

Report to: Policy and Review Performance Panel
13th April 2005

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Selecting performance indicators for corporate monitoring in 2005/6

1. Purpose

- 1.1 To propose to members a set of indicators for regular corporate monitoring in 2005/6.

2. Recommendations

It is recommended that the panel:

- 1. Endorse the proposed list of indicators for monitoring through the Corporate Scorecard and that this go forward to the Executive for their approval (Appendix 3)**
- 2. Identify any issues that should be monitored on a regular basis and are not picked up in Appendix 3**
- 3. Agree that the Policy and Review (Performance) Panel should continue to receive quarterly updates on indicators within the Corporate Scorecard**
- 4. Agree that proposed work on developing methods for tracking customer satisfaction and value for money as well as wider quality of life issues be reported back to the Policy and Review (Performance) Panel.**

3. Background

- 3.1 There are lots of ways that Portsmouth City Council monitors its performance. Every six months, we monitor how the Community Strategy outcomes are being achieved, and check the contributions we are making along with our partners. We also monitor the actions and indicators in our Corporate Plan on a six-monthly basis to ensure that as an authority, we are delivering on the performance priorities that we have set ourselves. There are other things that are monitored on a regular basis too, for example, our achievement against our Comprehensive Performance Assessment (CPA) Improvement Plan, and our progress with our Local Public Service Agreement.

- 3.2 Monitoring against performance also takes place at directorate level, with Strategic Directors preparing a business plan for the year, against which performance is tracked and managed. It is also important to recognise that budget monitoring is an important form of performance monitoring and the links between the deployment of resource and achievement of performance levels should be strong.
- 3.3 However, every six months is not a frequent enough monitoring cycle for all performance management. Whilst a six-monthly cycle is sufficient for monitoring progress against longer-term outcomes, it is important that the organisation drives towards achieving on some of the underlying performance indicators for the outcomes, and performance against these can be tracked more frequently. More frequent monitoring ensures that for those issues where the authority has a major influence on the outcomes, performance is managed to ensure that results are achieved. Furthermore, the results that are achieved against some very specific performance indicators can directly affect the ability of the authority to achieve “excellent” status as assessed by the CPA, and the ability of the authority to access resources, for example, LPSA Performance Reward Grant.
- 3.4 For all of these reasons, it is important that the leadership of the authority is able to monitor a specified set of indicators on a monthly or quarterly frequency, so that they can understand what the key performance issues for the authority are, and take corrective action when there is a problem. This also means that areas of good performance can be recognised and celebrated, and lessons learned and shared where possible.

4. Monitoring and selecting indicators

- 4.1 For the last few years, Portsmouth City Council has chosen to monitor performance using a mechanism called the Corporate Scorecard. This is an Excel based spreadsheet which presents performance against indicators in numerical and graphical form, and shows at a glance where performance is strong and where it is less good.
- 4.2 The Corporate Scorecard is reported to SDB, who are able to request that where there are any areas of poor performance, the responsible officer attends the meeting to explain what is being done to correct the problem and to present a forecast for recovery. The SDB could also request a report when performance has been particularly good to see if there is any good practice that can be shared. The Policy and Review (Performance) Panel also receive quarterly updates. In 2005/6, there will also be regular reports to individual Executive Members on the issues in their portfolios as well as reporting to the full Executive.
- 4.3 In order that the monitoring is meaningful, it is important that it focuses on indicators that are selected according to some criteria:

- ◆ The indicators should be significant corporately – in other words relate directly to a matter of corporate importance such as the Community Strategy, Corporate Plan, CPA or LPSA
- ◆ Updated data should be available on a frequent basis for tracking purposes - for this reason an indicator of user satisfaction based on a survey carried out once a year would not be appropriate
- ◆ The collection of data for tracking should not be onerous – some indicators are very time-consuming to collect, and for this reason would not be tracked on a frequent basis
- ◆ PCC should have a major influence on the progress of the indicator – the authority must be in a position where the monitoring can be used as a background for active management of performance
- ◆ The indicator should be robust and well defined.

4.4 In order to select indicators, it is helpful to consider key performance issues for the authority, and consider what indicators are in existence already, either from national sets such as the BVPIs or from local sources, such as those contained in the Community Strategy. Appendix One sets out significant national indicators, and some local indicators with particular corporate importance, and shows where they impact the authority (these indicators are grouped according to headings from BVPI guidance). In effect, this is a “risk assessment” approach to selecting indicators, which addresses the areas where the authority must not take its eye off the ball. The Appendix also includes a recommendation about how often these issues should be monitored, taking into account the ease with which they can be produced, and the extent to which the suggested monitoring period is meaningful within the context of the indicator. The monitoring frequency is not yet known for a number of indicators, particularly for the new Annual Performance Assessment (APA) indicators. Appendix 1 will be updated when there is a clearer indication of how often data can be provided on these measures.

4.5 The attached “factsheets” at Appendix 2 give a brief commentary on performance issues within each Community Strategy theme, plus the theme of “Use of Resources”, and based on this and the indicator mapping, suggest some areas where members might wish to direct SDB to monitor performance indicators on a regular basis. Taking these views on board, a list of indicators that the Policy and Review (Performance) Panel are recommended to pass to the Executive are attached as Appendix 3.

4.6 It is recognised that this list concentrates, by necessity, where indicators exist or can be developed that capture information that changes on a regular basis. Some key indicators of performance have not been recommended for quarterly monitoring by SDB as data is not available for monitoring on a frequent enough basis e.g. for indicators of educational attainment. These indicators are more appropriately monitored in other ways e.g. through lead partnerships such as the Education and Lifelong Learning Partnership. Appendix 2 highlights

those areas for which data is not available for monitoring on a regular basis but which should be picked up through other performance monitoring mechanisms. Appendix 2 also suggests areas of performance that it would be useful to monitor on a more regular basis and recommends that further work be undertaken over the coming year to develop indicators that can be regularly monitored in these areas. It is further recommended that work be undertaken over the year on developing methods for tracking customer satisfaction and value for money, as well as wider quality of life issues. This work should be reported back to the Policy and Review (Performance) Panel.

