

BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE

3 FEBRUARY 2009

CRITICAL SUCCESS FACTORS – APRIL – DECEMBER 2008 (QUARTER 3)

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Summary

The purpose of this report is to inform Members about the progress against the Council's main priorities during the first three quarters as measured by the council's agreed set of critical success factors. This is the first report in which Covalent, the council's new performance management software, has been used to assist analysis and report writing.

1. Background

- 1.1 The critical success factors are key performance indicators that help the council to measure achievement against its strategic priorities and other key targets.
- 1.2 This report includes those indicators that are reported on a monthly or quarterly basis. Full details of these CSFs are shown in the appendix, along with the variance levels relating to each indicator.
- 1.3 The format of the Critical Success Factor reporting has now been changed to fit the structure of the council's key priorities and core values. It shows the red amber green (RAG) status and direction of travel arrows for each indicator. This is the first stage of a process which will change performance reports to make them more rounded. The introduction of Covalent which will help us to gather and analyse information more easily and give greater access to comparative information will impact on this, as will planned discussions with Members to confirm their performance reporting requirements.

2. Progress against targets Performance in specific areas

The table on the next page provides an overview of where performance on key priorities has been good and the areas for improvement.

Priority	HIGHLIGHTS <i>(On or performing above target)</i>	IMPROVEMENT AREAS <i>(Well under performance band)</i>
Putting our customers at the centre of everything we do	<ul style="list-style-type: none"> ✓ One and Done calls dealt with by Customer First ✓ Emails answered within timescale ✓ Speed of processing new claims and changes to benefits ✓ Visits to tourist attractions ✓ Museum visits 	<ul style="list-style-type: none"> ▪ Visits to libraries ▪ Stage 1 complaints answered in timescale ▪ Letters answered within timescale (BS & CA) ▪ Stage 2 complaints answered in timescale
Giving value for money	<ul style="list-style-type: none"> ✓ Social Care clients receiving Self Directed Support 	
A clean and green environment	<ul style="list-style-type: none"> ✓ Household waste composted and reused ✓ Levels of graffiti ✓ Levels of fly-posting ✓ Enforcement actions against fly-tipping 	
Safer communities	No indicators to report in this quarter	
Children and young people having the best start in life	<ul style="list-style-type: none"> ✓ Length of stay in hostels ✓ Unallocated referrals to children's social care ✓ Rate of proven re-offending by young offenders ✓ Young offenders engagement in education, employment & training ✓ Young offenders in suitable accommodation ✓ Initial assessments carried out within 7 working days of referral ✓ Core assessments carried out within 35 days ✓ Stability of LAC placements ✓ Re-registrations of children subject to a child protection plan ✓ LAC reviews completed in time ✓ CP reviews completed in time 	<ul style="list-style-type: none"> ▪ Length of stay in Bed & Breakfast ▪ Special Educational Needs – statements issued within 26 weeks ▪ Care leavers in education, employment or training
Older and vulnerable people maintaining their independence	<ul style="list-style-type: none"> ✓ Acute hospital bed days for over 75s ✓ Vulnerable people achieving independent living ✓ Vulnerable people supported to maintain independent living 	
People travelling easily in Medway	No indicators to report this quarter	
Everyone benefitting from the area's regeneration	<ul style="list-style-type: none"> ✓ Private sector homes vacant for more than 6 months ✓ Urgent repairs in time ✓ Households in temporary accommodation ✓ Planning applications processed on time- major, minor other 	<ul style="list-style-type: none"> ▪ Homeless decision cases decided within 33 working days ▪ Average time for non-urgent repairs ▪ Average time taken to re-let council dwellings

2.1 Putting our customers at the centre of everything we do

2.1.1 In terms of the overall **performance summary**:

There are 9 performance measures for which data is collected during the year and for which targets have been set. 5 (55.6%) are currently performing on or above target and 1 (11.1%) is below target but within acceptable variance limits. This means that 3 indicators (33.3%) are currently performing below their set target performance band and outside acceptable limits and require remedial action.

2.1.2 HOU4 – homelessness appointments made within 24 hours of referral is not reported this month as work is under way to check the robustness of this indicator.

