

PAPER B

ENVIRONMENT AND TRANSPORT SELECT COMMITTEE – 27 AUGUST 2004

QUARTERLY PERFORMANCE MANAGEMENT REPORT – QUARTER 1 2004-05

REPORT OF THE PORTFOLIO HOLDERS FOR ENVIRONMENT AND TRANSPORT

REASON FOR SELECT COMMITTEE CONSIDERATION

This Quarterly Performance Management Report is for the period 1st April to the 30th June 2004 and is for the Environment and Transport Portfolios. This first report for 2004-05 was presented to the Council's Executive on the 25th August 2004.

ACTION REQUIRED BY THE SELECT COMMITTEE

1. To receive the Quarterly Performance Management Report insofar as it relates to the Environment and Transport Portfolio Holders responsibilities
2. Determine whether further information is required from the Portfolio Holder on the Transport Area to Watch which has been risked scored at 16 as set out in paragraph 6
3. Determine whether further information is required from the Portfolio Holder on the Environment performance indicator – number 7 (page 8) that is currently not meeting its quarterly target
4. To determine if any further report is required from the Portfolio Holders relating to the User Satisfaction Survey (2003) results as detailed in Appendix 2

BACKGROUND

1. This Report for quarter 1 summarises performance for the responsibilities under the Portfolio Holders for Environment and Transport for the quarter ended 30th June 2004. The report format has been revised and now includes a risk assessment for the new and existing Areas to Watch highlighted in the report; and a revised basket of key performance indicators, with quarterly target profiles.
2. The results of the Best Value Performance Indicator User Satisfaction Survey 2003 is attached as Appendix 2 to this report. In 2000/01, the Government specified a number of Best Value Performance Indicators (BVPs) that required local authorities to survey local people. It was agreed that these user satisfaction surveys, to inform the production of the indicator information be conducted on a three yearly cycle. On that basis, the second survey took place in autumn 2003. The performance data is factual and reports the outturn for 2003/2004 performance indicators as per the ODPM's requirements and is considered central to the authority's performance management arrangements.
3. Following a contract tendering process an independent market research company, Questions Answered, undertook to consult on behalf of the Council to ensure complete objectivity of results. This took the form of a postal survey, which took place in the autumn

of 2003, and involved randomly selecting 3,300 residents to be surveyed. The result of this was an overall return of 1,192 responses.

4. Feedback from the previous Environment and Transport Select Committee when the Performance Management Report for quarter 4 2003-04 was discussed have been taken on board including:

- Including a performance indicator on the cleanliness of the public conveniences
- Bus services provided for special events are included in the calculations for the performance indicator presented in this report
- An additional group of performance indicators for sustainability and environment is being developed and will be included in the second quarterly report

5. Significant progress has been made on the targets and activities within the Portfolio Holders responsibilities including:

- The Isle of Wight Council's Integrated Waste Contract with Island Waste Services receiving national recognition. It was named the best long running operational Private Finance Initiative, runner up in the best operational local government project and shortlisted for the best operational partnership.
- The Island's waste contractor has exceeded the quarterly targets for missed domestic waste collections
- Three of the four Transport Performance Indicators are on target and achieving the quarterly profiles.
- Three of the four Environment Indicators are also achieving their quarterly targets
- The Transport PSA target 10 (page – 6) continues to demonstrate improving quarterly performance and the quarterly target has been met
- User satisfaction results identified in appendix 2 and 2a represent significant improvements across both Portfolios

6. However, there are concerns on the following:

Areas to watch:

- Insufficient Highway Maintenance budget has been identified as an Area to Watch and has been risk assessed at 16, the highest risk score (page – 8)
- Completion of bridge inspections has been identified as an Area to Watch and has been reported in all four previous Quarterly Performance Management Reports for 2003-04 - page 5
- Meeting local transport targets for bus patronage, has also been reported as an Area to Watch in all four Quarterly Performance Management Reports for 2003/04 -page 4

Performance Indicators:

- Performance Indicator 7 (page 8) – Standard Cleanliness of public toilets, more than 23 defaults were issued to the contractor over the quarter, 11 more than expected.