Martin Evans
Head of Strategy

APPENDIX 1

Mapping performance information for 2005/6

NB – Monitoring frequency has not yet been assessed for a number of new indicators, particularly APAs. This information will be updated once there is a clearer indication of how frequently data for these indicators will be available for monitoring.

Indicator (provisional list)	CPA	LPSA2	Corporate Plan	Community Strategy	Monitoring frequency
<i>Corporate Health</i>					
BV 2 - Equality Standard	Y			Y	6 – monthly
BV 8 - Invoices paid on time	Y				Monthly
BV 9 - Council Tax collection	Y				Monthly
BV 10 – NNDR	Y				Monthly
BV 11a - Women in senior management	Y				Quarterly
BV 11b - Ethnic minority staff in senior management	Y				Quarterly
BV 14 - Early retirements					6 monthly
BV 15 - Ill health retirements					6 monthly
BV 16 – Disabled employees	Y				Quarterly
BV 17 - Ethnic minority employees	Y				Quarterly
BV 156 - Building accessibility	Y			Y	Quarterly
BV 157 - E-government	Y		Y	Y	Quarterly
BV x1 - Disabled staff senior management	Y				Quarterly
BV x9 - Total cost of early retirements					6-monthly
Value of maintenance backlog	Y		Y		Annual
Cumulative capital receipts received in the year	Y				Quarterly
<i>Social Care (Children)</i>					
PAF E67 – Children in need with disabilities					Quarterly
PAF E44 – Relative spend on family support					Quarterly

Indicator (provisional list)	CPA	LPSA2	Corporate Plan	Community Strategy	Monitoring frequency
APA – number of child referrals per 10,000 population	Y				
APA – percentage of children in need that led to initial assessments	Y				
APA – percentage of referrals that are repeat referrals within 12 months, where the reason for re-referral indicates that the response to the original referral did not appropriately meet the child's needs	Y				
APA – initial child protection conferences per 10,000 population under 18	Y				
APA - % of initial assessments with 7 working days of referral	Y				
APA – number of core assessments of children in need per 10,000 population under 18	Y				
APA – (PAF C64) - number of core assessments that were completed within 35 working days of their commencement	Y				
APA – children and young people on the child protection register per 10,000 population aged under 18	Y				
APA – percentage of children and young people on the child protection register who are not allocated to a social worker	Y				
APA – registrations per 10,000 population aged under 18	Y				
APA – the percentage of children on the Child Protection Register who have previously been registered (PAF A3)	Y				
APA – deregistrations per 10,000 population aged under 18	Y				
APA – the percentage of children deregistered from the Child Protection Register during the year who had been on the register continuously for two years or more (PAF C21)	Y				
APA – the ration of the proportion of children on the child protection register that were from minority ethnic groups to the proportion of children in the local population that were from minority ethnic groups	Y				
APA – Ethnicity of children in need (PAF E45)	Y				

Indicator (provisional list)	CPA	LPSA2	Corporate Plan	Community Strategy	Monitoring frequency
APA – The average of the % of children who had been looked after continuously for at least 12 months who had their teeth checked by a dentist during the previous 12 months and had an annual health assessment during the previous 12 months (PAF C19)	Y				
APA – children looked after per 10,000 population aged under 18	Y				
APA- the % care cases completed in the courts within 40 weeks	Y				
APA – the proportion of looked after children absconding during the year	Y				
APA - BV 49 - Placements for looked after children (PAF CFA1) – Key Threshold	Y				Monthly
APA (PAF D35) – the % children who had been looked after continuously for at least 4 years, who had been in their foster placement for at least 2 years	Y				
APA - BV 50 – Educational qualifications for looked after children (PAF CFA2) – Key Threshold	Y				Annual
APA – the % children looked after who were pupils in year 11 who were eligible for GCSE (or equivalent) examinations who sat at least one GCSE equivalent exam	Y				Annual
APA – the % young people leaving care aged 16 or over with 5 or more GCSEs at grade A*-C or GNVQ	Y				Annual
APA - % children looked after continuously for at least 12 months, of compulsory school age, who missed at least 25 days' schooling for any reason during the previous school year (PAF C24)	Y				Annual
BV 161 – Employment, education etc for care leavers (PAF A4)					Annual
APA- the number of looked after children reviews within the preceding six months that are completed within the required timescales	Y				6 monthly

Indicator (provisional list)	CPA	LPSA2	Corporate Plan	Community Strategy	Monitoring frequency
APA - % children looked after aged under 10 who were in foster placements	Y				Quarterly
APA - % children looked after aged under 10 who were in foster placements placed within the council's boundary	Y				Quarterly
APA - % children looked after aged under 10 who were placed at home with parents	Y				Quarterly
APA - % children looked after aged under 10 who were placed for adoption	Y				Quarterly
APA - % children looked after in residential accommodation	Y				
APA - % children looked after who were in foster placements	Y				
APA BV 162 – Reviews of child protection cases (PAF CFC20) – Key Threshold	Y				Quarterly
APA – of children looked after and under the age of 10, the % who were in foster placements or placed for adoption (PAF C22)	Y				Quarterly
APA – of children looked after, the % who were in foster placements or placed for adoption (PAF B7)	Y				Quarterly
APA – the % looked after children placed for adoption	Y				Annual
APA – the % looked after children adopted during the year who were placed for adoption within 12 months of their best interest decision being made	Y				
PAF B8 - Cost of services for children looked after					
APA - BV 163 – Adoptions of looked after children (PAF CF C23) – Key Threshold	Y				Annual
APA – final warnings, reprimands and convictions of children looked after (PAF C18)	Y				