2.1.3 The following areas are **performing well**:

- Calls dealt with on a 'one and done' basis - Customer First
- Emails answered within 10 days
- Visits to tourist attractions
- Museum visits per 1000 population
- Speed of processing new claims and changes of circumstances to Housing and Council Tax benefits

2.1.4 The following areas require **remedial action**:

- The target for complaints handling at stage one (LX4a) is 96% for this year and performance currently stands at 85.4%. The target for complaints handling at stage two (LX4b) is 96% for this year and performance currently stands at 58.3%. A fundamental review of current complaints management procedures is nearing completion to streamline processes and make better use of technology. Poor performance in the first half of the year means that the targets for complaints handling cannot be met this year although performance is improving. An analysis of complaints received is shown below:

Apr - Dec 08	Q1	Q2	Q3	Totals	Performance Q1-Q3
Stage 1 complaints responded to	401	431	299	1131	
Stage 1 complaints responded to within timescale	325	388	253	966	
	81.0%	90.0%	84.6%	85.4%	↑
Stage 2 complaints responded to	19	18	23	60	
Stage 2 complaints responded to within timescale	7	12	16	35	
	36.8%	66.7%	69.6%	58.3%	↑

- Seasonal closures have meant a drop of 18% in library visits in December from the previous month. In 2007/08 the corresponding drop was 26%. It is expected that the target will be met by the year end.

2.1.5 A new local indicator (HOU2) has been developed following the housing inspection in June 2008 to monitor the length of time spent in temporary accommodation by all households. The figure given (533 days) represents the average length of time spent in temporary accommodation by all those households still accommodated at the end of the third quarter. The Housing Quality Network (HQN) are leading on a value for money exercise involving Swale, Gravesham and Dartford and this is one of the key performance indicators being compared. Following this benchmarking exercise an appropriate, stretching target will be set.

2.2 Giving value for money

2.2.1 In terms of the overall **performance summary**:

There are 3 performance measures for which data are collected during the year. 1 (33.3%) is currently performing on or above target and 2 (66.7%) are below target but within acceptable variance limits.

2.2.2 The following areas are **performing well**:

- Social Care clients receiving Self Directed Support (NI 130)

2.2.3 Following an inspection by the Commission for Social Care Inspection (CSCI) the target for NI 130 has been revised. Under the action plan it is intended that all adult social care clients will receive Self Directed Support by the end of 2010/2011. The 2008/09 target for NI 130 has been amended from 140 to 162 per 100,000 adult population to reflect this.

2.2.4 Sickness reporting has been revised and will now be presented quarterly in arrears. Data will be available in greater detail and will be provided at service level in order to assist service managers with their monitoring of sickness. For the purposes of Critical Success Factors data is now analysed by Scrutiny Committee, see the chart below.

Ref	Short Description	2008/09 Target	% Variance	Cum. Target	Avge Employee Nos	Apl-Sep 07/08	Apl-Sep 08/09	Performance against target
LX5	Working days lost due to sickness absence (council wide)	7	15%	3.5	8268	3.85	3.70	Amber
LX5	Working days lost due to sickness absence (Business Support)	7	15%	3.5	789		3.78	Amber
LX5	Working days lost due to sickness absence (Children & Adults)	7	15%	3.5	6198		3.20	Green
LX5	Working days lost due to sickness absence (Health & Adult Social Care)	7	15%	3.5	575		8.97	Red
LX5	Working days lost due to sickness absence (RCC)	7	15%	3.5	631		4.05	Red