Finance:

- Highway and pavement maintenance pressures of £250,000, bridge and retaining wall inspections pressures £32,000 – page 9.
- Overspend of £154,000 currently predicted in relation to concessionary fares budget. Other budget pressures of £20,000 identified at this stage – page 9.

- Budget pressures have been identified in relation to the weather related cliff stabilisation and Ventnor Haven – page 9.

User Satisfaction Results:

- The top factor identified in the survey as most in need of improvement is roads and pavements. 53% of Islanders who were surveyed commented on this area.
- There have been 33 more complaints made regarding Transport than in 2000.

RELEVANT PLANS, POLICIES, STRATEGIES AND PERFORMANCE INDICATORS

Best Value Performance Plan 2003/04
Quarterly Performance Management Report 1 – 2004-05

CONSULTATION PROCESS

Heads of Service and their staff have supplied the information within the Quarterly Performance Management Report, with Directors being fully consulted on the content.

External consultation has not been necessary for this report, with the exception of the User Satisfaction Survey, as it is concerned with internal financial and management arrangements.

FINANCIAL, LEGAL, CRIME AND DISORDER IMPLICATIONS

The report itself does not have any financial implications. However, if Members recommend decisions regarding services identified in this report, these may have financial implications.

It is a requirement of the Local Government Act 1999 to deliver best value in service delivery of which an effective performance management system is a significant part.

APPENDICES ATTACHED

Appendix 1 Quarterly Performance Management Report 1 – 2004-05
Appendix 2 and 2a BVPI User Satisfaction Survey (November 2003)

BACKGROUND PAPERS USED IN THE PREPARATION OF THIS REPORT

Quarterly Performance Management Reports 1, 2, 3 and 4 (2003-04)
Annual Action Statement 2004-05
User Satisfaction Survey Results 2003

Contact Point : Heidi Marshall, Principal Policy Officer, 823250 heidi.marshall@iow.gov.uk

ERNIE FOX – Portfolio Holder for Transport
TERRY BUTCHERS – Portfolio Holder for Sustainable Development



Quarterly Performance Management Report 2004-05 Select Committee Report – Environment & Transport Quarter 1 Report: April – June 2004

Contents

Section 1 : **Summary**

1.1	Priority Improvement Areas	Page	2.
1.2	Best Value Reviews	Page	2.

Section 2 : **Performance Management & Assessment**

2.1	Transport	Page	3.
2.2	Sustainable Development, Environment & Planning Policy	Page	4 – 6.
		Page	7 – 8.

Including information on the following areas

- *Key Achievements for the Quarter*
- *Areas to Watch and action to be taken*
- *Updates on Areas to Watch reported in previous quarters Q1 - Q2 – Q3 – Q4 (2003-04)*
- *Performance Management information on: – Key Performance Indicators & PSA targets*

Section 3 : **Finance Report**

3.1	Executive Revenue	Page	9 - 10.
3.2	Capital Report		



Section 1 : Summary – Quarterly Performance Management Report 2004-05 Quarter 1 (April – June)

1.1 Priority Improvement Areas

- **Engineering Services – Highways**

A significant increase in budget is fundamental to secure improvements in service (e.g. road condition, bus patronage, safety inspections and routine maintenance). PFI is being progressed.

1.2 Best Value Reviews

- **Transport**

The outline scope has been agreed, and work is about to start. The two main themes are:

1. A high level view of Transport to develop a shared vision.
2. A practical review of public transport, centred on Bus travel.

SECTION 2 : PERFORMANCE MANAGEMENT & ASSESSMENT – BY PORTFOLIO

This section of the report shows the progress and achievements that have been made in each of the Portfolio's of the Council. The report records and demonstrates:

- *The key achievements for the Quarter*
- *The identified Areas to Watch and the agreed action to be taken*
- *Updates on the previously recorded Areas to Watch from 2003-04 Quarters 1, 2, 3 & 4*
- *Performance Management Information - updates on the Key Performance Indicators (KPI's) and PSA targets*

How are targets judged?