Indicator (provisional list)	CPA	LPSA2	Corporate Plan	Community Strategy	Monitoring frequency
APA (PAF C63) – the number of children and young people who communicated their views specifically for their latest statutory review as a percentage of the number of children and young people who were looked after during the year for more than four weeks	Y				
APA - % young people looked after on 1 April in their 17 th year (aged 16) who were engaged in education, training or employment at the age 19	Y				Annual
APA - % care leavers at age 19 who are living in suitable accommodation (as judged by the council)	Y				
APA – Direct payments for carers of disabled children and disabled children (16-17) as a % of the estimated total population of disabled	Y				6 monthly
<i>Social Care (Adults)</i>					
PAF AO/A6 – Emergency psychiatric re-admissions					
PAF AO/B11 – Intensive home care as a percentage of intensive home and residential care					Quarterly
PAF AO/B13 – Unit cost of residential and nursing care for older people					Quarterly
PAF AO/B17 – Unit cost of home care for adults and older people					Quarterly
BV 52 (PAF AO/B12)– Cost of intensive social care for adults					Quarterly
BV 53 – Intensive home care for adults (PAF C28) – Key Threshold	Y				Quarterly
BV 54 (PAF AO/C32) – Over 65s helped to live at home					Quarterly
PAF AO C27 – Admissions of supported residents aged 18-64 to residential/nursing care					Quarterly
PAF AO C26 – Admissions of supported residents aged 65 or over to residential/nursing care – Key Threshold	Y				Quarterly
PAFAO/C29 – Adults with physical disabilities helped to live at home					Quarterly
PAF AO/C30 – Adults with learning disabilities helped to live at home					Quarterly

Indicator (provisional list)	CPA	LPSA2	Corporate Plan	Community Strategy	Monitoring frequency
PAF AO/C31 – Adults with mental health problems helped to live at home					Quarterly
BV 56 - % of items of equipment delivered within 7 working days (PAF D54) – Key Threshold	Y				Quarterly
BV 58 (PAF AO/D39) – People receiving statements of need					Annual
PAF AO/D40 – Clients receiving a review					Quarterly
PAF AO/D41 – Delayed transfers of care					Quarterly
BV 195 – Acceptable waiting times for assessments – Key Threshold	Y				Quarterly
BV 196 – Acceptable waiting times for care packages – Key Threshold					Quarterly
PAF AO/C62 – Services for carers					
PAF AO/D37 – Availability of single rooms					Annual
PAF AO/E47 – Ethnicity of older people receiving assessment					Quarterly
PAF AO/E48 – Ethnicity of older people receiving service following an assessment					Quarterly
PAF AO/E50 – Assessments of adults and older people leading to provision of service					Quarterly
PAF AO/E61 – Assessments of new clients aged 65 or over					Quarterly
BV 201 – Direct payments (PAF C51) – Key Threshold	Y				Quarterly/ 6 monthly
<u>Education</u>					
% schools in special measures, in serious weaknesses and which are underachieving	Y				Annual
APA - % primary schools with 25%+ surplus places	Y				Annual
APA - % secondary schools with 25%+ surplus places	Y				Annual
APA – the proportion of children assessed as satisfactory (in their social development) in the Foundation Stage profile	Y				Annual

Indicator (provisional list)	CPA	LPSA2	Corporate Plan	Community Strategy	Monitoring frequency
BV 33 – Youth service					
APA - BV 38 – 5+ A*-C GCSEs	Y	Y	Y	Y	Annual
BV 39 – 5+ A*-G GCSEs	Y	Y	Y	Y	Annual
APA – 1+ A*-G GCSEs	Y				Annual
APA - Value added measures KS2 to GCSE/GNVQ	Y		Y	Y	Annual
APA – Value added measures KS3 to GCSE/GNVQ	Y		Y	Y	Annual
APA - % of schools not attaining floor targets	Y			Y	Annual
APA – KS1 achievement at 2+ on reading	Y		Y	Y	Annual
APA – KS1 achievement at 2+ on writing	Y		Y	Y	Annual
APA – KS1 achievement at 2+ on mathematics	Y		Y	Y	Annual
APA - BV 40 – KS2 Maths	Y		Y	Y	Annual
APA - BV 41 – KS2 English	Y		Y	Y	Annual
APA – KS 2 Science	Y		Y	Y	Annual
APA – Value added measures KS1 – KS2	Y		Y	Y	Annual
BV 43 – SEN statement	Y				Termly
APA - % pupils with a statement of SEN	Y				Termly
APA – number of new statements of SEN	Y				Termly
APA – percentage of new statements with special school place named	Y				Termly
APA – percentage of new statements of SEN prepared within 18 weeks	Y			Y	Termly
APA - % pupils with statements placed in special schools	Y				Termly
APA - % permanent exclusions in relation to the number of pupils in special schools	Y				Termly
APA - % permanent exclusions in relation to number of pupils with statements of SEN	Y				Termly
BV 45 – Absence from secondary schools	Y		Y	Y	Termly

Indicator (provisional list)	CPA	LPSA2	Corporate Plan	Community Strategy	Monitoring frequency
APA – authorised absence at secondary schools	Y		Y	Y	Termly
APA – unauthorised absence at secondary schools	Y		Y	Y	Termly
BV 46 – Absence from primary schools	Y		Y	Y	Termly
APA – authorise absence from primary schools	Y		Y	Y	Termly
APA – unauthorised absence from primary schools	Y		Y	Y	Termly
APA - BV 159 – Excluded pupils receiving alternative tuition	Y				Annual
APA - % pupils who have received alternative tuition for longer than one school year (other than for medical reasons or educated by parents at home)	Y				Annual
APA - % pupils who received alternative tuition other than for medical reasons who were reintegrated into school	Y				Annual
APA - % permanent exclusions in relation to the number of pupils in the primary phase	Y		Y	Y	Termly
APA - % permanent exclusions in relation to the number of pupils in the secondary phase	Y		Y	Y	Termly
BV 181 – KS3 results	Y	Y	Y	Y	Annual
BV 192 – Early years education					Annual
KS3 achievement – Level 5+ English	Y	Y	Y	Y	Annual
KS 3 achievement – Level 5+ Mathematics	Y		Y	Y	Annual
KS 3 achievement – Level 5+ Science	Y		Y	Y	Annual
KS 3 achievement – Level 5+ ICT	Y		Y	Y	Annual
BV 194 – Level 5+, KS2 English/Maths	Y		Y	Y	Annual
<i>Housing</i>					
BV 62 – Unfit private sector dwellings	Y		Y	Y	Quarterly
BV 63 – Energy efficiency	Y			Y	Quarterly
BV 64 – Private sector dwellings returned to occupation	Y		Y	Y	Quarterly

