

Item No.	Classification: Open	Date: 03/12/02	MEETING NAME EXECUTIVE
Report title:		QUARTERLY PERFORMANCE REPORT – QUARTER 2	
Ward(s) or groups affected:		N/A	
From:		Chief Executive and all Chief Officers	

RECOMMENDATION(S)

1. Note follow up on performance issues requested by Executive in the Quarter 1 report ([Annex I](#))
 - planning – Executive Member also to brief
 - childcare – Executive Member also to brief
 - action plan/quick review sickness

2. Note the analysis of performance in Quarter 2 ([Annex II](#))

Key performance issues to note include:

- Good/improving performance in: reducing robberies, Housing Benefit processing, Housing
 - Not meeting targets in: processing major and ‘other’ planning applications, environment generally and recycling, staff sickness
3. Note recommendations for areas of poor performance ([Annex III](#)) and agree Executive recommendations for action to address performance issues.
 4. Agree to receive thematic performance reports for Environment and Social Services (see timetable below)

BACKGROUND INFORMATION

The Quarter 1 report set out the revised performance management framework. As agreed, data is now sent to scrutiny sub-committees and Shadow Executive Members.

It is suggested that a report on the major regeneration programme is received every 6 months.

The performance management timetable is set out below.

Action	Executive Meeting
Quarter 3 outturns/yr end projections reported, analysed against 2001/02 outturns Thematic reports for Environment and Social Services, Regeneration report	February 03
Next years targets (03/04) developed and agreed within the business planning process	February 03
End of year outturns and 03/04 targets (quarterly and annual) - as part of the BVPP	June 03

KEY ISSUES FOR CONSIDERATION

1. Financial Data

For the first time financial information will also be included in the quarterly performance reports (taken from the Budget Monitoring Report, received by Executive 5th November – to which Members should refer for full budget information). In future high level reporting on revenue, capital and debt monitoring, will be included in the quarterly performance reports.

The information can be used to help place performance in context. However, as performance indicators do not comprehensively cover each directorate, direct comparisons/links should not be made between performance and financial data.

Directorate	Net £m		
	Budget	Projection	Variance
Strategic Services	4.3	4.3	0
Housing	12.1	12.6	0.5
Social Services	96	96	0
Education & Culture	172.7	173	0.3
Environment & Leisure	41.2	41.5	0.3
Regeneration	13.7	13.7	0

2. Local Performance Indicators (LPIs)

To ensure that the basket fully reflects council priorities it was agreed that a number of local performance indicators (LPIs) should be developed. Due to the complex nature of some of the issues, work is continuing in some key areas and data will be reported in quarter 3, in the following areas:

- Customer focus
Officers are refining accurate call logging of 'A-Z' telephone calls to monitor answer times. The roll out of a new complaints procedure will improve performance and provide robust monitoring of satisfaction with complaints (data available in quarter 3).
- Housing
Officers are currently working on the methodology required to collect data.

3. National Targets

In quarterly performance reports, performance is evaluated against the targets that Southwark sets itself. However, there are a number of targets that are set either nationally by government or on the basis of national standards. These targets are often more 'aspirational' than 'realistic'. Therefore, comparing performance against these targets is not always helpful in fully evaluating local performance.

On the 8th October Executive it was agreed that Southwark will continue to aim to meet these very challenging national targets, but to place Southwark performance properly in context such national targets will be highlighted. Such targets are **highlighted as being 'externally set'**. Performance compared to last year and other authorities will also be used where available to assess performance.

