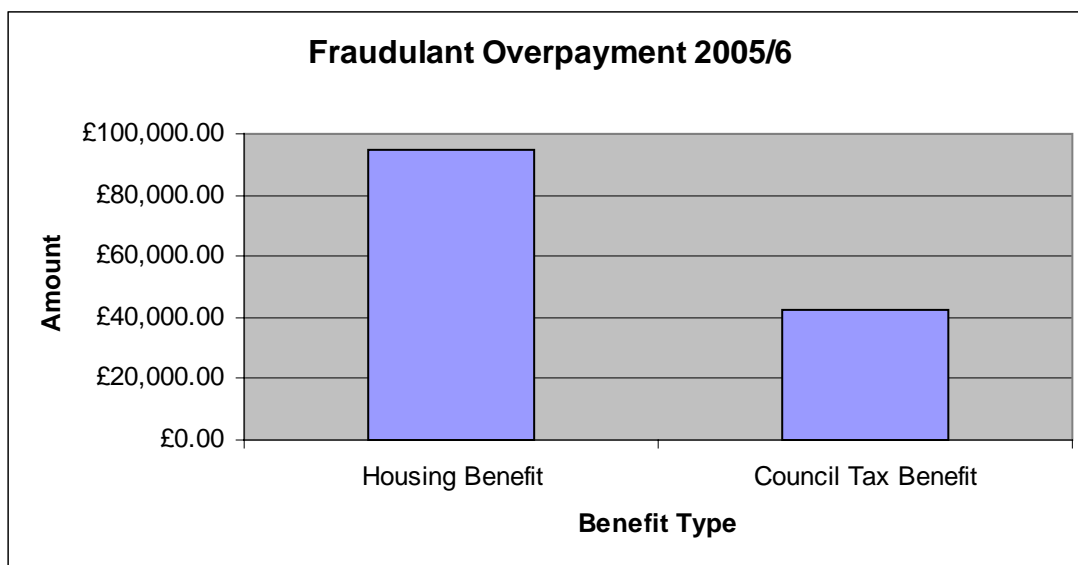


1.8 – Source of referrals



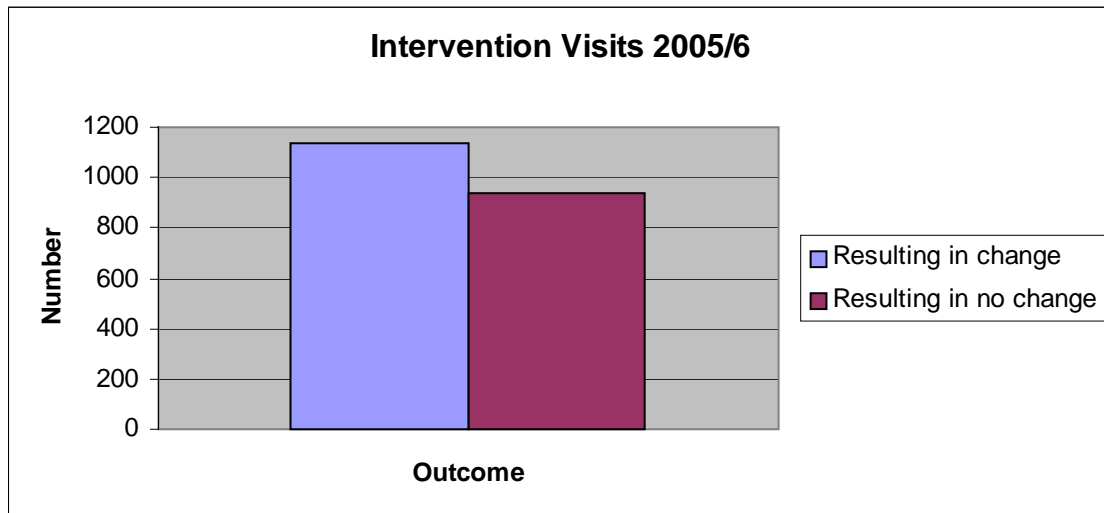
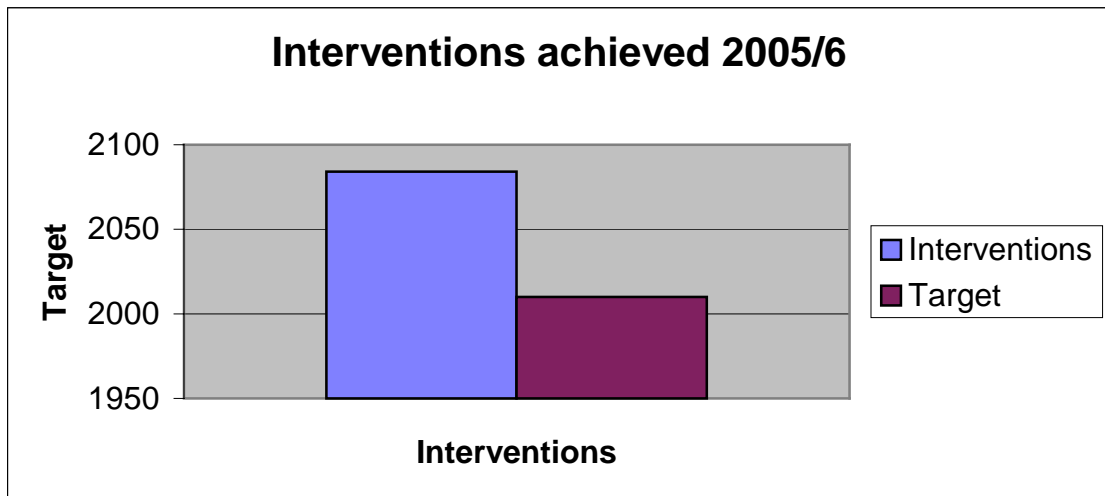
Anon = Anonymous referral. BRU = Benefit Review Unit. CFIS = Counter Fraud Investigation Service. Ctax = Council Tax Staff. HB Staff = Housing Benefit Staff. HBMS = Housing Benefit Matching Service. NFI = National Fraud Initiative