Has the Target been achieved?

The year end target has now been profiled across the four quarters. Each service area has assessed the projected performance and service targets accordingly. The comments box is used by services to explain the data and describe the actual performance.

Level of performance against the quarterly target:

- *will be 'higher' if the level of performance meets or exceeds the quarterly target* ↗
- *will be 'level' if performance is just below the quarterly target (within 5% of the quarterly target)* →
- *will be 'lower' if the level of performance is lower than the quarterly target by more than 5%* ↘

Areas to Watch & risk assessment:

This section of the report has been previously limited to identifying the Areas to Watch, the proposed action to be taken and then the quarterly updates. However, there are specific risks also attached to the Areas to Watch. Using the Council's Risk Management Framework a risk assessment score has now been applied to each issue. The intention is to use this information to identify and focus in on the strategic Areas to Watch for the Council, enable greater debate and dialogue and to better manage risk and improve the performance of the Council.

Heads of Service in identifying the Areas to Watch have also assessed the potential risk attached to the Areas to Watch (new and previously reported) that they supply to this report. This report presents the Risk Assessment Score. Risk Assessment Score = Impact of the Area to Watch happening or continuing x Likelihood of the Area to Watch happening or continuing. Both the Impact and Likelihood are individually assessed with a score from 1-4:

Scoring the Impact & Likelihood for each Area to Watch involves applying a value of between 1 and 4, with four representing the worst possible case. 1=low impact, 2 medium, 3 high and 4= very high. The highest score should be for those top level Areas to Watch likely to affect the future CPA score.

2.1 PORTFOLIO: TRANSPORT
CORPORATE OBJECTIVE: Improving public transport & the highways infrastructure

KEY ACHIEVEMENTS QUARTER 1 – 2004-05
Completion of Local Transport Plan Annual Progress Report 2004.
Accommodation review finalised and move to Enterprise House agreed.

AREAS TO WATCH QUARTER 1 – 2004-05		
Area to Watch	Action to be taken	Risk Assessment
Insufficient Highway Maintenance budget.	Private Finance Initiative is being progressed.	Risk Score = 16
Local Transport Plan target for bus patronage.	Implement Quality Bus Partnership and utilise car parking income to support bus services.	Risk Score = 9

AREAS TO WATCH – PREVIOUS QUARTERS 2003-04				
Quarter Reported	Area to Watch	Action to be taken from the last quarter	This quarters update	Risk Assessment
Q2/Q3/Q4 2003-04	Insufficient highway maintenance revenue budget. Particular concerns regarding repairs due to summer clay shrinkage	An increase in budget	Private Finance Initiative is being progressed.	Risk Score = 16
Q3/Q4 2003-04	Under achievements on highway inspections.	Additional inspection staff required to meet the agreed inspection regime	An advertisement has been placed for an additional member of staff to undertake highway inspections, and other inspection staff will be utilised to target performance improvements in this area.	Risk Score = 9
Q1/Q2/Q3/Q4 2003-04	Meeting of Local Transport Plan Targets for bus patronage.	At present continue to monitor head counts.	Implement Quality Bus Partnership and utilise car parking income to support bus services.	Risk Score = 9

Quarter Reported	Area to Watch	Action to be taken from the last quarter	This quarters update	Risk Assessment
Q1/Q2/Q3/Q4 2003-04	Completion of bridge inspections within the prescribed time scale.	Consideration should be given to a revenue budget increase so additional resources can be employed.	No increase in revenue budget – capitalisation from highway maintenance only way of addressing problem in this financial year.	Risk Score = 8

PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

Please note that the figures in brackets are the quarterly target profile figures for each of the Indicators