4. Comparative Data

National comparative data (2001/02) is due to be published and comparative analysis of quarter 3/projected year end performance can be reported in February (Quarter 3 report). Thus providing an early indication of how Southwark's 2002/03 performance will be judged externally.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Quarterly performance Report – Quarter 1	Corporate Strategy, Town Hall	Claire Webb 7525 7042
Quarterly Budget Monitor	Finance, Town Hall	Alan Layton 7525 4309

APPENDIX A Audit Trail

Lead Officer	<i>Bob Coomber</i>	
Report Author	<i>Claire Webb</i>	
Version	<i>Final</i>	
Dated	<i>25/11/02</i>	
Key Decision?	<i>No (dependant on action taken as a result of performance issues)</i>	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER		
Officer Title	Comments Sought	Comments included
Borough Solicitor & Secretary	No	No
Chief Finance Officer	No	No
<i>All Chief Officers</i>	Yes	Yes
Executive Member	Yes	Yes
Date final report sent to Constitutional Support Services	25/11/02	

Issues raised last quarter

Planning

see page 10

Performance Issue

Continued under performance and likelihood that Government performance standards will not be met this year.

Update/response

Chief Officer to give verbal update.

Childcare places

see page 13

Performance Issue

Delays in registration due to the transfer of responsibility of regulating childminding places to Ofsted.

Update/response

There has been some improvement in quarter 2 but insufficient to make up the shortfall against the annual targets. In September Southwark Childcare First (SCF) wrote to the Head of Early Years at Ofsted and the Minister with responsibility for Sure Start, Early Years and Childcare to raise this issue. A response has been received and a meeting is being arranged between Ofsted, SCF and the Director of Education with a view to resolving these difficulties.

Sickness

see page 9

Performance Issue

Executive requested an update on action taken to address poor performance against BV12 staff sickness

Update/response

A detailed report is attached as Appendix I. However, in summary the key actions have been:

- A Quick Review of Sickness Management and the findings considered by Chief Officer Team. Covering issues such as policy, policy implementation, performance management scheme for staff and training.
- Key actions resulting from the Quick Review:
 - Monitor departmental sickness strategies, and actions taken
 - Ensure the Occupational Health contract is able to respond to the Council's needs
 - Investigate further promotion of health initiatives and effective communication with staff and managers.

- Chief Officer responsibility to regularly review departmental sickness and sickness strategies, and ensure all managers attend sickness and risk management training.

Review of Quarter 2 2002/03 Performance

The following commentary highlights some key performance issues identified:

- From performance against all PIs in the new basket; and
- Through exception reporting highlighted in bold (i.e. very good or bad performance identified from all the PIs data reported centrally each quarter)

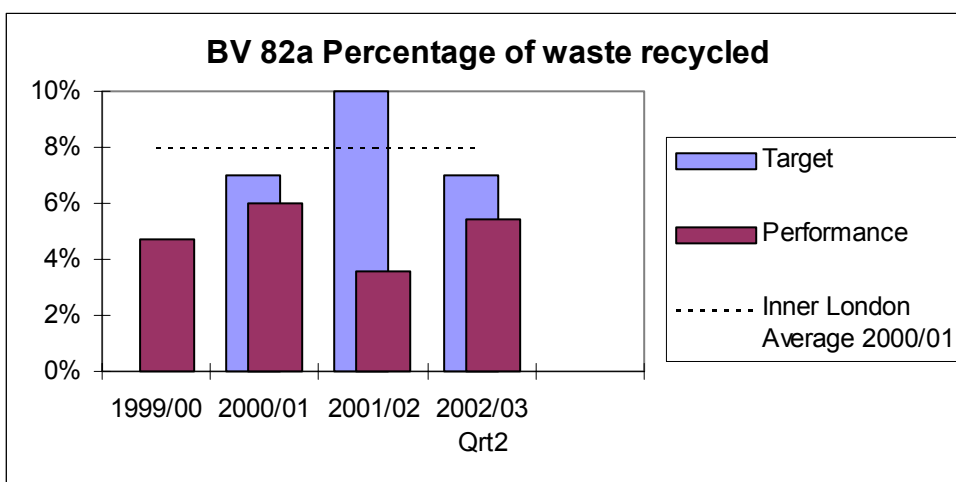
Tabular reporting on all PIs in the basket, indicating good and poor performance can be found on page 11.