1.9 – Overpayments



It has not been possible to extract the amount recovered through fraudulent overpayments in the year due to the change over from Housing Benefit Information System [HBIS] to the new system Pericles. However, controls are in place to ensure such data is available in future years. However, of the £10085.07 Administrative Penalties issued in the year £3083.44 has been recovered in the same year. With the recruitment of a dedicated recovery officer employed in the benefits section there has been a large increase in the amount recovered. Further information will be reported in the Benefits Manager's report.

Interventions



2 - Analysis of 2005/6

2.1 Systems

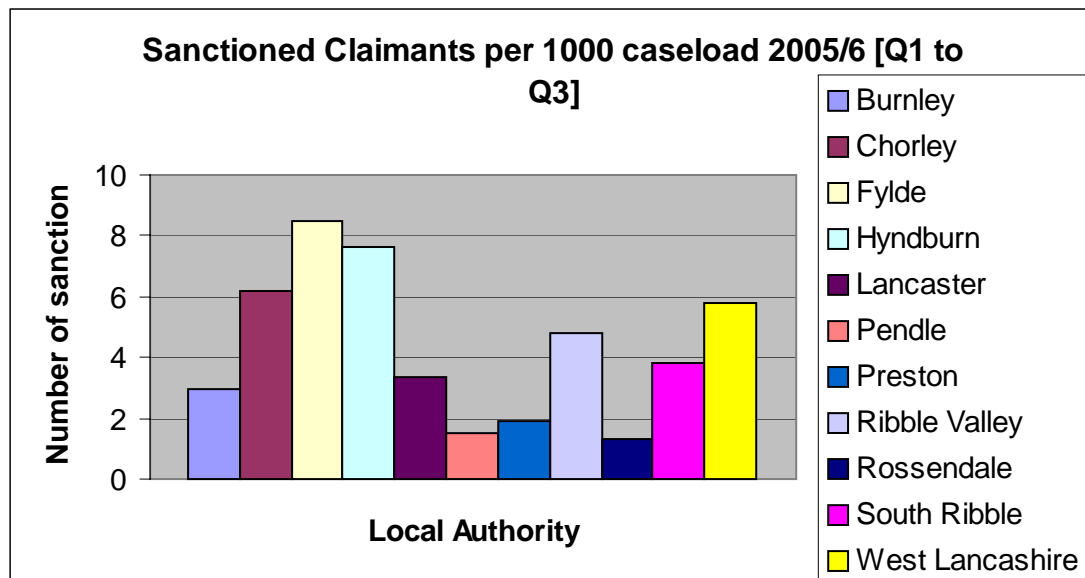
The Housing Benefit section installed the new Anite benefits software system called Pericles. Although it is produced by the same company as the fraud management system [FIMsII] the online link to the Housing Benefit data does not as yet work. During the whole of the last quarter benefit review staff have had to manually enter data for each case visited. This has been a lengthy process and certainly hindered the performance of the unit, both in terms of investigation and intervention work. Three months later the system link problem has not been resolved. From April 2006 an in-house database has been set up for the intervention team. Whilst it does record the necessary

data it does not have the security and flexibility of FIMsII and is regarded as a retrospective step.

During the year plans have been made to introduce Mobile working hardware and software for use by the Interventions Team. The projected date for implementation is July 2006. Similarly, Data Image Processing system is to be implemented sometime around September 2006. The introduction of both of these systems will have an impact on service as staff spend time learning to adapt to their use.