Corporate Priority (Corporate Plan 2002-05)	KPI Description	Q1 - 2004 Apr- June (profile)	Q2 - 2004 July-Sept (profile)	Q3 - 2004 Oct-Dec (profile)	Q4 - 2005 Jan-Mar (profile)	Target 2004-05	Comments
		Performance Assessment Actual Against Profile				↗→↘	
Maintaining the highways infrastructure	1. Percentage of incidents of reported dangerous damage to roads & pavements this quarter made safe within 24 hours (Local Indicator)	100% (100%)	(100%)	(100%)	(100%)	100%	The target has continued to be met and achieved
		↗				100%	
	2. Number of casualties resulting from road traffic accidents on Island roads (one quarter in arrears). (BVPI 99 – CPA)	138 (136)	(155)	(186)	(168)	645	Although slightly above the target, this only equates to 2 casualties. Slight quarterly fluctuations may occur due to small data size.
		→				689	
3. Safety and the condition of the highway network. Measured by the reduction in insurance claims against the authority. 2% reduction of claims received compared with the same quarters in 2003-04 (Local Indicator)	2.5% (2.0%)	(2.0%)	(2.0%)	(2.0%)	2%	Target has been met	
	↗				NA		
Promoting public transport	4. Passenger journeys on Local bus services (data 1 quarter in arrears) (BVPI 102)	1.2 m (1.2 m)	(1.4 m)	(1.8 m)	(1.3 m)	5.7 million	The indicator has achieved the quarterly target and remains on target for the year end result.
		↗				5.605 million	

PERFORMANCE MANAGEMENT INFORMATION – LOCAL PUBLIC SERVICE AGREEMENT TARGETS

Please note that the figures in brackets are the quarterly target profile figures for each of the Indicators

Corporate Objective	PSA Target & Summary	Q1 - 2004 Apr- June	Q2 - 2004 July-Sept	Q3 - 2004 Oct-Dec	Q4 - 2005 Jan-Mar	Target 2004-05	Comments
		(profile)	(profile)	(profile)	(profile)	Actual 2003-04	
Transport	8. Transport Increase the number of cycling trips	60,587 (58,806)	(60,438)	(25,924)	(37,531)	182,699	The Cycling Promotion Officer is actively working with our target schools and employers and Islandwide in terms of cycle promotion and development. She has helped introduce the "Go Ride" scheme, increased our cycle training programmes, and promotion with employers. We are pleased to report that the number of cycling trips as monitored on our cycle routes has increased again this quarter.
		↗				189,192	

2.2 PORTFOLIO : SUSTAINABLE DEVELOPMENT, ENVIRONMENT & PLANNING POLICY
Corporate Objective : Protecting the Island's physical environment

KEY ACHIEVEMENTS QUARTER 1 – 2004-05
The waste contractor has exceeded the target for missed domestic waste collections for the quarter (see performance indicator 6)
The Isle of Wight Council's Integrated Waste Contract with Island Waste Services has received national recognition. It was named the best long running operational Private Finance Initiative (PFI). In addition the service was runner up in the best operational local government project and shortlisted for the best operational partnership.

AREAS TO WATCH QUARTER 1 – 2004-05		
Area to Watch	Action to be taken	Risk Assessment
None relevant for this Portfolio		Risk Score = 9

AREAS TO WATCH – PREVIOUS QUARTERS 2003-04				
Quarter Reported	Area to Watch	Action to be taken this quarter	This quarters update	Risk Assessment
None relevant for this Portfolio				

PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

Please note that the figures in brackets are the quarterly target profile figures for each of the Indicators

Corporate Priority (Corporate Plan 2002-05)	KPI Description	Q1 - 2004 Apr- June (Profile)	Q2 - 2004 July-Sept (Profile)	Q3 - 2004 Oct-Dec (Profile)	Q4 - 2005 Jan-Mar (Profile)	Target 2004-05	Comments
		Performance Assessment Actual Against Profile			↗→↘	Actual 2003-04	
Promoting sustainable service delivery	1. Number of businesses enrolled on Island Green Awards Scheme (Local Indicator)	5 (5)	(0)	(5)	(15)	25	The project has achieved the quarterly target. Currently there are 57 businesses enrolled onto the programme
		↗				36	