Indicator (provisional list)	CPA	LPSA2	Corporate Plan	Community Strategy	Monitoring frequency
HIP BPSA - % total private sector homes vacant for more than 6 months	Y		Y	Y	Quarterly
BV 66a – LA rent collection	Y		Y		Quarterly
HIP BPSA E16 - % arrears for current tenants	Y				Quarterly
HIP BPSA E1 – Average weekly management cost	Y				Quarterly
BV 164 – CRE code of practice	Y				Quarterly
BV 184 – Decent Homes	Y		Y	Y	Quarterly
BV 185 – Repairs appointments made and kept	Y				Monthly
HIP BPSA E5 – Urgent repairs on time	Y				Monthly
HIP BPSA E6 – Average length of time taken for non-urgent repairs	Y				Monthly
BV x11 – Housing repairs and maintenance	Y				Quarterly
BV x12 – Average re-let time (HIP BPSA E3)	Y			Y	Monthly
<i>Homelessness</i>					
BV 183 – Temporary accommodation	Y			Y	Monthly
BV 202 – Rough sleepers	Y			Y	Monthly
BV 203 - % change in temporary accommodation	Y			Y	Monthly
LPSA – Affordable homes built in the city		Y	Y	Y	Quarterly
HIP – Average length of wait for those on the Housing Register	Y			Y	Quarterly
LPSA – Number of people accepted as eligible, unintentionally homeless and in priority need		Y	Y	Y	Quarterly
BV x17 – Repeat homelessness	Y			Y	Quarterly
<i>Housing/Council Tax Benefit</i>					
BV 76 – HB/CTB security	Y				Quarterly
BV78a – New claims	Y	Y	Y	Y	Monthly
BV78b – Change of circumstances	Y	Y	Y	Y	Monthly
BV 79a – Accuracy – claims	Y				Quarterly
BV 79b – Accuracy – overpayments	Y				Quarterly

Indicator (provisional list)	CPA	LPSA2	Corporate Plan	Community Strategy	Monitoring frequency
Local indicator - % compliance with BFI standards	Y		Y		Quarterly
<i>Environment</i>					
Property performance indicator 4D – Estimate of CO2 emissions from council operational buildings	Y			Y	6-monthly
BV 199 – Cleanliness	Y	Y	Y	Y	Quarterly
BV 82a – Waste – Recycling	Y		Y	Y	Quarterly
BV82b – Waste – Composting	Y		Y	Y	Quarterly
BV82c – Waste – Energy recovery	Y		Y	Y	Quarterly
BV 82d – Waste – Landfill	Y		Y	Y	Quarterly
BV 84 – Household waste per head	Y				Quarterly
BV 86 – Cost of collection					6-monthly
BV 87 – Cost of disposal					6-monthly
BV 91 – Kerbside recycling	Y				Quarterly
BV 96 – Principal Roads	Y				6-monthly
BV 97 – Non-principal roads	Y				6-monthly
BV 99 – Road safety	Y	Y	Y	Y	6-monthly
BV 100 – Road works					6-monthly
BV 102 – Bus journeys	Y				6-monthly
BV 165 – Pedestrian crossings with facilities for disabled people	Y			Y	Quarterly
BV 178 – Footpaths	Y				6-monthly
BV 187 – Condition of footway	Y				6-monthly
BV 106 – New homes on brownfield land	Y				6-monthly
BV 109 – Planning applications	Y				Monthly
BV 179 – Planning searches	Y				6-monthly
BV 200 – Plan making					6-monthly
BV 204 - % of appeals allowed	Y				Quarterly
BV 205 – Quality checklist	Y				6-monthly

Indicator (provisional list)	CPA	LPSA2	Corporate Plan	Community Strategy	Monitoring frequency
BV 166 – Environmental health and trading standards	Y				6-monthly
BV x20 – Pollution control	Y				6-monthly
BV x21 – Abandoned vehicles	Y				Quarterly
BV x22 – Contaminated land	Y				6-monthly
<u>Community Safety</u>					
BV 126 – Domestic burglaries per 1000 households			Y	Y	Quarterly
Local – Number of domestic burglaries		Y	Y	Y	Quarterly
BV 127 – Robberies					Quarterly
BV 128 – Vehicle crimes			Y	Y	Quarterly
BV 174 – Racial incidents					Context only
BV 175 – Racial incidents with further action	Y			Y	Quarterly
BV 176 – Domestic violence				Y	6-monthly
LPSA – Incidents of Domestic Violence reported to police		Y		Y	Quarterly
LPSA – % Domestic Violence cases where repeat incidents		Y		Y	Quarterly
Local – Violent crimes on city entertainment area beats		Y	Y	Y	Quarterly
BV x19 – Street lights	Y			Y	Monthly
<u>Culture</u>					
BV 170 – Visits to museums	Y				Quarterly
BV x23 – Heritage assets	Y				6-monthly
BV x24 – Conservation areas	Y				6-monthly
BV x25 – Historic environment benchmarks	Y				6-monthly
Public Library Service standards on access 1,2, 6	Y				Quarterly
Public Library Service standards on ICT provision 3&4	Y				Quarterly
Active borrowers as a percentage of the population	Y				Quarterly
Public Library Standards on stock – 5,9,10	Y				Quarterly
BV x26 – Composite library indicator	Y				Quarterly

