

## RESOURCES SELECT COMMITTEE –20<sup>TH</sup> NOVEMBER 2003

### PERFORMANCE MANAGEMENT AND INDICATORS

### REPORT OF THE HEAD OF POLICY AND COMMUNICATIONS

#### To consider the quarterly performance management report and table of indicator comparisons

This report is submitted at the request of the Chairman that the New Unitaries Benchmarking Best Value Performance Indicators table be brought to the attention of the Resources Select Committee. The Quarterly Performance Management Report Summary is also attached for information and discussion. This was previously discussed at the Executive on the 19<sup>th</sup> November 2003.

#### ACTION REQUIRED BY THE SELECT COMMITTEE

1. To decide if further information is required on the Council's Best Value Performance Indicators 2002/03.
2. To agree that a Performance Management Summary is submitted quarterly to the Select Committee for discussion and proposal of actions.

#### BACKGROUND

Members will recall that the Council's Best Value Performance Plan 2002/03 was discussed at this Select Committee on the 19<sup>th</sup> June 2003. Attached is the table listing all the outturn figures of Performance Indicators for 2002/03 with our comparative 'family' of unitary authorities, NUB (New Unitaries Benchmarking Group).

The Quarterly Performance Management Summary is attached for consideration. This, together with the main report was discussed at the Executive on the 19<sup>th</sup> November 2003. This is the second quarterly report that has been produced and submitted to the Executive, but the first time it has been discussed at a Select Committee.

Members will recall the comments made through the Council's Comprehensive Performance Assessment about Performance Management and the quarterly report is part of the overall framework that is in place for Performance Management that also includes the Corporate Plan and Council objectives, Best Value Performance Indicators, service planning and personal development plans.

This framework is in place to monitor performance and use the information collected to challenge and improve services therefore it is crucial that performance is scrutinised at the highest level to gain ownership, accountability and action.

The process of performance monitoring and reporting is improving constantly and proposals include the reporting of all Best Value Performance Indicators to Members and officers from April 2004.

It is therefore suggested that the Select Committee receive a quarterly report on performance which can be the main performance management report summary or an update of national and local indicators. The main Summary will provide Members an opportunity to make comments on the same information that the Executive has.

#### RELEVANT PLANS, POLICIES, STRATEGIES AND PERFORMANCE INDICATORS

Best Value Performance Plan 2002/03  
Annual Action Statement 2002/03  
Comprehensive Performance Assessment  
Service Plans 2003/04

#### 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. The NUB table has been circulated to Heads of Service and their staff. External consultation has not been necessary for this report since it is concerned with internal management arrangements.

#### FINANCIAL, LEGAL, CRIME AND DISORDER IMPLICATIONS

The report itself does not have any financial implications. However, if Members make decisions regarding services identified in the 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 an essential part.

#### APPENDICES ATTACHED

Appendix A-NUB Group Comparison table of Best Value Performance Indicators 2002/03  
Quarterly Performance Management Report Summary July-September 2003

#### BACKGROUND PAPERS USED IN THE PREPARATION OF THIS REPORT

Appendix A-NUB Group Comparison table of Best Value Performance Indicators 2002/03  
Quarterly Performance Management Report Summary July-September 2003

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# A Comparison of Audit Commission Performance Indicators for Member Authorities 2002 - 2003

Compiled on behalf of the Group by  
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No.	Indicator [abbreviated description]	Bath & NE Somerset	Darlington	East Riding of Yorkshire	Herefordshire	Isle of Wight	North Lincs	North Somerset	South Gloucs	Telford & Wrekin	West Berkshire	Low quartile [mathematical]	Median	Upper quartile [mathematical]
<b>CORPORATE HEALTH</b>														
1a	Community strategy with LSP	No	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes			
1b	When will strategy review be completed?			Apr-02		Dec-03	Sep-04	Aug-03	Mar-05	Jun-03				
1c	Progress reported			Yes	Yes	No	Yes		Yes	Yes	Yes			
1d	When will strategy be in place? (put 00/00/00 if no timetable & 1a is 'No')		Mar-03			Aug-03					Yes			
2a	Equality Standard for Local Government Level	2	1	0	1	1	1	0	0	1	3	0	1	1
8	Invoices paid on time	90.00%	89.45%	90.89%	83.50%	93.00%	89.80%	87.18%	91.30%	87.00%	90.90%	87.75%	89.90%	90.90%
9	Council Tax collected	96.50%	96.70%	97.81%	98.30%	98.90%	96.30%	97.10%	95.90%	96.80%	98.30%	96.55%	96.95%	98.18%
10	NNDR collected	96.90%	98.20%	98.29%	98.70%	98.20%	98.20%	99.70%	99.20%	98.90%	99.10%	98.20%	98.50%	99.05%
11a	% of top 5% earners that are women	33.00%	46.67%	35.57%	38.02%	28.00%	33.62%	31.52%	38.00%	38.75%	38.18%	33.16%	36.79%	38.14%
11b	% of top 5% earners that are from ethnic minorities	1.25%	2.50%	0.69%	1.80%	1.83%	1.29%	1.43%	2.00%	2.78%	1.82%	1.33%	1.81%	1.96%
12	Days sick per member of staff	8.40	10.73	8.04	9.09	9.00	12.56	9.00	8.28	9.20	5.42	8.31	9	9.1725
14	Early retirements / staff	0.27%	0.20%	0.15%	0.29%	1.52%	0.14%	0.53%	0.16%	0.45%	0.21%	0.17%	0.24%	0.41%
15	Ill health retirements / staff	0.42%	0.62%	0.30%	0.16%	0.49%	0.21%	0.31%	0.17%	0.20%	0.27%	0.20%	0.29%	0.39%
16a	Staff with disabilities	1.75%	0.52%	5.52%	0.97%	0.74%	1.72%	1.68%	1.50%	1.68%	2.81%	1.10%	1.68%	1.74%
16b	Working age (18-65) people with disabilities	10.94%	16.41%	13.44%	7.80%	1.64%	15.05%	13.35%	10.71%	15.89%	8.90%	9.35%	12.15%	14.65%
17a	Staff from ethnic minorities	1.92%	0.82%	0.49%	1.02%	0.53%	1.83%	0.92%	1.68%	2.34%	1.50%	0.85%	1.26%	1.79%
17b	Working age (18-65) people from ethnic minorities	2.85%	2.02%	1.26%	0.80%	1.30%	2.33%	1.36%	2.30%	4.83%	2.48%	1.32%	2.16%	2.44%
156	Buildings w/facilities for people with disabilities	25.00%	31.10%	40.63%	25.17%	11.00%	37.11%	0.00%	76.80%	34.10%	39.40%	25.04%	32.60%	38.83%
157	Types of interaction delivered electronically	54.00%	59.00%	66.19%	43.00%	16.37%	57.73%	39.00%	76.00%	55.00%	57.00%	45.75%	56.00%	58.68%