Key performance issues (exception reporting on all other PIs is highlighted in bold)

Making Southwark Cleaner and Greener

- ! Waste recycled (BV 82a) in quarter 2 increased by ½ percentage point, remaining significantly below target. Although October performance of 5.4% representing a trend of improving performance. The annual target is challenging, but achievable, as the blue box scheme becomes established and a new recycling point opens in December, recycling boxes have also been put into schools.

The percentage of waste used to recover heat, power and other energy sources (BV 82c) has declined from quarter 1, with a corresponding increase in waste landfilled (BV 82d). Targets for 82c are set within a contract and the end of year target should therefore be achieved.



Cutting crime and fear of crime

- ! Performance against street crimes (LPI 2) appears poor against this quarters target (which compares performance to quarter 2 in 2001/02). However, it should be noted that street crimes increased over quarter 3 and 4 in 2001/02.

Work carried out this year should result in improved performance at year end. Southwark has already received national recognition for its work on reducing street crime.

- ✓ **The continued work of the Safer Streets operation in Southwark has seen very significant improvements in reducing robberies (BV 127).**

Raising standards in schools

A full Education performance report is being received at this Executive meeting – covering performance issues, including exam results. However, key areas of concern to note include:

- pupil attainment at key stage 2
- pupil attainment at key stage 3 maths and science
- Alternative tuition for permanently excluded pupils

- ! The educational attainment of children in care (BV 50) remains static, significantly below the (national) target. However, current performance is equal to the inner London average of 35% in 2001/02.

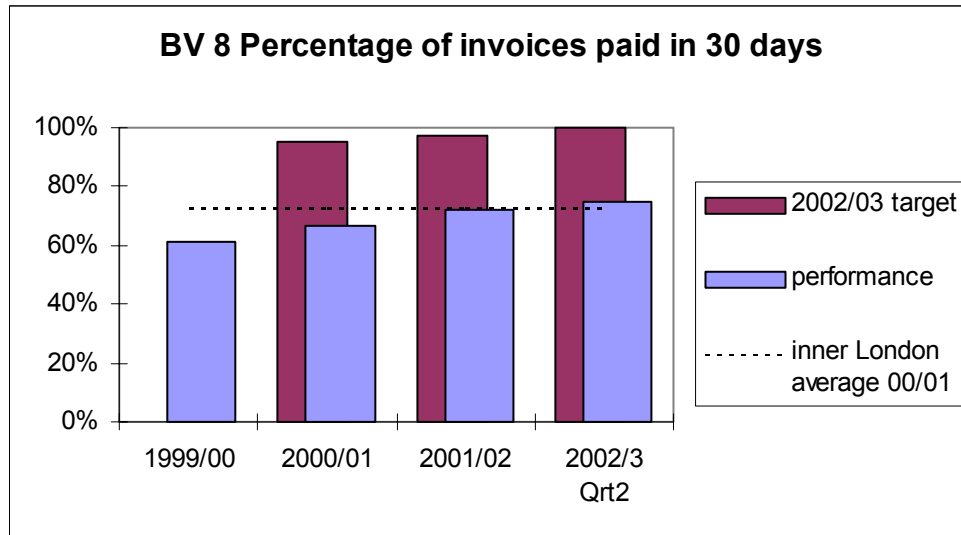
- ✓ Visits by pupils to museums/libraries (CHS 5), have increased due Sure Start work and a number of highly successful offsite events over the summer.

Driving down debt

- ✓ Council tax collection is above target (BV 9)

- ✓ Rent collection, although slightly down from quarter 1, remains above target (BV 66a).

- ! The payment of invoices (BV 8) is again below the nationally set target, but higher than this time last year. Work continues, in a number of projects to improve performance, although, these are unlikely to have a significant impact.



Customer Focus

- ✓ Performance in repairs appointments (BV 185) comfortably exceeds quarter 2 targets, improving on quarter 1 performance.