Indicator (provisional list)	CPA	LPSA2	Corporate Plan	Community Strategy	Monitoring frequency
<u>Cross-cutting / health</u>					
BV 197 – Teenage pregnancies LPSA		Y			
APA - Incidence of sexually transmitted diseases among under 16-year olds					
APA - % school children aged 5-16 having at least 2 hours sport/week					
APA – Ofsted school inspection 5.8 – participation in sport					
APA – Drug related deaths for age groups under 1,1-4, 5-14, 15-24					
APA - % schools participating in the National Healthy Schools Standard					
APA – Drug-related mental health and behaviour problems by age group					
APA – Drug overdoses by age group					
APA- Number of full-time equivalent social workers employed or working closely with multi-disciplinary CAMHS teams					
Local – Proportion of individuals entering treatment who are retained in treatment programmes for 12 weeks					
BV198 – Participation in drug treatment programmes (PAF 198)					
<u>Community Legal Service</u>					
BV 177 – Spend on legal services					6-monthly

APPENDIX 2

Factsheet 1: Community Safety

Recorded violent incidents have risen in the city entertainment areas, such as the Guildhall Walk and Gunwharf, which may reflect additional policing activity over the summer as part of the Safer Streets campaign. However, we are likely to achieve our targets for reducing domestic burglaries and vehicle crime in the city, which are national priorities.

Other local priorities are around youth offending, including repeat offending, racial harassment and domestic violence. In all cases, the Safer Portsmouth partnership rigorously track performance on all issues, and it is suggested that corporate monitoring through the Strategic Board links seamlessly with this process. The new Safer Portsmouth strategy is in the process of development, and will be the focus for driving forward work on community safety. The Partnership will also take a lead role in tracking performance against the issues in the Strategy and moving towards outcomes.

It is also likely that targets around community safety will be included in the Portsmouth City Council LPSA2, for example, around repeat incidents of domestic violence, violent crime in entertainment areas and a reduction in burglaries. It is important that PCC keeps a close eye on performance in these areas.

Racial harassment is a nationally monitored indicator, in as much as it is important that reported cases of harassment are appropriately followed up, and the right action is taken. We should ensure that we compare well with other authorities in this area, and that we are providing the right level of support for victims.

It is worth noting that not all performance indicators associated with community safety are appropriate for tracking on a frequent basis, and because of the data sources, few are possible to monitor on a more frequent than quarterly basis. For example, a number of the indicators in the Community Strategy focus on feelings of safety and experiences, and data on these issues is taken from surveys. However, the Safer Portsmouth Partnership can monitor some of the underlying issues and take corrective action.

Performance Indicators

Taking into account all of these issues, the following performance indicators are suggested for regular quarterly monitoring by the city council:

- Violent crime in entertainment areas (LPSA target)
- Number of vehicle crimes (BVPI 128)
- Number of burglaries (BVPI 126 and LPSA target)
- Domestic violence (LPSA target)
- Percentage reports of racial harassment resulting in further action (BVPI 175)

Factsheet 2: Education and Lifelong Learning

Working with our partners through the newly created Education and Lifelong Learning Partnership Board we have successfully targeted and improved the proportion of young people across the city who choose to stay in Education, embark upon training or who move into employment with training after compulsory schooling. In 2004 this figure is 87.2% which represents significant progress; in 2003 the equivalent was 80.3%.

The Education and Lifelong Learning Partnership is also helping to improve how information is shared across agencies and supporting the development and monitoring of community targets, including a target around the number of adults taking part in learning or training across the city.

Attendance rates in primary schools across the city have also continued to improve. In 2003/4 (academic year) the attendance rate for Portsmouth primary schools was 94.2% compared with 93.8% in 2002. In secondary schools, the improvement delivered in 2002/3 was maintained in 2003/4 and we are working to identify how we can further improve upon this.

At ages 7 and 11, children's attainment in English has risen significantly and this continues to be an area of strength. We are in the top 20 LEAs in the country for our improvement in English at age 11 from 2002 to 2004. In summer 2004, the progress in Key Stage 3 maths built upon previous improvements. However, science was an area of some concern and we are currently focussing on this. The improvement in science is poor in comparison to other LEAs.

In 2004, St Luke's School was reported by Ofsted to be the 5th most improved school in the country. Whilst we are in the top 20 LEAs in the country for our improvement at GCSE since 2002, the overall 2.5% drop in 5+ A*-C GCSE attainment this year was disappointing and this remains our key priority for improvement. The overall upward trend in GCSE 5+ A*-C performance and the recent Portsmouth LEA Ofsted report suggest that we will be well placed to meet our challenges and we will be demonstrating our commitment to these issues by including attainment targets within the LPSA2.

There have been no permanent exclusions in the primary or special school sectors for the previous 2 years and we continue to work hard to maintain this. The rate of permanent exclusion in secondary schools has also been a strength and this has been in line with or better than national rates for the previous five years.

Early indications also suggest that we have improved significantly in ensuring that as many Statements of Special Educational Need as possible are prepared within 18 weeks, including those effected by exceptions under the SEN code of practice. This is an area that we will continue to monitor closely and where we would hope to build upon any improvement.

Within the performance measurement framework for the Education service, an undoubted strength is the rating given to the strategic capacity of the LEA, and the judgement on this area represents a significant improvement from that of the previous Ofsted inspection in 2000.

It is important that in selecting indicators for regular corporate monitoring, we bear in mind the new inspection and assessment regime being developed to jointly assess children's services. Indicators that will have a significant bearing on this assessment should be given a

high priority, and this assessment will have a significant impact on external judgements of PCC.

The Education and Lifelong Learning Partnership are well advanced in their work now, and carry out significant monitoring of issues around lifelong learning, early years and the transitions that young people make as they leave school. Regular monitoring by the city council should therefore concentrate on the key issues around LEA provision.