2.2 Benchmarking

The Council is a member of the Lancashire Benchmarking Group and the North West Operational Board. Analysis of submitted data places Fylde at the top of the group in terms of securing sanctions against offenders. The benchmarking group has also undertaken analysis of each authority's data and published details of trends in fraud types and demographics. Whilst there has been nothing of any great significance discovered in this analysis, it does confirm that the anti-fraud strategy is in tune with the prevailing circumstances in Fylde.



2.3 Performance

In terms of analysis of the actual results, it can be seen that a significant proportion of offenders are, as would be expected, from the private rented sector. This includes former Council tenants who are now with New Fylde Housing or other Housing Associations.

This year there has been a change in number of cases that involved catching fraudsters who failed to declare work. Last year this was the biggest category of proven fraud. It has now been overtaken by people who fail to declare other

income. The reason for this is that Fylde Borough Council participates in the Housing Benefit Matching Service scheme. In 2004/5 referrals from this body were received three times a year. In 2005/6 this increased to 12 times a Year. As investigation is mandatory there is less time to resource cases involving undeclared work and hence the reduction in that area of detected fraud.

It has been noted that of the remaining fraud types referred almost all are of the type that do not readily lend themselves to prosecution by their very nature. 'Living together as man & wife' [LTAHW] and contrived tenancies are examples of fraud that are subject to interpretation. Whilst they can more often than not be 'proved' on the balance of probability, they do not tend to pass the test of beyond reasonable doubt. Judgement of any contested decision is much better suited to the Appeals Tribunal except in the most blatant cases. It must also be noted that these cases are usually complex and require the application of high levels of resources, especially visiting and residency checks.

In terms of interventions Fylde Borough Council has met the government set target. This is despite disruption to the service due to IT problems mentioned earlier, a vacant post held in abeyance and the absence of another officer who is on maternity leave. In the last quarter investigation officers were seconded to interventions in order to meet the target.

The outcome of the intervention function is that at least 55% of cases result in a reported change in circumstances. The Council chooses to operate interventions by the use of visiting officers. A review form is completed and signed. One benefit in using this methodology is that should it subsequently be established that a claimant has defrauded the Council the review form can be used as a primary document in any prosecution. It should be noted that as there are no longer periodic signed renewal forms prosecution in court could be hampered. Having signed review forms removes this problem.

2.4 TRENDS

The post codes of the addresses in proven fraud cases have been used to populate a map of the Fylde.[See Appendix 1]. The clustering of frauds in certain areas reveals some unexpected findings:

There were virtually no cases of proven fraud in the more impoverished areas such as those dominated by Residential Social Landlord accommodation, formerly Council House Estates. It is generally accepted that areas of relative poverty are more likely to produce crime, in particular benefit fraud. It is intended that visiting officers will select high-risk scan data to perform benefit reviews in these areas. The outcome will be analysed to establish whether or not there is some obstacle that is preventing fraud being referred or detected.

