

Item No. 2	Classification: Open	Date: 2/11/04	MEETING NAME Regeneration and Resources Scrutiny Sub Committee
Report title:		Quarterly Performance Report – Quarter 2 Quarter Ending 30 September 2004	
Ward(s) or groups affected:		N/A	
From:		Assistant Chief Executive (Performance & Strategy) and all Chief Officers	

RECOMMENDATION(S)

1. Note the quarter 2 Performance Report (Appendix 1) and that there are no substantial service or project weaknesses, with the exception of service weaknesses in planning applications and SEN (see paragraph 5), for which there exist service improvement plans.
2. Note the SEN independent review (Appendix 2).
3. Note the progress against the equalities action plan following from the Imperial Gardens inquiry (Appendix 3).

KEY ISSUES FOR CONSIDERATION

4. The quarter 2 performance report shows good or improving performance on:
 - **Minor planning applications** – performance in this area is now above target, a substantial achievement compared to quarter 1 performance and returning to the performance level reported in the 2003/04 outturn.
 - **Other planning applications** – performance is now around the target level demonstrating a recovery of the position from quarter 1, where performance dipped as a consequence of significant staff turnover within development control in February 2004.
 - Percentage of **children on the child protection register** for 2 years or more, who are de-registered – this has been reduced to the target level after some years of improvement work in this area. This is a significant achievement and reflects the successful delivery of long term improvements to the child protection system since budget growth has been invested in this area.
 - **Direct payments** – the number of users taking up direct payments has grown significantly during quarter 2 and is now on course to achieve the target. This is a high priority nationally.
 - The **waste PFI** contract is on target to be let in 2006. An outline business case was submitted to DEFRA in September 2004 for £40 million PFI credits.
5. There are no substantial service weaknesses. However, there are two main areas where performance is not at the required level. These areas were highlighted in quarter 1 and in both cases there are existing service improvement plans in place:
 - **Major planning applications** – 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 2004;

- **Special Educational Needs (SEN)** – a number of actions have already been taken to improve performance. In addition to the work by CEA, the Chief Executive commissioned an external review to assess the adequacy of the improvement plan. The high level findings of this review are attached (Appendix 2).
6. The Audit Commission have completed the audit of our Best Value Performance Indicators. We have no PIs qualified and the auditors have commented that the general standard has improved.
 7. The CPA service refresh will be announced in December 2004. In August 2004 we moved to a 'good' rating in the CPA. Based on our current performance information and intelligence, we do not envisage changes in this rating at this point in time.
 8. The biennial residents' survey (MORI) findings have been received and findings will be rolled out to Members through the Members' bulletin. Some information is used within the quarter 2 report to provide contextual information. Key findings indicate a sustained improvement over last eight years, ahead of Lambeth, Islington and many other similar authorities, in the face of national falls in satisfaction. Issues remain around liveability, especially crime and anti-social behaviour. Cleanliness is increasingly important and another of the key challenges will focus on education.

BACKGROUND INFORMATION

9. 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, in line with the Policy and Resourcing Strategy.
10. The scope, focus and content of the quarterly reports has been reviewed to provide a more comprehensive assessment of performance and to reflect the integration of the Performance Management Framework and the business planning process. The quarter 2 performance report draws on the following:
 - **Performance indicators** – Best Value and local performance indicators relating to strategic and corporate priorities. The PIs have been explained in further detail, for example, how they are measured, whether they are cumulative, etc.
 - **Key projects** – exception reporting on the progress of major projects that relate directly to the delivery of strategic and corporate priorities.
 - **Quality of life and contextual information** – high level indicators that relate to quality of life and the Community Strategy priorities/objectives/targets. Contextual information, for example on demographic issues or deprivation, has also been included as a new section within the report.
 - **Residents' survey and other types of customer feedback** – for example, the results of the biannual residents' survey, enabling a comparison of performance with residents' and service users' experiences and views. Some

evidence is provided here, although it is envisaged that the full results of the residents' survey will be reported separately.

- **Benchmarking** – the report includes comparative data, showing Southwark's performance compared to other key local authorities, providing a better view of our performance.

The subsequent quarterly reports will draw on:

- **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 2004.

The report will continue to be developed.

11. This year the performance timetable aims to make reporting more timely, as the quarter 2 report demonstrates. Members will note that the data is as up to date as we can report, given timeframes for collection. As a consequence of this improvement, some of the information is provisional. Where the data is provisional it has been highlighted as so in Appendix 1. The new PMF IT system has been rolled out to several users across the council. 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 020 7525 4285
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>25/10/04</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	Yes	Yes
Executive Member	No	No
Date final report sent to Constitutional Support Services	25/10/04	

Southwark Council Quarterly Performance Report

Quarter 2 ending 30 September 04



FWD@
SOUTHWARK

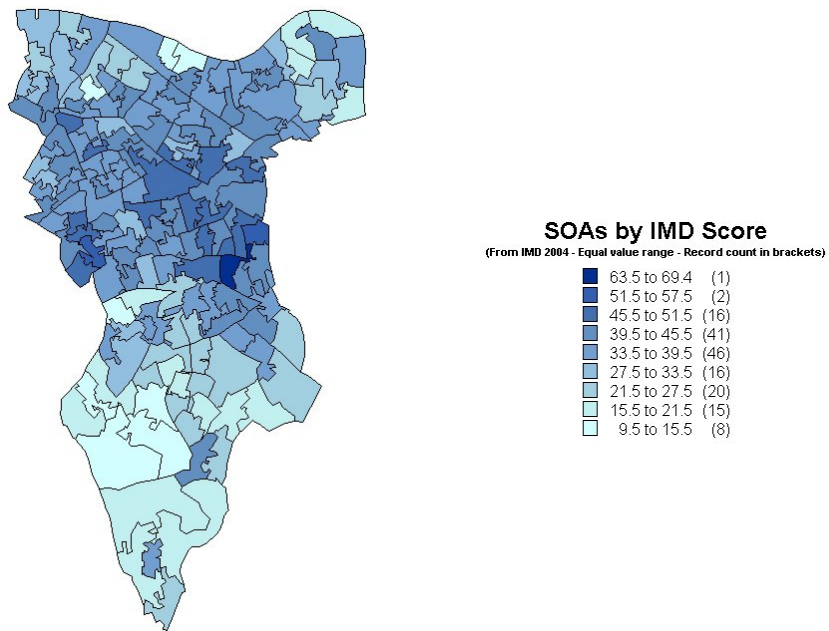
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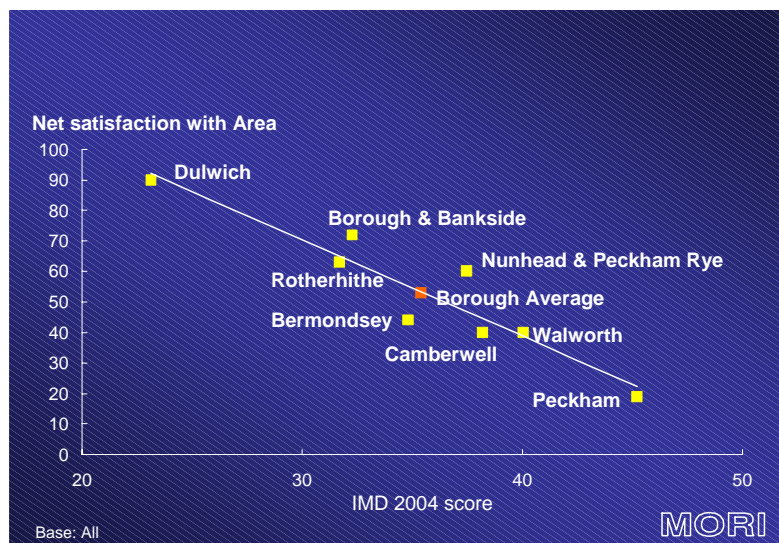
The Southwark Context

The 'Southwark context' provides a changing, illustrative context and analysis of the borough, a framework in which to consider the overall performance of the council.

