

Item No. 2.	Classification: Open	Date: 29/9/04	MEETING NAME Environment & Community Support Scrutiny Sub-Committee
Report title:		Quarterly Performance Report – Quarter 1 Quarter Ending 30 June 2004	
Ward(s) or groups affected:		N/A	
From:		Assistant Chief Executive (Performance & Strategy) and all Chief Officers	

RECOMMENDATION(S)

1. Note the achievement of GOOD status under the Comprehensive Performance Assessment.
2. Note the Quarter 1 Performance Report (Appendix 1) and that there are no substantial service or project weaknesses, with the exception of planning applications and SEN (see paragraph 5) for which there are existing service improvement plans.

KEY ISSUES FOR CONSIDERATION

3. Southwark is now rated as GOOD under the Comprehensive Performance Assessment (CPA). This reflects:
 - sustained improvements in core services; and
 - the outcome of the Council's recent corporate assessment (report published in August) which recognised that the Council has considerably strengthened its corporate capacity and processes to support delivery of the Council's priorities.
4. The quarter 1 performance report shows good or improving performance on:
 - street cleanliness;
 - invoices paid on time.
5. There are no substantial service weaknesses. However, there are areas where performance is not at the required level:
 - Planning – an improvement plan is in place and a review is currently being undertaken, with a particular focus on major applications. The review will be completed by December;
 - percentage of household waste being recycled;
 - missed bin collections.
6. The Audit Commission are completing the audit of our Best Value Performance Indicators. Following the successful collection of HR data from schools, it is anticipated that we will have no PIs qualified (subject to sign off by the central AC team) and the auditors have commented that the general standard has improved.

BACKGROUND INFORMATION

7. The **quarterly performance reports** to Executive are used to track delivery of the priorities contained within the Corporate Plan – reporting against the PIs and project milestones. These reports provide further information to support the policy making process, decisions on resource allocation and future target setting.
8. The scope, focus and content of the quarterly reports is being reviewed to provide a more comprehensive assessment of performance and to reflect the integration of the Performance Management Framework and the business planning process. Future performance reports will draw on the following information:
 1. **performance indicators** – Best Value and local PIs relating to strategic and corporate priorities;
 2. **key projects** – exception reporting on the progress of major projects that relate directly to the delivery of strategic and corporate priorities;
 3. **quality of life and contextual information** – high level indicators which relate to quality of life and the Community Strategy priorities/objectives/targets. Contextual information, for example on demographic issues or deprivation, could also be included to provide a rounded picture of what is happening in the borough and the impact this may have on future policy and performance;
 4. **residents' survey and other types of customer feedback** – for example, the results of the biannual residents' survey will be available for the next report, enabling a comparison of performance with residents' and service users' experiences and views;
 5. **risk** – on a six monthly basis, a report on the council's key strategic risks i.e. the critical success factors for achieving the council's priorities (as set out in the Corporate Plan). The focus will be on the top outcome priorities for the year, as agreed at Full Council in May.
9. In line with the review, we aim that future quarterly reports for sub scrutiny committees will address the issues raised at the Scrutiny away day held earlier in the summer.
10. This year the performance timetable aims to make reporting more timely. The introduction, later this year, of the PMF IT system will speed up performance reporting throughout the council and enable better presentation of information.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Corporate assessment report 2003-04	www.audit-commission.gov.uk/reports/CPA-CORP-ASSESS-REPORT.asp?CategoryID=ENGLISH^576^LOCAL-VIEW^AUTHORITIES^107650&ProdID=ECBBF57F-7A95-4B6D-AEB8-262C42EA3D83&CPAOnly=true or Corporate Strategy, Town Hall	Angela d'Urso
Corporate Plan	www.southwark.gov.uk/YourCouncil/CouncilDepartments/StrategicServicesDept/StrategicServicesPublications.html ; or Corporate Strategy, Town Hall	Mathew Wallbridge 020 7525 7379
Quarterly Performance Reports	Corporate Strategy, Town Hall	Angela d'Urso 020 7525 4285