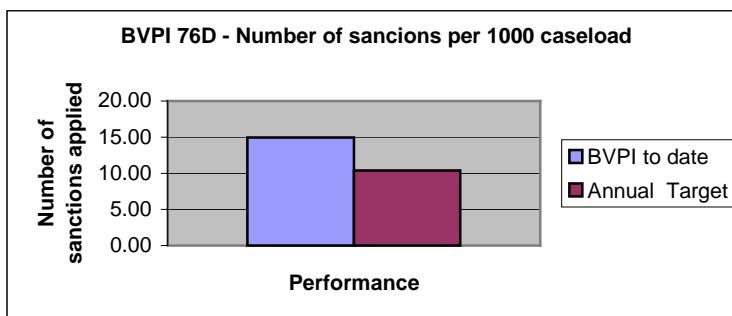
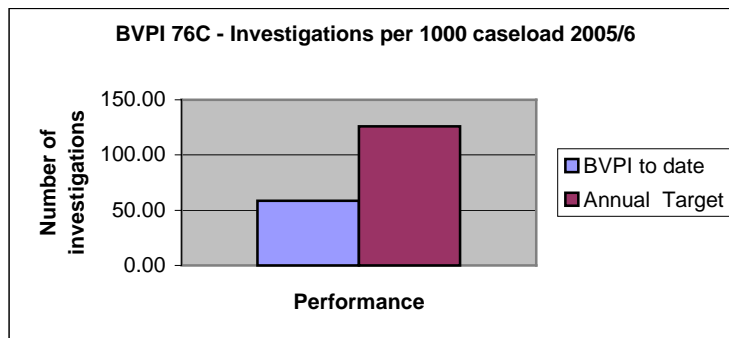
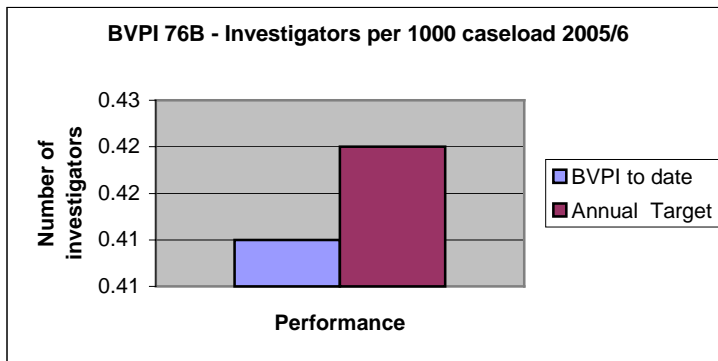
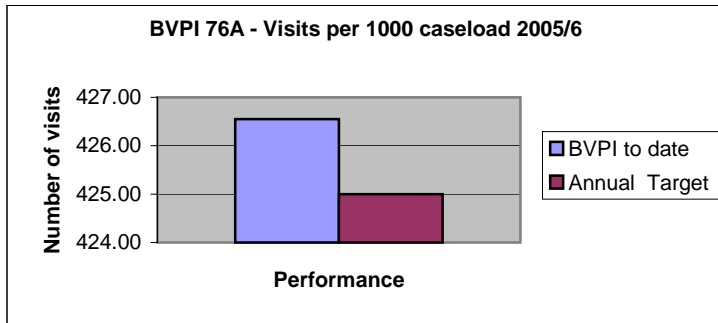
It was also noted that the highest concentration of fraud was in St Annes with 50% of proven cases from that area, 25% from Lytham, 17% from Kirkham,

7% from Warton/Freckleton and 1% from rural areas. However, looking at the map for St Annes the location of fraud is not clustered around the areas of house in multiple occupation as would be expected.

The reason for this may have been that the main sources of referrals came from Housing Benefit Matching Service and Fylde Borough Council's new visiting team which may have biased away from traditional target areas. Whilst there still remains some basis in the saying that the stereotypical fraudster is a single, working age person, residing in a house in multiple occupation, it would appear that it is not that significant.

2.5 Best Value Performance Indicators [BVPI's]

Four mandatory reports must now be submitted quarterly in order to allow for comparison in terms of Best Value. They are:



<i>Standard</i>	<i>Target 2004/5</i>	<i>Achieved 2004/5</i>	<i>Target 2005/6</i>	<i>Achieved 2005/6</i>	<i>Comment</i>
1 - Number of claimants visited	352.58	386.16	425	426.55	Increased to reflect new

per 1000 caseload					DWP target
2 - Number of Fraud Investigators employed per 1000 caseload	0.44	0.42	0.42	0.41	No change to investigator numbers but susceptible to caseload changes
3 - Number of fraud investigations per 1000 caseload	44.07	133.73	126	58.74	Low level enquiries now undertaken by visiting staff
4 - Number of Prosecutions & Sanctions per 1000 caseload	8.37	12.48	10.38	14.94	Reflects Finance Managers Target for Unit

Comment:

Visits – This the second full year of the new intervention scheme. The majority of visits are scheduled on the basis of the monthly Department for Works and Pensions high-risk scan of Fylde’s benefit caseload. However, increasingly cases formerly dealt with by investigators are transferred to the visiting schedule. These cases are ‘low grade’ fraud where no sanction would be applied or where there is claimant error. It should also be noted that the Housing Benefit Matching Service matching service also report cases on a monthly basis and the ‘Rules’ increasingly focus on reporting claimant and/or Local Authority error. Accordingly, these cases are dealt with either by visiting officers or Housing Benefit assessment staff. This has freed up more time for in-depth investigations.

Investigators – Fylde has two investigators and this has been the case for several years. The change in the performance indicator simply reflects changes in the benefit caseload and does not indicate that investigators are failing in their performance.

Investigations – As has already been pointed out investigations are now focused on serious frauds and other cases are dealt with by visiting officers. More serious cases require increased resources per case.

Sanctions – although the number of investigations has declined, the number of sanctions being administered has increased. This is the most significant indicator regarding investigations.