180a(i)	Actual/'Typical' energy consumption LA buildings - electricity (2003/04)	101.00%	117.00%	89.27%	103.00%	215.00%	122.10%	163.11%	159.00%	129.00%	131.52%	106.50%	125.55%	152.13%
180a(ii)	Actual/'Typical' energy consumption LA buildings - fossil fuels (2003/04)	96.00%	54.00%	70.82%	113.00%	73.00%	110.60%	61.14%	115.00%	102.00%	45.28%	63.56%	84.50%	108.45%
180b	Average street lamp circuit wattage	348.00	461.12	296.63	420.80	433.18	350.00	388.00	0.93	402.00	376.2	348.50	382.10	416.10
<b>EDUCATION</b>														
30	3 yr. olds in Early Years Development Plan	77.0%	106.0%	75.47%	78.0%	55.0%	95.6%	91.0%	69.9%	98.9%	75.0%	75.12%	77.50%	94.45%
33	Youth service expenditure	83.66	59.38	63.68	68.02	108.22	97.27	61.63	78.20	75.21	86.56	64.77	76.705	85.84
34a	Primary schools 25% + surplus places	14.70%	8.60%	12.50%	15.50%	8.60%	5.70%	6.20%	11.22%	4.62%	13.20%	6.80%	9.91%	13.03%
34b	Secondary schools 25% + surplus places	7.70%	0.00%	0.00%	7.10%	4.80%	7.10%	0.00%	7.14%	7.70%	0.00%	0.00%	5.95%	7.13%
36a	Expenditure/pupil under 5	3,055.00	3,428.16	3,368.01	3,699.00	2,769.00	2,915.00	2,560.00	3,209.00	2,636.00	5,216.00	2805.50	3132.00	3413.12
36b	Expenditure/primary pupil 5 or over	2,590.00	3,183.52	2,818.82	3,244.00	2,961.00	3,045.00	2,165.00	2,910.00	2,767.00	3,997.00	2779.96	2935.50	3148.89
36c	Expenditure/secondary pupil under 16	3,086.00	4,346.92	3,154.80	3,226.00	3,167.00	3,877.00	2,786.00	3,634.00	3,682.00	4,108.00	3157.85	3430.00	3828.25
38	Pupils 5 or more GCSE's, A*-C	61.00%	48.70%	49.60%	56.10%	44.00%	42.60%	53.30%	52.40%	47.00%	58.00%	47.43%	51.00%	55.40%
39	Pupils 5+ GCSEs, A*-G	90.80%	88.50%	89.30%	91.40%	87.60%	91.30%	87.70%	92.40%	92.00%	94.00%	88.70%	91.05%	91.85%
40	Pupils level 4+ KS2 Maths	78.00%	75.60%	75.30%	75.00%	71.00%	73.40%	74.80%	76.00%	69.50%	75.00%	73.75%	75.00%	75.53%
41	Pupils level 4+ KS2 English	79.00%	73.20%	78.10%	76.00%	72.90%	73.50%	78.40%	77.00%	68.80%	78.20%	73.28%	76.50%	78.18%
43a	SENs in 18 weeks without exceptions	95.00%	100.00%	100.00%	58.00%	96.00%	82.00%	92.00%	85.20%	84.00%	100.00%	84.30%	93.50%	99.00%
43b	SENs in 18 weeks with exceptions	85.00%	96.00%	88.89%	42.00%	55.00%	64.00%	62.00%	60.40%	50.00%	100.00%	56.35%	63.00%	87.92%
44	All maintained school exclusions	1.40	0.42	0.80	1.40	0.70	2.67	1.37	0.91	1.23	1.00	0.83	1.12	1.39
45	All absences secondary schools	0.60%	9.90%	8.05%	7.70%	8.58%	8.50%	8.40%	8.30%	8.60%	8.10%	8.06%	8.35%	8.56%
46	All absences primary schools	0.30%	6.60%	5.03%	5.20%	6.20%	5.60%	5.50%	5.60%	5.90%	5.10%	5.13%	5.55%	5.83%
48	Schools subject to special measures	1.00%	2.00%	1.83%	0.00%	1.40%	0.00%	0.00%	1.70%	0.00%	0.00%	0.00%	0.50%	1.63%
159 a	Perm excluded pupils provided w/alternative tuition: under 6 hours a week	0.00%	2.70%	15.38%	7.40%	5.00%	44.00%	22.20%	5.40%	0.00%	16.00%	3.28%	6.40%	15.85%
159 b	6-12 (inclusive) hours a week	5.00%	2.70%	7.69%	25.90%	42.00%	6.00%	18.50%	13.50%	16.13%	16.00%	6.42%	14.75%	17.91%
159 c	13-19 (inclusive) hours a week	75.00%	0.00%	23.08%	18.50%	16.00%	9.00%	9.30%	16.20%	38.71%	0.00%	9.08%	16.10%	21.94%
159d	20 hours or more a week	20.00%	94.60%	53.85%	48.10%	37.00%	41.00%	50.00%	64.90%	45.16%	68.00%	42.04%	49.05%	62.14%