2.3 A clean and green environment

2.3.1 In terms of the overall **performance summary**:

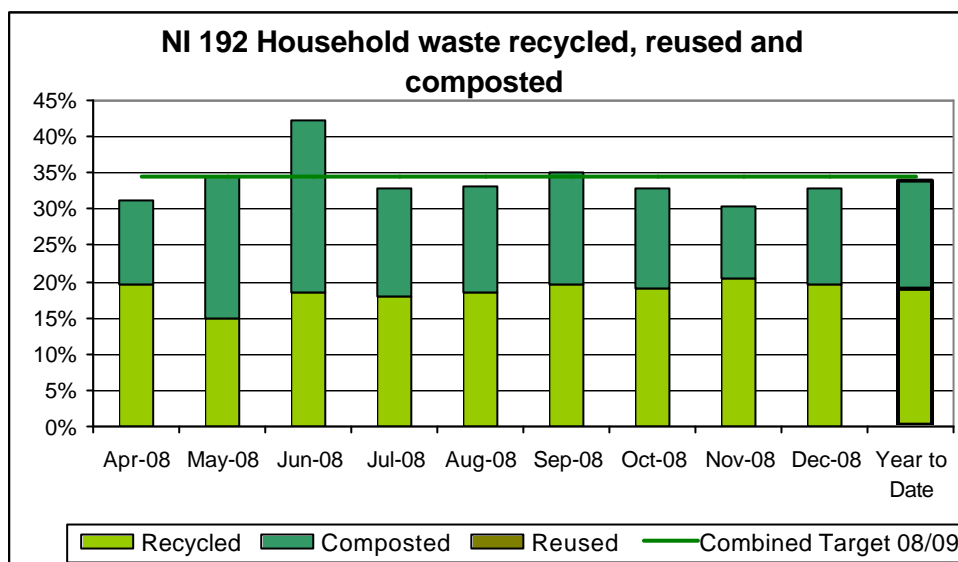
There are 7 performance measures for which data are collected during the year. 6 (85.7%) are currently performing on or above target and 1 (14.3%) is below target but within acceptable variance limits.

2.3.2 The following areas are **performing well**:

- Household waste composted and reused
- Levels of graffiti
- Levels of fly-posting
- Enforcement actions against fly-tipping

2.3.3 Waste services have recently carried out a review of waste handling in Medway. There are several factors this year which have resulted in a drop in the amount of waste recycled and a small increase in the amount sent to landfill. A change in the regulations regarding wood waste together with a tightening of the rules for recycling reject rates has had a slightly detrimental affect on the figures.

The continued success of the council's recycling efforts depends on ensuring residents are aware of the range of recycling services provided. Information is regularly provided to every household on what can and can't be recycled from home. The council has also adopted the national standard for recycling signage and iconography, ensuring that Medway residents can easily identify and understand information about recycling and allowing Medway to benefit from nationally-run recycling advertising campaigns.



2.4 Safer communities

2.4.1 There are no critical success factors for this priority to be reported in December. Work is ongoing to develop proxy or other indicators to ensure Members can assess our progress against this priority on a regular and timely basis.

2.5 Children and young people having the best start in life

2.5.1 In terms of the overall **performance summary**:

There are 15 performance measures for which data are collected during the year. 11 (73.3%) are currently performing on or above target and 2 (13.3%) are below target but within acceptable variance limits. This means that 2 indicators (13.3%) are currently performing below their set target performance band and outside acceptable limits and require remedial action.

2.5.2 The following areas are **performing well**:

- Rate of proven re-offending by young offenders
- Young offenders' engagement in education, employment or training
- Young offenders in suitable accommodation
- Number of unallocated referrals
- Initial and Core assessments for children's social care that were carried out within timescales
- Re-registrations of children subject to a child protection plan
- Looked After Children reviews completed in time
- Child Protection reviews completed in time

2.5.3 Special Educational Needs – statements issued within 26 weeks (NI 103). The target for this indicator has been revised to reflect the

realistic attainment in the short term. We are currently using robust criteria to determine the children to be statutorily assessed who will require specialist placement. We are engaging with our existing primary and mainstream secondary schools and special schools to provide creative and appropriately resourced provision which will enable us to keep more children in local provision to meet prescribed timescales. This is an ongoing positive response to the demands being made on the council. However, it also needs to be acknowledged that many parents do not want "new" provision which can lead to SENDIST (Special Educational Needs and Disability Tribunal) appeals and protraction of the process.

The draft SEN strategy will be available at the end of March 2009 setting out proposals for enhancing existing specialist provision and developing additional provision in key areas of need. This will help the authority to place children who have statements of educational need within statutory timescales. The development of provision will be dependent on both capital and revenue funding as it is likely that some provision will take five to ten years to establish.

2.5.4 The following areas require **remedial action**:

- Average length of stay in Bed and Breakfast accommodation of households with dependent children (H14) stands at 2.5 weeks against a target of 1.2 weeks. There are now no households with children/pregnant women in B&B who have been there more than six weeks (formerly a target for BV183). Placement in B&B is only made as a last resort however this is necessary sometimes as this is a reactive service especially at weekends and overnight. A homelessness strategy has recently been produced which is due for approval by Cabinet at the end of January. This sets out our strategic approach and includes an action plan for reducing homelessness including actions to prevent homelessness through early intervention, the provision of consistent and timely advice and increasing the supply of and access to permanent settled homes for homeless households. Most of this will be achieved within existing resources.
- Care leavers in education, employment or training – A small cohort means that figures greatly vary from month to month. The last two months have shown an improvement, however the year-end target will not be met. Of the 32 in the cohort 25 have now reached their 19th birthday. Of these, three are in education, three are in higher education and four are in training or employment. Of those remaining, one is no longer in contact and two are unable to seek work due to illness/disability. In the current economic climate, finding work is proving a challenge for these young people.