3 - Staffing

3.1 Benefit Review Unit Team

Position	Location	Comment
Manager	Public Offices	
Snr Investigator	Public Offices	
Snr Investigator	Public Offices	
Support Clerk	Public Offices	
Visiting Officer	Public Offices	Maternity leave in Q4
Visiting Officer	Public Offices	
Snr.Visiting Off.	Public Offices	Post Vacant Oct - Mar

3.2 Training for Benefit Review Staff

Course	Manager	Snr Invest	Snr Invest	Visit Officer	Visit officer	Visit officer
PINs 1 - 7	Yes	Yes	Yes	No	Yes	No
PINs 9	Yes	Yes	Yes	No	Yes	No
PINs Manager	Yes	No	No	No	No	No
IRRV Tech	Yes	No	No	No	No	No
ECDL	Yes	Yes	No	Yes	No	Yes
VF refresher				Yes	Yes	Yes

3.3 Training delivered to Housing Benefit Staff

Training and Fraud Awareness to Housing Benefit and other Council employees has been achieved by :

- The introduction of a fraud awareness document in the employee handbook, now distributed to all new staff on induction.
- The procurement of a designated fraud section on the Council's new Internet website, giving information on fraud and containing a fraud referral facility.
- Upon induction, new benefit staff have been given a fraud awareness training session by the Fraud & Verification Manager.
- All staff have received, either via e-mail or hard copy, the Benefit Review Unit's leaflet. This also includes information on fraud and details of how referrals can be made.
- Publicity has been prominent, both externally in the press and radio, and internally through various across-the-board publications.

4 - Service Level Agreements

4.1 Service Level Agreements - Local Counter Fraud Investigation Service

This is operated by joint meetings between the three local LA Fraud Managers [Fylde Borough Council, Blackpool Borough Council and Wyre Borough Council] and the local office Department for Works and Pensions Fraud Manager on a quarterly basis. The agreement is signed and presented to the Operational Board at regular intervals. The national model now includes reference to joint investigation and prosecution and accordingly the second Service Level Agreement [SLA] arranged jointly in previous years is now obsolete. A new Department for Works and Pensions Fraud Manager has now been appointed and at the same time the Department for Works and Pensions anti-fraud strategy has changed with a reduced investigation team and a new Compliance Unit. The Compliance Units are operated from Job Centre Plus and focus on visiting 'low grade' fraud referrals.

4.2 Service Level Agreement - Problems

The morale of Department for works and Pensions [DWP] officers at CFIS is low as a result of their re-organisation and perhaps this explains why standard procedures regarding joint interviewing and prosecution are routinely disregarded. The LA side are now beginning to take a more formal approach and failings are being reported to the Operational Board. The National SLA will need to be amended to accommodate the changes relating to Compliance work. It may arise that a separate SLA will be required with the local Job Centre Plus managers in order that Investigation Officers, LA Visiting Officers and DWP Compliance Officers do not interfere with each other's work.

4.3 Service Level Agreement - General Department for works and Pensions

The general SLA between FBC and the local office does not appear to have any specific problem areas. The Benefits Manager attends quarterly meetings and represents Benefit Review Unit interests. There are issues regarding the DWP debt Management and Decision-Making Sections that have been ongoing. Failures by these sections to process work has resulted in many cases failing to be prepared in time for prosecution. It appears to be a national problem and is being dealt with through the Operational Boards. It is interesting the National SLA for Debt Management has omitted any mention of turn around time for dealing with overpayment requests from LA's.

5 Conclusion

The current mix in the anti-fraud strategy appears to be focusing attention on the main elements of fraud in the FBC area. The Council should continue

efforts in the application of sanctions against all appropriate offenders. Continual improvement can be achieved by setting officer targets that are stretching but still achievable. This should be reflected in the Anti-fraud strategy and workplan for 2006/7.

In order to meet Best Value Performance Indicators [BVPI's], attention should be focussed on the role of the Visiting Officer, who should be set specific goals. These objectives should include responsibility for dealing with suspected irregularities in respect of 'living together', 'non-dependent', 'non-residency' and 'contrived tenancy' cases.

Training should be developed to meet the Performance Standard tests. Preparatory work on training, fraud awareness and publicity should be fully developed utilising the Intranet & Internet.



FYLDE BOROUGH COUNCIL

BENEFIT SERVICE

ANTI-FRAUD STRATEGY

**Prepared by
Anthony Kendall , Fraud & Verification Manager
April 2006**

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Investigation Section	Section 1
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Fylde Borough Council Benefit Service Anti-Fraud Strategy

Background

Fylde Borough Council's benefit expenditure each year currently exceeds £12 million. Inherent with any system that pays out such amounts of money is the existence of people willing to commit fraud. This document sets out the strategy that Fylde Borough Council employs in tackling this problem.

The Investigation Service

The Council's Benefit Review Unit is the mechanism through which the anti-fraud strategy is delivered. The Unit has a dedicated team of investigators and visiting officers whose primary role is to:

- Prevent new fraud entering the system
- Detect fraud that is already there
- Deter future frauds by the application of sanctions

This strategy is comprised of many methods that are set out in the remainder of this document.