Equalities

- ! The number of staff with disabilities (BV 17) is higher than target. However, the figures exclude schools data, which is likely to lower performance.

National Minimum standards and Priorities for Improvement

Human Resources

- ! Performance against staff sickness is again poor. However, this excludes schools data, the inclusion of which would improve the average. (see Annex I for update on action taken to address poor performance)
- Performance in ill health retirements, early retirements and staff (BVPIs 15, 14, 16) is higher than target. However, the figures exclude schools data which is likely to lower performance. First quarter data on early retirements (BV 14) can

be misleading as occurrences do not run smoothly throughout the year, although they are not seasonal.

Planning applications

- ✓ ▪ Performance in processing minor and 'other' application (BV 109b/c) has improved substantially and is now significantly above target. Although this is still short of the Government minimum standard for 'other' applications.

! Performance in processing major applications (BV 109a) remains unchanged from the first quarter, 3 percentage points below the target of 50% (8 percentage points below the annual target and significantly below the Government standard).

There is likely to be a downturn in performance due to the introduction of a new IT system. Introduction has been delayed a month to December, so impact may now be spread over third and fourth quarters.

Housing Benefit

- ✓ ▪ Good performance in processing housing benefit identified in quarter 1 continues for all BVPIs. Average processing times (BV 78b) remain significantly above target, nearly halving the average time taken in 2001/02. Performance also remains high in recovering overpayments (BV 79b). However, comparative national performance poor.
- ✓ ▪ Performance in processing homeless applications (BV 67) comfortably exceeds quarter 2 targets, improving on quarter 1 performance.

Key Service Issues – Social Services

! ▪ The percentage of care leavers in employment/education/training (BV 161) remains static, at 15 percentage points below target.

! ▪ **The action taken to address poor performance by a contractor in delivering equipment within 3 weeks (BV 56) has resulted in a slight improvement, although performance is still below target.**

Second quarter performance against the basket of performance indicators ¹

✓ = Met or exceed target

ON TARGET = Met or only slightly under target

! = Did not meet target

Quarter 2 performance against target	Quarter 1 performance against target	Performance indicator	Last years performance	This years target	Quarter 2 target	Quarter 2 outturn	Commentary
Making Southwark cleaner and greener							
!	!	BV 82a Household waste recycled	3.6%	7%	7%	4.3%	Last years performance was bottom quartile inner London
!	ON TARGET	BV 82c Waste used to recover heat, power and other energy sources	36%	34%	34%	29%	
!	!	BV 82d Waste landfilled	61%	58%	58%	66%	
!	-	LW21 Missed bins collections, inc. due to access (per 100,000)	-	-	3,000	3,182	Joint working with Housing and Transport on most problematic sites. Improving targets are set for qrt 3 and 4.
ON TARGET	-	LW24 Flytips cleared in 24 hours	-	-	98%	96%	
!	-	LW11/12 Streets cleaned to grade A or B	-	80%	80%	68%	The average for the first and second quarter combined shows 98.8% - above target
	-	LW13c Cleanliness index Housing Estates	-	-	67%		Calculated by an external agency – awaiting data. Quarter 1 performance was 67% which is satisfactory according to Tidy Britain Group; and average for a

Quarter 2 performance against target	Quarter 1 performance against target	Performance indicator	Last years performance	This years target	Quarter 2 target	Quarter 2 outturn	Commentary
							London Borough
!	ON TARGET	LE12 Noise complaints responded to in 1 hour	-	90%	90%	86%	
!	✓	LP03 Number Parking Charge Notices	-	150,000	40,000	14,347	
LPs on prosecutions relating to waste (inc graffiti, flytipping). Aim to report in quarter 3							
Cutting Crime and fear of crime							
!	!	LPI 1 To achieve average and lower crime rate per 1,000, that that of LBs in Crime Reduction Partnership	201	Average tba	43.7	48	
!	!	LPI 2 Street crime per 1,000	-	5% less than last year	13.5	15	
✓	✓	BV 127 Robberies per 1,000 populatio	13	13	3	2.1	
✓	✓	LP10 % working CCTV cameras under the Council's responsibility	-	92.1%	92.1%	93%	
Investigating local measure relating to street lighting							
Raising standards in schools							
!	!	BV 50 Young people leaving care with at least 1 GCSE A – C	34%	75% Externally set	75%	35%	Inner London average 2001/02 – 35%
✓	✓	BV 43b SEN statements (with	57%	70%	62%	66%	Last years performance was average nationally and in

