

# **QUARTERLY PERFORMANCE MANAGEMENT**

**Quarter Four: 2007/08**

**January, February and March 2007/08**

**Prepared For: Directors 20 May 2008**

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## Key To Reporting

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### Monitoring of Key Service Priorities, Community Strategy & Best Value Reviews

Progress against Key Service Priorities, the Community Strategy and Best Value Reviews is monitored by:



A green traffic light means that work is on target to achieve the objectives as specified. Once the target has been met and the action completed, the Green symbol can be replaced by 'Achieved'.



An amber traffic light is a warning that the achievement of the target in the way specified in the plan may not be possible. Although no decision is required at this stage to amend the action, an explanation is required. *An Amber symbol should be applied where changes in circumstances or other issues MAY result in a target not being met in the way specified. The Amber symbol should not be applied where a timescale has clearly not been met.*



A red traffic light means that the target is no longer achievable in the way specified and therefore requires a decision about remedial action.

When reviewing progress, it is useful to know if the situation has changed significantly since the last report. This can be demonstrated by using arrows to show any movement – downwards from Green towards Red or upwards from Red to Amber or Green. A sideways arrow indicates there has been no movement since the last report.

↑ Moved up one (from Red to Amber or from Amber to Green)

↑↑ Moved up two (from Red to Green)

←→ Stayed at the same level

↓ Moved down one (from Green to Amber or Amber to Red)

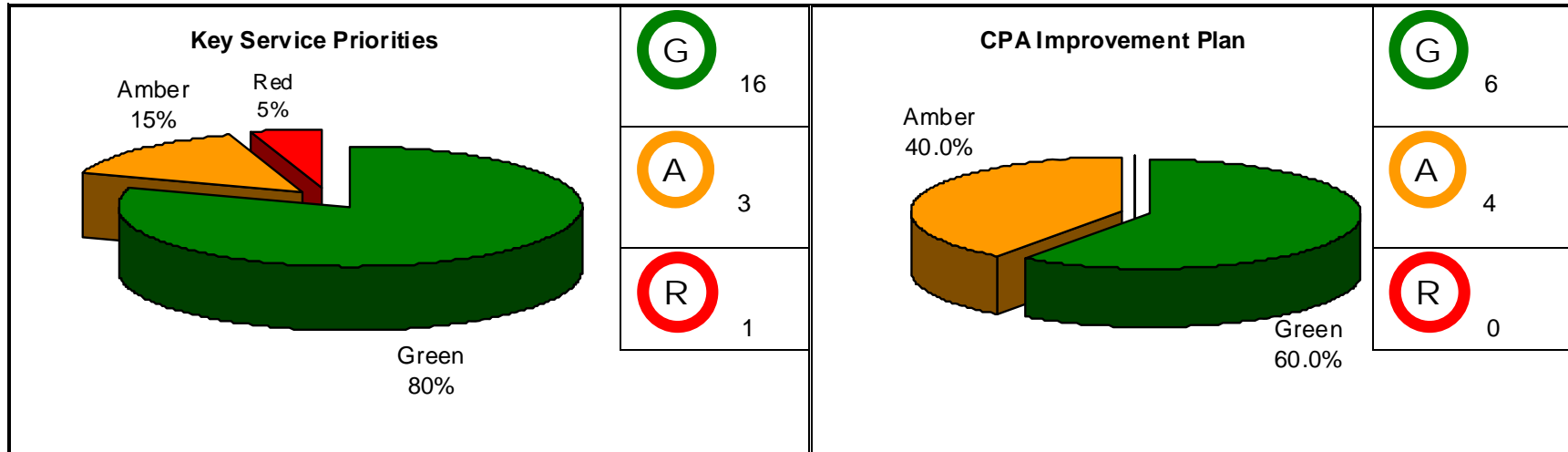
↓↓ Moved down two (from Green to Red)

