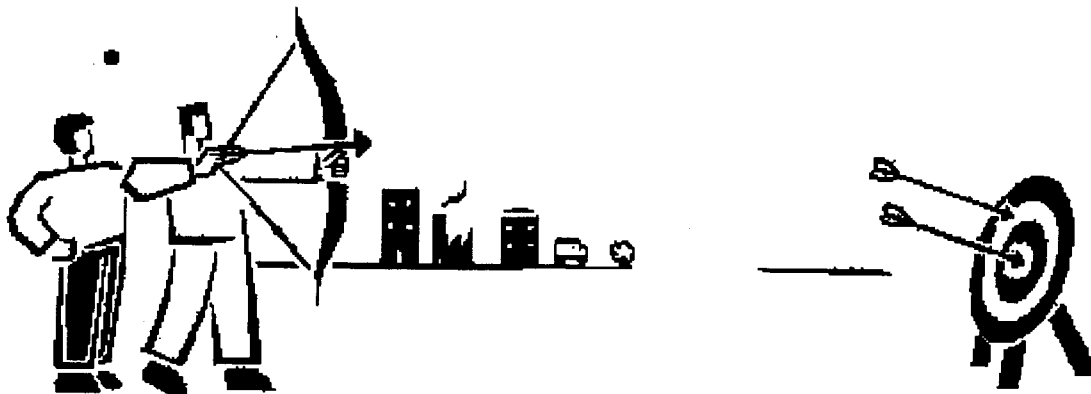


2004/05 Best Value Performance Indicators

A Guidance Note on Target Setting



Best Value Performance Indicators (BVPIs)

National Performance Indicators (NPIs) were first introduced in 1993/94 by the Audit Commission to make local authorities more accountable in ways that most mattered to the general public. Since April 2000 NPIs have been replaced by Best Value Performance Indicators (BVPIs).

The Government sets the definition of BVPIs and how we have to report on them. However, in the majority of cases, it is the responsibility of local authorities to set challenging but realistic targets for each of them.

What do I have to do if I am the lead officer for a BVPI?

You will need to consider existing information, statistical and contextual, and agree an appropriate target prior to the start of the financial year, and provide an accurate performance figure at the end of the financial year, both figures must stand up to rigorous external audit by the Audit Commission.

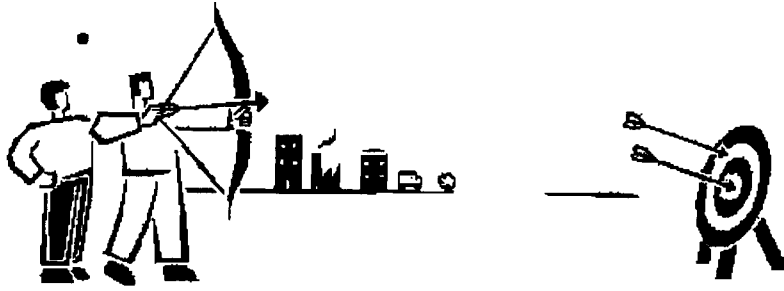
What help will I get with Setting a BVPI Target?

To assist with this, the Improvement and Development Unit (IDU) will help you to develop a written procedure for all new BVPIs. This written procedure will need to clearly reinforce all relevant guidance and show how an audit trail can be provided. Above all else this procedure will need to detail evidence to show that your BVPI result is both accurate and complete.

The IDU will also provide a pro forma for each BVPI that you need to set a target for. This pro forma will contain the following data where it is available:

- Historic TMBC data for Targets, Estimates and Actual results
- Comparative data for Kent and Cipfa Authorities
- Quartile data for National, CIPFA and Kent authorities
- Government Targets

You will need to complete, sign and return this pro forma to the IDU.



How can I set challenging but realistic targets?

Targets should be based on a number of perspectives including residents' and users' priorities, previous performance, internal and external comparisons as well as national and local priorities and other external influences such as new legislation.