Quarter 2 performance against target	Quarter 1 performance against target	Performance indicator	Last years performance	This years target	Quarter 2 target	Quarter 2 outturn	Commentary
		exceptions) prepared within 18wks					inner London
	ON TARGET	BV 45 Unauthorised absences in secondary schools	-	9%	Quarterly targets not set, please see commentary	Termly data - not available yet	Due to the retrospective nature of this PI, 2001/02 data will be reported as outturns for 2002/03 – 9.1% and 6.8% respectively
	ON TARGET	BV 46 Unauthorised absences in primary schools	-	6.2%			
!	✓	BV 159d 20+ hours alternative tuition provided to excluded children	80%	83%	92.2%	50%	
	✓	EWSA5 Teacher vacancy rate	-	6%	6.2%	Data not reported	
✓	!	EEY3 Childminding places in disadvantaged areas	-	60	15	19	
✓	!	CHS 5 No. of pupils in school groups visiting museums, galleries and local studies library	6,904	10,000	1,000	2,699	

Quarter 2 performance against target	Quarter 1 performance against target	Performance indicator	Last years performance	This years target	Quarter 2 target	Quarter 2 outturn	Commentary
!	!	BV 117 Visits per head of population to public libraries	7.7	7.8	2.02	1.81	Government imposed deadlines on the required installation of IT equipment has meant closure of 5 libraries for a few days in 2 quarters. There will be more closures in second half to install IT in rest of borough. In the longer term, the public access to IT should increase public use of libraries.
	✓	EAL4 Adult learners taking Basic Skills Agency accredited	-	35%	13%	Termly data – not yet available	
Driving down debt							
✓	✓	BV 9 % council tax collected	90%	92%	52%	54%	Last years performance was bottom quartile nationally and in inner London
✓	✓	BV 66a Rent collected	92.2%	94%	93.1%	96.3%	Last years performance was bottom quartile nationally and below average in inner London
!	!	BV 8 Payment of invoices in 30 days	72%	100% Externally set	100%	75%	Please see text under 'key performance issues' Inner London average 73% National average 86%
Customer focus							
✓	✓	BV 185 % housing repair appointments	-	-	92%	97%	

Quarter 2 performance against target	Quarter 1 performance against target	Performance indicator	Last years performance	This years target	Quarter 2 target	Quarter 2 outturn	Commentary
		made and kept					
Developing customer focus measure – phone response times and complaints service							
Equalities							
✓	✓	BV 11a % top earners women	-	38%	38%	39%	
✓	✓	BV 11b % top earners from BME communities	-	22%	20%	22.5%	
✓	✓	BV 17 Employees from BME communities	42.55%	37.5%	37.5%	42.5%	This years target (annual and quarterly) have been calculated including schools data, however, the quarter 1/2 outturn and last years outturn does not include schools data, the inclusion of which would lower performance.
National minimum standards and Priorities for Improvement							
Human Resources							
!	!	BV 12 Working days lost to employee sickness (per full time equivalent employee)	9.51	9.9	2.2	3.2	Last years performance was above the national average, however, the outturn does not include all schools data, which traditionally improves performance.
✓	✓	BV 15 Ill health retirements	0.37%	0.35%	0.09%	0.0%	Excludes schools data – inclusion of which is likely to