**Achieved** Action completed

## Executive Summary

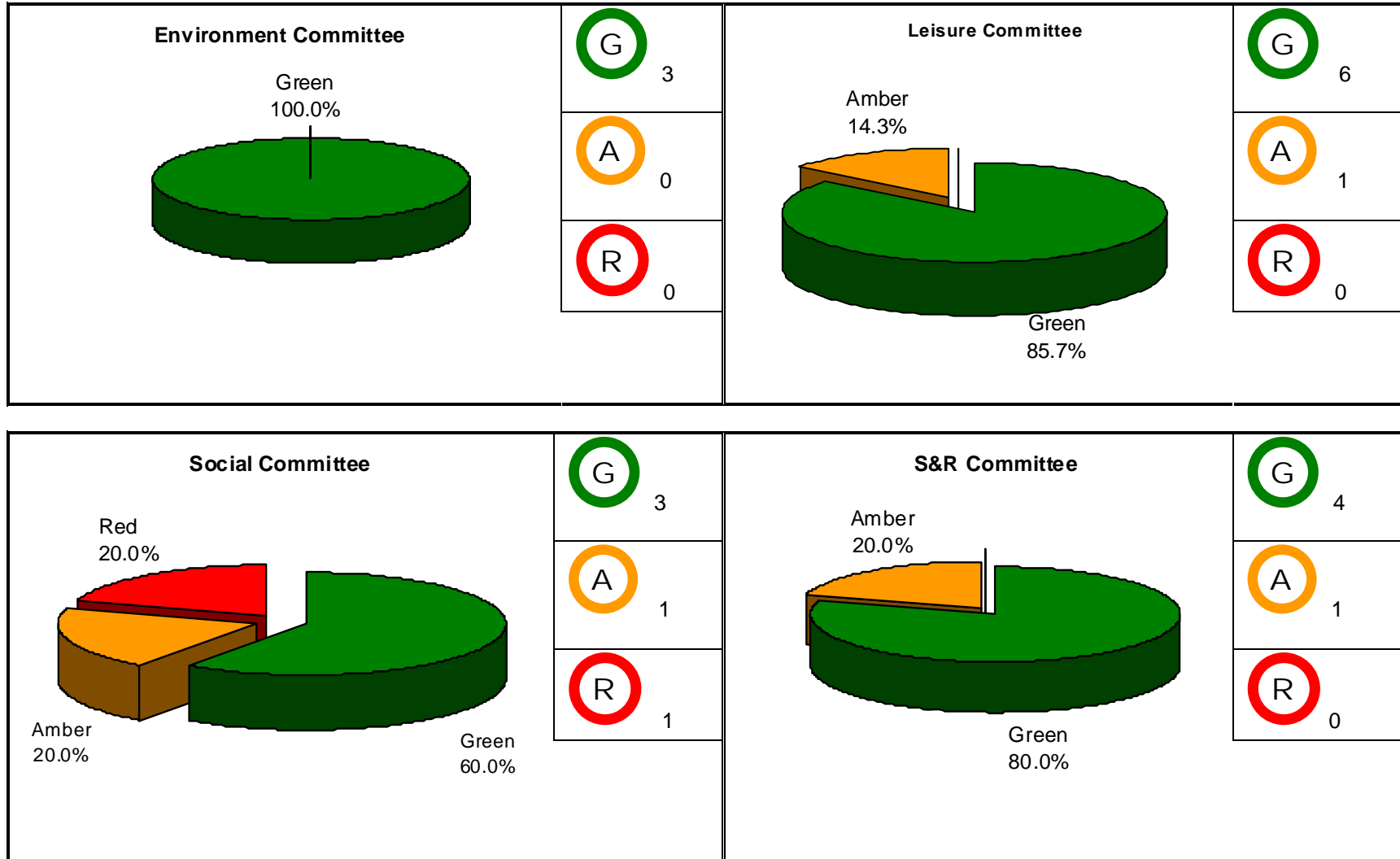
### Overall Picture

Please note that where targets have been counted as Green for the purposes of these tables, they are ACHIEVED.





Please note that percentages might not add up to 100% due to rounding.

## Key Service Priorities by Committee, 2007/08



Please note that percentages might not add up to 100% due to rounding.

## Areas at 'Amber' or 'Red'

<p style="text-align: center;"></p> <p><b>Key Service Priorities</b>  Venues: To have completed works to both building by October 2007, Leisure Committee, p.9.  Property Management, S&amp;R Committee, p.17  Housing, Social Committee, p.21</p> <p><b>Local Performance Indicators</b></p> <p><b>CPA Improvement Plan</b>  Progressively improve the percentage of Council buildings accessible to disable people (BVPI 156), p.33  R3: Integrate financial and performance monitoring systems and develop VFM indicators to give a clearer view of VFM across council services, p.35  R5: Consider how to integrate reporting on Community Strategy performance without reducing the clarity of performance reports, p.35  R6: Contact other users of bespoke performance management software to see whether this approach could make the performance management system more sustainable in the longer-term., p.35</p>	<p style="text-align: center;"></p> <p><b>Key Service Priorities</b>  Affordable social and key worker housing, Social Committee, p.15.</p> <p><b>CPA Improvement Plan</b></p>
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## 1. To Reduce Anti-social Behaviour and the Fear of Crime



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### Progress Against Key Service Priorities Carried Over from 2006/07

Key Service Priority & Responsible Officer	What we are Trying to Achieve	Target	Progress as at 30 March 2008	Traffic Light	Move-ment
<b>ENVIRONMENT COMMITTEE</b>					
<b>Car Parking</b> Steve Davies, Director of Operations	To improve the provision of car parking	To achieve Secure Car Park Status for Hook Road Car park	Secure Car Park Status achieved.	Achieved	N/A

## Progress Against Key Service Priorities 2007/08

Target Area & Responsible Officer	Target	Milestones	Progress as at 30 March 2008	Status	Movement
<b>LEISURE COMMITTEE</b>					
<b>Anti-social behaviour</b> Ian Dyer, head of Operational Services  Andrew Eperson, Head of Policy and Partnerships	Implementation of measures to reduce anti social behaviour; reassure the public and improve the quality of the environment.	Remediation of environmental defects such as fly tips; fixed penalty notices; partnership working with SCC; Environmental Action Areas; upgrade of CCTV cameras; diversionary projects for young people.	All planned CCTV works completed. Mentoring scheme for young people continued, as did the vocational construction-linked training.  Langley Vale martial arts initiative supported and has started. Initial work carried out with partners to deliver a Kickz-type project in the Borough in 2008/09		N/A
<b>ENVIRONMENT COMMITTEE</b>					
<b>Car Parks</b> Steve Davies, Director of Operations	To increase parking enforcement within agreed budgets	Improve rosters and monitoring.	Achieved.		N/A

## 2. To Improve the Visual Appearance of the Local Environment



### Progress Against Key Service Priorities 2007/08

Target Area & Responsible Officer	Target	Milestones	Progress as at 30 March 2008	Status	Movement
<b>ENVIRONMENT COMMITTEE</b>					
<b>Car Parks</b> Steve Davies, Director of Operations	To improve the management, occupancy, appearance and safety of the off street car parks.	The completion of remedial work at Hook Road; and the installation of CCTV at Hope Lodge and height barriers at Depot Road	Remedial works at Hook Road car park complete. CCTV installed at Hope Lodge. Height barriers installed at Depot Road car park.		N/A
<b>LEISURE COMMITTEE</b>					
<b>Venues</b> Bruce Winton, Head of Venues	To implement the approved capital programme in relation to Bourne Hall and the Playhouse	To have completed works to both buildings by October 2007	Refurbishment of the auditorium at the Playhouse was completed in August 2007 and strengthening works to main seating supports was carried out in January 2008. The additional seating will be installed in August 2008.  Work to complete the refurbishment of Bourne Hall is now expected to complete in June 2008.		↔

### 3. To Improve Services for Young People



#### Progress Against Key Service Priorities Carried Over from 2006/07

Key Service Priority & Responsible Officer	What we are Trying to Achieve	Target	Progress as at 30 March 2008	Traffic Light	Move-ment
<b>LEISURE COMMITTEE</b>					
<b>Sports and Physical Activity</b> Sam Beak, Leisure Developments Manager		To adopt and implement Year 1 of the Sports Development and Active Leisure Strategy.	Year 1 of the strategy has been completed following the re-introduction of the football pitches at Auriol Park.	Achieved	↑

### Progress Against Local Performance Indicators - Rainbow Centre

Local PI	Description	Responsible Officer	2006/07 Outturn	2007/08 Target	Outturn as at 30 March 2008	Comments	Move-ment	Status
	<p><b>Improving Services for Young People</b></p> <p>The number of young people (those aged less than 16 years of age) using the Rainbow Centre</p>	John Vadgama	143,721	142,000	145,453	Target exceeded	↑	Achieved