The Strategy

1 Investigation

1.1 All cases of suspected fraud referred to the investigation team will be considered and the appropriate action taken where it is warranted. Internal Audit will be immediately advised of any suspected internal fraud involving Council Members or Council employees. All investigation work will be carried out in accordance with:

- The Police & Criminal Evidence Act 1984
- Data Protection Act 1998
- Criminal Investigation Procedures Act 1996
- Human Rights Act 1998
- The Regulation of Investigatory Powers Act 2000

and any other legislation pertinent to the conduct of highly professional investigations.

2 Data Matching

2.1 Fylde Borough Council is firmly committed to intelligence-led investigation and consequently participates in data matching exercises with permitted partners. Relevant data from contributing organisations is analysed for potential fraud. Reported cases are then investigated. Fylde Borough Council will undertake data matching exercises with:

- Housing Benefit Matching Service [HBMS]
- National Fraud Initiative
- North West Regional Board/Operational analysis

3 Hotline

3.1 The Council operates a free answer-phone service for callers to report suspected frauds. This service allows the caller to remain anonymous and calls can be made 24 hours a day. This service will continue to be maintained. The telephone line will be:

- Publicised by annual poster campaigns
- Publicised on all relevant documentation distributed by the Council
- Included on all relevant Council Intranet & Internet pages
- Specified in all fraud press releases

3.2 The Council also has facilities for on-line referral of suspected fraud on the website.

4 Verification

- 4.1 The Council participates in the Department for Works and Pension's Verification Framework scheme. This scheme requires adherence to a set of prescribed evidential checks for both new and ongoing benefit claims.
- 4.2 Compliance with module one [new claims] of the Verification Framework standards will continue. The prescribed verification checks will prevent fraud & error entering the system. In serious cases of attempted fraud the application of an appropriate sanction will be considered.
- 4.3 Compliance with module two [reviews] of the Verification Framework standards will continue. The prescribed verification checks will prevent detect irregularities already in the system. In serious cases of fraud the application of an appropriate sanction will be considered.
- 4.4 The Council still does not operate module 3 [prescribed visits] but will be meeting the requirements of the mandatory interventions scheme by undertaking a scheduled visits programme.

5 Visiting Officers

- 5.1 From April 2004, changes to the Security Against Fraud and Error/ Verification Framework scheme require local authorities to undertake reviews. A target will be set each year for each authority. Fylde Borough Council has determined that the most efficient and effective way to achieve this is by visiting claimants and making use of notified and un-notified visiting schedules. Visiting Officers will also undertake visits in the following areas.
 - Welfare visits - helping the more vulnerable members of the community complete claim forms
 - Residency checks - to ensure that claimants actually reside at the addresses for which benefit is claimed
 - Tenancy Checks - to ensure that tenancies are bona fide and not contrived
 - 'Living Together' checks - to ensure all relevant residents have been included on the claim
- 5.2 Irregular claims discovered by these officers will be referred to the investigation team.

6 Joint Working

- 6.1 Fylde Borough Council is committed to the principles and benefits of joint working and accordingly attempts to apply this to the anti-fraud function.
- 6.2 Joint working with the Department for Works and Pensions [DWP] - the investigation staff based at the Public Offices will respond and initiate joint

working where applicable. Joint investigation and interviews are encouraged and supported by the current service level agreement with the local DWP investigation section.

- 6.3 Joint working with the Police - investigation staff will continue to assist the police in operations. Primarily, these will focus on houses in multiple occupation [HMO's], some of whose occupants are of interest to both parties.

7 Training

- 7.1 The Council recognises that fully trained staff is a pre-requisite to the success of its anti-fraud activity. All investigators will therefore continue to be given training to enhance the efficiency and effectiveness of the unit.
- 7.2 To ensure that all frauds are brought to the attention of the investigation unit, Fraud Awareness training will continue to be delivered to all new staff employed in benefits administration. Refresher courses will also be delivered with requirements being reviewed on an annual basis. In conjunction with the Personnel Section, Fraud Awareness training forms part of the induction programme for new staff.
- 7.3 The Intranet will be employed to help keep all staff updated on fraud issues.
- 7.4 Staff employed by the local Registered Social Landlords [RSL's] will be given training in both fraud awareness and verification standards where appropriate.

8 Equipment

- 8.1 Covert surveillance kit and short-wave radios have been purchased to enhance the investigation capabilities of the Council.

9 Sanctions

- 9.1 The Council's Mission Statement on sanctions will be strenuously applied in all appropriate cases.

"The Council will apply appropriate sanctions against persons who have committed benefit fraud as an essential element of an effective anti-fraud strategy. By this means the Council seeks to underline its determination to combat benefit fraud, deter potential fraudsters and encourage members of the public to raise concerns about suspect claims."