2.6 Older and vulnerable people maintaining their independence

2.6.1 In terms of the overall **performance summary**:

There are 3 performance measures for which data is collected during the year. All 3 are currently performing above target.

2.6.2 The following areas are **performing well**:

- The number of emergency unscheduled acute hospital bed days occupied by persons aged 75 or more in NHS hospitals in Medway
- Percentage of vulnerable people achieving independent living
- Percentage of vulnerable people supported to maintain independent living

2.7 People travelling easily and safely in Medway

2.7.1 There are no critical success factors for this priority to be reported in December. Work is ongoing to develop proxy or other indicators to ensure Members can assess our progress against this priority on a regular and timely basis.

2.8 Everyone benefitting from the area's regeneration

2.8.1 In terms of the overall **performance summary**:

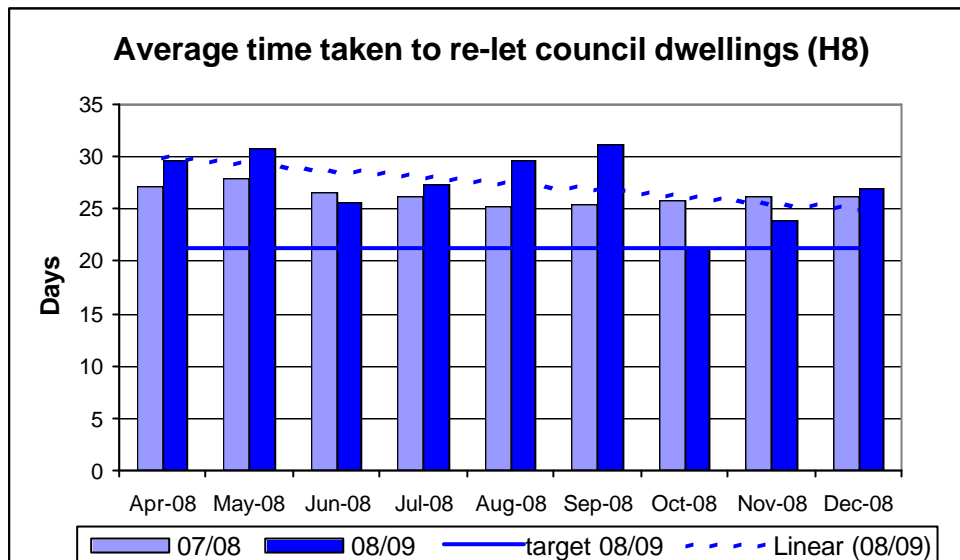
There are 10 performance measures for which data are collected during the year. 7 (70%) are currently performing on or above target. 3 indicators (30%) are currently performing below their set target performance band and outside acceptable limits and require remedial action.

2.8.2 The following areas are **performing well**:

- Repeat homelessness
- Private sector homes vacant for 6 months
- Urgent repairs in time
- Households living in temporary accommodation
- Planning applications processed within timescales (3 indicators)

2.8.3 The following areas require **remedial action**:

- Homeless decision cases decided within 33 working days (HC1). This is a newly created indicator (formerly BV67) with a stretching target set at the level of the best performing councils nationally. The indicator has been chosen to reflect an area which is a focus of attention and further improvement is expected in the coming months as a result of analysis of cases which are exceeding targets.
- The average time taken to re-let council dwellings (H8) has dropped slightly this month with a figure of 27.04 days in December and a year-to-date figure of 27.79 days. There have been a number of properties which have required extensive works before they could be relet. A new exceptions monitoring report has been introduced to monitor all voids exceeding 21 days. These will be reported to Management Team for use at Team meetings to assist in driving improvement on this indicator.