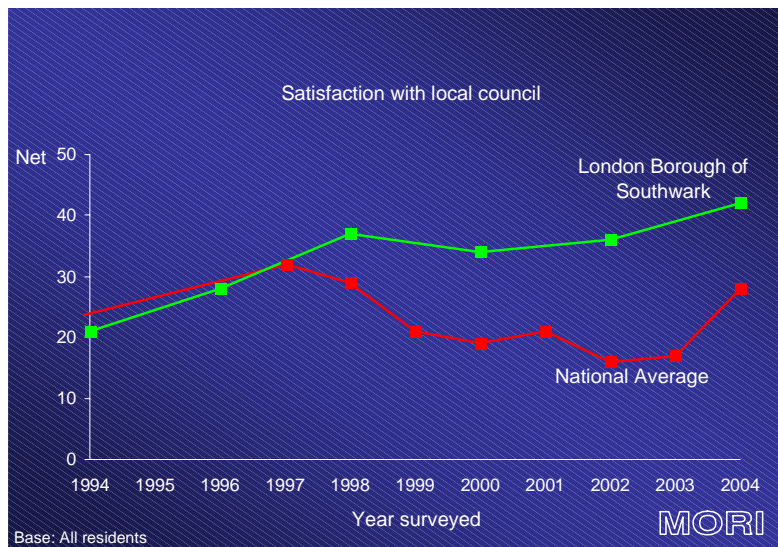
Southwark is the 18th most deprived borough in England and Wales (rank of average score, Indices of Multiple Deprivation 2004). As the below map demonstrates, although we are an inner city borough, the levels of deprivation vary greatly throughout Southwark.



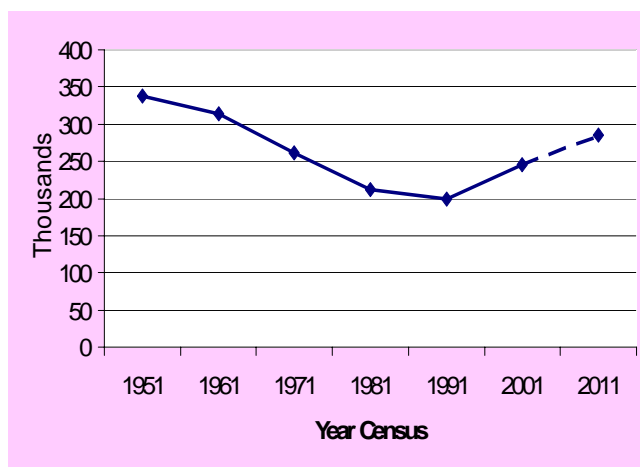
CPA methodology has not taken into account deprivation and the particular issues it presents to councils, particularly a council such as Southwark. The ODPM has agreed to examine the specific issue of deprivation on CPA scores. Any significant changes to take this into account will be reported to Members. Deprivation levels are also of crucial importance in considering residents' satisfaction with their area within the borough, as illustrated by this chart (MORI, June – August 2004).



Nevertheless, overall satisfaction with Southwark Council has continued to improve and remains above the national average (MORI, June – August 2004).

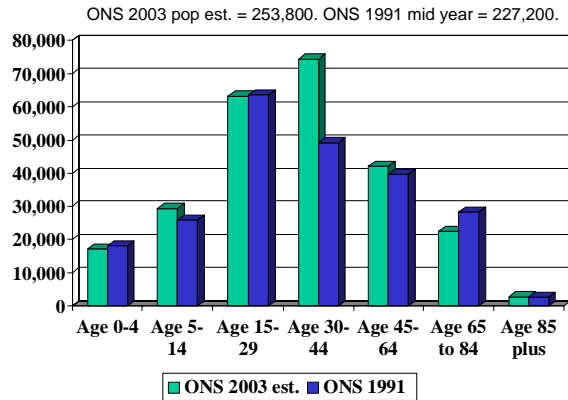


Southwark has an estimated population of 253,800 (Office of National Statistics 2003 mid-year estimate). The population is expected to rise to 285,000 by 2011.



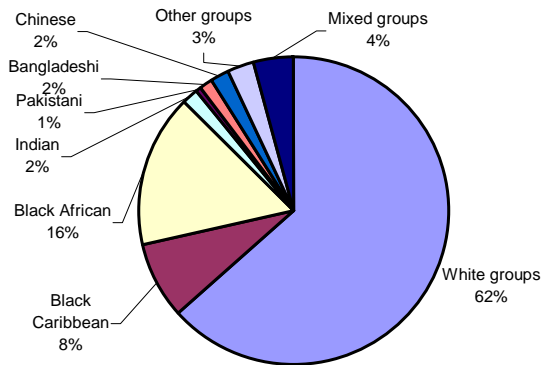
Southwark's population is diverse. Southwark's population is getting younger, with an increase in 30-44 year olds and a decrease in those aged 65-84 years (Office of National Statistics, 2003). The Census 2001 indicates that the under 16s make up 20% of all residents in Southwark. The Census 2001 also showed that 2% of Southwark's residents were newly arrived from abroad and 7.5% had arrived within the last 12 months from elsewhere in Britain.

Population

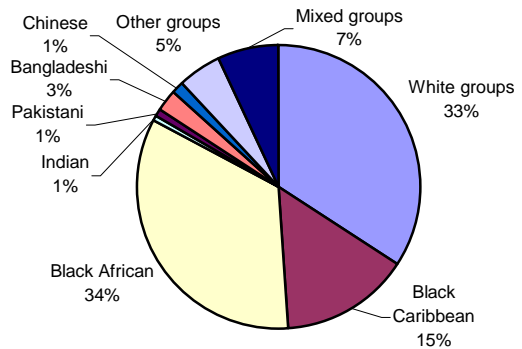


The charts below show the population by ethnicity. The difference between the all of the population and the school population may give some indication of what Southwark will look like in the future.

Population by ethnicity (all) Census 2001

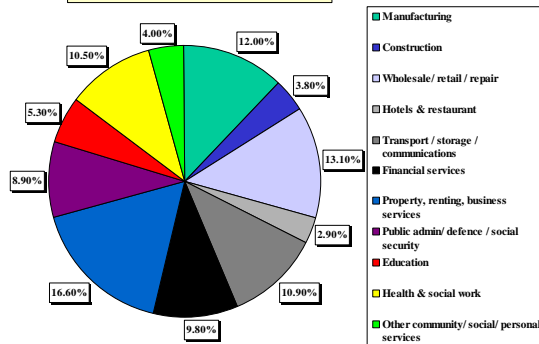


School population by ethnicity (Census 2001)

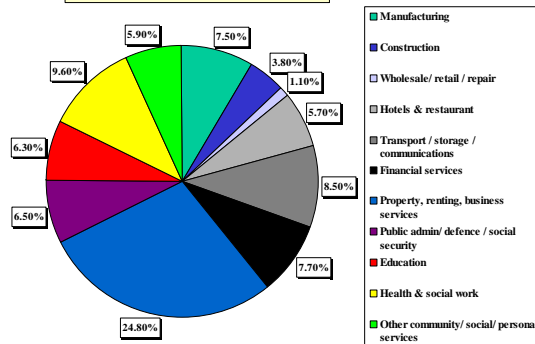


The charts below give an indication of employment trends. There has been a large increase in the proportion employed by the property, renting and business services sector and a large decrease in the proportion employed by the wholesale, retail and repair sector.