- 9.2 The following sanctions will be applied in accordance with the Council's Sanctions Policy:

- Prosecution
- Administrative Penalty
- Formal Caution

- 9.3 A press release will be issued for every case that is successfully prosecuted at court to act as a deterrent factor.

10 Targeted Operations

- 10.1 Analysis will be undertaken to direct investigation work into specific high-risk claims.
- 10.2 Data available from national and regional Government policy units will be utilised to channel investigations.
- 10.3** Exercises recommended by the Audit Commission and the Benefit Fraud Inspectorate will be undertaken.

11 Do Not Re-Direct

- 11.1 In accordance with the recommended best practice as advised by the Audit Commission, the Council operates a 'Do Not Re-Direct' policy on all benefits correspondence. If a claimant has arranged re-direction of post with the Royal Mail all Council correspondence will be returned to the Public Offices rather than forwarded on. This helps prevent claimants continuing to receive payment for accommodation at which they no longer reside.



FYLDE BOROUGH COUNCIL

BENEFIT REVIEW UNIT

WORKPLAN 2006/07

CONFIDENTIAL

1 Introduction

- 1.1 This document contains the planned objectives and targets of the Benefit Review Unit for the year 2006/2007.
- 1.2 These objectives and targets have been decided after consideration of the Benefit Anti-Fraud Strategy 2006/2007.
- 1.3 The DWP Performance Standards recommendations in respect of performance indicators and targets have been introduced.
- 1.4 Targets have been set after consideration of the relevant available data analysis.

2 Standards & Indicators used

- 2.1 Performance Indicators are crucial to the development of the Benefit Review Unit workplan. This is because they:
 - Align performance with national standards
 - Demonstrate the authority's commitment to improvement
 - Are a good measure of the service's achievement
- 2.2 Below are the National Best Value Performance Indicators that all authorities must report on annually:

<i>Standard</i>	<i>Target 2005/6</i>	<i>Achieved 2005/6</i>	<i>Target 2006/7</i>	<i>Comment</i>
1 - Number of claimants visited per 1000 caseload	425	426.55	498	Increased to reflect new DWP target
2 - Number of Fraud Investigators employed per 1000 caseload	0.42	0.41	0.41	No change to investigator numbers but susceptible to caseload changes
3 - Number of fraud investigations per 1000 caseload	126	58.74	59.35	Low level enquiries now undertaken by visiting staff
4 - Number of Prosecutions & Sanctions per 1000 caseload	10.38	14.94	12.20	Reflects Finance Manager's Target for Unit

Analysis of the above:

1. The target for 2005/6 has been met despite difficulties with staff absence and computer system/software failure during the year. Investigation staff needed to be seconded for short periods of time in the final quarter in order to meet this target.

2. There are no plans to increase the number of investigation staff in the year 2006/7 and consequently the target remains unchanged. There has not been any variation in the number of investigation officers. The apparent failure to meet the target is caused solely by an increase in the benefit caseload during the year.
3. The number of actual investigations has a direct bearing on the quality of referrals, the type of referral and time needed to deal with current caseload. The Best Value Performance Indicator BVPI76d indicates that whilst less investigations were undertaken the success in the ones that were has increased.
4. The strong performance this year is considered to be exceptional. It would not be realistic to expect similar figures in future years. The average number of sanctions administered over the last four years is 58.

3 ANALYSIS

Analysis detailed in the year end report illustrates that the unit is working well in meeting the principles set out in the anti-fraud strategy, these being that the Council is administering sanctions on an increasing basis and performing to the requirements for intervention visits as set by the Department for Works and Pensions. There is an indication that concentrating investigations based on data matching exercises has left gaps in the investigation of specific fraud types such 'false tenancies', 'working in receipt' and 'living together'. Intervention officers will be targeting locations where these were previously a problem to see if investigation drives should similar areas in future.

There has been a decline in referrals from internal departments and this indicates the need for further refresher training.