Corporate Priority (Corporate Plan 2002-05)	KPI Description	Q1 - 2004 Apr- June (Profile)	Q2 - 2004 July-Sept (Profile)	Q3 - 2004 Oct-Dec (Profile)	Q4 - 2005 Jan-Mar (Profile)	Target 2004-05	Comments
		Performance Assessment Actual Against Profile				↗→↘	
Making best use of natural resources & cutting waste generation	5. Percentage of household waste recovered & not sent to landfill (includes recycled waste, waste composted & waste used for energy recovery) (BVPI 82/CPA)	54.04% (54.0%)	(54.0%)	(50.0%)	(50.0%)	52%	Quarterly target has been achieved
		↗				50.1%	
	6. Number of missed waste collections from domestic customers. Target is 72 missed collections per week averaged out over each quarter (Local Indicator)	35 (72)	(72)	(72)	(72)	72	Target on track. Excellent performance by contractor.
		↗				NA	
	7. Standard of cleanliness in public toilets. No more than 12 defaults issued to the contractor per quarter (Local Indicator)	23 (12)	(12)	(12)	(12)	12	Poor performance this quarter by contractor. Senior management of company have been called in and an improvement plan has been requested.
		↘				NA	

PERFORMANCE MANAGEMENT INFORMATION – LOCAL PUBLIC SERVICE TARGETS

Not applicable for this Portfolio

SECTION 3 : FINANCE REPORT

3.1 : Revenue Budget Monitor by Portfolio – to the end of June 2004

(Please note that the Portfolio structure has not been updated to reflect the new staff structure)

TRANSPORT	
Highways	Highway and pavement maintenance pressures of £250,000, bridge and retaining wall inspections pressures £32,000. Strategy in place to alleviate pressure on revenue budget by charging structural maintenance to capital.
Walking/Cycling	Budget on target at present.
Public Transport	Overspend of £154,000 currently predicted in relation to concessionary fares budget. Other budget pressures of £20,000 identified at this stage. Likely to be offset by increased car parking income (see Car Parking below).
Cowes Floating Bridge	Budgets on target to date.
Transport Fleet	Budgets on target to date.
Car Parking	Budgets on target to date, including increase to accommodate extra public transport expenditure. Last year's income was in excess of budget and was utilised to fund increased expenditure on public transport budgets (see Public Transport above).
SUSTAINABLE DEVELOPMENT, ENVIRONMENT AND PLANNING POLICY	
Environmental Initiatives including Local Agenda 21	Government Grant allocated for a Renewable Energy Feasibility Study of £40,750 yet to be spent. Green Island expenditure to be offset by Leader Plus grant awarded quarterly in arrears.
Building Control	Budget on target to date.
Coastal Management	"Weather related cliff stabilisation" and Ventnor Haven current budget pressure areas which require resolution. Coastal Manager seeking methods of managing each within existing budgets.
Harbours and Seafronts	Budgets on target at this point in the year.
Engineering Contracts	Main engineering contracts for street cleansing and public convenience cleansing on target at present.
Waste Management	Budgets on target at present.

3.2 : Revenue Expenditure Budget Monitor by Portfolio – to the end of June 2004

	Original Budget	Spend To Date	Left
8A Education and Community Development	£78,132,887	£11,995,353	£66,415,503
8B Social Services and Housing	£40,259,119	£6,984,507	£33,598,581
8C Fire, Emergency Planning & Consumer Protection	£9,971,502	£2,010,811	£8,135,338
8D Tourism and Leisure	£4,931,021	£660,789	£4,550,145
8E Economic Development	£223,594	£22,219	£206,095
8F Transport	£8,052,677	£579,281	£7,568,390
8I Sustainable Development, Environment, Planning	£11,936,487	£496,290	£11,532,538
8Z Resources	£6,271,079	£3,317,895	£3,448,100
Totals	£159,778,366	£26,067,146	£135,454,689