181a	Level 5 or above in KS3: English	73.00%	61.30%	72.88%	73.80%	57.00%	64.00%	70.00%	69.00%	68.00%	75.00%	65.00%	69.50%	72.97%
181b	Level 5 or above in KS3: Mathematics	75.00%	63.40%	71.98%	73.90%	64.00%	66.00%	71.00%	72.00%	67.00%	76.00%	66.25%	71.49%	73.43%
181c	Level 5 or above in KS3: Science	75.00%	66.30%	72.71%	74.20%	63.00%	65.00%	70.00%	71.00%	68.00%	74.00%	66.73%	70.50%	73.68%
<b>SOCIAL SERVICES</b>														
49	Children with 3+ placements - PAF A1	10.10%	14.00%	10.98%	10.10%	8.30%	12.29%	10.6%	16.00%	14.92%	14.00%	10.23%	11.64%	14.00%
50	Children leaving care - 1 or more A*-G GCSE's - PAF A2 (2003/04)	80.00%	42.00%	52.38%	64.70%	43.80%	43.47%	38.1%	50.00%	39.13%	62.50%	42.37%	46.90%	59.97%
51	Cost children looked after - PAF B8 (2003/04)	445.00	470.00	559.06	515.08		620.60	495.32	596.00	685.79	665.00	495.32	559.06	620.60
52	Cost intensive care for adults - PAF B12	449.00	340.00	359.43	413.00	324.00	205.14	476.23	697.54	414.97	470.00	344.86	413.99	464.75
53	Intensive home care - PAF C28	4.90	9.20	10.66	4.00	6.60	7.40	2.20	4.01	14.02	9.30	4.23	7.00	9.28
54	Older people helped to live at home - PAF C32	71.50	70.50	144.02	78.00	69.00	96.13	72.00	79.99	79.79	63.30	70.75	75.00	79.94
55	Reviews - PAF D40	47.20%	76.00%	64.82%	30.00%	48.00%	72.60%	33%*	38.50%	57.00%	61.70%	47.20%	57.00%	64.82%
56	Equipment in 3 weeks - PAF D38	93.20%	85.50%	96.62%	95.00%	89.00%	99.00%	91.91%	97.68%	91.00%	98.00%	91.23%	94.10%	97.42%
58	Needs statements - PAF D39	96.60%	80.40%	94.35%	73.00%	84.00%	98.00%	92.79%	90.20%	88.00%	87.00%	84.75%	89.10%	93.96%
161	Care leavers in education/training/employment - PAF A4	45.50%	50.00%	33.33%	76.00%	64.70%	50.00%	66.70%	64.30%	61.11%	62.50%	50.00%	61.81%	64.60%
162	Reviews of CPR cases - PAF C20 (2003/04)	100.00%	100.00%	98.39%	100.00%	97.00%	100.00%	100.00%	100.00%	84.21%	100.00%	98.79%	100.00%	100.00%
163	Adoptions of looked after children - PAF C23 (2003/04)	3.80%	5.70%	8.00%	6.40%	8.00%	4.81%	2.30%	8.57%	6.62%	7.84%	5.03%	6.51%	7.96%
182	Users satisfied with help from social services	65.80%	61.00%	61.96%	68.10%	69.00%	55.17%	67.20%	56.23%	50.00%	53.00%	55.44%	61.48%	66.85%
	Base number	629	416	544	282	229	580	378.00	441	438	387	380	427	518
	Confidence Interval +/-	2.60%	2.50%	3.52%	3.90%	7.50%	2.00%	3.80%	3.70%	2.40%	3.44%	2.53%	3.48%	3.78%
190	Users whose requested changes were made	74.60%	72.00%	71.91%	71.80%	73.00%	64.37%	73.00%	61.94%	57.00%	58.00%	62.55%	71.86%	72.75%
	Base number	629	410	544	282	229	306	206	247	258	387	250	294	404
	Confidence Interval +/-	4.20%	4.80%	3.52%	6.20%	5.30%	3.40%	5.70%	5.70%	3.90%	4.71%	3.98%	4.76%	5.60%
<b>HOUSING</b>														
62	Private unfit dwellings made fit/demolished	1.60%	4.59%	3.13%	1.60%	2.70%	3.79%	7.10%	5.00%	5.03%	4.10%	2.81%	3.95%	4.90%

63	Average SAP rating of local authority owned dwellings		60.00	62.00	46.00		42.00	65.00	56.00			48.50	58.00	61.50
64	Priv. dwellings - returned to occupation	8	76	41	64	35	38	5	63	47	22	25.25	39.50	59.00
66a	Rent collection		98.83%	97.56%	97.37%		97.75%	97.50%	97.73%			97.51%	97.64%	97.75%
74a	Tenant satisfaction - overall service with landlord - all tenants		82.71%	82.17%			69.00%	85.10%	82.00%			82.00%	82.17%	82.71%
	Base number		613	1088			783	1042	991			783	991	1042
	Confidence Interval +/-		3.96%	2.27%			3.20%	2.00%	2.90%			0.0227	0.029	0.032
74b	Satisfaction of tenants - black and minority ethnic tenants		80.00%	100.00%			44.00%	87.50%	80.00%			80.00%	80.00%	87.50%
	Base number		5	2			783	8	85			5	8	85
	Confidence Interval +/-		43.83%	0.00%			3.20%	22.00%	8.51%			3.20%	8.51%	22.00%
74c	Satisfaction of tenants - non-black and minority ethnic tenants		82.73%	82.25%			69.00%	85.00%	82.80%			82.25%	82.73%	82.80%
	Base number		608	1,040			783	1,030	907			783	907	1030
	Confidence Interval +/-		3.97%	2.32%			3.20%	2.00%	2.45%			2.32%	2.45%	3.20%
74x	Year of survey for BV74 - authorities must give the results of their most recent survey which can be for 2000/01		00/01	00/01	00/01		02/03	00/01	00/01					
75a	Tenant satisfaction - participation in management - all tenants													
75b	Participation in mangement - black and minority ethnic tenants													
75c	Participation in mangement - non-black and minority ethnic tenants													
164	CRE code of practice & Good Practice Standards - harassment		Yes	Yes	No		No	Yes	Yes					
183a	Average length of stay in bed & breakfast	7.50	2.00	4.59	7.80	14.00	0.44	2.00	19.91	1.00	1.00	1.25	3.30	7.73
183b	Average length of stay in hostels	10.20	0.00	0.00	13.80	0.00	0.00	0.00	0.00	11.00	0.00	0.00	0.00	7.65
184a	LA homes which were non-decent at beginning of the year		8.90%	44.99%			26.09%	33.00%	46.00%			26.09%	33.00%	44.99%
184b	Change in proportion of non-decent homes in the year		39.15%	20.55%			36.89%	13.00%	6.00%			13.00%	20.55%	36.89%
185	Responsive repairs (non-emergency), appointments made & kept		25.00%	89.45%			6.29%		0.00%			4.72%	15.65%	41.11%