Before you arrive at a target you should consider the following, where appropriate:

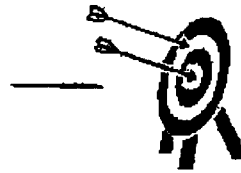
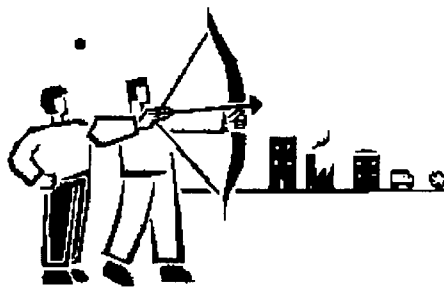
Consulting with residents, service users, staff and Councillors by directly asking people what they think of our targets or indirectly through assessing satisfaction with current performance. If the views of local residents and service users are cited as evidence, they should be specific to the target concerned.

Comparing performance against others and over time. In comparing with others it is most appropriate to consider the performance data of national Local Authorities (All England and Districts), Kent Districts and CIPFA family group districts. When comparing over time you should consider our own data, including targets, estimates and actual results. You should also consider the findings of Best Value Reviews, as well as current best practice guidance.

Competing with market leaders. Where performance can be compared against others you should question whether and how it could be improved to be amongst the best. Can we achieve top 25% performance?

Challenging existing performance. This involves pulling together the information from consultations and comparisons, including comparisons with market leaders, and producing ambitious but realistic targets, along with the means of achieving them. In the process, you will take account of your resources, work volumes and other local circumstances.

Remember, however well a target is calculated, you need an action plan to improve performance. Without an action plan to improve performance your target will merely be a forecast of what you would expect to achieve by doing nothing differently based on robust information that you already have to hand.



Government Guidance for BVPI Targets

Government has stated that BVPI targets should be challenging yet realistic, and will need to take into account national guidance, relevant national priorities and national targets. Authorities should also take into account any relevant Public Service Agreement (PSA) targets.

Local authorities are required to set targets against all BVPIs except those where no historical information exists. Top quartile targets are either statutory, such as Planning and Benefits or aspirational such as Council Tax and Human resources. However, unless we have very good reasons not to, we should aiming to achieve the current Government expectations.

(See table below)

BVPI Number	BVPI Title	Government Target	Year
BVPI 8	Bills from our suppliers we paid in 30 days.	100%	2003/04
BVPI 9	Council Tax collected during the year	98%	2003/04
BVPI 10	Business rates collected during year.	99%	2003/04
BVPI 12	Working days/shifts lost to sickness absence	8.3 days	2003/04
BVPI 14	Early retirements as a percentage of total workforce	0.2%	2003/04
BVPI 15	Ill-health retirements as a % of total workforce	0.3%	2003/04
BVPI 62	PSA to bring all social housing into decent condition	PSA	2010
BVPI 78a	Average days to process new claims for CTB /RA	36 Days	2006/07
BVPI 78b	Average days to process changes in circumstances.	9 Days	2006/07
BVPI 82a	Total waste recycled.	30%	2005/06
BVPI 82b	Waste composted centrally		
BVPI 106	% of new homes built on previously developed land	60%	2008
BV 109 a	Major applications decided in 13 weeks.	60%	2006
BV 109 b	Minor applications decided in 8 weeks.	65%	2006
BV 109 c	All other applications decided in 8 weeks.	80%	2006
BVPI 126	Crime reduction - burglary	-25%	1998/99 to 2005
BVPI 127	Crime reduction - violent	-14%	1998/99 to 2005
BVPI 128	Crime reduction - vehicle	-30%	1998/99 to 2004
BVPI 157	Types of Interactions available electronically.	100%	2005
BVPI 183	Average length of stay in B+B	6 weeks	2004
BVPI 188	Decisions delegated to officers as a % of all decisions.	90%	2003/04
BVPI 199	Cleanliness of local area to improve	By 15%	2003/04 to 2005/6
BVPI 200	Complete local development framework by 2006	Full review every 5yrs	2006

Finally, authorities need to take a corporate-level approach to target setting, considering the balance between cost and quality improvements, and the wishes of local people, in delivering improvements in economy, efficiency and effectiveness. As well as better services, authorities are expected to achieve significant efficiency improvements.