



Quarterly Performance Management Report 2004-05
Select Committee - Resources
Quarter 1 Report: April – June 2004

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- 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

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

1.1 Priority Improvement Areas

None applicable for this portfolio

1.2 Best Value Reviews

- **Procurement**

The review work is finished, the report has been approved by the Executive, and the improvement plan is now being implemented.

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.

For example – Insufficient Highway Maintenance Budget = Risk Score = 16 (impact =4 x likelihood=4)

2.1 PORTFOLIO: RESOURCES
CORPORATE OBJECTIVES: Making it Happen

KEY ACHIEVEMENTS QUARTER 1 – 2004-05
Annual Action Statement for 2004-05 developed and approved
Best Value Performance Plan completed on schedule
Positive Report from General Register Office into preparations for legislative change in the Register Officer Functions
Implement case management software - A 2 year procurement exercise applying Prince 2 principles led to a trouble free implementation of a new case management system for all legal fee earners. The new system is a significant contributor to the ability to freeze the increase in legal hourly rates.
Corporate Call Centre established and operational
Social Services ICT transferred to Corporate ICT Department
Closure of accounts completed ahead of new tighter Government deadline, and including new Statement on Internal Control requirements
Identified use of Enterprise House for accommodation by I.W.C in line with the corporate accommodation review
I.W Conservation award for Barton Primary early years excellence centre as part of Property Services

AREAS TO WATCH QUARTER 1 – 2004-05		
Area to Watch	Action to be taken	Risk Assessment
Demand on ICT Department currently exceeds capacity in the areas of – Database Management, Risk Management, Staff Training, Information Management and Project Support	Directors/Executive to be aware and to take into account during decision making processes. Strategic partnering being investigated as a possible way of increasing capacity. Outline Business Case due September.	Risk Score = 9
Organisational capacity to realise benefits from business process re-engineering.	Ensure appropriate resources for this area are made available.	Risk Score = 9
Business continuity	Corporate & Service led assessment & risk analysis are required	Risk Score = 9
Staff capacity constraints within the Corporate Policy Team is limiting the units ability to tackle the key corporate issues	Further reorganisation proposals are to be developed to enhance staff capacity. The Best Value Team has been commissioned by the Executive to undertake a number of corporate tasks. Available capacity remains a concern.	Risk Score = 6
Consultation Strategy – delay in completion	Priority Task for completion in Quarter 2	Risk Score = 6
Liquor Licensing – inability to deliver in a timely fashion new statutory processes once commenced by Central Government	Project group established, resourced and undertaking preparatory programme. The timeframe for this has changed.	Risk Score = 6
Area to Watch	Action to be taken	Risk Assessment

Information/Knowledge Management – inability to deliver new compliance regime	Continuing tight timetable will require additional human resources	Risk Score = 4
Effectiveness of Select Committee	Following recent training with South East Employers a number of new operational & procedural changes have been introduced to make Select Committees more effective. These changes will be monitored by the Co-ordinating Committee.	Risk Score = 4

AREAS TO WATCH – PREVIOUS QUARTERS 2003-04				
Quarter Reported	Area to Watch	Action to be taken from last quarter	This quarters update	Risk Assessment
Q3/Q4 2003-04	Demand on the ICT Department currently exceeds capacity in the areas of - Database Management, Risk Management, Staff Training, Information Management and Project Support	Directors / Executive to be aware and to take into account during decision making processes	Strategic partnering being investigated as a possible way of increasing capacity. Outline Business Case due September.	Risk Score = 9
Q4 2003-04	ICT business continuity / disaster recovery	Directors / Executive to be aware and to take into account during decision making processes	Server farm project started options being investigated, project board being set-up.	Risk Score = 9
Q4 2003-04	Business process re-engineering	Directors / Executive to continue support for GAGS and the business process re-engineering work that is currently underway	Results of DRP work in Planning due to be delivered by mid-August. Next phase of work will involve Highways.	Risk Score = 9
Q3/Q4 2003-04	Major power supply issues to the County Hall site identified.	An urgent capital bid (c£300-£350k) will be submitted as soon as the full scope of the problem and solution is known.	Work in progress. Estimated completion date end of August 2004.	Risk Score = 8
Quarter Reported	Area to Watch	Action to be taken from last quarter	This quarters update	Risk Assessment