4 PLANNED ACTIVITIES

Reactive

1. Investigation staff based at the Public Offices will undertake referrals passed to the section by assessment staff and from other internal referral sources.
2. New packages of Fraud Awareness training will be rolled out to secure continued good quality referrals. The following training will be delivered in the year:

Fraud Awareness Induction	For all new employees
General Fraud Awareness Training	Rent Service staff
Refresher Training	All HB staff
Fraud Awareness Signpost	Intranet based package for all employees
VF training	Registered Social Landlord staff

3. Anti-fraud activity will continue to be publicised both internally and externally by the following methodology:

Press Release	For successful prosecutions & drives
Reports in the Grapevine	For successful prosecutions

Proactive

1. The unit will continue to participate in the following data matching programmes:
 - Housing Benefit Matching Service operated by the Department for Works and Pensions
 - National Fraud Initiative data matching operated by the Audit Commission
2. Press reports will continue to be examined as a source for identifying fraud
3. Participation in the Job Seekers card scheme with St Annes Job centre plus will continue. Negotiation with the local Job Centre will be undertaken with a view to running an extraction programme of Fylde Borough Council Benefits data for matching with the Job Seeker records.
4. Police Liaison/joint exercises will continue.
5. The revised Security Against Fraud and Error//Verification Framework scheme has introduced the need for each LA to undertake claim reviews. The Housing Benefit Matching Service section of the Department for Work & Pensions is now providing data scans of high-risk claims. Fylde Borough Council will now utilise this facility to direct visiting officers dedicated to achieving the government set targets for reviews.
6. A third visiting officer will remain dedicated to supervision of the visiting function and undertaking visits to irregular claims referred to the unit. The main focus will be on "living together", contrived tenancy and other low-level fraud type cases.

5 Subsidy

From April 2006 subsidy rewards were withdrawn by the DWP and a single administration grant which includes funds to support the anti-fraud strategy is now made. Nevertheless investigation staff will still be required to achieve BVPI targets as follows:

Benefit Review Unit Target 2006/7	AM	MS
292 investigations	146	146
60 sanctions	30	30

6 Visiting Officers

Reviews

Benefit Review Unit Target 2006/7	NG	DH	LA
2450	637	1092	728

The target for the year is set by the Department for Works and Pensions. The methodology for assigning the individual officer's target has been arrived at by dividing the total target by the time officers are expected to be available for intervention duties in the coming year. One officer will not be returning to work until September 2006 due to maternity leave, The Senior Visiting Officer will be expected to spend approximately a third of his time on supervisory and management duties and the remaining visiting officer will be expected to devote 100% of her time to intervention duties.

In addition to these intervention visits Senior Visiting Officer will manage and direct visiting staff to undertake welfare visits, residency checks and other 'low grade' fraud that is forwarded to Benefit Review Unit This is estimated to be around 200 cases per annum.

7 Monitoring

1. Management information will be analysed on a weekly basis and reported at the weekly staff meeting. Comment will be made on each officer's performance in respect of number of visits, workload [including spread of case types], authorised observations, cases requiring night visits, sanctions applied & subsidy earned.
2. Best Value Performance Indicator data will be produced & reported on a quarterly basis.
3. Sanction performance will be reported on a quarterly basis and any necessary remedial action including revision of targets may be made at that time.
4. For each officer, the number of 'open cases' will be reported each week.
5. Officers will be required to report on cases where the investigation is 'open' greater than 100 days [including appeal period].
6. At the weekly staff meeting investigators will be expected to provide a general schedule of their work for the coming week, including requests for assistance in respect of joint visits and interviews.
7. All cases being considered for a sanction will be recommended by a Senior Investigation Officer and authorised by the Fraud & Verification Manager.
8. The performance of the section will be re-assessed quarterly and targets may be revised accordingly.

AJK

REPORT



REPORT OF	MEETING	DATE	ITEM NO
FINANCE	PERFORMANCE AND IMPROVEMENT FORUM	25 TH MAY 2006	7

APPOINT AUDIT SUB COMMITTEE

Public/Exempt item

This item is for consideration in the public part of the meeting.

Summary

This report details the request for members of the Performance Improvement Scrutiny Committee to be appointed to the Audit Sub Committee.

Recommendation/s

1. Members are requested to nominate four members to sit on the Audit Sub Committee.

Executive Portfolio

The item falls within the following executive portfolio[s]:

Finance and Efficiency (Councillor Paul Rigby)

Report

Sub-heading (if needed)

Category Heading (if needed)

1. The new Audit Sub Committee is a standing sub committee of the Performance and Improvement Scrutiny Committee. At the meeting members are requested to nominate four members who will sit on the Audit Sub Committee to meet at least four times per year.

2. Members of the Performance Improvement Scrutiny Committee are requested to nominate four representatives to sit on the Audit Sub Committee. Members are reminded that membership of this committee must be politically balanced, therefore we require that three conservative and one independent is elected.

Implications	
Finance	None arising from this report
Legal	None arising from this report
Community Safety	None arising from this report
Human Rights and Equalities	None arising from this report
Sustainability	None arising from this report
Health & Safety and Risk Management	None arising from this report

Report Author	Tel	Date	Doc ID
Savile Sykes	(01253) 658413	13 th March 2006	Audit Sub Committee

List of Background Papers		
Name of document	Date	Where available for inspection
None		Council office or website address

Attached documents

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