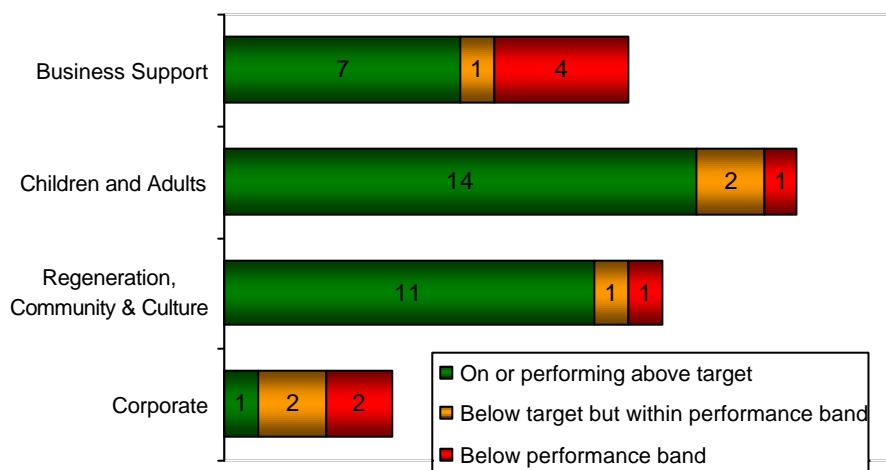


- The average time taken to complete non-urgent repairs (H5) shows a figure of 15.36 days for December with an average of 14.45 days in the year to date. This is still higher than the target of 12 days and will be raised again with the repairs contractor at the next contract monitoring meeting.

3 Summary of progress against targets by Directorate

- 3.2 Of the 47 indicators for which data is available, 33 (70.2%) are currently performing on or above target and 6 (12.8 %) are below target but within acceptable variance limits. This means that 8 indicators (17.0%) are currently performing below their set target performance band and outside acceptable limits and need more detailed attention. One indicator is not available this month.
- 3.3 The colour status shown in the final column of the Directorate performance tables (Appendix 1) gives a summary of the year to date performance against the targets set for 2008/9. Each indicator has been given an individual variance threshold.
- 3.4 **Green** refers to performance that is on or above target demonstrating a high level of performance
- Amber** refers to acceptable performance that is within the acceptable range of the target
- Red** refers to performance that falls more than the acceptable range below the target

Directorate	On or performing above target	Below target but within performance band	Below performance band	Total Dec 08	Unreported
Business Support	7	1	4	12	1
Children and Adults	14	2	1	17	0
Regeneration, Community & Culture	11	1	1	13	0
Corporate	1	2	2	5	0
Total	33	6	8	47	1
%	70.2	12.8	17.0	100	



4 Financial and legal implications

4.1 There are no direct financial or legal implications arising from this report

5 Recommendations

5.1 Members are asked to consider the Council's performance against key objectives and indicate if they have any comments or recommendations for Cabinet which will consider this report at its meeting on 10 March 2009

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Background papers

There are no background papers accompanying this report.

Appendix 1

								Actual										Performance	
2008/09 Ref.	Short Description	Dir.	Good	2008/09 Target	Cum. Target	% Variance	Calculation	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	Against Target	Against previous month
PUTTING CUSTOMERS AT THE CENTRE OF EVERYTHING WE DO																			
HOU2	Average time spent in temporary accommodation (days)	BS	L	tbc			YTD			tbc			tbc			533	533		
HOU3	Percentage of cases dealt with on 'one and done' basis at triage at Riverside 1	BS	H	tbc			YTD			tbc			tbc		17%	38%	38%		
HOU4	Homeless appointments made within 24 hours following referral	BS	H	100%			YTD			100%			100%			n/a	n/a		
LCE1	Calls dealt with on a 'One and done' basis - Customer First	BS	H	80%		10%	YTD	87.10%	84.64%	82.32%	82.67%	82.37%	81.69%	84.03%	82.54%	84.88%	83.58%	GREEN	↑
LIB1	The number of physical visits per 1,000 population to public library premises	RCC	H	4410	3307	5%	Cum.	354	341	337	362	372	365	379	342	280	3132	RED	↓
LRCC1	Number of visitors to tourist attractions in Medway	RCC	H	800,000	600,000	0%	Cum.			228,000			264,200			127,200	619,400	GREEN	↓
LX2	Percentage of letters answered within 10 days	All	H	100%		10%	YTD	89.7%	93.9%	93.1%	90.3%	91.5%	85.9%	94.6%	94.9%	85.1%	90.7%	AMBER	↓
		BS	H	100%		10%	YTD	87.7%	91.6%	89.4%	88.1%	90.0%	90.9%	90.4%	91.9%	73.5%	87.9%		↓
		CA	H	100%		10%	YTD	100.0%	100.0%	100.0%	100.0%	100.0%	63.6%	92.9%	73.3%	85.7%	79.0%		↑
		RCC	H	100%		10%	YTD	91.3%	96.1%	98.2%	93.3%	92.9%	80.7%	99.9%	99.6%	99.9%	94.3%		↑
LX3	Number of Ombudsman complaints received	All	L	n/a		n/a	Cum.	3	4	10	3	4	5	8	2	3	42	Targets will not be set as the council uses complaint levels as a service monitoring tool and is less concerned with the volume of complaints than how they are dealt with	
		BS	L	n/a		n/a	Cum.	1	2	1	0	2	0	2	0	1	9		
		CA	L	n/a		n/a	Cum.	1	2	9	3	1	4	3	1	1	25		
		RCC	L	n/a		n/a	Cum.	1	0	0	0	1	1	3	1	1	8		