BENEFITS														
76	Fraud scheme	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
76a	Number of claimants visited/1000 caseload													
76b	Number of fraud investigators/1000 caseload													
76c	Number of fraud investigations/1000 caseload													
76d	No. of prosecutions & sanctions/1000 caseload													
78a	Average time new claims	49.00	44.09	26.76	41.24	64.90	33.83	54.00	95.00	58.58	56.06	41.95	51.50	57.95
78b	Average time change in circumstances	16.00	8.20	7.87	14.12	11.96	12.04	22.00	69.00	10.87	26.00	11.14	13.08	20.50
78c	Renewal claims on time	53.00%	75.24%	78.66%	24.64%	78.53%	80.96%	57.00%	55.00%	59.81%	62.00%	55.50%	60.91%	77.71%
79a	Case processed correctly	92.00%	96.00%	97.00%	98.00%	98.20%	96.00%	96.60%	97.00%	90.85%	88.00%	93.00%	96.30%	97.00%
79b	Recovery of overpaid benefit	58.00%	65.26%	56.63%	63.50%	55.75%	47.16%	94.00%		48.71%	72.00%	55.75%	58.00%	65.26%
ENVIRONMENT														
82a	Recycling	20.00%	12.10%	7.28%	10.33%	10.92%	11.25%	9.76%	12.00%	7.90%	10.80%	9.76%	10.92%	12.00%
82b	Composting	6.00%	0.70%	6.01%	5.12%	19.66%	7.97%	3.99%	1.98%	2.50%	1.84%	2.11%	4.56%	6.01%
82c	Recovery heat & power	0.00%	0.00%	0.00%	0.26%	17.21%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
82d	Landfill	74.00%	87.20%	86.71%	84.29%	52.21%	81.08%	86.25%	86.02%	89.60%	87.36%	81.88%	86.14%	87.08%
84	Household waste collected	500.00	522.00	556.95	511.80	574.00	575.00	608.00	522.74	537.00	560.00	522.19	546.98	570.50
86	Cost waste collection	34.11	32.80	38.26	35.34	37.00	31.40	35.75	27.02	38.58	53.18	33.13	35.545	37.95
87	Cost waste disposal	50.95	30.23	41.12	54.26	45.00	38.37	38.63	61.75	35.49	40.13	38.44	40.63	49.46
91	Pop served by a kerbside collection of recyclables	100.00%	95.10%	0.54%	4.70%	41.20%	93.13%	34.11%	94.20%	54.00%	100.00%	35.88%	73.57%	94.88%
TRANSPORT														
96	Condition: principal roads	22.00%	8.95%	12.00%	2.49%	12.10%	5.80%	10.75%	19.95%	8.50%	10.10%	0.09	0.10	0.12
96x	Survey method - note that DVI data must be converted to CVI	D	C	D	C	D	D	D	D	D	D			
97a	Condition classified non-principal roads	46.00%	17.55%	10.10%	35.13%	45.70%	4.60%	9.62%	30.72%	20.20%	27.56%	11.96%	23.88%	34.03%
97b	Condition unclassified non-principal roads	53.00%	11.91%	12.40%	28.59%		20.50%	29.42%	18.13%	20.30%	50.21%	18.13%	20.50%	29.42%
99a	Road accidents - pedestrians ksi	10.00	10.20	9.85	5.87	12.03	18.31	9.00	8.50	11.00	7.61	8.63	9.93	10.80
	si	49.00	57.21	35.26	32.86	69.22	35.31	35.00	30.50	35.00	20.76	33.40	35.13	45.58
99b	Pedal cyclists ksi	2.00	2.04	5.08	6.45	3.01	15.69	1.60	3.70	3.00	2.77	2.22	3.01	4.74