Employment 1991 Census



Employment 2001 Census



Performance Indicators and Project Milestones

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

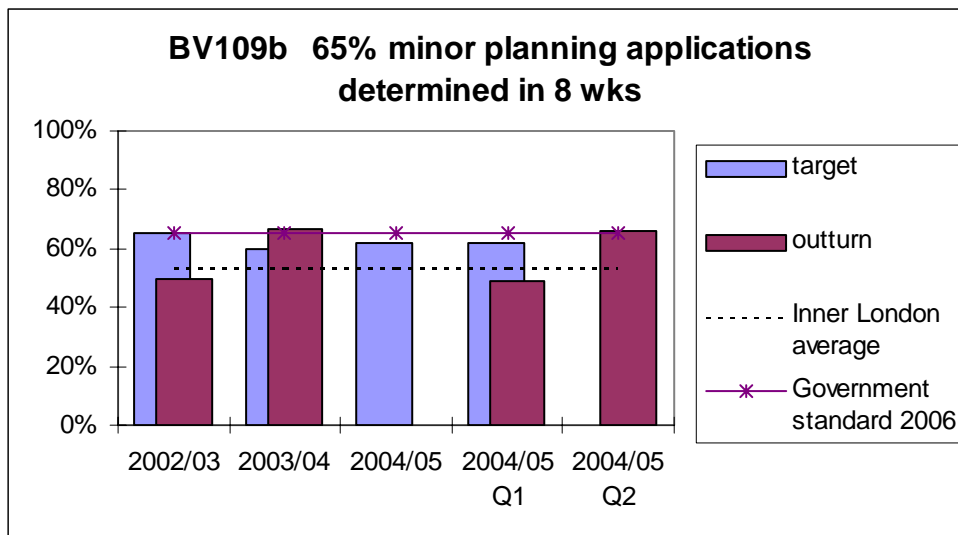
The Changing Face of Southwark: people and place

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

- The **review of the Southwark Plan** is underway, with the second deposit consultation completed in July 2004 and preparation underway for the pre-inquiry modification and inquiry stages. The inquiry is on schedule to commence in March/April 2005.
- The **Local Development Scheme (LDS)** is currently being drafted, which will set out the action plan for the Local Development Framework. The Government Office for London has moved the deadline for submission from October 2004 to December 2004. In November the LDS will be presented to the Executive Member and it is envisaged will stay on track to be submitted to GoL in December 2004. The **Statement of Community Involvement** will go to the Executive in November 2004 and to Scrutiny in December 2004. This will inform how we consult the community in future Local Development Framework stages.
- Progress on each of the **major regeneration schemes** is as follows:
 - The **Heygate estate** rehousing team is now in place and work has continued around the housing and commercial partner selection processes, with a report on the commercial partner selection process coming to the Executive in November 2004.
 - The implementation of physical regeneration programmes for **Bermondsey Spa** is continuing on track. The second stage tender for **Bermondsey One Stop Shop** was approved in August 2004 and by October 2004 the contractor will start on site to allow for any works to adjoining buildings.
 - A feasibility study for the removal of the southern roundabout and the subways at the **Elephant and Castle** was submitted to Transport for London and a funding bid to the London Development Agency. The decision on the funding request is expected in January 2005.
 - Progress on the regeneration of the **Aylsebury estate** is good. The Executive approved the procurement strategy for the Aylesbury Initiative in July 2004 and the Official Journal of the European Union notice has been issued. The tender process is due to begin in November 2004. The consultation for the options for the southwest corner of the estate has begun and the first phase of consultation on high rise blocks was completed in September, while the consultation on low rise blocks started in October.
- The programme of **estate renewal** is progressing well:
 - **Coopers Road** is on track, with 4 homes completed and it is anticipated that most of the 74 new homes will be completed by January 2005.
 - The environmental improvements to the **Bellenden Renewal Area** are

broadly on track.

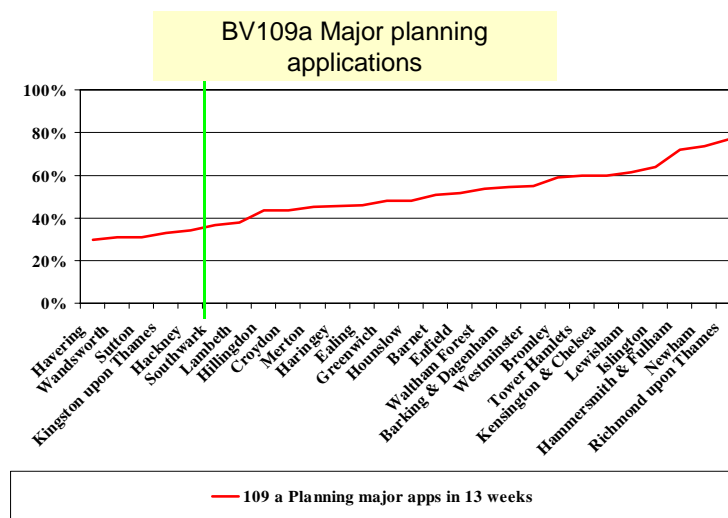
- The **East Dulwich Programme** went to Executive in September, slightly behind schedule, and the programme is now agreed. The Programme will go to planning in November and partner selection is due to commence in December.
- Progress within **Neighbourhood Renewal** includes:
 - **Themes** - implementation of comprehensive borough wide programme focusing on four key target areas within health, education, employment and crime.
 - **Neighbourhoods** - continuation of multi agency work in the most deprived neighbourhoods. Locally based renewal managers are implementing neighbourhood delivery plans focusing on floor target areas and liveability across twelve priority neighbourhoods.
 - **Performance management** - the completion of the comprehensive performance review of four floor targets through the Neighbourhood Renewal Unit 'Places' Initiative, and the development of associated improvement plans. A further rolling programme of reviews of other target areas is being developed as part of the integrated performance management framework.
 - **Neighbourhood Management** - in October 2004 the South Bermondsey Neighbourhood Management Delivery Plan will be submitted to the government.
 - Nationally the **Neighbourhood Renewal Programme** has been extended for another two years beyond March 2006 - allocation of NRF across the country is likely to be confirmed by the end of the year.
- **Planning performance** has shown a major improvement in quarter 2. For **minor planning applications** we are now performing above target and we are performing at the Government standard for 2006. It is expected that this improved performance will be sustained.



- We are still some way off the national standard for 2006 for **major applications**. Although the outturn for this quarter below target at 33%, it is a significant increase on the previous quarter's performance (20%). This is reflective of the continuous improvement programme in the development control team. The department is putting in place procedures to monitor and streamline the processing of major applications, which by their nature require a more complex agreement process. The improvement

programme includes examining ways to reduce the time taken from receipt of a major application to the issue of consent, including better arrangements for pre-application discussions. Work has now begun 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 2004. As noted in previous reports, Soutwark balances the need for speed in processing with securing benefits for local people from planning gain on major schemes.

- For comparative purposes the below chart shows Soutwark's performance in major planning applications compared to other London boroughs. Members will note the boroughs below us in performance terms include 2 councils rated excellent in the CPA.



- For **other planning applications** (BV109c) we are performing around our target level.

Cutting Crime and Fear of Crime

This priority reflects the aim to make Soutwark safer in ways that meets the needs and concerns of all sections of the community.