### Progress Against Key Service Priorities 2007/08

Target Area & Responsible Officer	Target	Milestones	Progress as at 30 March 2008	Status	Movement
<b>LEISURE COMMITTEE</b>					
<b>Play areas</b> Andrew Eperson, Head of Policy and Partnerships	To complete projects to improve play areas in accordance with agreed funding	Consult, design and deliver play projects within Alexandra Park and at the Wells Centre by March 2008.  Consult on play projects within Poole Rd and Auriol Park by March 2008.	Both Alexandra Park and the Wells Centre projects have been completed on time and within budget.  Consultation on play projects within Poole Road and Auriol Park was carried out in March with Ward members.  Public drop-in sessions have been organised for April.	Achieved	↑
<b>Sports and Active Leisure</b> Sam Beak, Leisure Developments Manager	Continuation of work to deliver the Sports Development and Active Leisure Programme	Year 2 of the Sports Development and Active Leisure Strategy to be delivered.  Investigation of the feasibility of development of Hook Road Arena as a partnership based community sports facility and investigations to see if external funding can be levered in able the redevelopment of Court Recreation Ground	Year 2 has been delivered.  Expressions of interest were received and a working party was established to review the proposals. A report was received at March's meeting of the Leisure Committee where the recommendation from the working party was referred to full Council.	Achieved	↑

Target Area & Responsible Officer	Target	Milestones	Progress as at 30 March 2008	Status	Movement
<b>Youth Plan</b> Andrew Eperson, Head of Policy and Partnerships	Continuation of work to deliver the Epsom & Ewell Borough Youth Plan	Delivery of the Euphonic music festival; delivery of actions arising from consultation with young people.	Youth Insight was produced and distributed to every secondary school in the Borough. Consultation with local secondary schools has been implemented.  The Borough Youth Plan has been reviewed and a new 4 year plan adopted with key priorities and themes linking to the Every Child Matters agenda.	Achieved	↑

## 4. To Secure Additional Key Worker, Social & Affordable Housing



### Progress Against Key Service Priorities 2007/08

Target Area & Responsible Officer	Target	Milestones	Progress as at 30 March 2008	Status	Movement
<b>SOCIAL COMMITTEE</b>					
<b>Affordable social and key worker housing</b> Emma Langmead, Housing and Personal Services	To complete 83 units of affordable housing during 2007/08 and commence construction on a further 89 units.	53 completions and 49 new starts at Q3	This indicator is red because two key schemes that were due to start on site in the latter part of the current year have not started on site as planned. <ul style="list-style-type: none"> <li>Hollymoor Lane has been delayed for a variety of reasons but Housing Corporation funding has now been held over</li> <li>Rosebery School 'Rosebank' has been delayed by the developer</li> </ul> This amounts to the construction of 56 units having been delayed.		

## 5. To Secure Improved Transport Facilities for Particular Sections of the Community



### Progress Against Key Service Priorities 2007/08

Target Area & Responsible Officer	Target	Milestones	Progress as at 30 March 2008	Status	Move-ment
<b>SOCIAL COMMITTEE</b>					
<b>Route Call</b> Ian Dyer, Head of Operational Services	To approve, by October 2007, a four year strategy for the Route Call service		This objective has been completed. Strategy Paper presented to Social Committee 8 November 07.	Achieved	N/A

### Progress Against Best Value Performance Indicators

Transport-related BVPIs are the responsibility of Surrey County Council.



## 6. To Cut Bureaucracy & Improve Cost Effectiveness





### Progress Against Key Service Priorities Carried Over from 2006/07

Key Service Priority & Responsible Officer	What we are Trying to Achieve	Target	Progress as at 30 March 2008	Traffic Light	Move-ment
<b>STRATEGY AND RESOURCES COMMITTEE</b>					
<b>Property Management</b> Steve Davies, Director of Operations		1) To develop an Energy Management Plan across all Council owned buildings by the end of October 2006.  2) To implement the actions in the Energy Management Plan scheduled from 1 <sup>st</sup> November 2006 to 31 <sup>st</sup> March 2007.	1) Report to S&R June 2008.  2) Timers installed in Town Hall.		

## Progress Against Key Service Priorities 2007/08

Target Area & Responsible Officer	Target	Milestones	Progress as at 30 March 2008	Status	Movement
<b>STRATEGY &amp; RESOURCES COMMITTEE</b>					
<b>Financial Plan</b> John Turnbull, Director of Finance	To develop a new four-year Financial Plan for the Council prior to the approval of the 2008/09 budget in February 2008.	Financial Plan and 2008/09 Budget Report to Council February 2008  Financial Plan Published March 2008	The Budget Report included the new Medium Term Financial Strategy which was agreed by Council in February 2008.  The report also included an analysis of reserves and a budget risk assessment and a four year budget forecast. These, along with the agreed three service budget reviews as reported to FPP in December 2007 form the Financial Plan.		N/A
<b>Staff</b> Irene Clarke, Director of HR & Communication	To develop and implement an equalities and disabilities campaign	Produce, consult and implement a Disability Equalities Scheme and prepare a schedule for producing other equality schemes to meet legislative requirements and the Council's target.	Work programme produced and agreed by S&R which details a schedule for producing comprehensive equality schemes to meet the Council's legal obligation. Consultation and evidence gathering has already begun with work groups.		N/A
<b>Partnership Working</b> David Smith, Chief Executive	Implement a joint service delivery project with SCC or one or more District.		Joint procurement project in place with Elmbridge and South East Centre of Excellence	Achieved	N/A
<b>Service Review Process</b> Irene Clarke, Director of HR & Communication	To develop (by end of April 2007) a new service review programme to replace Best Value Reviews for 2007/08; and undertake those reviews identified for 2007/08	Implement actions identified in the plan in accordance with the timescales agreed.	The objective has been completed	Achieved	N/A

Target Area & Responsible Officer	Target	Milestones	Progress as at 30 March 2008	Status	Movement
<b>LEISURE COMMITTEE</b>					
<b>Venues</b> Bruce Winton, Head of Venues	To agree an affordable four year deal for Bourne Hall, the Ebbisham Centre, Ewell Court House and Playhouse by October 2007.	To present the strategy to Leisure Committee in October 07.	Strategy was approved at Leisure Committee in October 2007 and detailed action plans will be drawn up and implemented in 2008/09		

## Continued Commitment to Recycling



### Progress Against Key Service Priorities 2007/08

Target Area & Responsible Officer	Target	Milestones	Progress as at 30 March 2008	Status	Movement
<b>Recycling and composting</b> Ian Dyer, Head of Operational Services	To recycle or compost a higher percentage of household waste	To recycle or compost 30% of household waste in 2007-08. To determine strategy for future years by October 2007 so that appropriate vehicles can be specified.	Provisional year-end combined recycling & composting 29.45%. Strong renewals and continued growth on garden waste recycling.  Future waste strategy agreed by Environment Committee Oct 07 and ratified by Council Dec 07. Strategy implementation scheduled for early 2009 after transport fleet contract renewal.		