	si	19.00	30.65	35.58	34.03	33.10	35.96	26.50	26.40	20.00	12.46	21.60	28.58	33.80
99c	Two wheeled motor vehicles ksi	12.00	2.04	17.47	21.71	21.07	12.42	8.50	12.20	11.00	13.84	11.25	12.31	16.56
	si	33.00	26.56	26.68	21.12	43.64	33.34	23.8	43.90	14.00	31.84	24.49	29.26	33.26
99d	Car users ksi	14.00	22.40	54.96	62.19	51.16	60.15	26.00	22.00	33.00	57.45	23.30	42.08	56.83
	si	194.00	286.06	281.77	359.67	276.88	321.02	290.70	282.50	210.00	339.14	278.10	284.28	313.44
99e	Other vehicle users ksi	1.00	4.09	4.76	8.80	3.76	9.81	2.60	6.10	2.00	8.30	2.89	4.43	7.75
	si	13.00	43.93	25.41	61.02	12.79	31.38	29.10	17.10	18.00	20.76	17.33	23.09	30.81
100	Days traffic controls in place	0.90	0.00	1.37	0.00	1.35	2.19	1.15	3.52	0.76	0.35	0.45	1.03	1.37
102	Number journeys (2003/04)	6,800,000	13,794,716	5,165,229	3,794,217	5,700,000	2,892,691	5,471,078	10,400,000	6,046,000		5,165,229	5,700,000	6,800,000
165	Pedestrian crossings with disabled facilities	7.00%	94.00%	90.00%	90.10%	94.00%	100.00%	2.63%	64.00%	100.00%	76.00%	67.00%	90.05%	94.00%
178	Footpaths easy to use	62.00%	82.50%	69.06%	41.00%	83.00%	52.27%	67.30%	40.40%	77.00%	64.00%	54.70%	65.65%	75.02%
178x	Use the CSS/Countryside Agency methodology for BV 178?	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes			
186a	% Prin.roads not needing major repair/km prin. roads	54.00	0.01	64.03	148.00	0.03	157.98	90.77	54.11	124.36	81.54	54.03	72.79	115.96
186b	% Non-prin roads not needing major repair/km non-prin roads	386.00	0.011	641.72	385.000		260.902	328.45	93.72	419.65	80.29	93.72	328.45	386.00
187a	Condition of footways - cat's1, 1a and 2 (187b not required for 2002/03)	31.00%	35.70%	50.13%	71.34%	14.60%	19.58%	20.50%	35.01%	29.70%		20.50%	31.00%	35.70%
	<b>PLANNING</b>													
106	New homes on brown field sites	74.00%	81.00%	16.64%	62.00%	86.00%	28.60%	47.00%	44.60%	55.35%	74.59%	44.60%	55.35%	74.00%
107	Planning cost	17.63	9.52	12.63	17.31	14.50	9.95	13.55	13.39	9.69	13.34	10.62	13.37	14.26
109a	Planning major apps in 13 weeks	33.00%	70.00%	52.70%	42.00%	42.50%	27.00%	45.00%	40.00%	41.00%	29.00%	34.75%	41.50%	44.38%
109b	Planning minor apps in 8 weeks	58.00%	63.00%	58.30%	62.00%	62.00%	48.00%	63.00%	49.00%	58.00%	40.00%	51.25%	58.15%	62.00%
109c	Planning other apps in 8 weeks	68.00%	77.00%	77.20%	77.00%	77.70%	67.00%	79.00%	74.00%	73.00%	71.00%	71.50%	75.50%	77.15%
179	Standard searches in 10 working days	100.00%	99.37%	97.13%	58.00%	100.00%	89.40%	86.70%	96.00%	100.00%	98.00%	91.05%	97.57%	99.84%
188	Decisions delegated to officers	79.00%	85.00%	76.22%	85.00%	89.30%	88.00%	85.92%	73.89%	85.00%	88.0%	80.50%	85.00%	87.48%
	<b>ENVIRONMENTAL HEALTH &amp; TRADING STANDARDS</b>													
166a	Environmental Health checklist	90.00%	70.00%	56.25%	86.60%	81.60%	59.70%	91.25%	89.50%	71.50%	90.00%	70.38%	84.10%	89.88%
166b	Trading Standards checklist	89.00%	70.00%	58.75%	71.60%	66.30%	83.75%	85.00%	80.00%	76.00%	100.00%	70.40%	78.00%	84.69%
	<b>CULTURE &amp; LIBRARIES</b>													
114	Score on 'Creating Opportunity' checklist	83.33%	100.00%	83.33%	83.30%	0.00%	75.00%	0.00%	87.00%	100.00%	33.30%	43.73%	83.32%	86.08%

115	Cost library visit	3.82	3.86	4.91	2.83	2.15	5.85	2.81	3.31	3.03	4.94	2.88	3.57	4.65
117	Visits to libraries	4,705	4,403	3,792	4,390	6,506	3,274	4352	3,811	3,300	3,782	3785	4082	4400
170a	Visits/ usages of museums	9,348.00	619.27	292.36	798.00	817.00	575.72	141*	62.26		102.7	244.95	597.495	802.75
170b	Visits/usages in person	7,874.00	326.98	291.19	771.00	740.00	462.89	101*	8.30		100.03	243.40	394.94	747.75
170c	School pupil visits to museums	89,640	5,038	2,400	2,976	113	16,538		69.65		1361	1,361	2,976	5,038
								3,842						
	<b>COMMUNITY SAFETY</b>													
126a	Burglaries	16.85	17.10	11.15	12.91	9.70	38.93	14.90	14.32	19.29	8.60	11.59	14.61	17.04
127a	Violent offences by a stranger			1.35			1.11	1.88	4.30	4.01	5.10	1.48	2.95	4.23
127b	Violent offences in a public place			3.54		8.00	2.37	3.17	3.91	7.16	6.00	3.36	3.91	6.58
127c	Violent offences in connection with licensed premises			0.94		0.90	0.44	0.89	0.53	3.93	0.90	0.71	0.90	0.92
127d	Violent offences committed under influence			1.19			0.97	1.53	0.39	7.02		0.97	1.19	1.53
127e	Robberies (only for authorities in designated police force areas)										0.5			
128a	Vehicle crimes	21.11	18.00	11.28	7.89	5.60	20.91	15.70	17.37	15.17	14.6	12.11	15.44	17.84
174	Racial incidents involving the local authority	15.00	49.00	29.22	0.00	1.50	82.38	10.59	16.66	155.80	4.15	5.76	15.83	44.06
175	Racial incidents resulting in further action	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	90.00%	95.12%	100.00%	83.30%	91%	100%	100%
176	Domestic violence refuge places	0.20	0.80	2.54	0.18	0.14	0.33	0.64	0.00	1.01	1.1	0.19	0.49	0.96
	<b>COMMUNITY LEGAL SERVICE</b>													
177	Legal & advice expenditure on Quality Mark services	55.00%	73.40%	92.50%		0.60%	35.15%	27.00%	26.00%	100.00%	0.00%	26.00%	35.15%	73.40%
	<b>CROSS-CUTTING INDICATORS</b>													
197	Change in rate of conceptions to females aged under 18													