- The **average crime rate** (compared with the 11 boroughs in the Crime Reduction Partnership) is around the target for quarter 2. There is a raft of initiatives in place to ensure good progress is continually made in this area, as indicated in the below commentary.
- The **percentage of working CCTV cameras** (LP10) is slightly above target at 94%. 12% of residents state that CCTV is the most important improvement that is most needed in their area (Residents' survey, MORI, 2004).
- The time taken to remove **abandoned vehicles** (LP02) continues to improve, building on the performance in quarter 1, but still falls slightly short of the 3 day target.
- Progress on individual areas of work to reduce **anti-social behaviour** and crime in neighbourhoods and hot spots is good. Work includes:

- The anti-social behaviour strategy final report, which is scheduled to be taken to the Safer Southwark Partnership in November 2004.
 - The Eldercare Crime Prevention Service was successfully rolled out across the borough in July and the publicity material to promote the service is scheduled for release in quarter 3.
 - A recruitment drive to ensure we have 100 community wardens in post by January 2005. We currently have 74 in post and the recruitment is ongoing.
- There is need for improved co-ordination around **youth related activity**, which has already been noted as part of the NRU places initiative review. There is still good overall progress, for example the reparations and gangs work, which is part of the implementation of the Youth Crime Prevention Strategy and the SkyVoc Young Victims Project.
 - There is a programme of work around reducing **gun crime**, which will now link into a new GLA-wide initiative that is currently being developed.
 - To develop an assisted reporting of **hate crime**, a case management project is on track to deliver a council and partner agency joint system. Close work is underway with the modernisation office to ensure integration with the CSC.
 - Overall progress on the projects to reduce **drug related offences** and improve treatment is good. The development of an alcohol strategy is now to be informed by a multi agency project team, who will develop a parent document to inform the strategies of the individual agencies.
 - Members may also wish to note that the timeframe for the **Crime and Disorder Strategy 2002 – 05** is coming to an end. The 2005/06 strategy is now subject to audit. The CSU will be consulting on this between December 2004 and January 2005. The strategy will form the 'umbrella' for all work in Southwark by all partners.

Improving the Health of the Borough

This priority reflects the aim to make Southwark a healthier and more caring place by tackling the causes and effects of poor health and health inequalities.

- Good progress is being made to ensure that opportunities are available for people in the borough to make **healthy choices**, including:
 - The recruitment of a Men's Health Programme manager.
 - 15 schools have signed up to the extension of physical activity scheme to schools, above our target of 10 schools.
- The percentage of children on the **child protection register** for 2 years or more when de-registered (PAF C21) has improved in quarter 2 to be achieving over target, meaning that we are dealing with the children on the register and their families to solve issues within two years. However, **adoptions of children looked after** is still below target but it is expected to increase towards target level by year end.
- Performance for **carer assessments** as a percentage of all assessments (PAF D42) is again below target. There have been problems encountered in the introduction of Care First and there are concerns about under reporting. It is envisaged that performance will improve during this year as Care First becomes fully utilised. Efforts to ensure all carers are identified and offered an assessment continue to be given a high priority in the care management process.

- The number of adults receiving **direct payments** (BV201) has improved and we are now achieving over target. The number accessing direct payments is continuing to rise steadily and it is anticipated that the 2004/05 target of 50 should be reached this year.

Making Southwark Cleaner and Greener

This priority reflects the aim to make Southwark a place with a high quality environment.

- **Street cleanliness** (those streets cleaned to grade B or better) continues to improve and is now at 99%, which significantly exceeds our target of 85%.
- The number of **missed bin collections** has fallen from 1049 in quarter 1 to 874 in quarter 2, but we are still missing our targets. 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. Performance is continuing to increase and we are on course to achieve the end of year target: this will be the highest performance ever for this indicator.
- At 8.2%, the percentage of **household waste recycled** (BV82a) has improved from quarter 1 but is still below our target of 11%. At 2.2% the percentage of **household waste being composted** (BV82b) has improved from 1.25% in quarter 1 and is above the target of 1%. The combined level is 10.4%.
- 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. Work continues to let a **PFI contract** in October 2006. An outline business case was submitted to DEFRA in September 2004 for £40 million PFI credits. The negotiations on the exact level of funding to be allocated are scheduled to be completed in December 2004.

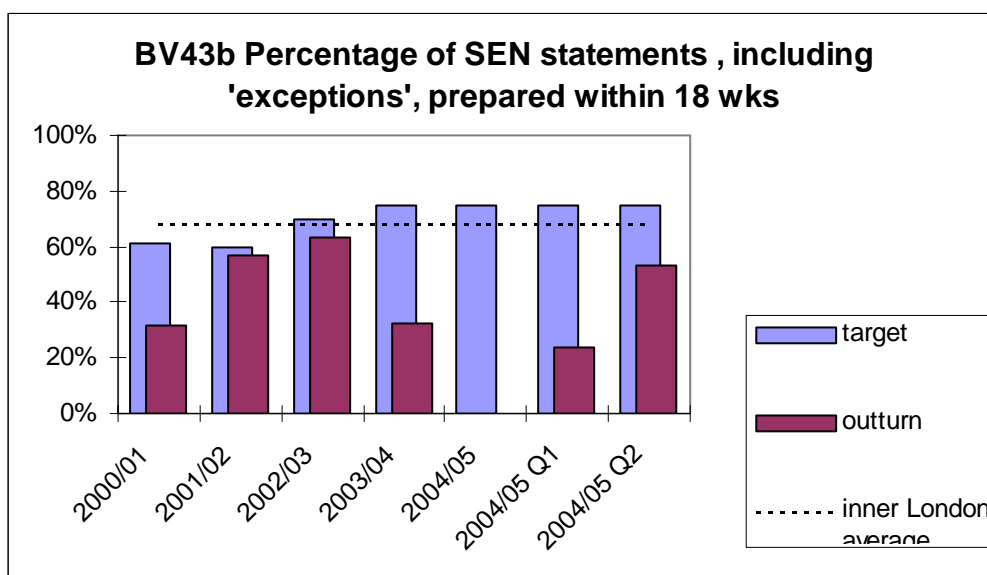
Raising Standards in our Schools

This priority reflects the aim to give everyone in Southwark the life chance, through learning and achievement, to make a contribution to the wider community.

- Achievement levels at secondary schools continue to improve. The results are provisional but are unlikely to show any significant change when they are finally published in late November. With regard to GCSE, the proportion of children achieving 5 or more A*-C increased for the 4th year running by some 1.9% to 41%.
- At Key Stage 3 the results for English have still to be published but early indications are that these have improved. Scores in Mathematics are up by five percentage points against a national improvement of two percentage points.
- Key Stage 2 results in all three subjects were disappointing particularly given the need for Southwark to close the gap with national averages. In Mathematics, the increase of one percent was in line with the national improvement but a similar increase in Science was slightly below national improvement. In English, Southwark schools had a two percent decrease compared to a national increase of nearly three percent. These results mask considerable variation between schools.
- The percentage of young people leaving care with at least 1 GCSE at grades A-G, or

GNVQ (BV50) is again below target. The rate is improving and is in line with the average for other Inner-London boroughs. However, it is recognised that existing rates are unacceptable. Making a sustained step change in performance in this area is the highest improvement priority in the Social Services performance management framework. A detailed assessment of underlying issues using an external audit tool will shortly be undertaken to identify new strategies for tackling any service weaknesses

- The preparation of **SEN statements** (BV43) is again below target. The independent review on SEN has now reported (Appendix 2). The review acknowledges that it is difficult for local authorities to deal with SEN and that the improvements we have made so far have been good. The review generally agrees that the direction of travel the council has taken to tackle this issue is right.



- The LEA has been very successful at providing **alternative tuition** for excluded pupils (BV159) and now exceeds target, with nearly all pupils receiving over 20 hours tuition.

Tackling Poverty

This priority reflects the aim to ensure that everyone has an equal opportunity to share in increasing prosperity within Southwark and the quality of life for the most disadvantaged is improved.

- Progress on work to improve **access to and the quality of affordable social housing** is good:
 - The private sector stock condition survey has been completed and this has enabled the establishment of a baseline. Targets to increase the proportion of private housing occupied by vulnerable groups meeting the decent homes standard are to be set in December 2004.
 - The choice based letting policy consultation was completed in September 2004 and a report will be going to the Executive in November 2004.
- The programme to achieve the decent homes standard by 2010 has slipped due to the level of right to buy sales and general programme slippage. This may have an impact on BV184, although our position will become clearer towards the end of the

year.