								Actual										Performance	
2008/09 Ref.	Short Description	Dir.	Good	2008/09 Target	Cum. Target	Variance	Calculation	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	Against Target	Against previous month
LX4a	Percentage of stage 1 complaints responded to within target timescales	All	H	96%		10%	YTD	84.4%	81.1%	78.3%	88.7%	89.6%	92.9%	86.1%	91.4%	75.8%	85.40%	RED	↓
		BS	H	96%		10%	YTD	55.0%	55.2%	62.5%	100.0%	100.0%	73.3%	78.3%	94.1%	94.7%	77.00%		↑
		CA	H	96%		10%	YTD	100.0%	50.0%	41.7%	80.0%	33.3%	66.7%	22.2%	57.1%	28.6%	52.40%		↓
		RCC	H	96%		10%	YTD	89.6%	93.2%	85.3%	88.0%	96.3%	97.8%	95.2%	94.2%	75.4%	90.40%		↓
LX4b	Percentage of stage 2 complaints responded to within target timescales	All	H	96%		10%	YTD	11.1%	40.0%	62.5%	50.0%	70.0%	71.4%	72.7%	66.7%	66.7%	58.3%	RED	→
		BS	H	96%		10%	YTD	n/a	n/a	50.0%	100.0%	100.0%	100.0%	100.0%	n/a	100.0%	86.7%		↓
		CA	H	96%		10%	YTD	n/a	n/a	100.0%	n/a	n/a	50.0%	100.0%	n/a	n/a	80.0%		→
		RCC	H	96%		10%	YTD	50.0%	0.0%	40.0%	66.7%	50.0%	75.0%	57.1%	66.7%	25.0%	45.0%		↓
LX8	Percentage of emails answered within 10 days	All	H	99%		10%	YTD	99.0%	98.7%	99.4%	99.1%	99.0%	98.9%	99.7%	99.7%	99.4%	99.2%	GREEN	↓
		BS	H	99%		10%	YTD	100.0%	100.0%	100.0%	100.0%	99.9%	99.9%	100.0%	100.0%	100.0%	100.0%		→
		CA	H	99%		10%	YTD	100.0%	100.0%	100.0%	98.1%	98.0%	95.0%	100.0%	97.4%	96.7%	97.7%		↓
		RCC	H	99%		10%	YTD	98.4%	98.0%	98.9%	98.3%	98.1%	98.0%	99.3%	99.0%	98.9%	98.6%		↓
NI 10	Number of visits to/usage of museums per 1000 population	RCC	H	255	191.0	10%	Cum.	28.9	30.6	26.5	23.8	28.7	17.6	24.7	14.6	27.8	223.2	GREEN	↑
NI 181	Speed of processing new claims and changes of circumstances to Housing and Council Tax benefits (days)	BS	L	19.99		0%	YTD	15.98	21.25	13.43	12.36	19.98	19.47	18.30	19.07	22.84	17.86	GREEN	↓
NI 182	Satisfaction of businesses with LA regulation services	BS	H	tbc			YTD			n/a			77.6%			88.5%	83.1%		↑