Audit Trail

Lead Officer	<i>Sarah Naylor</i>	
Report Author	<i>Angela d'urso</i>	
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Dated	<i>21/9/04</i>	
Key Decision?	<i>Yes/No</i>	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER		
Officer Title	Comments Sought	Comments included
Borough Solicitor & Secretary	No	No
Chief Finance Officer	No	No
Chief Officers	No	No
Executive Member	No	No
Date final report sent to Constitutional Support Services	21/9/04	

Southwark Council Quarterly Performance Report

Quarter 1

Quarter ending 30 June 04



FWD@
SOUTHWARK

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Performance Summary

Performance Indicators and Project Milestones

Annex 1 provides traffic light reporting on performance against all indicators in the quarterly basket. Key performance issues are highlighted below:

The Changing Face of Southwark: people and place

This priority reflects the aim of urban sustainability, focussing on physical renewal, estate renewal and ensuring residents have a voice and are involved. Therefore much of the commentary relates to projects, rather than Pls, although the work underpins the delivery of our priorities and many of our key Pls.

- The **review of the Southwark Plan** is underway, with the second deposit consultation completed in July, with preparation underway for the pre-inquiry modification and inquiry stages – the inquiry is due to commence March/April 2005. The **Local Development Scheme** is currently being drafted, which will set out the action plan for the Local Development Framework. This will go to Executive in October, prior to consultation in November.
- Progress on each of the major regeneration schemes is broadly on track with practical implementation now underway, for example:
 - at the Elephant and Castle on the Wansey Street Scheme;
 - at Bermondsey Spa with sites A and E-U;
 - on the Aylesbury with consultation on specific designs starting on the SW corner.
- The programme of **estate renewal** continues – the Kingswood Project is completed with the completion of 750 new homes, and 47 new homes have been completed at Linden Grove.
- Progress is being maintained on Neighbourhood Renewal with:
 - the strategies signed off by the LSP, Southwark Alliance;
 - the new South Bermondsey Neighbourhood Management Pathfinder partnership on course to start formally in October with its initial strategy agreed;
 - a major review completed through the Neighbourhood Renewal Unit "Places" initiative.
- **Planning performance** dipped during the first quarter as a consequence of the significant staff turnover within Development Control in February. Despite this, the performance for July and August (major 27%, minor 70% and other 74%) has improved back to the levels at the beginning of the year. It is projected that this improved performance will be sustained. This means that

for minor and other applications Southwark will be at or around the standards set nationally. This still leaves us some way off the national standard for major applications. However, as discussed in previous reports, Southwark balances the need for speed in processing with securing benefits for local people from planning gain on major schemes.

Work has now commenced on reviewing arrangements within Development Control to ensure continuing and sustained improvements in application performance, with a particular focus on arrangements for considering major applications. The review will be complete by December.

Cutting Crime and Fear of Crime

- The **average crime rate** (LPI 1) is around the target for quarter 1, as is performance for **robberies** (BV127). Good progress is also being made in the various work streams which contribute to the delivery of this priority.
- Progress on individual areas of work to reduce **anti-social behaviour** and crime in neighbourhoods and hot spots is good. Work includes:
 - safer neighbourhood teams have been implemented in 3 areas and a further 5 will be operational later this year;
 - the Eldercare Crime Prevention Service has been extended borough wide;
 - the anti social behaviour strategy will be completed in September;
 - the Safer Southwark Partnership is undergoing a crime and disorder audit and will be publishing a Crime and Disorder Strategy 2005-08 in April 2005.

There is a need to enhance partnership working and as a result a project on looking at implementation of the Best Value Review on community safety and the work of the Safer Southwark Partnership, and at data analysis and sharing is ongoing and due to be completed by December.