Performance Indicators

The indicators suggested for monitoring on a termly basis by the city council are:

- Attendance
 - Primary schools
 - Secondary schools
- Exclusions
- Statements of special education need issued within 18 weeks

The following are also key indicators of performance but will be measured through other performance monitoring mechanisms as data is only available on an annual basis:

- Attainment at all key stages
 - All children
 - Looked After Children
 - Children with Disability
- Staying on rates (post 16)
- The percentage of 16-18 year olds Not in Education, Employment or Training

Factsheet 3: Economic Wellbeing

The Portsmouth Economy is doing well at the moment. Unemployment is around 2% and is below the national average. Despite this economic wellbeing remains a priority for local residents. Compared to the rest of the city, some parts, particularly the Heart of Portsmouth and Paulsgrove & Wymering, remain at a significant economic disadvantage and so one of the key outcomes for this theme is to enhance the living standards in our most deprived communities.

Economic Wellbeing covers a wide range of priority issues. It includes the overall economic wellbeing of the city as a whole and also the individuals that live within Portsmouth. This means that economic wellbeing encompasses the number and types of jobs in Portsmouth, the right skill pool for the city and also the economic wellbeing of individuals within the city in terms of their access to the financial resources necessary to have a good quality of life in Portsmouth. We want to ensure that all Portsmouth residents have access to the city's cultural, economic and social life. Neither unemployment, debt nor low income should prevent full participation in every aspect of the city's life.

To achieve this we need to ensure that we pay the right people benefits quickly and also provide good quality advice to people with financial problems. Our city is there to be enjoyed by everyone regardless of their means. We want people to want to live and work in the city. To achieve this we need to further encourage an urban renaissance. An element of this is developing a city with a distinctive culture, established as a major visitor destination. The city's culture is really important to the success of the local economy. Cities with a strong cultural infrastructure tend to be more creative and this can be harnessed for economic success. This theme ties in strongly with the Cultural Strategy for Portsmouth and it is important that strong links are maintained as we further develop and review our performance.

Helping to provide jobs into the city by attracting investors and helping local businesses to grow is a key priority for the city council. Portsmouth has been successful in attracting new business investment into the city. This has created many jobs and has helped regenerate the local economy. However we now need to ensure that we are attracting 'high quality jobs' into the city. This means that we need to ensure that the infrastructure is in place to support 'high quality jobs'. This infrastructure includes having the right land and premises available to attract businesses and for expanding local businesses to use. It also includes ensuring that people have the skills the economy needs and so another of our outcomes in the Community Strategy is to ensure that people have the skills they need and employers are committed to developing their workforces.

We measure how we are achieving against many of our outcomes by using data such as the MORI survey, and through specific studies, such as Local Futures. The longer term indicators do seem to be moving the right way.

In the last MORI survey of the Citizen's Panel, 76% of residents felt they had enough money to play a full and active part in the cultural, economic and social life of the city. This is an increase from 70% in 2002, and suggests that we are succeeding in reducing social exclusion. This is an important factor if we are to achieve other aims, such as ensuring that no area of Portsmouth remains in the bottom 10% of the UK's deprivation table.

In order to ensure that we continue driving towards achieving the outcomes, we need to track some of the underlying indicators of improvement, for example, measuring our performance and getting payments to people in need. Our Housing Benefits service has improved, and was rated as a "fair" service, although we still need to improve in some areas such as the

speed and accuracy of claims processing, and this is an area where close monitoring can be beneficial.

We group our performance against some key cultural issues under the economic wellbeing theme. Again, a number of the key indicators for cultural services are around user satisfaction and increasing awareness, which we cannot realistically track on a frequent basis.

However, robust national indicators have been developed to assess performance against library standards, and progress made with the cultural strategy and we should monitor these closely as they will have an influence on performance in the Comprehensive Performance Assessment.

Performance Indicators

Based on the above information it is suggested that the following indicators are monitored regularly through the Corporate Scorecard

- Housing Benefit processing indicators (BVPIs monitored monthly). To include: average time for processing new claims, average time for processing change of circumstances and accuracy for claims
- Compliance with all new Benefit Fraud Inspectorate (BFI) standards
- Compliance with library standards (monitor quarterly)

It is suggested that further work be undertaken over the following year to develop indicators in the following areas

- Impact of the Cultural Strategy - development with Cultural Consortium
- Continuing to develop indicators on attracting investors and helping local businesses to grow
- The setting up of the Economic Wellbeing Partnership Board in 2005/6 will help us set key performance indicators and to pick up issues identified as weaknesses

Factsheet 4: Environment and Transport

The introduction of wheelie bins in the city has increased recycling levels in the city, although we are still short of achieving government targets, and we are investigating more ways to manage our waste more effectively. Our performance on waste management is not only a key issue if we are to meet our Community Strategy targets, but is also an influence on our CPA score. We should therefore aim to monitor this closely.

We perform well on handling planning applications, and met all three Government targets for this area of work. This is important, as not only does performance on key development control indicators influence the CPA score for the authority, but also influences the level of Planning Delivery Grant which we are able to access. This is an area where we should frequently monitor performance. Alongside this, it is important to monitor appeals, to ensure that decisions are robust.

Highways and transport is a more difficult area to measure on a frequent basis, as a number of the indicators are collected only once a year, because they require road condition surveys, for example. Also, a number of our Community Strategy targets are around people's perceptions of the city, measured through opinion surveys. Again, we can look at some of the underlying indicators of performance, such as our performance on street cleaning or in dealing with abandoned vehicles, or in providing accessible facilities. Again, a number of the indicators do influence our comprehensive performance assessment score.

Road safety is an important area of performance for us. It is a key target for our Community Strategy, our Corporate Plan and LPSA. However, this data is received from an external source and often needs further work, so it is recommended that this issue should be monitored on a six monthly basis as part of other monitoring exercises. It is possible that we will need to consider some performance indicators for more regular monitoring as the Local Transport Plan is developed.

Our Public Protection service is also going to form part of external judgements such as the CPA in coming years. We need to ensure that we track appropriately performance in the this very important area and achieve the standards that are required.