## Continued Commitment to Supporting Vulnerable People & the Elderly



### Progress Against Key Service Priorities 2007/08

Target Area & Responsible Officer	Target	Milestones	Progress as at 30 March 2008	Status	Movement
<b>SOCIAL COMMITTEE</b>					
<b>Housing</b> Ray Woolston, Head of Regulatory Services	To develop, September 2007, and in partnership with Rosebery Housing Association, a policy in relation to adaptations for tenants with disabilities that strikes a reasonable and sustainable balance between the financial contributions of the Council and the RHA.		Initial options produced in May. Further report to Directors in September. Meetings with RHA Housing Director and CE have taken place. Consultation with RHA on new Priority Points Scheme for DFG's in February 2008. Negotiations still continuing.		N/A
<b>Older People</b> Bruce Winton, Head of Venues  Emma Langmead, HPS	To agree by October 2007 a four year strategy for services for older people.		Strategy now being delivered through a series of separate reports.		N/A

## Number of Meals on Wheels Delivered

Responsible Officer: Emma Langmead, Housing & Personal Services. PI Definition: The number of meals on wheels delivered, by month.

	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
April	3,431	3,289	3,363	3,506	3,729	3,147	2,824
May	3,696	3,725	3,258	3,088	3,726	3,466	2,996
June	3,306	2,960	3,431	3,149	3,982	3,632	2,881
July	3,510	3,875	3,903	3,219	4,009	3,311	3,036
August	3,407	3,589	3,280	3,251	4,206	3,316	3,007
September	2,954	3,662	3,576	3,500	4,040	2,978	2,611
October	3,501	3,775	3,664	3,212	4,017	3,176	2,997
November	3,085	3,531	3,150	3,335	4,045	3,151	2,778
December	2,768	3,328	3,578	3,269	3,768	2,913	2,660
January	3,288	3,584	3,250	3,043	3,750	3,414	<b>2,882</b>
February	3,023	3,211	3,241	3,097	3,585	2,952	<b>2,747</b>
March	3,328	3,291	3,704	3,536	3,978	3,267	<b>2,813</b>
<b>Total</b>	<b>39,297</b>	<b>41,820</b>	<b>41,398</b>	<b>39,205</b>	<b>43,734</b>	<b>38,723</b>	<b>34,232</b>

A traffic light system has not yet been established for this indicator, as it is not considered to be measurable.

## Number of Teas on Wheels Delivered

Responsible Officer: Emma Langmead, Housing & Personal Services.

PI Definition: The number of meals on wheels (afternoon teas) delivered, by month.

A traffic light system has not yet been established for this indicator.

Month	2005/06	2006/07	2007/08
April	261	159	136
May	270	191	155
June	271	219	191
July	308	169	165
August	293	160	193
September	297	193	185
October	255	193	181
November	251	169	165
December	223	145	135
January	221	184	<b>156</b>
February	224	130	<b>153</b>
March	227	142	<b>153</b>
<b>Total</b>	<b>3,101.00</b>	<b>2,054.00</b>	<b>1,962.00</b>

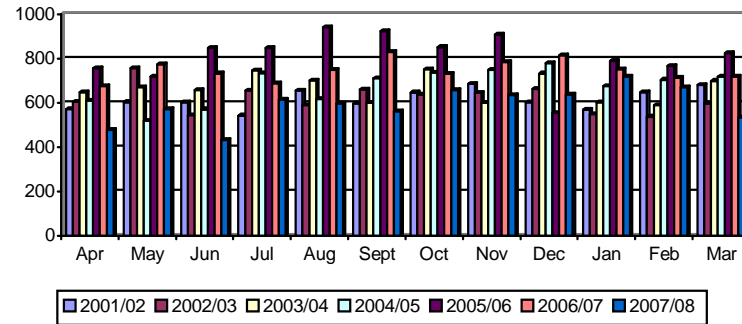
## Number of Lunches Served at Day Centres

Responsible Officer: Bruce Winton, Head of Venues.

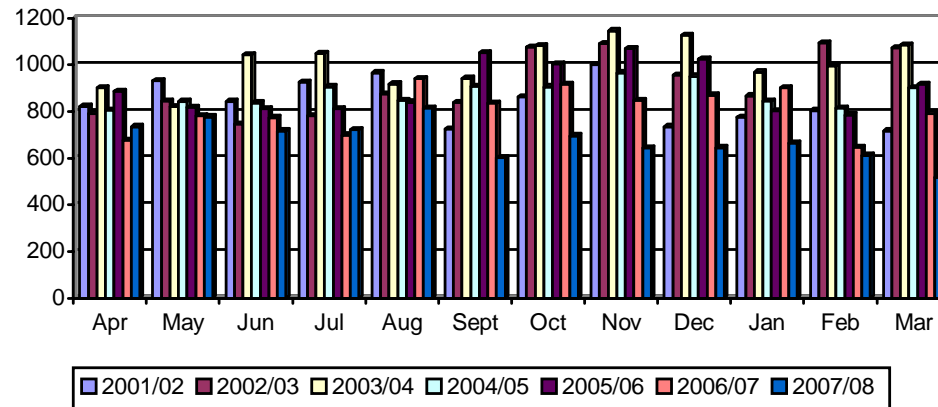
PI Definition: The number of lunches served at the day centres, by day centre.

A traffic light system has not yet been established for this indicator.