Appendix 2

**Quarterly Performance Management Report 2 July-September 2003**

**Contents**

**Section 1 : Summary**

- 1.1 Key achievements (from section 2.1)
- 1.2 Key areas to watch & action to be taken (from section 2.1)
- 1.3 Performance Summary - Performance Indicators (from 3.1, 3.2, 4.1)
- 1.4 Performance Summary - CPA Improvement Plan & Annual Action Statement, Action Plan in response to District Auditors Letter.
- 1.5 Priority Improvement Areas
- 1.6 Best Value Reviews
- 1.7 Financial Performance Summary

**SECTION 1: Summary - Quarterly Performance Management Report 2 (July to September 2003)**

**1.1 Key Achievements (drawn from section 2.1)**

Key Achievements	
The Social Service and Housing directorate's benefits advisers have secured a landmark tribunal victory, which could lead to, increased income for many older or disabled people on the Isle of Wight.	Improvement in provisional Key Stage 3 targets in English, Mathematics and Science. 2003 targets achieved. Final results available in November 2003.
Implementing Electronic Government Statement scored 4 <sup>th</sup> highest of all Fire & Rescue Services in England. £50,000 grant received	Adoption of Project Cowes as Supplementary Planning Guidance
Legal department re-accredited to Law Society Lexcel Practice Management Standard – still the only accredited practice on the Island.	Delivery of Skandia Cowes Week with partners was successful, appearing to be one of the busiest for some time. Final analysis still to be completed .
Improvement and Development Agency Peer Review completed. Final report due end of November.	

Key areas to watch	Action taken / to be taken
Provisional results show decline in Key Stage 2 English results. Final results available in December 2003.	Autumn target setting round with schools to identify weak areas; school improvement team to intervene
PSA Target - Rehabilitation care for older people & reduction in delay of discharges from hospital- not on target for 2 <sup>nd</sup> quarter in a row	Still some concern about reaching targets due to reduced availability of homecare. Strategy in place to improve
Lack of women in top 5% of earners	Although steadily improving BVPI figure is below comparators. Regular monitoring to continue, focus group of women managers to be convened to discuss issue and to be discussed at the next Senior Management Team session.
The competing views about the way in which the GAGS objectives should be met, together with the competing demands for resources, have delayed the implementation of the project and have the potential to prevent the organisation from meeting the 2005 e-government targets.	Identified as an issue with the Programme Board, Executive, Resources Select Committee and Chief Executive. Strategic priority to be determined by Full Council at it's meeting on the 15 <sup>th</sup> October. There is a need to identify an alternative to take the agenda forward.
A number of Council strategies including the People Management Strategy, Homelessness Strategy and Procurement Strategy require significant resources to deliver objectives	Budget bids have been submitted through the service planning process. Failure of these bids may have significant consequences.
12 County Court claims received in Social Services and Housing relating to care home fees which could mean an additional £1m court settlement	Challenges to the claims are being pursued through the Council's legal representatives

## 1.2 Key Areas to Watch & Actions to be Taken (drawn from section 2.1)

### 1.3 Performance Summary - Performance Indicators

Summary of Performance Indicator targets by Corporate Plan objective.

This table presents a summary of 56 Performance Indicators by type and by corporate objective, as drawn from the:

- Key PI Quarterly Basket (31 key performance indicators, 30 quarterly, 1 annually)
- Public Service Agreement (12 targets)
- Annual Action Statement (13 targets not covered elsewhere)

	No. of Indicators	On Target for year end	Not on Target for year end	Info not provided / progress not yet calculable
KPI Basket Targets (Drawn from section 3.1)	31	21	7	3
Public Service Agreement Targets (Drawn from section 3.3)	12	7	3	2
Annual Action Statement Targets (drawn from section 4.2)	13	7	2	4
<b>TOTAL</b>	<b>56</b>	<b>35</b>	<b>12</b>	<b>9</b>

**1.3.1 PIs by Type (drawn from sections 3.1, 3.2, 4.1)**

**1.3.2 PIs By Corporate Objective (drawn from sections 3.1, 3.2, 4.1)**

Corporate Objective	No. of Performance Indicators	On Target for year end	Not on Target for year end	Info not provided / progress not yet calculable
Improving health, housing and quality of life for all	9	3	5	1
Encouraging job creation & prosperity	4	3	1	0
Raising education standards and promoting lifelong learning	8	6	0	2
Creating safe & crime-free communities	7	3	3	1
Improving public transport and the highways infrastructure	7	4	1	2
Protecting the Island's physical environment	6	6	0	0
IWC Corporate Health	15	10	2	3
<b>TOTAL</b>	<b>56</b>	<b>35</b>	<b>12</b>	<b>9</b>

## 1.4 CPA Improvement Plan & Annual Action Statement Progress

### 1.4.1 CPA Improvement Plan Actions (drawn from section 3.3).

	Number of actions to be achieved this quarter	Achieved	Not Achieved	Info not provided / progress not yet calculable
CPA Improvement Plan Actions	16	12	2	2

2 areas not achieved are:

1. Adopt formal consultation process with the LSP re setting service plan priorities by Sept 2003
2. Set up a new computerised Risk Register by July 2003

### 1.4.2 Annual Action Statement Actions - (detail circulated to Executive Members separately and available on the Intranet)

This is a summary of progress towards the 112 actions as drawn from the Annual Action Statement 02/03, which are not CPA Improvement Plan actions. Progress towards AAS actions is monitored six monthly.