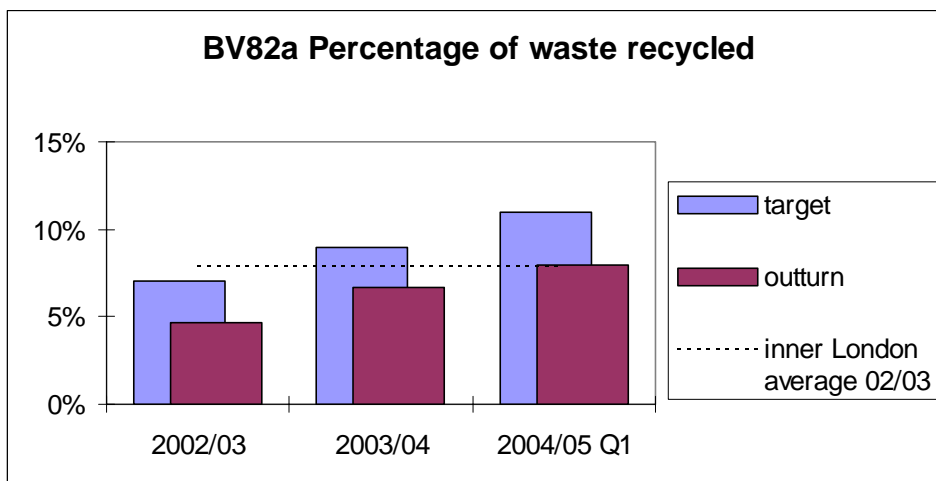
- There is good overall progress on the **youth related activity**. For example:
 - as part of the implementation of the Youth Crime Prevention Strategy and the SkyVoc Young Victims Project, protocols are in place to increase referrals from police - to increase the number of victims worked with
 - the number attending leisure activities are on target, with community games to be rolled out across priority neighbourhoods.
- There is a programme of work around reducing **knife crime**, including a knife amnesty, work with young people, release of knife posters aimed at young adult's (19-30 age group) venues.
- The key area of activity to reduce **hate crime** is the development and implementation of the Hate Crime Strategy. The draft strategy is going to the

Safer Southwark Partnership Hate Crime Group on the 15 September.

- Overall progress on the projects to reduce **drug related offences** and improve treatment is good – the key area of activity is the development and improvement of local services led by the PCT (Primary Care Trust).
- The time taken to remove **abandoned vehicles** (LP02) continues to improve and now stands at 4 days, however this falls slightly short of the 3 day target. It is rising steadily and the PI target should be reached later in the year.

Making Southwark Cleaner and Greener

- **Street cleanliness** continues to improve and is now at 95% - significantly exceeding target and improving on last year's performance by 6 percentage points.
- The number of **missed bin collections** has fallen from 1147 in quarter 4 to 1045 in quarter 1 and we are seeing significant improvements, which we expect to be sustained. However, we are still missing our target for quarter 1 (which has been made more challenging for the current year). The introduction of vehicle tracking will allow us to ensure that crews are trying 3 times to complete a collection before reporting it as missed. We are also working with our parking contractors to get vehicles removed where they are causing access problems as 75% of our current missed collections are attributable to access difficulties.



- At 8%, the percentage of **waste recycled** (BV82a) is up on last year, but slightly below the quarter 1 target. However, at 9.25% the combined waste recycling/composting figure for quarter 1, which is over 10% for the last two months, represents a significant increase on the 2003/04 figure of 7.08%, although still down on the quarter 1 target.

A significant amount of the recycling infrastructure is now in place and work to increase participation is essential to ensure that the council continues to increase its recycling rate. The Waste Management & Transport division is in the process of assessing participation in each of the various recycling

schemes and will be seeking to implement targeted campaigns during the remainder of the financial year.

In addition, the council has set itself a target of providing easily accessible recycling facilities for 90% of the population by the end of 2004/05. To achieve this target officers are currently targeting private estates and halls of residence in the borough and will be seeking to ensure that by the end of quarter three this target is met and as a result the quantity of recyclable materials collected increases.