Performance Indicators

It is suggested that the city council regularly monitor the following indicators through the Corporate Scorecard:

- Waste management BVPIs, looking at rates of recycling
- Crossings with facilities for disabled people (BVPI 165)
- Working street lights & abandoned vehicles (new BVPIs)
- Cleanliness as measured by BVPI 199
- Indicators of development control performance (BVPIs 109 a,b and c referring to national standards)

The following are also key indicators of performance but will be measured through other performance monitoring mechanisms as data is only available on a 6-monthly basis:

- Road condition
- Road safety
- Public protection, trading standards and pest control indicators

It is suggested that further work is undertaken to develop indicators in the following areas:

- Basket of indicators to monitor sustainability and environmental quality
- A review of highway, traffic and transportation indicators (in light of LTP2 submission in 2006)

Factsheet 5: Housing

In 2004/5, we received a rating of “Good” for our Housing Repairs service, and were judged by the Audit Commission to have promising prospects for improvement, which is a significant improvement from our last result in 2001. However, we received a 1-star “Fair” rating for our Supporting People service, and now need to implement a robust plan for improvement.

It is important that we monitor the quality of our Housing Management service, as we are assessed on these issues, and they also reflect the levels of service that our tenants can expect. For the same reasons, we need to closely monitor our progress against the Decent Homes standard, which we must achieve by 2010.

The Supporting People programme lies at the heart of Portsmouth's approach to the provision of services to some of the most vulnerable people in our communities. Indeed, the provision of housing-related support services is a key element of the Housing chapter in the Community Strategy. The programme, grant-funded from central government, enables the City to provide over 160 services, which ensure that almost 4,000 people in the City are able to live independently. In addition to supporting independence, our services are also preventative, aiming to help reduce repeat homelessness, re-offending, and delayed discharges.

Supporting people is an area that is becoming increasingly important corporately, and will form part of CPA judgements in future years. We should try to regularly monitor the key performance indicators for this service, and monitor the implementation of the Supporting People improvement plan.

Dealing with issues of homelessness and exclusion from housing markets is an important focus for the Community Housing Service, and is significant in respect of achieving our Community Strategy. Whilst the achievement of the Community Strategy is monitored closely by the Housing Partnership, it is important that PCC are aware of how they are performing on key measures of effectiveness in dealing with this challenging issues.

Performance Indicators

It is suggested that the following indicators are monitored on a regular basis:

- Indicators relating to unfit private sector housing (BV 62)
- Key indicators of housing management (arrears, repairs, decent homes, relet times of void properties)
- Indicators of effectiveness dealing with homelessness and housing need
- Affordable homes completions

Factsheet 6: Health and Social Wellbeing

Our social services for children had the best overall performance figures for 5 years. However, a decline in the number of child protection reviews held on time meant our assessment fell to “serving some children well”, although our performance on this key indicator has significantly improved. For services to adults and older people, we were judged to be “serving most people well.” The Social Services Department was given a 2 star “good” rating in the national assessment, which was a significant achievement in the light of serious budget pressures.

A number of key performance issues were picked up in the CSCI assessments which the authority needs to move forward on, as well as a number of strengths. Key strengths in children’s services were felt to be better performance in providing stability for looked after children, and meeting their health and education needs. Weaknesses were felt to be the reviews of children on the child protection register, the number of initial and core assessments completed on time. It is important that in selecting indicators for the scorecard, these key performance issues are picked up along with the key judgements that will influence future inspection judgements, again recognising the movement towards joint assessment of all children’s services.

In the area of social care services for adults and older people, there were again some significant strengths noted. These were around user satisfaction with services, the high level of performance on helping adults with mental health problems and the very high standard of performance in providing assessments and care packages within acceptable waiting times. Key weaknesses were felt to be around the high number of emergency admissions, poor performance both in delivering equipment within 7 days and providing service users with a statement of needs. Again, these areas of performance concern must be reflected in the future monitoring.

In terms of the health agenda, a number of the key indicators of performance within the community strategy are longer-term, and supplied by the PCT. In order to better measure the effectiveness of organisations in driving towards achieving the outcomes, shorter term proxy measures are being developed, and we should consider adding any of these at a future date if appropriate. The contribution of sport and recreation to the general health agenda will be made with the proposals for the new CPA. These include significant measures of participation in exercise for focussed age groups. The culture block for CPA will if implemented, have the ability to impact the corporate score.

Performance Indicators

It is suggested that the city council regularly monitor:

- PAF C20 – reviews of CP cases (a key threshold and BV indicator that we currently produce quarterly for the corporate scorecard)
- PAF A1 - Stability of placements for LAC (a key threshold indicator which we currently produce monthly for the corporate scorecard)
- PAF D54 – items of equipment delivered within 7 working days (a key threshold indicator and BV indicator that we currently produce for the corporate scorecard)
- PAF C51 – direct payments (a key threshold indicator that we also produce quarterly for the corporate scorecard)
- Numbers of children on CPR with a social worker (already reported on MIS)
- PAF C32 – older people helped to live at home (a BV indicator we can report quarterly)
- PAF C26 – Intensive home care per 1000 population aged 65+
- PAF C64 – assessments on time

- PAF D55 – Acceptable waiting times for assessments (a key threshold indicator which we currently produce quarterly for the corporate scorecard)
- PAF D56 – Acceptable waiting times for care packages (a key threshold indicator which we currently produce quarterly for the corporate scorecard)
- Ethnic monitoring (a key threshold indicator)
- Forecast net DSS spend as a % of cash limit

The following are also key indicators of performance but will be measured through other performance monitoring mechanisms as data is only available on an annual basis:

- PAF C23 – Adoptions of Looked After Children
- PAF A2 – Educational qualifications of Looked After Children
- Health outcomes – The Community Strategy contains a number of health outcomes. These are longer-term measures and will mainly be picked up for monitoring through the Health and Social Wellbeing Partnership Board.

Factsheet 7: Community involvement

The city council has taken steps a number of steps to improve the ways in which we involve the community in our work, and we are establishing a dedicated unit, championed by Lynda Fisher, to take this important area of work forward.