Q4 2003-04	Implementation of Total Land Charges ("TLC+") - new local land charges software	Applying Prince 2 methodology variation/exceptions agreed; allocation of resources by supplier and in house team agreed; new go live date of 4 May agreed	Project in exception, proposals put to supplier to rectify software failure but not yet agreed. Additional cash resource identified, if required.	Risk Score = 8
Q2/Q3/Q4 2003-04	Delays in funding the Land and Property Gazetteer and the CRM project will mean that these projects miss their planned implementation dates.	The first phase of the CRM system has now been implemented and is working well. The underlying hardware will need to be upgraded in due course to meet the originally specified business continuity requirements. The Gazetteer project is still on hold but is now being reviewed pending clarification of the funding position.	Resource issue – way forward to be determined by the end of July 2004	Risk Score = 6
Q3/Q4 2003-04	Staff capacity constraints within the Corporate Policy Team is limiting the units ability to tackle the key corporate issues	Further reorganisation proposals are to be developed to enhance staff capacity	The Best Value Team has been commissioned by the Executive to undertake a number of corporate tasks. Available capacity remains a concern.	Risk Score = 6
Q4 2003-04	Relocation of the Registrars Office to Northwood House	New project group initiated; stop/go decision due in May/June subject to identifying revenue funding/borrowing; approval of trustees required	Project group meeting and delivering work programme; strategic accommodation review decisions taken.	Risk Score = 6
Q1/Q2/Q3/Q4 2003-04	Crime & Disorder – in relation to vandalism to council buildings	Crime & Disorder task group co-ordinating a multi agency approach to crime & disorder	Continuing to monitor trends & liaise with task groups & Police	Risk Score = 6
Q4 2003-04	Concern had been expressed previously about the lack of progress on implementing the Procurement Strategy	There does now appear to be some gathering momentum in implementing the strategy marked by: the near completion of the Best Value Review, the development of a 'Gateway review process' for strategic procurements and further progress on the e-procurement project.	There has been only slow progress with implementing the Action Plan arising from the BVR of Procurement. The Gateway Review Process still needs developing and approval, new Contract Standing Orders are still only in draft, and the Procurement Liaison Group has yet to be established. The Procurement Register /database is now nearly complete, and the development of procurement training is well advanced. A 'Selling to the IW guide' is also about to be published on the Council's web-site.	Risk Score = 6


PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

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

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				↗→↘	
1. Number of working days/shifts per employee (full time equivalent) lost due to sickness absence this quarter (BVPI 12/CPA)	2.09 (2.3)	(1.9)	(2.7)	(2.8)	9.1	The profile is based on a best guess after looking at the last two years quarterly figures. Although it is clear that the 2 nd quarter is always lower how much it will go up or down is totally out of our control.
	↗				9.3	
2. The number of staff undertaking one or more training activities this quarter (via IWC training Services) as a % of the total workforce – (Local Indicator)	788 (789)	(530)	(778)	(659)	47%	The profile is the target % of the maximum number of delegates attending training each quarter (The figure is derived from the planned/anticipated training activity each quarter within 2004/2005)
	↗				1,523 staff 66.6%	
3. The number of members undertaking one or more training activities this quarter (out of all 48 members). (Local Indicator)	16 (34)	(38)	(38)	(38)	80%	The profile is the target % of the maximum number of members undertaking training activity each quarter (the Learning Centre rely on feedback from other departments to inform them of Elected Member training activity as we do not run our own, and therefore cannot anticipate any activity). The quarterly outturn figure relates to those training activities arranged by the Learning Centre additional Member training programmes undertaken in quarter 1 will be updated in the second quarterly report
	↘				42 Members 87.5%	
4. The percentage of women in the top 4 tiers of management. (Local Indicator)	35% (50%)	(50%)	(50%)	(50%)	50%	The 2004/5 target is the one set by the Women Into Management Group in June 2004. The profile is based on the fact that we have no advanced information regarding any likely changes at this time.
	↘					
5. Number of Complaints across the	45				220	2004-05 Target represents a projected increase of 5% in