Tackling Poverty

- The Enterprise Strategy and Action Plan is being reviewed, and will be completed by the end of the year. In terms of the implementation of the Employment Strategy – the Places Initiative Improvement Plan is complete and being implemented and, to meet the employment/training targets in the Regeneration Business Plan, services have been commissioned and providers are in place, with all projects on target.
- Progress on work to improve **access to and the quality of affordable social housing** is good:
 - performance is on target for the number of decent homes (BV184)
 - the number of new affordable housing (LHPI13) this quarter is significantly above target
 - overall milestones in the Homelessness Strategy Action Plan are being met and there are still zero households with children in B&B accommodation (LHPI1)
 - consultation on the choice based letting policy should be completed mid September, with a report to Executive in November.
- As part of the driver to tackle poverty, we continue to focus multi-agency **interventions in the most deprived neighbourhoods** – thematic partnerships now include direct involvements of the Renewal Manager and Neighbourhood Plans focus on interventions that address the floor targets.
- Partnership work to maximise **benefit take up** continues, with activities such as the Benefits Bus and Benefits Push.
- There have been a number of changes to the **Housing Benefit Scheme** for 2004/05, and the Department of Works and Pensions (DWP) has acknowledged that the changes to the HB rules have had a detrimental effect upon BVPI performance. The DWP are keeping the position under review and will shortly be issuing data on all LAs performance for quarter 1 this year; we will then be in a position to assess and compare Southwark's performance and set targets for the year. This should not detract from the fact that over the past year or so housing benefits has been area of considerable strength, with performance exceeding contract targets and meeting national top quartile targets.
- The number of **childminding place in disadvantages area** is significantly

above target.

- It has been reported previously that performance for **adult learners** has been generally below target, reflecting national trends and issues. Work is underway to improve performance and in quarter 1 performance for adult learners taking foundation courses is on target, reflecting an improvement on last year's performance.

The percentage of adult learners from BME groups is also on target – and considerably above the demographic profile - and the target for male adult learners has nearly been reached for quarter 1, although experience suggests that it will take a considerable time for outreach and other programmes to take effect.

'Making it Happen'

This section of the Corporate Plan focuses on the corporate health of the council and making sure we have the capacity to deliver our priorities.

- **Staff sickness** (BV12) - following the improved performance last year, quarter 1 performance is only slightly below target. However, this is not a significant variation, and furthermore, the inclusion of schools data is likely to reduce the average rate (i.e. improve performance).
- **Invoices paid** (BV8) – significantly exceeds target, and improves on the outturn for the whole of last year.

Corporate Debt Monitor

Annex 2 provides detailed reporting on departments' performance. Key issues are highlighted below.

At the end of 2002/03, the debt position had been reduced by 12.5%, and further reduced in 2003/04 by 13.5%. This downward trend continues in 2004/2005, with Council Tax and Housing Rent currently on target to achieve the overall aim by the end of 2005/06.

Across the council, debt and income is managed through the Income and Debt Management Group, chaired by Keith Broxup, Strategic Director of Housing. The Group meets monthly and reviews the Corporate Debt Monitor together with departmental updates, and also examines cross-departmental debt and income issues.

Current position

The table below shows the current position for all departments and the current (month 3/June) projections for the expected debt position at the end of the year.

	YTD Income Billed	YTD Income Collected	YTD Gross Arrears Outstanding	Year End Target	Projected End of Year Position	How much still required to achieve target (Arrears vs Target)	Shortfall/ (Exceeded) Target (Projection vs Target)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Social Services	6,047	4,131	5,217	2,369	2,698	2,848	329
Environment & Leisure	5,464	1,004	11,096	8,349	9,105	2,747	756
Education & Culture	991	2,765	1,845	751	2,130	1,094	1,379
Regeneration	2,450	1,736	2,233	2,340	1,567	-107	-774
Strategic Services	512	536	581	730	730	-149	0
Housing	44,826	46,036	37,371	44,196	43,854	-6,824	-342
Housing Benefits O'payts	940	838	5,761	5,649	5,099	112	-550
CTax & NNDR	168,214	54,681	144,666	22,448	24,000	122,218	1,552
Other Debt	0	227	-2,557	868	99	-3,424	-769
Grants	173	1,150	548	0	0	548	0
TOTALS - ALL DEPARTMENTS	229,617	113,104	206,761	87,699	89,281	119,062	1,582

Most services, including Council Tax and Rents, are on target to achieve or exceed their targets. Where teams have been successful in meeting the current targets further more demanding targets will be set over the coming months, this will include commercial rents.