At this stage it is probably too early to propose indicators of performance in this area, but the city council should be flexible enough to adopt these if they become available, particularly if the LPSA second generation includes targets on volunteering and voter turnout.

Use of resources

This is a key area of assessment in judgement frameworks. The areas that are covered in these assessments include performance on Finance, HR, Property, ICT and Equalities. These are important areas to monitor as they underpin the achievements of the authority in many other areas, and influence our ability to provide the services we want to deliver.

In the past year, we have been scored well by auditors in areas where they provide a qualitative assessment. These are financial standing, internal financial control, financial statements, legality of transactions and standards of conduct. We need to identify areas for monitoring that will provide strong indications of our performance to underpin these judgements. We also need to ensure we are tracking performance against our HR objectives, making sure that we have the sort of workforce we need.

It is important we track our achievement against the government's ICT targets, as these will influence our ability to achieve the sorts of performance assessments we would want. Furthermore, this is an indicator of how we are doing against providing accessible, efficient services to a high standard. The Efficiency Review will be a significant driver for ICT and the authority as a whole.

Equally, our performance against the Equality Standard is a key measure of how we are doing in being the sort of organisation that serves the needs of all our residents. BVPI 2 on the Equality Standard monitors the level of the Equality Standard for Local Government to which the authority conforms. Although this is important, it does not fit easily within the corporate scorecard process, so this will need to be picked up in other monitoring arrangements corporately.

Performance Indicators

Based on this, it is suggested that we should monitor the following indicators through the corporate scorecard:

- Performance with paying invoices, and collecting money due (Council Tax and NNDR). This relates to in year collection.
- Key workforce indicators on workforce diversity and sickness
- Progress on e-government targets
- Cumulative capital receipts received in the year
- Building accessibility

It is suggested that the following are also important indicators to monitor and that further work should be undertaken over the following year to enable these to be monitored on a more regular basis through the corporate scorecard

- Arrears
- Indicators highlighting the condition and suitability of the operational portfolio – in particular the value of maintenance backlog (currently monitored annually), information from condition surveys, number of condition surveys completed
- Indicators from the People Performance Management Action Plan – including staff turnover and health and safety indicators.

APPENDIX 3

Scorecard Measures	Monitoring frequency
Community Safety	
Violent crime in entertainment areas (LPSA target)	Quarterly
BV 128 – Vehicle crimes per 1000 population	Quarterly
BV 126 – Domestic Burglaries per 1000 households	Quarterly
Domestic violence (LPSA target)	Quarterly
BV175 - % reports of racial harassment resulting in further action	Quarterly
Economic Wellbeing	
BV76 - 1) Number of claimants visited per 100 caseload 2) Number of fraud investigators employed per 1000 caseload 3) Number of fraud investigations per 100 caseload 4) Number prosecutions and sanctions per 100 caseload	Quarterly
BV78a – Average time for processing new claims	Monthly
BV78b – Average time for processing change of circumstances	Monthly
% Compliance with new BFI standards	Quarterly
Compliance with library standards	Quarterly
Environment and Transport	
BV82 a) % of total tonnage of household waste arisings which have been recycled b) % of total tonnage of households waste arising which have been sent for composting c) % of total tonnage of household waste arising which have been used to recover heat, power and other energy sources d) % of total tonnage of households waste origins which have been landfilled	Quarterly
BV19 – working street lights	Monthly
BV 21 – abandoned vehicles	Quarterly
BV 199 – local street and environment cleanliness	Quarterly
BV 109 – Planning applications determined in line with the Government's development control targets	Monthly
BV 165 – % of pedestrian crossings with facilities for disabled people	Quarterly
Housing	
BV62 – Proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	Quarterly
HIP E16 - % arrears for current tenants	Quarterly
HIP E5 – Urgent repairs on time	Monthly

HIP E6 – Average length of time taken for non-urgent repairs	Monthly
BV184 – Decent Homes	Quarterly
HIP E3 – Average re-let time	Monthly
LPSA – Number of people accepted as eligible, unintentionally homeless and in priority need	Quarterly
BV183 Temporary accommodation (average length of stay in temporary accommodation of household which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need	Monthly
LPSA – Affordable housing completions	Quarterly
Health and Social Wellbeing	
PAF A1 - Stability of placements of Looked After Children	Monthly
PAF C20 – Review of Child Protection cases	Quarterly
APA – Numbers on Child Protection Register with allocated social worker	Quarterly
Intensive home care per 1000 population aged 65+	Monthly
PAF C26 - Admissions of supported residents aged 65 or over to residential/ nursing care	Monthly
BV56 - % of items of equipment delivered within 7 working days	Quarterly
PAF D55- Acceptable waiting times for assessments	Quarterly
PAF D56 - Acceptable waiting times for care packages	Quarterly
BV 54 - Older people helped to live at home	Quarterly
Timing of core assessments	Quarterly
PAF C51 - Direct Payments	Quarterly
Ethnic monitoring	Quarterly
Forecast net social services spend as a % cash limit	Monthly
Education and Lifelong Learning	
BV45 – Absence from secondary schools	Termly
BV46 – Absence from primary schools	Termly
APA permanent exclusions in relation to the number of pupils in the secondary phase	Termly
APA - Permanent exclusions in relation to the number of pupils in the primary phase	Termly
APA - % of new statements of SEN prepared within 18 weeks	Termly
Use of Resources	
BV9 - % of Council Tax collected	Monthly
BV10 - % of Non Domestic Rates due for the financial year that were received by the authority	Monthly
BV11a - % of top 5% of earners that are women BV11b - % of top 5% of earners that are	Quarterly

BME	
BV16 - % of staff declaring that they meet the DDA disability definition compared to % of economically active disabled people in the authority area	Quarterly
BV17 - % minority ethnic community staff compared with % economically active ethnic population in the authority area	Quarterly
BV157 – The number of types of interaction that are enabled for electronic delivery as a % of types of interactions that are legally permissible for electronic delivery	Quarterly
BV156 – The % of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	Quarterly
Cumulative capital receipts	Quarterly