	Number of actions to be achieved by 31 <sup>st</sup> March 2004	On track / achieved	Not on track	Info not provided / progress not yet calculable
Annual Action Statement Actions	112	101	10	0

Major actions not on track include:

- Complete transfer of Wight Leisure to a new trust organisation
- Adoption of the Procurement Strategy

### 1.4.3 Action Plan in Response to the District Auditors Letter Actions (detail circulated to Executive Members separately and available on the Intranet)

Progress towards District Audit Letter actions is monitored six monthly.



	Number of actions to be achieved by 31 <sup>st</sup> March 2004	On track / achieved	Not on track	Info not provided / progress not yet calculable
Action Plan in Response to the District Auditors Letter	49	41	8	0

Major actions not on track include:

- External Audit 'light touch' review of the equalities scheme
- Review of Corporate Standards
- Review the Council's approach to responding to allegations of fraud and corruption, as well as the way in which we pro-actively seek to identify potential fraud
- Undertake and complete a Consultation Audit

### 1.5. Priority Improvement Areas

Update on the four areas including performance indicator information:

- Engineering Services

<b>Engineering Services - Highways</b>					
PI Reference	Indicator	01/02 outturn	02/03 Target	02/03 outturn	03/04 target
BVPI 096	Condition of principal roads.	Amended from 01/ 02	6.0	12.1	10
BVPI 097[a&b]	Condition of non-principal roads. (a) Classified non-principal roads (b) unclassified non-principal roads	Amended from 01/ 02	(a) 0 (b) 0	(a) 45.7 (b) -	(a) 40 (b) -
BVPI 099ai	Of road accident casualties per 100,000 population: pedestrians killed/seriously injured	14	17.82	12.03	10
BVPI 099aai	Of road accident casualties per 100,000 population: pedestrians slight injuries	56	56.79	69.22	50
BVPI 099bi	Of road accident casualties per 100,000 population: pedal cyclists killed/seriously injured	11	12.31	3.01	9
BVPI 099bii	Of road accident casualties per 100,000 population: pedal cyclists, slight injuries	18	42.29	33.1	30
BVPI 099ci	Of road accident casualties per 100,000 population: two-wheeled motor vehicle users killed/seriously injured	24	17.24	21.07	18
BVPI 099cii	Of road accident casualties per 100,000 population: two-wheeled motor vehicle users slight injuries	38	43.98	43.64	44
BVPI 099di	Of road accident casualties per 100,000 population: car users killed/seriously injured	42	36.66	51.16	42
BVPI 099dii	Of road accident casualties per 100,000 population: car users slight injuries	256	268.69	276.88	240
BVPI 099ei	Of road accident casualties per 100,000 population: other vehicle users killed/seriously injured	2	4.2	3.76	4
BVPI 099eii	Of road accident casualties per 100,000 population: other vehicle users serious injuries	43	26.24	12.79	24
BVPI 100	Number of days of temporary traffic controls or road closure on traffic sensitive streets or the road was closed, due to local authority road works or utility street works per km of traffic sensitive streets.	Amended from 01/02	2.0	1.35	1

The first meeting has taken place with the following areas highlighted for further action:

1. Accommodation and homeworking
2. Corporate support for corporate planning exercise
3. Projects-spec writing, finding funding and secondments
4. Best Value Review of Public Transport
5. Consider the development of an Integrated Transport Strategy linked to the emerging Island Futures theme
6. Traffic Education
7. Review revenue budgets
8. Investigation into potential PFI for road maintenance as a priority

- Homelessness

<b><u>HOUSING SERVICES</u></b>		<b><u>01/ 02 outturn</u></b>	<b><u>02/ 03 target</u></b>	<b><u>02/ 03 outturn</u></b>	<b><u>03/ 04 target</u></b>
BVPI 062	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority.	1.3%	1.4%	2.7%	1.5%
BVPI 064	The number of private sector vacant dwellings that are returned into occupation or demolished during 2002/03 as a direct result of action by the local authority	Amended from 01/02	32	35	32
BVPI 183	The average length of stay in (i) bed and breakfast accommodation and (ii) hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	New PI for 02/03		(i) 14 weeks (ii) 0	(i) 10 weeks (ii) 0

Homelessness is an area of considerable pressure. Increasing demands due to extension of priority to 16/17 year-olds have added to this in recent months. In addition to procuring alternatives to b&b in the short term, there are capacity issues in terms of implementing the homelessness prevention policy committed to within the Homelessness Strategy. This capacity issue also relates to other aspects of the homelessness service. Proposals to address these difficulties have been put forward within the Housing Service Plan.

- Housing Benefits

<b><u>HOUSING BENEFIT</u></b>		<b>01/ 02 outturn</b>	<b>02/ 03 target</b>	<b>02/ 03 outturn</b>	<b>03/ 04 target</b>
BVPI 076	Security: whether the authority has a written and pro-active strategy for combating fraud and error which embraces specified initiatives including those sponsored by the Department of Social Security, which is communicated regularly to all staff. - Yes/No	Yes	Yes	Yes	Amended from 03/04
BVPI 078a	Speed of processing: a) Average time for processing new claims.	70.37	45	64.9	36
BVPI 078b	Speed of processing: b) Average time for processing notifications of changes of circumstance.	13	35	11.96	9
BVPI 078c	Speed of processing: c) Percentage of renewal claims processed on time.	77%	80%	78.53%	83%
BVPI 079a	Accuracy of processing: a) Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the determination for a sample of cases checked post-determination.	99.2%	90%	98.2%	98.5%
BVPI 079b	Accuracy of processing: b) The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year.	43.19%	55%	55.75%	58%
An increase in over payments related to the appointment of a special officer to deal with overpayments., leading to an improvement in the % of overpayments recovered.					
LBV FIN REV2	Average time for processing new Council Tax benefit claims (days)	65.8	42	65.68	36