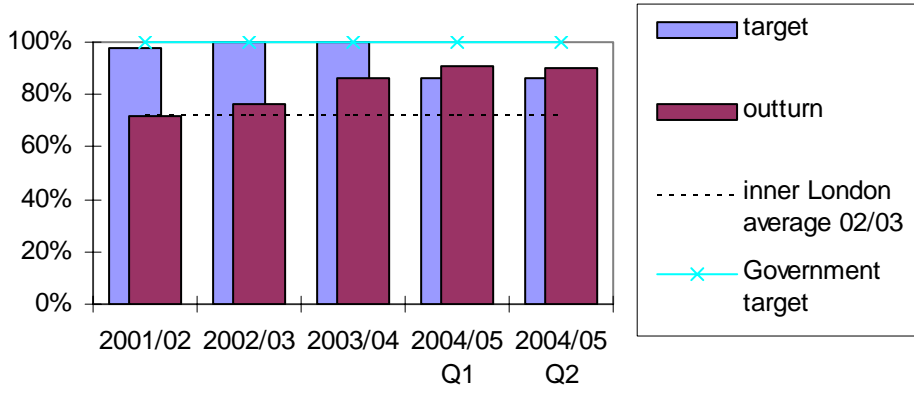
- There have been a number of changes to the **Housing Benefit Scheme** for 2004/05, and the Department of Works and Pensions (DWP) has acknowledged that the changes to the HB rules have had a detrimental effect upon BVPI performance. This should not detract from the fact that over the past year or so housing benefits has been area of considerable strength, with performance exceeding contract targets and meeting national top quartile targets.
- Partnership work to maximise **benefit take up** continues, with activities such as the Benefits Bus and Benefits Push. The Benefits Bus enables officers to work remotely in the community to support service users throughout the claiming process.
- It has been reported previously that performance for **adult learners** has been generally below target, reflecting national trends and issues. However, performance has dropped to 15% from 21% in quarter 1. Several tutors have recently left and there is a national shortage of properly qualified basic skills/ESOL tutors (now a national requirement of the Learning and Skills Council). The number of classes in the term was therefore restricted, rather than lowering the quality of the tutoring by employing non/lower qualified staff. Efforts are being made to recruit more qualified staff and to accelerate the training and qualification level of some existing staff.
- 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.

'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.

- The **CSC** contract is due to be signed at the end of October and a seven month transitional period gives a go live date of May 2005. The work around the opening of the Bermondsey One Stop Shop is on track. The ICT infrastructure investment programme is also on track, although funding arrangements are still being made.
- **Electronic interactions** (BV157) have slipped slightly due to resourcing issues but we are expecting to reach the set target for quarter 3.
- **Invoices paid** (BV8) – significantly exceeds our target, although we are still driving for improvement in order to reach the Government target.

BV 8 Percentage of invoices paid in 30 days



Corporate Debt Monitor

As one of the Council's "Six to Fix" initiatives, targets were set by Members in May 2002 to reduce Council Tax and Rent arrears by 50% within four years. The Council is still on target to achieve this reduction.

At the end of 2002/03, the debt position had been reduced by 12.5%, and further reduced in 2003/04 by 13.5%.

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

Most services, including Council Tax and Rents, are on target to achieve or exceed their targets. Some other services are also continuing to perform particularly well and this includes Commercial Rents and Housing Benefit Overpayments, who are currently exceeding their debt reduction targets. Where teams have been successful in meeting the current targets, more demanding targets will be set over the coming months.

For some services, particularly those where income levels are showing significant sustained increases (e.g. parking and leasehold service charges), it has been agreed that a 50% debt reduction target is not appropriate and more suitable targets have been set based on knowledge about those services, for example:

- **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.
- **Education** debt projections include a value for recoupment charges to other local authorities that can only be raised at the end of each financial year. This amount is generally paid within the following two months but is a debt to the council at the end of the year. It also includes charges to schools at the end of the financial year which will show as debt at that point but which are generally paid soon after. In addition, some grant paying bodies have asked to be invoiced for their grant monies. This means that the Education department has to raise invoices for the grant and show this on the debt monitor as a debt. These are generally paid soon after. Education targets will be adjusted to take this into account in the next monitor.

Appendix 1 Corporate Performance Indicators

R	Performance is below target
A	Performance is only slightly below target
G	Performance is on or above target

Quarter 1 performance	Quarter 2 performance	Performance indicator	2003/04 performance	2004/05 target	Quarter 1 outturn	Quarter 2 target	Quarter 2 outturn
		The Changing Face					
R	R	BV109 - Percentage of planning applications determined:	37%	52%	20%	52%	33%
R	G	(a) 60% of major applications in 13 weeks	67%	62%	49%	62%	66%
R	A	(b) 65% of minor applications in 8 weeks	78%	76%	61%	76%	74%
		(c) 80% of other applications in 8 weeks					
		Cutting Crime and Fear of Crime					
G	G	LHPI 2 - The percentage of antisocial behaviour cases where the victim reported that the matter had been successfully dealt with by the authority (cumulative)	62.0%	67.0%	28.0%	33.5%	54.0%
G	G	LE12 - Noise complaints responded to within 45 minutes	73%	76%	78%	78%	78%
G	G	LP10 – Percentage of working CCTV cameras	89%	93%	94%	93%	94%

Quarter 1 performance	Quarter 2 performance	Performance indicator	2003/04 performance	2004/05 target	Quarter 1 outturn	Quarter 2 target	Quarter 2 outturn
G	G	LH20 – Percentage of street lights not working	0.19%	0.19% (corrected)	0.13%	0.19%	0.19%
A	A	LPI 1 - To achieve average and then below average rate of crime per 1,000 population for the 11 LBs in the Crime Reduction Partnership	191.0	Average end of year	44.5	41.3	43.9
A	A	BV 127e – Number of robberies per 1,000 population	9.1	7.5	2.1	2.0	2.2
A	A	LP02 - Time to remove abandoned vehicle (days)	6.21	3.00	4.00	3.00	3.67
G	G	LW21 - Number of fixed penalty notices issued	868	1,500 (corrected)	444 (updated)	375	401
G	G	LP03 - Number of parking charge notices (cumulative)	161,519	165,000	40,788	74,400	79,040
		Improving Health					
A	A	BV 53 – Number of households receiving intensive homecare per 1000 population aged 65 or over	21.90	25.00	22.30	25.00	23.00
G	G	PAF D41 - Delayed discharge of older people (average number of people delayed per week)	19.26	10.00	9.50	10.00	9.00
G	G	BV 56 – Percentage of items of equipment/adaptation delivered within 7 working days	65.80%	75.00%	78.60%	75.00%	76.90%
R	R	PAF D42 – Percentage of all assessments that are carer assessments	17%	40%	17%	40%	17% (estimate)
G	G	BV162 - Child protection reviews done to timescale	97%	100%	100%	100%	100%