GIVING VALUE FOR MONEY

								Actual										Performance	
2008/09 Ref.	Short Description	Dir.	Good	2008/09 Target	Cum. Target	Varian	Calcul ation	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	Against Target	Against previous month
H6	Percentage of rent collected	BS	H	98.4%		5%	YTD		95.07%	96.94%	97.86%	98.33%	93.55%	95.00%	95.32%	96.62%	96.73%	AMBER	↑
LX5	Working days lost due to sickness absence	All	L	7	3.50	15%	Cum.	0.64	0.64	0.70	0.70	0.44	0.58				3.70	AMBER	↓
		BS	L	7	3.50	15%	Cum.	0.67	0.39	0.52	0.70	0.64	0.77				3.78		↓
		CA	L	7	3.50	15%	Cum.	0.55	0.61	0.66	0.61	0.30	0.48				3.20		↓
		HASC	L	7	3.50	15%	Cum.	1.57	1.43	1.50	1.73	1.36	1.52				8.97		↓
		RCC	L	7	3.50	15%	Cum.	0.68	0.58	0.66	0.73	0.76	0.63				4.05		↑
NI 130	Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	HASC	H	162	150	10%	YTD	122	124	126	129	131	134	143	145	150	150	GREEN	↑
A CLEAN AND GREEN ENVIRONMENT																			
NI 192a	Household waste recycled	RCC	H	20.40%		15%	YTD	19.54%	14.79%	18.51%	17.86%	18.63%	19.48%	18.99%	20.46%	19.64%	18.65%	AMBER	↓
NI 192b	Household waste composted	RCC	H	12.90%		15%	YTD	11.71%	19.74%	23.61%	15.10%	14.58%	15.68%	13.97%	9.88%	13.17%	15.00%	GREEN	↑
NI 192c	Household waste reused	RCC	H	0.00%		15%	YTD	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	GREEN	→
NI 195c	Street and environmental cleanliness (levels of graffiti below an acceptable level)	RCC	L	5%		20%	Cum.			2.0%				3.0%			5.0%	GREEN	↓
NI 195d	Street and environmental cleanliness (levels of fly posting below an acceptable level)	RCC	L	2%		20%	Cum.			0.0%				2.0%			2.0%	GREEN	↓
NI 196b	Number of enforcement actions taken against fly-tipping	RCC	H	1300	975	10%	Cum.			420			261			338	1019	GREEN	↑
PSAT11	Number of fly-tipping incidents recorded	RCC	L	5198	3032	10%	Cum.			1014			1015			945	2974	GREEN	↑

								Actual										Performance	
2008/09 Ref.	Short Description	Dir.	Good	2008/09 Target	Cum. Target	% Variance	Calculation	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	Against Target	Against previous month
CHILDREN AND YOUNG PEOPLE HAVING THE BEST START IN LIFE																			
H14	Average length of stay in B&B accommodation of households with dependent children or pregnant woman (weeks)	BS	L	1.2			YTD	n/a	n/a	3.6	n/a	n/a	26.3	2.1	0.0	1.4	2.5	RED	↓
H15	Average length of stay in hostel accommodation of households with dependent children or pregnant woman (weeks)	BS	L	0.0			YTD	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	GREEN	→
LCH2	Number of unallocated referrals	CA	L	30			YTD	24	24	40	17	8	10	26	19	22	22	GREEN	↓
NI 19	Rate of proven re-offending by young offenders	CA	L	117.0			YTD			28.0			n/a			n/a	28.0	GREEN	→
NI 45	Young offenders engagement in EET	CA	H	78%			5% YTD			87.2%			86.1%			n/a	86.6%	GREEN	↓
NI 46	Young offenders in suitable accommodation	CA	H	95%			10% YTD			94.0%			98.2%			n/a	95.7%	GREEN	↑
NI 59	Initial assessments for children's social care carried out within 7 working days of referral	CA	H	72.0%			5% YTD	80.20%	62.40%	72.10%	61.70%	73.80%	67.40%	91.00%	63.33%	87.38%	73.15%	GREEN	↑
NI 60	Core assessments for children's social care that were carried out within 35 working days of their commencement	CA	H	77.0%			0% YTD	84.38%	83.08%	90.91%	83.05%	90.48%	84.78%	73.00%	90.91%	71.00%	84.00%	GREEN	↓
NI 62	Stability of placements of looked after children: percentage with 3 or more moves during the year	CA	L	10%			2% YTD			3.0%			3.9%			6.0%	6.0%	GREEN	↓
NI 65	Children becoming the subject of a Child Protection Plan for a second or subsequent time	CA	L	15.0%			5% YTD	14.00%	0.00%	0.00%	9.00%	20.00%	0.00%	0.00%	4.00%	0.00%	6.17%	GREEN	↑