<b>HOUSING BENEFIT</b>		01/ 02 outturn	02/ 03 target	02/ 03 outturn	03/ 04 target
LBV FIN REV3	Average time for processing new housing benefit claims (days)	54.5	38	46.34	36
Improvement of 14.97% in the figures for 2002/3 is related to a general improvement in processing times coupled with new procedures for processing claims in respect of temporary homeless accommodation.					
LBV FIN REV4	Average time for paying new rent allowance claim (days)	70.3	40	65.73	36

The following areas have been identified within Housing Benefits and will be reviewed in quarter 3:

1. Hardware upgrade being implemented to improve performance
2. New post with customer-focused role
3. Improved performance monitoring
4. Use of (free) external consultants being considered for overpayments and performance
5. Project underway to consider closer links between Benefits, Housing and Social Services

- Planning

<b>PLANNING SERVICES</b>		01/ 02 outturn	02/ 03 target	02/ 03 outturn	03/ 04 target
BVPI 109a	Percentage of major applications determined within 13 weeks	New PI for 02/03	45%	42.5%	50%
At 42% this figure is poor, but the changes to the service that are planned should allow resources to be targeted at this issue and should improve our performance over the next year, enabling us to meet our target of 50% for 03/ 04.					
BVPI 109b	Percentage of minor planning applications determined within 8 weeks	New PI for 02/03	55%	62%	65%
BVPI 109c	Percentage of other applications determined within 8 weeks	New PI for 02/03	74%	77.7%	80%
Performance in areas 109b and c and 188 have improved considerably throughout the year and we have managed to achieve a level of performance above our target for this year. This has been as a result of changes in the way applications are dealt with, and by specifically directing resources as this area as a matter of priority.					

The initial meeting is now scheduled for November 2003.  
All BVPIs show promising improvements.

## 1.6 Best Value Reviews

### 1.6.1 Completed Best Value Reviews

#### Community Development

This review has now been completed and was approved by Executive in September. The improvement plan will be monitored by the Education Select Committee.

### 1.6.2 Current Best Value Reviews

#### Planning Services

The detailed improvement plan is being polished, and the Executive Summary has been approved by the Directors Group, the Planning Select Committee, and the Development Control Committee. It is due to be presented to the Executive in November.

### Procurement

The IdeA Procurement Fitness check was completed in July, and the Council has now responded to the findings in their draft report. Further Best Value work is now being undertaken through various Task Groups to complement the IdeA recommendations, and both sets of required actions will be presented in a single improvement plan.

### Benefits

A range of user consultation has been carried out, along with discussions with support agencies. The bulk of the research work will be completed by Christmas.

## **1.7 Financial Performance Summary**

A summary revenue budget monitor is displayed in Section 5.1. Revenue spending to date is largely in line with budget expectations. Some particular budget pressure areas have been identified, and at this stage of the financial year it is envisaged that most of these should be manageable within service cash limits. However, in the case of the concessionary fares budget, an increased requirement currently estimated at £200,000 per annum may not be contained within the Engineering Services cash limit, particularly where many of the other budgets are contracted sums (e.g. waste management), the highway maintenance budget has been reduced as part of this year's budget strategy (£248,000), and the main source of additional income, the car parking budget, has an increased budget requirement year on year (£500,000), also as a part of this year's budget strategy. The Service Unit Manager is presently considering all available avenues open to him to help keep any overspend to a minimum.

A number of other areas of potential budget problems have been identified and as a result are being kept under regular review. Many of these also represent possible budget problems for future years:

- Community Development and Leisure Services have a number of areas where budget problems are apparent, including the Library Service, Theatres, Technical Services Unit and Dinosaur Isle. Whilst it is anticipated that these will be contained within budget this year through a combination of sound budget management, one-off savings and one-off cutbacks, it is considered unlikely that such an approach is sustainable year on year
- ICT have a number of ongoing projects, particularly related to E-government, which are funded partly from grants and reserves – the ongoing implications of these projects need to be regularly evaluated to ensure budgets are in place to allow their continuation at an appropriate level
- Engineering Services have a requirement for budgets on an ongoing basis for landslide monitoring, bridge inspections, highway condition surveys and for the impact of the CROW Act. Funds have been identified on one-off bases in the past to allow such works to proceed; however for the future budgets will need to be identified to allow a planned programme to be implemented. In addition, the highway maintenance budget was reduced as a result of this year's budget strategy resulting in reduced flexibility to manage maintenance issues as they arise throughout the year. The remaining budget is heavily committed due largely to cyclical maintenance contracts, which may cause a potential budget problem in the event of a bad winter

- The fire-fighters' pay settlement allows for an increase specified as an average 7% increase in fire-fighters pay from 7 November 2003. In addition to the pay settlement, a decision is still awaited regarding a possible back-dated pay award for control room staff making them comparable with fire-fighters pay scales (currently restricted to 92%). Uncertainty also exists with regard to a pay parity issue for retained fire-fighters which will not be resolved until the beginning of November 2003.

### **Capital Expenditure**

A list of capital spending against budget on a summarised basis is shown at Section 5.2. This is displayed by Service budget and shows that at the end of September some 48.7% of the budget for the year is spent or committed, mainly in the Environment and Transport and Education and Community Development budgets. The over-commitment on Resources budgets is in respect of expenditure of £675,000 on the approved Accommodation Review programme which is self-financing over time as capital receipts are realised

However, if all approved budgets were to be spent there would be a current over-commitment of £0.6 million, assuming that £2.1 million of previously anticipated capital receipts can be realised in this financial year. Any anticipated receipts which cannot be realised (including those related to the Accommodation Review mentioned above) will add to the over-commitment position. The situation is being monitored by Directors on an ongoing basis, including the identification of slippage (natural and planned) which could be used to cover any approved capital receipts which cannot be realised in this financial year.

End of Summary