Quarter 1 performance	Quarter 2 performance	Performance indicator	2003/04 performance	2004/05 target	Quarter 1 outturn	Quarter 2 target	Quarter 2 outturn
A	G	PAF C21 – Percentage of children on the child protection register for 2 years or more who are de-registered	11.60%	10.00%	11.45%	10.00%	8.45%
R	R	BV 163 - Adoptions of children looked after	7.30%	7.50%	5.10%	7.50%	5.50%
R	G	BV 201 – Number of adults receiving direct payments rate per 100,000 population aged 18 or over	28.00	50.00	33.60	40.00	43.50
G	G	LL01 - Leisure centre visits (cumulative)	902, 108	877,800	228,238	438,900	473,590
		Cleaner and Greener					
R	R	BV82a - Percentage of household waste being recycled (from total tonnage of household waste arising)	6.65%	11.00%	8.00%	11.00%	8.21%
G	G	BV82b - Percentage of household waste being composted (from total tonnage of household waste arising)	0.43%	1.00%	1.25%	1.00%	2.23%
G	A	BV91 - Percentage of population served by a kerbside recycling service	77.27%	90.00%	77.49% (revised)	80.00%	77.80%
G	G	LW07-Percentage of streets cleaned to grade B or better	89.00%	92.00%	95.12%	85.00%	99.00%
G	A	LW16 – Percentage of flytips cleared within 24 hours	95%	95%	98%	97%	92%
R	A	LW20 – Number of household waste collection missed per 100,000	1,191	750	1,049 (revised)	850	874

Quarter 1 performance	Quarter 2 performance	Performance indicator	2003/04 performance	2004/05 target	Quarter 1 outturn	Quarter 2 target	Quarter 2 outturn
		Raising Standards in Schools					
R	R	BV50 – Percentage of young people leaving care with at least 1 GCSE at grades A-G, or GNVQ	45%	55%	41% (revised)	55%	41% (estimate)
R	R	BV43b - Percentage of statements prepared within 18 weeks including those affected by “exceptions to the rule” under the SEN code of practice	32.10%	75.00%	23.50%	75.00%	53.00%
G	G	BV159 - The percentage of permanently excluded pupils provided with alternative tuition, including authorised absence, of:					
		▪ 5 hours or less	1.5%	7%	0%	7%	3%
		▪ 6 - 12 hours	7.4%	3%	0%	3%	1%
		▪ 13-19 hours	8.8%	0%	1.4%	0%	5%
		▪ 20 hours or more	82.4%	90%	98.8%	90%	91%
		Tackling Poverty					
R	R	BV 78a - Housing benefit processing (average number of days for processing new claims)	34	32	42	32	40
G	G	LHPI3 - New affordable housing built (cumulative)	548	500	159	250	257
G	G	LHPI1 - The number of households with children in non-self contained B&B accommodation	0	0	0	0	0
G	G	EEY3 - Number of new child minding places in disadvantaged areas (not cumulative)	300	75	38	19	31

Quarter 1 performance	Quarter 2 performance	Performance indicator	2003/04 performance	2004/05 target	Quarter 1 outturn	Quarter 2 target	Quarter 2 outturn
A	R	EAL4 - Number of adult learners (aged 19+) taking Foundation (ESOL/Basic Education) courses as a percentage of total adult (aged 19+) learners	19%	21.5%	21%	22%	15%
		Making it happen					
A	Not currently available	BV12 – The number of working days/shifts lost to sickness/absence per full time equivalent employees	9.5	9.1	2.5	2.2	Expected mid Nov.
A	A	BV66 – Percentage of rent collected	92.47%	93.10%	91.70%	92.80%	91.70%
G	G	BV8 – Percentage of invoices for commercial goods and services which were paid for by the authority within 30 days of receipt	85.90%	86.00%	90.71%	86.00%	90.23%
G	A	BV157 – 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	65%	85%	65%	71%	68%

**APPENDIX 2
REVIEW OF SEN: SOUTHWARK
EXECUTIVE SUMMARY**

Note: This report has been removed as it not relevant to Regeneration & Resources Scrutiny Sub-Committee. It can be seen in the Executive Agenda dated 2 November 2004.

Appendix 3

Action Plan to address issues raised in the Audit Commission report on award of Planning Permissions at 295-297 Camberwell New Road and 299 Camberwell New Road and following consideration of matters raised by Overview and Scrutiny Committee – Report on Progress – October 2004

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
1. Consider whether to institute disciplinary action against individuals who have failed to meet the standards expected of them	Investigation and disciplinary action against the individuals named in the Audit Commission's report to be considered	Strategic Director for Regeneration	Conclusion of investigation and consideration of findings by July 2004		Investigation/consideration of findings now expected to be completed by November 2004
2. Take urgent action to improve the quality of reports presented to Development Control Committees	Undertake a] assessment of the quality of Development Control reports (by an independent planning consultant) and implement recommendations	Strategic Director for Regeneration/ Graham Fisher (Independent Planning Consultant)	By May 2004	Review of 19 cases undertaken by independent planning consultant suggests that the standard of committee reports is very high, in comparison to those produced by other planning authorities. The consultant confirms that the reports are comprehensive, and the correct planning issues are identified and analysed Given the findings of the consultant, no additional action proposed at this time	a] Completed

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	Put in place periodic b] quality control audits of planning applications and Development Control reports	Head of Planning and Transport/Interim Development Control Manager	By end September 2004 Implementation October 2004 onwards	Recommendation of Overview and Scrutiny Committee	b] Interim DC manager to review 4 applications/month and take appropriate action at weekly group leaders meeting. Started end Sept. '04.
3. Institute a robust quality assurance process to ensure that the content of reports are accurate and cannot be open to allegations of bias	a] Undertake a comprehensive review of internal procedures and practices within the Development Control Service	Head of Planning and Transport	Commence May 2004 Completion of review and Action Plan by July 2004	Quality Assurance processes to be considered as part of the review. Equalities implications will be picked up as part of the EIA (see below)	a] Review undertaken and DC Improvement Plan prepared July 2004
	b] Equalities Impact Assessment (EIA) to be undertaken and any gaps/deficiencies to be addressed by the Head of Planning and Transport	Head of Planning and Transport/Interim Development Control Manager/Principal Policy Officer (Strategic Services)	Commence June 2004 Final report by end August 2004 Implementation of recommendations - August 2004 onwards		b] Stage II of EIA complete by end of August. Stage III nearing completion and draft Action Plan prepared.

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	c] Consider and incorporate independent planning consultant's proposals on best practice with regard to addressing racial discrimination issues and implementing anti-discrimination policies	Head of Planning and Transport	To be incorporated into EIA process By end August 2004	Awaiting independent planning consultant's report on best practice. Will consider additional actions following receipt of consultant's report	c] Consultant's further report still awaited.
	d] Undertake assessment of the accuracy of the content of reports by an independent planning consultant and re-consider cases where complaints have been made of irregular handling (19 cases)	Strategic Director for Regeneration/ Graham Fisher (Independent Planning Consultant)	Review to be undertaken by May 2004 Reporting of any issues to be addressed arising from the review to Planning Committee by September 2004	Review of 19 cases undertaken by independent planning consultant suggests that reports contain the correct headings and content Review of cases identified that the processing of applications and consultation was good. However, the independent planning consultant identified some minor failings and in two cases recommended further specific action on the cases, which will be reported separately to Planning Committee.	d] Review completed by May 2004. Objectors advised re: re-consideration of application for Herne Hill Veledrome. Re-assessment (of traffic considerations) currently being undertaken. Report to be considered by Members – December 2004

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
4. Ensure that consultation procedures in relation to planning applications are rigorously followed	a] Review Council's policy on	Interim Development Control Manager/Group Manager (PC)	Project plan to be agreed by end-June 2004 Revised policy to be presented to Planning Committee for endorsement by November 2004	The Council's policy on Consultation was originally approved on 1 July 2002 The Independent Planning Consultant has recommended that a system of defining a framework for consultation should be determined and regularly monitored	a] Draft DC Consultation Policy (DCCP) prepared for inclusion with Statement of Community Involvement (SCI). Internal consultation commenced prior to reporting to Members