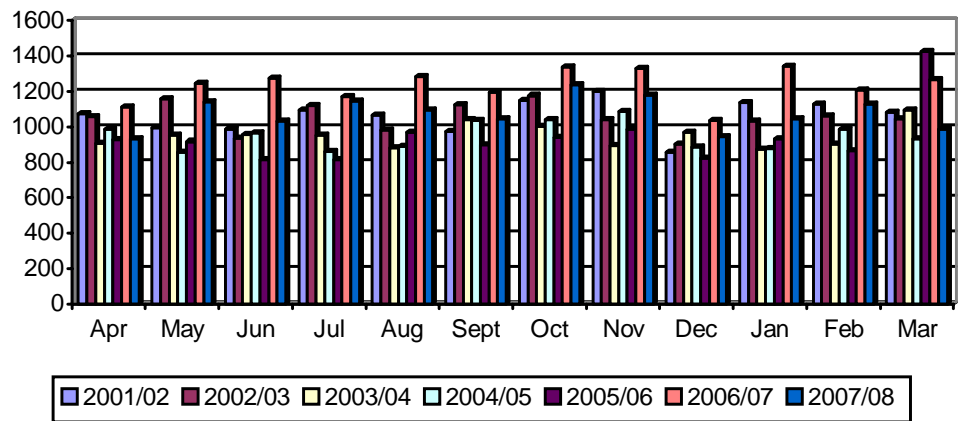
**Number of Lunches Served at Cox Lane & Servite**



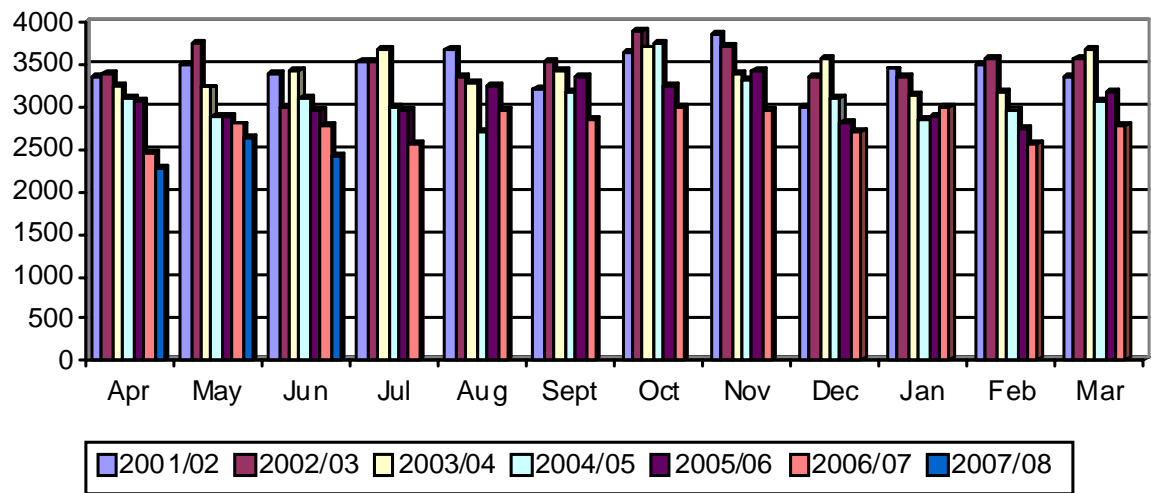
**Number of Lunches Served at The Wells**



**Number of Lunches Served at Longmead**



**Total Number of Lunches Served at Day Centres**




## Corporate Health

Various performance measures exist that do not directly support the Council's Key Priorities, but which provide a good indicator as to the overall health of the organisation.

There are several Key Service Priorities that the four main Committees have adopted that do not support the Council's six Key Priorities and two 'continued commitments'.

### Progress Against Key Service Priorities Not Supporting the Key Priorities Carried Over From 2006/07


Key Service Priority & Responsible Officer	What we are Trying to Achieve	Target	Progress as at 30 March 2008	Traffic Light	Move-ment
<b>SOCIAL COMMITTEE</b>					
<b>Health</b> Andrew Eperson, Head of Policy and Partnerships	Services that meet the needs of local people	To ensure that residents views are effectively represented in relation to health service through (as appropriate) influencing, lobbying, securing appropriate public consultation and working in partnership with health bodies.	<p>The Epsom, Ewell, Banstead and Leatherhead Practice Based Commissioning Board's <i>Manifesto for Local Health Care Provision</i> was considered by the Health Liaison Panel before being formally endorsed by the Social Committee in March (with some provisos).</p> <p>The Council is also developing better links with neighbouring Borough/District elected representatives in order to provide a stronger voice.</p> <p>The Council is represented on the group considering the Denbies' proposal for Epsom General Hospital.</p> <p>Contact with Surrey County Council officers has been maintained in order to secure input into the developing LINKs arrangement.</p>		N//A



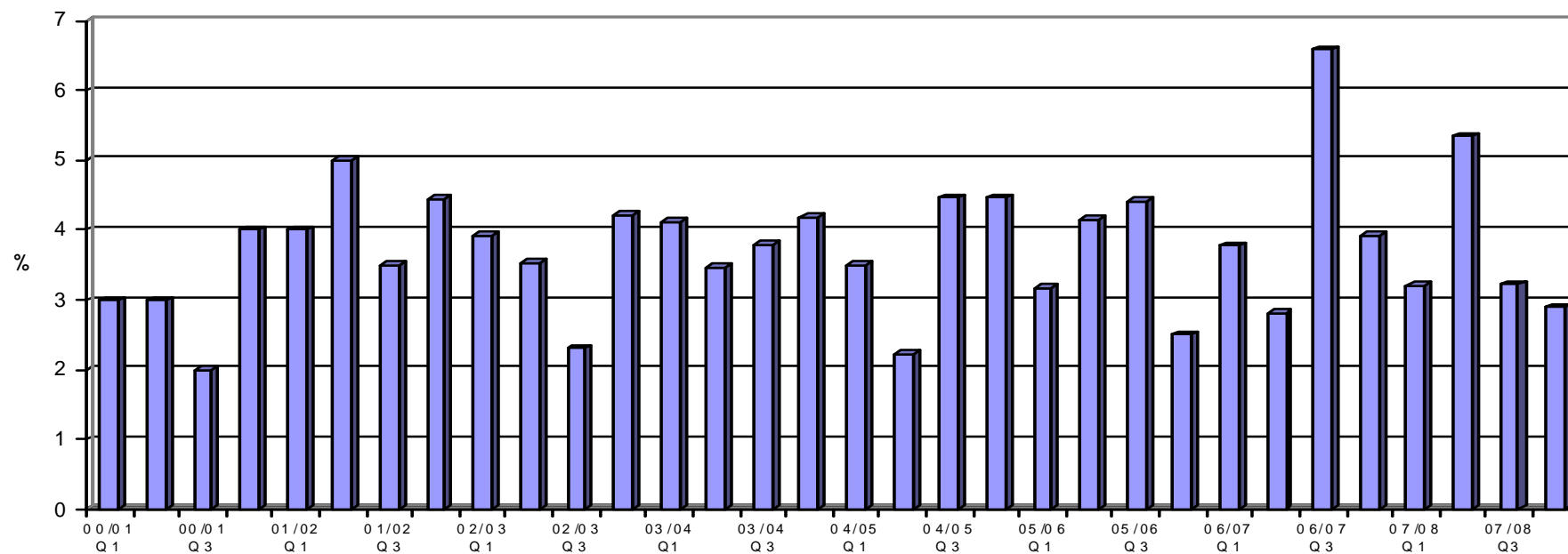
## Staff Turnover

Responsible Officer: Susie Fairhead – HR Business Advisor.