Capital Expenditure Budget Monitor by Portfolio – to the end of June 2004

	Revised Budget	Spend To Date	Left
8A Education and Community Development	£7,932,838	£1,429,030	£6,503,808
8B Social Services and Housing	£5,028,637	£546,875	£4,481,762
8C Fire, Emergency Planning & Consumer Protection	£290,702	£46,901	£243,801
8D Tourism and Leisure	£243,333	£0	£243,333
8F Transport	£7,898,173	£719,627	£7,178,546
8I Sustainable Development, Environment, Planning	£3,267,998	£756,521	£2,511,477
8Z Resources	£736,366	£289,608	£446,758
Totals	£25,398,047	£3,788,562	£21,609,485

(Please note that the Portfolio structure has not been updated to reflect the new staff structure)

APPENDIX 2

BVPI - USER SATISFACTION SURVEY (NOVEMBER 2003)

Current Survey Results:

1 Of those Islanders surveyed, the following five factors were seen as making the Island a good place to live: -

- Health service provision (64%)
- Low level of crime (62%)
- Affordable decent housing (39%)
- Clean streets (30%)
- Public transport (29%)

The following five factors were seen as being those in most need of improvement: -

- Road and pavement repairs (53%)
- Wage levels and cost of living (43%)
- Health services (34%)
- Public transport (34%)
- Affordable decent housing (32%)

2 Areas of improvement and decline

The following tables, listed by portfolio, provide a summary of results highlighting areas of improvement with an upward trend (>10% increase), based on respondents being fairly or very satisfied, and those areas seen as declining (>10% decrease), where respondents are fairly or very dissatisfied. It can be seen that the majority of results show improvement. However, it should be noted that, where there is decline, it is at a significant level and corrective action is called for.

The tables also report on the number of respondents who have made a complaint to the Council. In total 17% of respondents had made a complaint and of those 36% were satisfied with the way in which their complaint had been handled. However, and of concern, an equal 36% were dissatisfied.

ENVIRONMENT SERVICES

Areas of significant improvement with an upward trend

Subject	2000	2003
Refuse/Recycling		
Level of satisfaction with IWC keeping the land clear of litter and refuse	67%	79%
Satisfaction with the service for the collection of items for recycling overall	57%	83%
Satisfaction with the local tip overall	86%	95%
Bus Service		
Satisfaction with the number of bus stops	67%	82%
Satisfaction with the frequency of buses	50%	62%

Satisfaction with whether buses arrived on time	49%	64%
Satisfaction with the local bus service overall	46%	56%
Complaints To Directorate		
Number of respondents who made a complaint to Environment Services	50	30

Areas of significant decline with a downward trend

Subject	2000	2003
Overall satisfaction with Environmental Services	72%	63%
Complaints To Directorate		
Number of respondents who made a complaint to Transport Services	40	73

APPENDIX 2a

Sound of Thunder SUMMARY OF RESULTS

	ODPM National Results 2003/4 (Very or Fairly Satisfied)	IWC 2000/1 Results	IWC 2003/4 Results	Up or down on last Survey	Up or Down on National Average 2003/4
Overall service provided by the Local Authority	55% (Decline of 10%)	60%	52%	↓	↓
Handling of Complaints	33% (Decline of 7%)	37%	36%	↓	↑
Cleanliness standard in their area	60% (Decline of 3%)	64%	79%	↑	↑
Household waste collection	84% (Decline of 2%)	87%	90%	↑	↑
Waste recycling (local facilities)	68% (Improvement of 2%)	73%	78%	↑	↑
Waste disposal (local tips)	75% (Improvement of 4%)	86%	95%	↑	↑
Local transport information	50% (Improvement of 3%)	53%	55%	↑	↑
Local bus services	54% (Improvement of 4%)	46%	56%	↑	↑
Sports and leisure facilities	54% (Improvement of 1%)	59%	65%	↑	↑
Libraries	67% (Decline of 3%)	73%	77%	↑	↑
Museums and galleries	42% (Decline of 7%)	45%	49%	↑	↑
Theatres and concert halls	47% (Decline of 5%)	56%	56%	no change	↑
Parks and open spaces	75% (Improvement of 8%)	67%	85%	↑	↑