								Actual										Performance	
2008/09 Ref.	Short Description	Dir.	Good	2008/09 Target	Cum. Target	% Variance	Calculation	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	Against Target	Against previous month
NI 66	Percentage of LAC reviews completed in time	CA	H	90.0%		0%	YTD	98.00%	98.00%	97.00%	97.00%	97.00%	97.00%	97.00%	96.77%	96.00%	96.00%	GREEN	↓
NI 67	Percentage of CP reviews completed in time	CA	H	99%		0%	YTD	100.0%	100.0%	100.0%	100.0%	100.0%	98.46%	100.0%	100.0%	100.0%	100.0%	GREEN	→
NI 103	Special Educational Needs – statements issued within 26 weeks	CA	H	60%		15%	YTD	78.00%	100.0%	100.0%	50.00%	40.00%	47.40%	53.60%	57.90%	66.70%	55.20%	AMBER	↑
NI 111	First time entrants to youth justice system per 100,000 aged 10-17	CA	L	1851	926	10%	Cum.			n/a			982			n/a	982	AMBER	↓
NI 148	Care leavers in EET	CA	H	65%		5%	YTD	25.00%	0.00%	0.00%	33.00%	50.00%	33.30%	0.00%	100.0%	66.66%	40.00%	RED	↓
OLDER AND VULNERABLE PEOPLE MAINTAINING THEIR INDEPENDENCE																			
NI 141	Percentage of vulnerable people achieving independent living	HASC	H	63%		0%	YTD			60.00%			79.28%			n/a	79.28%	GREEN	↑
NI 142	Percentage of vulnerable people who are supported to maintain independent living	HASC	H	70%		0%	YTD			97.17%			98.01%			n/a	98.01%	GREEN	↑
PSAT3	The number of emergency unscheduled acute hospital bed days occupied by persons aged 75 or more in NHS hospitals in Medway	HASC	L	57,314	38,210	13%	Cum.	4,762	4,382	4,045	4,770	4,456	4,394	4,249	3,846		34,904	GREEN	↑
EXISTING MEDWAY COMMUNITIES BENEFITTING FROM THE AREA'S REGENERATION																			
HC1	Homeless decision cases decided within 33 working days	BS	H	85%			YTD			n/a			45.4%			47.6%	49.9%	RED	↑
H16	Repeat homelessness	BS	L	1%			YTD			0.00%			0.05%			0%	0%	GREEN	↑
H18	Percentage of total private sector homes vacant for more than 6 months	BS	L	1.6%			YTD			1.6%			1.6%			1.6%	1.6%	GREEN	→

								Actual										Performance	
2008/09 Ref.	Short Description	Dir.	Good	2008/09 Target	Cum. Target	Varian	Calcul ation	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	Against Target	Against previous month
H4	Urgent repairs in time	BS	H	98.0%			YTD	99%	100%	100%	98%	99%	100%	99%	99%	100%	99.03%	GREEN	↑
H5	Average time for non-urgent repairs (days)	BS	L	12.0		5%	YTD	14.00	12.67	11.33	13.33	15.00	16.75	13.32	10.94	15.36	14.45	RED	↓
H8	Average time taken to re-let council dwellings	BS	L	21		5%	YTD	29.63	30.73	25.56	27.42	29.71	31.10	21.15	23.85	27.04	27.79	RED	↓
NI 156	Number of households living in temporary accommodation	BS	L	230			YTD			295			269			178	178	GREEN	↑
NI 157a	Processing of planning applications as measured against targets for 'major' application types	RCC	H	60%		0%	YTD			86.21%			61.90%			61.11%	72.06%	GREEN	↓
NI 157b	processing of planning applications as measured against targets for 'minor' application types	RCC	H	65%		0%	YTD			73.19%			77.05%			74.76%	73.71%	GREEN	↓
NI 157c	Processing of planning applications as measured against targets for 'other' application types	RCC	H	80%		0%	YTD			88.22%			88.46%			86.43%	87.65%	GREEN	↓