PI Definition: The % turnover of staff, broken down by full / part-time, gender and age group.

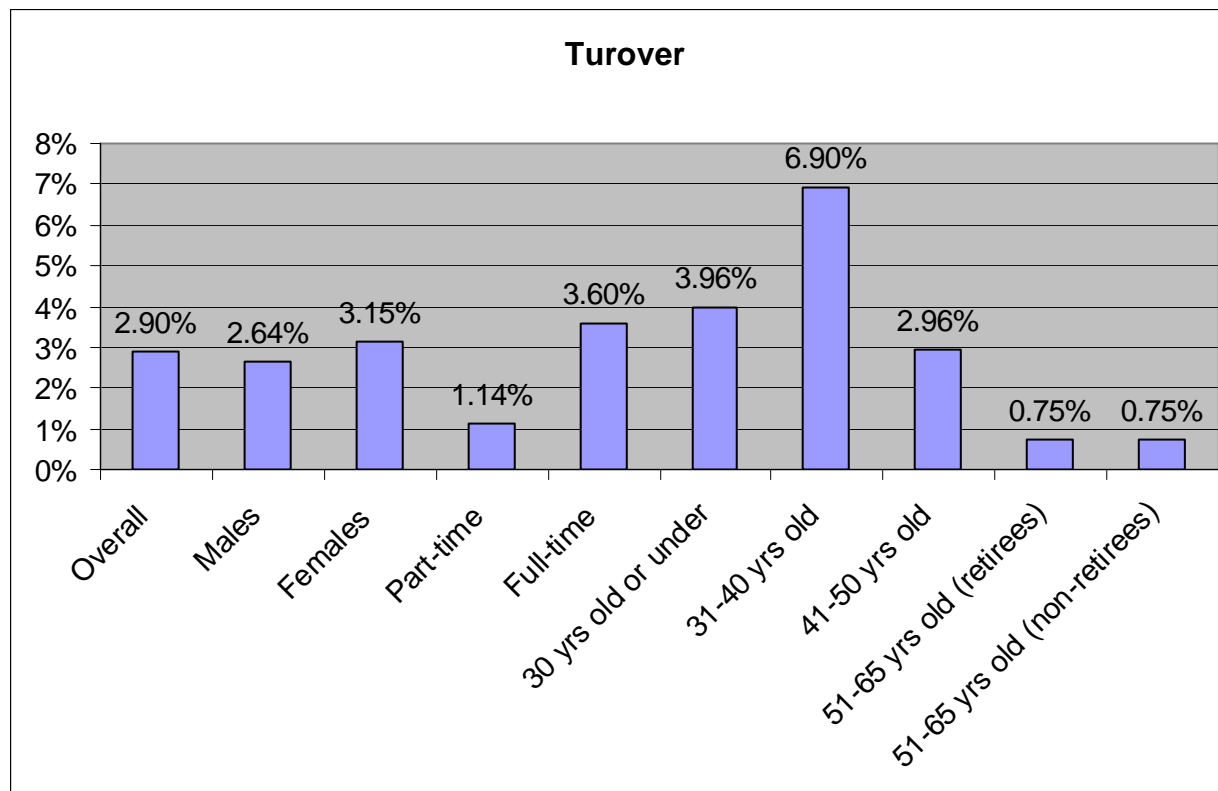
<b>2007/08 Target:</b>	10 to 15%	<b>Status:</b>		<b>Movement:</b>	↔
<b>Comments / Summary of performance in the quarter:</b>	Staff turnover for Q4 was 2.90%.				

**Turnover of Staff at EEB C**

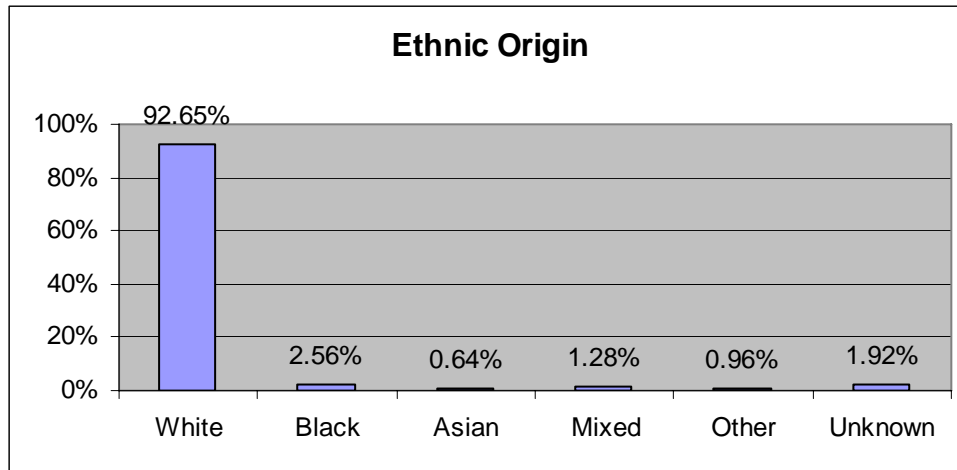


- Turnover is considered 'healthy' when running at between 10% and 15% per annum provided that, within this figure, the age and professional profile of leavers is appropriately balanced.
- The total number of leavers for Q1 (April to June) was 10 (3.21%)
- The total number of leavers for Q2 (July to September) was 17 (5.35% of the workforce).
- The total number of leavers for Q3 (October to December) was 10 (3.22% of the workforce).
- The total number of leavers for Q4 (January to March) was 9 (2.90% of the workforce).