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				↗→↘	
Authority (48 or less per quarter) (Local Indicator)	(50)	(60)	(60)	(50)		line with the national trend in complaints. The quarter returns targets reflect the “seasonal” variation of 2003-04. Total number of complaints across all directorates has remained low this quarter. No discernable pattern with only Fire and Safety showing a consistent and low return. Corp Services = 7 Education = 12 Environment = 8 Fire & Rescue = 1 Social Services = 17
	↗				209	
6. 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. (BVPI 157/CPA)	23.46% (60%)	(60%)	(60%)	(60%)	60%	Please note that it is a government target for the council to achieve 100% by December 2005. The GAGS programme board has tasked the Head of Organisational Development with reviewing all of the ODPM targets by the end of September. Actions on the services identified will feed through in future QPMR's
	↘				23.46%	
7. The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority. (BVPI 8/CPA)	91% (95%)	(95%)	(95%)	(95%)	95%	Based on an agreed sample. April to June 622 invoices counted – 563 paid within terms, 59 paid outside terms. National Government Target = 100%. The time taken for invoices to pass through the Payments system is being examined and any undue delays will be tackled.
	↘				93%	
8. The percentage of standard searches carried out in 10 working days (BVPI 179/CPA)	100% (100%)	(100%)	(100%)	(100%)	100%	We do everything within our control to ensure that the 10 working day target is not exceeded and will continue to do so.
	↗				100%	
9. Total operating cost (TOC) of IWC property per employee (Local Indicator)	£311.50 (275.00)	(275.00)	(275.00)	(275.00)	£275.00	This indicator will continue to fluctuate –due to seasonal influences & estimated fuel consumption costs. Inflation on running costs will also impact on this indicator
	↘					
10. % of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people. (BVPI 156/CPA)	17% (18%)	(18%)	(18%)	(18%)	18%	This is a complex indicator that needs more information for this council to make real decisions that prioritise resources. The indicator is likely to impact on the councils CPA score
	→				17%	

PERFORMANCE MANAGEMENT INFORMATION – LOCAL PUBLIC SERVICE AGREEMENT TARGETS

Corporate Objective	PSA Target & Summary	Q1 - 2004 Apr- June (profile)	Q2 - 2004 July-Sept (profile)	Q3 - 2004 Oct-Dec (profile)	Q4 - 2005 Jan-Mar (profile)	Target 2004-05	Comments
		(7.5% by March 2006)	(7.5% by March 2006)	(7.5% by March 2006)	(7.5% by March 2006)	Actual 2003-04	
Making It Happen	12. Cost Effectiveness To improve the cost-effectiveness Council-wide. 7.5% cost efficiency savings by 2006	-3% (7.5% by March 2006)	(7.5% by March 2006)	(7.5% by March 2006)	(7.5% by March 2006)		<p>The Cost Effectiveness measure is both compulsory, and based on a method of calculation prescribed by Government which removes any possibility of success. It measures the extent to which the performance of a basket of 31 indicators – negotiated with the ODPM – outstrips the net expenditure of the Council.</p> <p>In setting up the target considerable effort was taken to try to predict those indicators which would show greatest improvement, and there has been some success in this with the overall performance of the basket rising by 11% over the first two years.</p> <p>Unfortunately, in measuring cost increases we have to include additional investment in schools, fire and social services, financing of the capital programme, and other cost pressures (for example teachers pensions). This means that costs increase by 14% in the same period, representing (on the flawed basis of this target) a reduction in efficiency of 3%.</p>
							

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)

RESOURCES	
Corporate Services Directorate	Budget currently on target.
Legal and Democratic Services	Land charges income ahead of target and up on the previous year equivalent. Other budgets on target.
Financial & Business Services	Budget currently on target.
Information Communications Technology	A number of ICT projects, particularly those related to delivery of E-government, are funded partly from reserves and Government grants. There are ongoing funding implications of those projects, and it is essential to ensure that base budgets are in place to allow the continuing development of the approved projects; in addition, there are a number of proposed developments for which funding streams will also have to be identified if further progress is to be made.
Human Resources & Training	The budget for the Health and Safety training programme for managers is currently 80% paid and committed – there is the probability that it will be fully spent this year. Other budgets on target.
Policy & Communications	Currently on target – however, budget pressures are still partly being funded from one-off resources carried forward from previous years – the continuation of such measures is unlikely to be available in future years.
Best Value & Select Committee Support	Currently on target. Budget to be restructured to ensure continuity, thereby freeing up reserve previously set aside to support expenditure peaks in early years.
Property Services	Budget generally on target. Markets income being kept under review by Property Services Manager.
Building Maintenance	Budget on target to date.

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 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.

CORPORATE SERVICES

Areas of significant improvement with an upward trend

Subject	2000	2003
Nil		

Areas of significant decline with a downward trend

Subject	2000	2003
Nil		

Note: The groupings in this report reflect the Directorate service arrangements at the end of 2003

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%	↑	↑