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	b] Examine consultation process and procedures at LB Camden with a view to adoption (and build into wider review of consultation procedures - see above)	Group Manager (PC)	By end July 2004	Recommendation of Independent Planning Consultant	b] Examination undertaken and meeting held with LB Camden – September 2004. Information incorporated into DCCP. Growth bid made for 'Consultation' officer as part of business planning process for 2005-6.
	c] Review and amend consultation letters to adopt best practice	Group Manager (PC)	By end August 2004	The Independent Planning Consultant has recommended that a) the Council re-consider and revise the text of standard consultation letters b) 'Best Practice' authorities consultation letters encourage neighbours to bring the matter to the attention of anyone else who might be interested	c] The form of neighbour consultation correspondence will be further examined in the DC Consultation Policy (DCCP)
	d] Put in place mechanisms to ensure that all properties for consultation purposes are identified	Group Manager (PC)	By end September 2004	The Independent Planning Consultant has highlighted that there are problems of undertaking consultations where properties have been sub-divided into flats which needs to be addressed	d] More vigorous assessment now undertaken by officers on site. Use of GIS to identify consultations being pursued (see below)

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	e] Implement new checking mechanisms for consultation (prior to decision making), and undertake further review (following recommendation of independent consultant) to ensure that they accord with best practice	Interim Development Control Manager/Group Manager (PC)	New checking mechanisms to be in place by May 2004 Undertake review and make further amendments - by September 2004	New procedures have been introduced to clarify the level of checking. DC case officers are required to confirm that all due procedures have been carried out in the consideration of the application and the preparation of the report for Committee, Community Council or delegated decision The Independent Planning Consultant has recommended that checking mechanisms similar to those found in Best Practice authorities be adopted to reduce the possibility of overlooking consultees (consultations are determined by at least two people and checked on site)	e] New checking mechanisms in place. Camden checking method assessed for inclusion in DC Consultation Policy. Southwark limitations on GIS quality (at present) may cause limitations.

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	f] Put in place mechanism to ensure that DC case officers confirm that the appropriateness of consultations has been checked on the ground	Interim Development Control Manager	May 2004	Procedures now in place requiring DC case officers to confirm that the appropriateness of consultations has been checked on the ground (following a site visit) The Independent Planning Consultant has recommended that consultations should be determined by at least two people and checked on site	f] Completed, but review of best practice continuing.
	g] Introduce a pro-forma consultation checklist	Group Manager (PC)	By end August 2004	Recommendation of Independent Planning Consultant	g] Included in Draft DCCP
	h] Review with CIDU process for establishing and maintaining a list of Community Groups and other interested persons expressing a wish to be consulted on planning applications and devise mechanisms for regular monitoring	Group Manager (PC)	By end October 2004	Independent Planning Consultant has recommended that best practice is to ensure that there is regular monitoring of a list of Community Groups and other interested groups to ensure it is up-to-date Meeting the timescale outlined will depend on the availability of Plantech to undertake the work	h] Addressed as part of Draft DCCP.

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	<u>Officer responsible</u>	<u>Timescale</u>	<u>Comments/Independent Planning Consultant's recommendations</u>	<u>Updated Action/Progress</u>
	i] Put in place mechanisms to ensure that all records concerning consultations are held on the planning application file (including procedures for dealing with returned letters from GPO)	Group Manager (PC)	By end August 2004	Independent Planning Consultant has recommended that best practice is to ensure that all records concerning consultation are held on the planning applications file	i] Addressed as part of Draft DCCP.
	j] Review process for logging pre-application enquiries onto Acolaid and disseminate procedures to Development Control staff	Group Manager (PC)	By end September 2004		j] Revised programme produced. Now intended for implementation by end-November 2004, although progress subject to officer availability.
	k] Review and update Development Control Service Charter, plus Guidance Notes and Information Notes pertaining to consulting and commenting on planning applications	Head of Planning and Transport/ Interim Development Control Manager/ Group Manager (PC)/ Communications Manager	By end October 2004	Guidance notes for public being received by consultants with communications manager. DC Service Charter needs reviewing.	k] Draft Guidance Notes produced for: 'Making a planning application', 'Commenting on a planning application', 'Planning obligations', 'Altering and extending your home', 'Trees' and 'Telecommunications'. Internal consultation currently being undertaken prior to production of final documents.

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	l] Complete improvements to Acolaid software to enable consultees to be identified through GIS	Group Manager (PC)	Implement GIS method of identifying consultees by end September 2004 Complete Acolaid improvements by end September 2004	The Independent Planning Consultant identified that 'best practice' authorities use GIS for consultations Improvements to the consultation have already been made through the introduction of Acolaid software but this work now needs to be completed	l] Progress made (although delays as a result of officer availability) and data matching exercise nearing completion. Identification of consultees through use of GIS now expected to go live in February 2005.
5. Provide training to officers about their responsibilities and the need for documentation	a) Establish comprehensive training programme for Development Control staff	Head of Planning and Transport/Interim Development Control Manager	By end July 2004		a) Further review of training requirements underway. Also pursuing better supervision arrangements and need for regular team briefings. Training on new procedures will be required, as they are rolled out. Training strategy will also address induction, management training and the Disabilities Discrimination Act.

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	b] Prepare a programme to disseminate/train staff in the new procedures adopted following the conclusion of the Imperial Gardens investigation, including recommendations of the Overview and Scrutiny Committee, and decisions of the Executive	Head of Planning and Transport	July 2004 onwards		b] More staff briefings now taking place. On-going programmes of training to be devised.
	c] Review and revise Procedures Manual and disseminate to all DC staff	Group Manager (PC)	By end November 2004		c] Review underway. Other processes being reviewed.

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	d) Introduce procedures for, and improvements to the documentation of information on application and case files, and undertake sampling to ensure that procedures are followed through	Group Manager (PC)	By end August 2004	<p>The Independent Planning Consultant has recommended that 'best practice' is that the case officer is wholly responsible and accountable to ensure procedure and practice is followed properly</p> <p>The Independent Planning Consultant has recommended that site notices and consultation notices should be fully available on file</p> <p>A review of case files undertaken suggests that improvements need to be made to the documentation kept on file - to include: records of meetings, the registration sheet, a copy of the consultation letter, the list of persons consulted, an OS map to show where site notices were posted, press advertisements, re-consultations on revised plans and general correspondence</p>	d) Improved systems of case officer supervision to be pursued. File records to be further assessed in context of process improvements on registration, validation, allocation and consultation during October 2004.

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	<u>Officer responsible</u>	<u>Timescale</u>	<u>Comments/Independent Planning Consultant's recommendations</u>	<u>Updated Action/Progress</u>
	e] Establish procedures for recording of re-consultations on files	Group Manager (PC)	By end July 2004	The Independent Planning Consultant has recommended that re-consultations should be noted by a clear written record on file of both the officer's instruction and the administrative officer's confirmation that it has been done, through use of a pro-forma	e] Examined as part of Draft DCCP. Proforma to be developed by end October.
	f] Establish procedures for the hand-over of planning applications	Group Manager (PC)	By end July 2004	The Independent Planning Consultant has recommended that procedures should be in place for the hand-over of planning applications (which make it clear that any new planning officer adopting a case is totally responsible and accountable for the planning process and ensure that the contents of all files should be comprehensive and up-to-date)	f] Proforma to be developed by end-October.
6. Introduce a register of interests and for all staff involved in planning applications	a] Introduce Register of staff interests	Strategic Director for Regeneration	March 2004	Register in place	a] Completed
	b] Put in place procedures to ensure monitoring and regular update of Register of staff interests	Head of Planning and Transport	By July 2004	The Independent Planning Consultant has advised that the Register of staff interests needs to be actively managed and subject to regular monitoring	b] System to be reviewed further with HR – November 2004

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	<u>Officer responsible</u>	<u>Timescale</u>	<u>Comments/Independent Planning Consultant's recommendations</u>	<u>Updated Action/Progress</u>
<p>7. Introduce a robust system of tracking applications including any potential conflict between applications for adjoining or nearby sites</p> <p>(Issues raised by O&S concerning pre-application consultation procedures and mechanisms, including confidentiality standards) (Issues raised by O&S concerning File Management)</p>	a] Undertake review of Development Control Administration in order to clarify roles and responsibilities	Head of Planning and Transport	Review to commence - September 2004 Completion of review and re-structuring (where necessary) by December 2004	The Independent Planning Consultant has recommended that a senior filing officer should be totally responsible for overall filing whilst individual planning case officers should be responsible during the planning process to ensure that files are regularly maintained	a] Review commenced October 2004. Staff workshops organised for November 2004.
	b] Overhaul filing system to set up separate files for planning applications	Records and Finance Lead Officer	By end September 2004		b] System to be reviewed by end October 2004
	Complete computerisation of Development Control filing system (including scanning)	Group Manager (PC)	Agree preferred option by January 2005 Implementation (dependant on resources) January 2005 onwards	The Independent Planning Consultant has recommended that 'best practice' authorities have computerised individual files to enable access to information/ exchange of information The ability to fully scan historical files and the extent of computerisation will be dependent on the resources available	c] It is unlikely that resources will allow full computeration. Action underway with Canon. Investigations undertaken of Camden system.