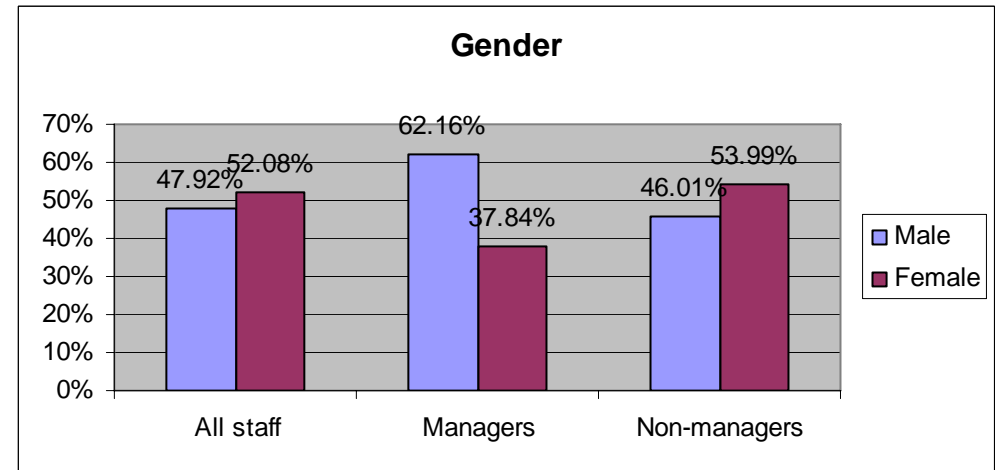
**Q4 turnover**



**Profile of EEBC Staff as at 30 March 08**  
**Ethnic Origin of EEBC staff**

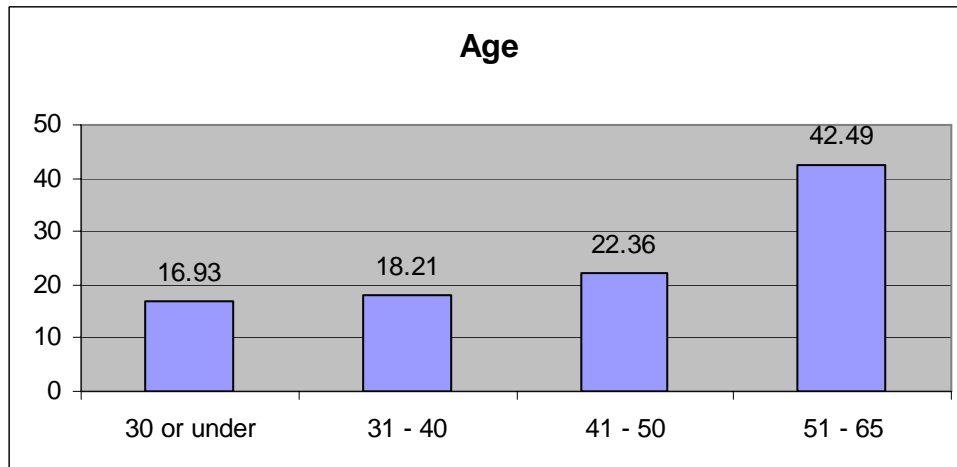


**Gender of EEBC staff**



NB: Senior managers are those on market anchors M1 - M5

**Age profile of EEBC staff**




**Disability**

2.88% of the Council's workforce declare that they meet the Disability Discrimination Act 1995(a) disability definition

## Business Continuity

Responsible Officer: Doug Earle – Head of Financial Services.

PI Definition: To update on the situation regarding business continuity.

<b>2007/08 Target:</b>	<b>What we are Trying to Achieve</b>	<b>Status:</b>		<b>Movement:</b>	N/A
<b>Comments / Summary of performance in the quarter:</b>	Continual improvements are being achieved through more detailed manuals being produced and all BCM documentation being reviewed. All functions to be analysed qtr 1 2008/09 to identify a more cohesive BCP for EEBC. The appointment of a shared EP/BC officer (with Elmbridge BC) will strengthen the councils position during 2008/09				

Action	Who	Progress as at end March 2008	Status
<b>Audit Report Recommendations</b>			
Update and streamline documentation	DE	Completed	Achieved
Working with the Surrey LRF ensure businesses are given info regarding bcm	DE	Completed	Achieved

## Complaints Monitoring

Responsible Officer: Fi Cotter –Committee Services.

PI Definition: The number of complaints reported to the Ombudsman.




It is not thought to be appropriate to assign a traffic light symbol to this performance indicator.

Year	Quarter	Total	Local Settlement	No Maladministration	Maladministration Found	Ombudsman's Discretion	Outside Jurisdiction	Premature Complaint
2005/06	Total 2005/06	10	0	2	0	4	3	1
2006/07	Total 2006/07	7	1	3	0	1	0	0
<b>2007/08</b>	<b>Q1</b>	1	0	0	0	1	0	0
	<b>Q2</b>	3	0	1	0	1	0	1
	<b>Q3</b>	2	1	1	0	0	0	0
	<b>Q4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>


## CPA Improvement Plan Update




Please note that actions achieved in previous quarters have been deleted from the tables below. Only those actions achieved in the quarter in question have been included.

### Key Priorities

Intended Outcome	Actions	Time-table	Lead	Progress as at 30 March 2008	Movement	Traffic Light
Progressively increased levels of recycling in the Borough	1. To meet progressively increasing government recycling targets	March 2007 and ongoing	ID	Total recycling & composting increased from 20.67% (2006/07) to 29.43% (2007/08 provisional). Fulfils all current target requirements.	↑	
	2. Undertake further initiatives to increase recycling through e.g. information provision and communications.	Ongoing	ID	Strong garden waste renewals and continued growth of new garden waste subscriptions suggests that recycling will continue to grow during 2008/09, probably to around 32%. New waste strategy agreed Oct 07, to be implemented early 2009 after transport fleet contract renewal, is forecast to grow recycling to around 50%, Exceeding all target requirements.	↑	
	<ul style="list-style-type: none"> <li>Progressively improve the percentage of Council buildings accessible to disabled people (BVPI 156)</li> </ul>	March 2005 and ongoing	SD	Currently 75% of buildings accessible to disabled people. Five buildings outstanding. Nonsuch and Town Hall cannot realistically be made compliant. New Court Rec pavilion will comply. Gibraltar and Alex pavilions will be subject to feasibility studies in 2008/09.	N/A	