However, there are some services where the Council is unlikely to achieve the full debt target in 2004/05. These include:

- **Parking** activities have increased by around 40% due to higher penalty charges and increased issuance of number of notices for bus lane enforcement. Therefore, it is intended that the target will be amended to "reduce latest debt" rather than the 50% reduction of the 31/03/02 balance. Work is currently underway to develop a realistic model for this.
- **Business Rates** - In previous monitors the Business Rate (NNDR) arrears position was reported as a net figure. In order to provide a better picture of the outstanding amount a gross figure is now reported - undoubtedly some credits will in fact relate to existing accounts and therefore can be treated as 'cash in' against arrears. Work is currently being undertaken to ascertain projected cash collection levels for the year, plus closed accounts with no forwarding addresses whereby amounts can be written off. The projected outturn will be amended once this information has been obtained. The Business Rate system is being changed over the next five months therefore, where possible, data cleansing will also enable us to provide a true statement position.

Annex 1 Best Value and Local Performance Indicators

R	Performance is below target – action is required.
A	Performance is only slightly below target – action may be required to prevent any further deterioration.
G	Performance is on or above target – no corrective action required.

Qrt 1 performance	Performance indicator	2003/04 performance	2004/05 target	Quarter 1 target	Quarter 1 outturn
	The changing face				
R	BV109 - Percentage of planning applications determined: (a) 60% of major applications in 13 weeks	37%	52%	52%	20%
R	(b) 65% of minor applications in 8 weeks	67%	62%	62%	49%
R	(c) 80% of other applications in 8 weeks	78%	76%	76%	61%
	Cutting crime				
G	LHPI2 - The percentage of antisocial behaviour cases where the victim reported that the matter had been successfully dealt with by the authority	62%	67%	16.8%	28.1%
G	LE12 - Noise complaints responded to within 45 minutes	73.25%	76%	77%	78%
G	LP10 - % working CCTV cameras	88.76%	93%	93%	94%
G	LH20 - % street lights not working	0.19%	0.35%	0.19%	0.13%
A	LP11 - To achieve average and then below average rate of crime per 1,000 population for the 11 LBs in the Crime Reduction Partnership. (number of crimes)	191	NA	42.1	44.5

Qrt 1 performance	Performance indicator	2003/04 performance	2004/05 target	Quarter 1 target	Quarter 1 outturn
	Partnership (number of crimes)				
A	BV 127e - Robberies per 1,000 population	9.1	7.5	2	2.1
A	LP02 - Time to remove abandoned vehicle (days)	6.21	3	3	4
G	LW21 - Number of fixed penalty notices issued	868	450	375	440
G	LP03 - Number of parking charge notices	161,519	165,000	37,200	40,788
	Cleaner and greener				
R	BV82a - Percentage of household waste being recycled	6.65%	11%	11%	8%
G	BV82b - Percentage of household waste being composted	0.43%	1%	1%	1.25%
G	BV91 - % of pop served by a kerbside recycling service	77.27%	90%	77%	78%
G	LW07-Streets cleaned grade B+	89%	92%	85%	95%
G	LW16 - Flytips cleared in 24 hours	95.4%	95%	97%	98%
R	LW20 - Missed bin collections	1,191	750	850	1,045

Qrt 1 performance	Performance indicator	2003/04 performance	2004/05 target	Quarter 1 target	Quarter 1 outturn
	Tackling poverty				
n/a	BV 78a - Average processing time new Housing Benefit claims (days)	34	32		42
G	LHPI3 - New affordable housing	548	500	125	159
G	LHPI1 - The number of households with children in non-self contained B&B accommodation	0	0	0	0
G	EEY3 - Total number of new child minding places in disadvantaged areas	300	75	19	38
A	EAL4 - Number of adult learners (aged 19+) taking Foundation courses as a percentage of total adult learners	19%	21.5%	21.5%	21%
	Making it happen				
A	BV12 – Sickness (days)	9.5	9.1	2.3	2.5
G	BV8 - Invoices paid within 30 days	85.9%	86%	86%	90.71%
G	BV157 - E-government (% services e-enabled)	65%	85%	65%	65%