Quarter 2 performance against target	Quarter 1 performance against target	Performance indicator	Last years performance	This years target	Quarter 2 target	Quarter 2 outturn	Commentary
✓	✓	BV 14 Early retirements (exclu. ill health)	0.47%	0.45%	0.11%	0.02%	lower performance
✓	✓	BV 16 % staff with disabilities	1.15%	2%	1%	1.16%	
Planning Applications							
!	!	BV 109a Major planning applications determined in 13 wks	-	55% (60% minimum standard)	50%	47%	This years target is below the Government standard of 60% for major applications
✓	!	BV 109b Minor applications determined in 8 weeks	-	65%	55%	60%	This years target is in line with the Government standard of 65% for minor applications
✓	✓	BV 109c Other applications determined in 8wks	-	70% (80% minimum standard)	60%	69%	This years target is below the Governments performance standard of 80%
Housing							
✓	✓	LPI 67 Homelessness applications in 33 days		75%	65%	73%	Last years performance was below average nationally and top quartile in inner London
LPI 67 is currently included in the basket until performance can be measured against a new BVPI Stay in temporary accommodation							
Housing Benefit							
✓	✓	BV 78b Average time processing notifications (days)	30	24	26	16	Government set target of 9 days to be achieved by 2007 Last years performance was bottom quartile nationally and above average in inner

Quarter 2 performance against target	Quarter 1 performance against target	Performance indicator	Last years performance	This years target	Quarter 2 target	Quarter 2 outturn	Commentary
							London
✓	✓	BV 79b Recoverable overpayments recovered	23%	35%	20%	25%	Last years performance was bottom quartile nationally and in inner London
Traffic							
✓	✓	BV 100 Temporary traffic controls/road closures (days) caused by LBS work on traffic sensitive roads	-	1.5	1	0.22	
Leisure							
✓		LL01 Visits to leisure centres	-	972,000	243,000	260,000	
Key service issues – Social Services							
!	!	BV 161 Care leavers engaged in employment, education or training	45%	60% Externally set	60%	45%	Inner London average 2001/02 – 49%
ON TARGET	ON TARGET	BV 54 Older people helped to live at home	136	125	135	133	Inner London average 2001/02 - 115
ON TARGET	ON TARGET	BV 58 % people receiving a statement of need and how it will be met	99%	100%	100%	99%	Inner London average 2001/02 – 90%
ON TARGET	ON TARGET	BV 162 Review of child protection places	98%	100%	100%	98%	Inner London average 2001/02 – 94%

Quarter 2 performance against target	Quarter 1 performance against target	Performance indicator	Last years performance	This years target	Quarter 2 target	Quarter 2 outturn	Commentary
✓	✓	BV 163 Adoption of children looked after	6%	4%	1%	1.75%	Targets now need revising in line with definition changes. Inner London average 2001/02 – 5.2%
!	!	BV 56 Equipment costing less than £1000 delivered in 3 weeks	95%	98%	98%	94%	

¹ Inner London data and National comparative data is calculated using 2000/01 outturns (except Social Services). 2001/02 outturns will be available for the quarter 3 report.

Recommendations for action to address performance issues

Performance indicator/Service area	Reason/Action	Executive Member / Chief Officer
Poor performance in staff sickness (BV 12)	Executive may wish to closely monitor staff sickness and the effect of improvements following the Quick Best Value Review	Cllr Zuleta Bob Coomber
Processing of planning applications (BV 109)	Following continued under performance and the outcome of a recent Best Value Review which identified "uncertain prospects for improvement", it is recommended that the Chief Executive be asked to determine the level of corporate support which would be appropriate to identify and overcome barriers to under performance.	Cllr Bowman Paul Evans Bob Coomber
Issue of general service standards – missed bins, street cleanliness and noise complaints.	To be addressed by the thematic report in quarter 3.	Cllr Thomas Gill Davies
All indicators where performance is under target in quarter 1 and 2 indicated by a !	Executive member and Chief Officer to review under performance to ensure that the action plan (contained within the Business Plan) is sufficiently robust to ensure performance improvement.	All