## Corporate Processes

Intended Outcome	Actions	Time-table	Lead	Progress as at end March 2008	Move-ment	Traffic Light
<b>A Corporate Plan which provides an effective framework for the improvement of the Council's performance</b>	1. To achieve the targets within the Financial Strategy.	March 2008	JT	The final progress report on the 2004-08 Financial Strategy was received by FPP on 5 February 2008 (item 02 Annexe 5). 12 components were Green and 2 Amber. Of the two at Amber:- (a) the target to reduce the budget gap to £250,000 was not achieved in the 2007/08 budget but the 2008/09 budget includes no planned use of the working balance. (b) The target for a shift in the balance of resources (see 2. below) was partly achieved but was restricted by government funding changes and restrictions New targets have been agreed by the Council in the Medium Term Financial Strategy for 2008-12.	N/A	
	2. Use the Service and Financial Planning process to alter the balance of resources in favour of key priorities by at least 10% over 3 years in the context of the need to make budget savings.	Sept 2007	Directors	See (b) above. A new Value For Money target has been approved by the Council.	N/A	N/A
	3. Use the 2007-11 Corporate Plan to clearly articulate how the Council's Key Priorities will be achieved by developing a set of action plans and targets.	Sept 2007	Directors	Four year action plans, Key Service Priorities and actions for each quarter of 2008/09 approved by policy committees in March 2008	N/A	Achieved
<b>Improved quality of subordinate plans / strategies to the Corporate Plan</b>	1. To work with Committee Chairmen to ensure plans / strategies, when approved by committees, contain action plans, with SMART actions, which are measurable and sufficiently challenging, as well as resources (including monetary resources) and responsibilities against each of the actions clearly identified.	End June 2006 and ongoing	SC / Directors	All plans/strategies have included appropriate action plans	N/A	Achieved

Intended Outcome	Actions	Time-table	Lead	Progress as at end March 2008	Move-ment	Traffic Light
	2. R2: Ensure that actions monitored through the performance management system do effectively address the corporate priorities in a comprehensive way and that there are no significant gaps in reporting.	Feb 08	IC	Comprehensive performance management arrangements are in place and regularly reviewed	N/A	Achieved
	3. R3: Integrate financial and performance monitoring systems and develop VFM indicators to give a clearer view of value for money across council services.	July 07	JT	Financial and performance monitoring systems have been integrated in the Directors Monthly performance reports and quarterly performance and budget monitoring timetables are now aligned. District Auditor has rated the Council as performing well on VFM (evidenced in the Annual Audit and Inspection Letters) Local VFM indicators have not yet been developed for individual services. S&R Committee agreed a VFM service plan on 1 April 2008.	N/A	
	4. R5: Consider how to integrate reporting on Community Strategy performance without reducing the clarity of performance reports.		DS	Community Strategy now being reviewed by LSP. Reporting arrangements will be reconsidered once revised Strategy is adopted.	N/A	
	5. R6: Contact other users of bespoke performance management software to see whether this approach could make the performance management system more sustainable in the longer-term.		IC/M M	Being considered as part of the current review to simplify the collection and presentation of performance information. Still in the process of deciding which software to purchase.	N/A	

## Appendix One: Explanation of Report Headings

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### Best Value Performance Indicators

Best Value is a key element of the Government's programme to modernise local government and places Best Value authorities under a duty to seek continuous improvement in the way in which they exercise their functions. The Local Government Act 1999 sets out the legislative framework and the Government has published further guidance on performance planning and reviews under Best Value.

At the heart of Best Value is the statutory performance management framework. This provides for annual reporting by Best Value authorities of a set of national performance indicators and standards set by the Government and specified by Order under Section 4 of the 1999 Act. The BVPIs provide valuable information on the key services delivered locally. It is these indicators that are reported in the statutory Best Value Performance Plan, produced by 30 June each year.

### Local Performance Indicators

Authorities are encouraged to develop and use local performance indicators in addition to those specified by Government. Local indicators are an important measure of local performance and of the responsiveness of the authority to meeting local needs. They allow authorities to reflect local priorities and tailor Best Value to suit local circumstances. These performance indicators are reported in the statutory Best Value Performance Plan.

### Community Strategy

As a result of the Local Government Act 1999, local authorities have a responsibility to develop a Community Strategy. The Council has established a Local Strategic Partnership to progress the development of this strategy for the Borough of Epsom & Ewell. The Partnership builds on existing links in the community, and other strategies such as housing and community safety. All are of crucial importance to the development and delivery of a local Community Strategy. The Local Strategic Partnership – a working body of approximately twenty key interests from the statutory, business and voluntary sectors of the community – produces and manages this strategy.

The aim of the strategy is to focus on what the Local Strategic Partnership believes to be the key issues in the Borough, which can be tackled together to solve. The document states how these groups will work together to tackle economic, social and environmental issues. A governing factor is that the document is founded upon the needs and wishes of local people, whilst protecting the interests of future generations.

The vision of the Community Strategy, adopted in July 2003, is:

*“To improve the quality of life for those who live and work here by balancing environmental, social and economic factors.”*

There are two overarching themes in the Community Strategy:

- Opportunities for all.
- A society that recognises the needs of future generations.

Within these two over-arching themes, there are seven sub-themes. These include:

1. A caring and thriving economic community.
2. A protected and improved environment.
3. A safe society.
4. A healthy society – focusing on vulnerable groups.
5. A harmonious and inclusive society.
6. Communities working together.
7. Supporting the voluntary and community sectors.

The Community Strategy forms the framework of each of the partners' own strategies and plans.

## **Quality of Life Indicators**

*Please note that this section will be developed as soon as the Local Strategic Partnership has decided which Quality of Life Indicators are of importance, and as soon as responsibility for this area has been allocated to an Officer.*

Quality of life means different things to different people. For this purpose, it is used to describe those things that make an area a good place to live. In October 2001, MORI conducted a nation-wide survey for the Audit Commission. The results indicated that for the public, the most important issues in making somewhere a good place to live were crime levels, health services, housing, shopping facilities, public transport and education provision. When pressed on issues most needed to be improved locally, the top issue was activities for teenagers, followed by levels of crime, repairing roads and pavements, public transport and facilities for young children. The results of this survey were built into the recommended set of quality of life indicators.

The Audit Commission has developed a set of indicators that addresses both the 'green' issues (longer-term timeframe) as well as capturing the public's concerns on a broader range of social and economic issues, often with a shorter timeframe. The indicators include a range of sustainable development issues. At the heart of sustainable development is the area of ensuring a better quality of life for everyone, now and for generations to come.