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	d] Establish policy on viewing planning files, procedures for information to be kept on files and guidance for the handling of confidential information	Group Manager (PC)/Legal Services	By end September 2004 Policy to be presented to Planning Committee for endorsement by November 2004	The Independent Planning Consultant has recommended that a policy should be in place on procedures for the public to view planning files; that procedures for information to be kept on files/the public register should be as transparent as possible and all information available to the public; and that confidential information (e.g. that which is commercially sensitive) should be protected in accordance with the legislation (through establishment of separate files marked 'confidential')	d] To be prepared with Legal Services. Draft procedure and consultation to be undertaken – November 2004

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	<u>Officer responsible</u>	<u>Timescale</u>	<u>Comments/Independent Planning Consultant's recommendations</u>	<u>Updated Action/Progress</u>
	e] Review procedures for pre-application meetings/discussions	Interim Development Control Manager/Group Manager (PC)	By end September 2004	The Independent Planning Consultant has advised that 'best practice' is that encouragement should be given to pre-applications with developers, particularly on major application proposals	e] New arrangements for consideration of major planning applications (and procedure note) put in place. Further procedures for pre-application meetings to be prepared – November 2004.
8. Training for Members in planning issues was inadequate and some Members with no training participated in planning decisions	a] Provide immediate training for Members on planning matters	Community Council Manager	June 2004	Training, using Planning Aid for London, has been organised for 30 th June	a] Training held – June 2004. Low turnout - will need to be considered further.
	b] Develop (with Member Services) a programme of comprehensive and regular training for Members on planning matters	Head of Planning and Transport/Community Council Manager	By October 2004	The Independent Planning Consultant has advised that 'best practice' would be that a comprehensive package of training be made available to all Planning Committee Members as well as other Members of Council, that regular training for Members takes place throughout the year, and that training should be monitored on a regular basis	b] Investigation of best practice in discussion with Member Services and Members. Action to determine arrangements to be prepared for October 2004

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	Review constitution with regard to requirement to undertake training in order to decide planning applications	Borough Solicitor/Head of Planning and Transport	By January 2005	The Independent Planning Consultant has suggested that the consideration should be given to whether training should be compulsory for Members involved in decision making on planning applications	c] To be discussed with Borough Solicitor
	Prepare joint report (with Member Services) with recommendations for improvements to the consideration of planning applications at Community Councils	Head of Planning and Transport/ Community Council Manager	By August 2004	Workshop with Development Control and Member Services to discuss improvements to consideration of planning applications at Community Councils held in May, and outcomes will form the basis of a report to Members	d] Discussions held with Legal Services and Member Services and draft report prepared. Discussions currently with Executive Member for Regeneration and Planning, and Chair of Planning.
9. Mechanisms for performance management of planning of planning staff were inadequate	a] Undertake comprehensive review of internal procedures and practices within the Development Control Service	Head of Planning and Transport	Commence May 2004 Completion of review and Action Plan by July 2004		a] Review undertaken and Action Plan produced – July 2004

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	b] Undertake review of team and management structure within Development Control (to maximise performance, and enable effective management and customer responsiveness)	Head of Planning and Transport	Review to commence - September 2004 Completion of review and re-structuring (where necessary) by December 2004		b] Interim structure for DC management put in place _ August 2004. Change Manager appointed and review of DC Management structure commenced September 2004.
	c] Review job descriptions and roles of Team Leaders and Group Managers to ensure consistency and clarity of respective roles and functions across DC Groups	Head of Planning and Transport/ Interim Development Control Manager	Initial review to be carried out June 2004, and interim arrangements to be introduced Formal review to be incorporated into wider review of team and management structure of DC (see above) by December 2004	Initial review undertaken, and interim arrangements put in place The Independent Planning Consultant has advised on the need for every officer to clearly understand their role and function The Independent Planning Consultant recommends that the Head of Development Control adopts a permanent monitoring role	c] Action underway to improve Group Manager team leader, case officer supervision and arrangements for delegation and performance management in short term (Sept) prior to completion of review of structure (December 2004). New supervision arrangements for DC staff put in place – October 2004.

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	d] Review arrangements for allocation and supervision of cases and case officers	Interim Development Control Manager	Initial review to be carried out June 2004, and interim arrangements to be introduced Formal review to be incorporated into wider review of team and management structure of DC (see above) by December 2004	Initial review undertaken, and interim arrangements put in place Independent Planning Consultant recommends that Team Leaders (Group Managers) should allocate cases to planning officers ensuring the correct level of experience and resource is allocated to the job	d] As c) above.
	e] Put in place mechanisms to ensure regular monitoring of performance and management and handling of cases	Interim Development Control Manager/Group Managers	By end July 2004	Recommendation of Independent Planning Consultant	e] As c] above
	f] Review and consider arrangements for assessment and signing off of delegated cases	Interim Development Control Manager/ Group Manager (TK)	June 2004	The Independent Planning Consultant recommends that delegated decisions should be authorised by the Head of Development Control	f] New arrangements operating, but further review taking place.

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	g] Undertake review of Local Performance Indicators for Development Control and agree targets	Head of Planning and Transport	June 2004	Review of Local Performance Indicators for Development Control currently underway	g] Review completed and a new suite of LPIs produced – June 2004. System for regular collection and recording of agreed LPIs currently being developed.
	h] Consider mechanisms for assessing and reviewing quality of process and outcome and implement	Head of Planning and Transport/ Design and Conservation Manager	By March 2005	The Independent Planning Consultant has advised that 'best practice' would be to establish a locally appointed architects' panel to regularly assess and review quality of development	h] Options for quality control to be examined with other Authorities and consultants. JRS
10. Arrangements for ensuring compliance with planning decisions were poor	a] Ensure that the Enforcement Team is fully staffed	Head of Planning and Transport	February 2004	Additional enforcement staff and a new Enforcement Manager has been appointed	a] Completed although two subsequent rounds of recruitment have failed to find a Deputy Enforcement Manager. Currently seeking to fill a vacancy following resignation of Enforcement Officer.
	b] Review procedures for tracking temporary planning consents and put in place mechanisms to alert applications of the need to renew expired consents	Group Manager (PC)/Enforcement Manager	By end September 2004		b] Work delayed by lack of staff availability.

<u>Key Finding/Recommendations of Audit Commission</u>	<u>Action</u>	Officer responsible	Timescale	Comments/Independent Planning Consultant's recommendations	Updated Action/Progress
	c] Fully develop Acolaid system for Enforcement to ensure proper recording and performance management of all reported unauthorised development	Group Manager (PC)/Enforcement Manager	By end October 2004		c] Commencement of work delayed by lack of staff availability.

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