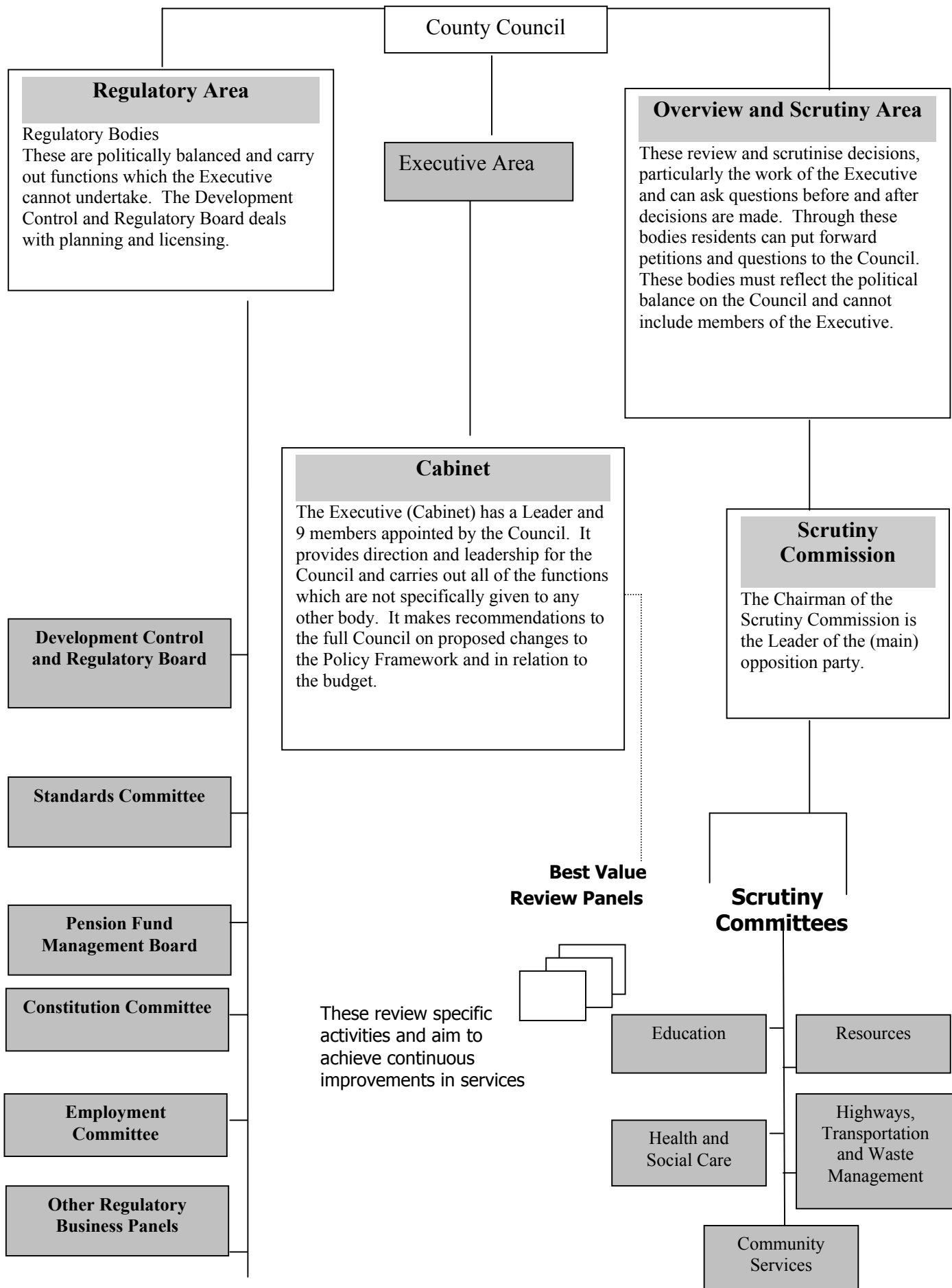


Appendix 1

Our Constitution and Political Framework

The Council adopted a new constitution under the Local Government Act 2000 in June 2001. The constitution applies the Leader and Cabinet model. This model was overwhelmingly endorsed by over 80% of the respondents to the public consultation exercise required by the Government and was accepted by them. The model had been piloted from September 1999.

The decision-making framework in the approved constitution is as follows:



Within this framework:

The County Council is responsible for the final decisions on the policy framework and budgets, including the structure and process which enables all County Councillors to contribute in different ways to the Council's business, as follows:

The Cabinet take collective decisions relating to the implementation of policies and plans previously approved by the County Council. Under the Constitution approved by the Council individual members of the Cabinet take 'lead Member' roles for particular service areas, but do not have personal executive powers.

Scrutiny bodies co-ordinated by the **Scrutiny Commission** advise on policies and plans being submitted to the Council and ensure that the Cabinet and officers acting under delegated powers are held to account.

The Scrutiny Committees cover broad service areas.

A number of **Regulatory bodies** deal with business outside the remit of the Cabinet, e.g. planning applications. These include a Standards Committee which deals with Standards of Conduct within the Council.

Individual **County Councillors** are encouraged to represent their electoral divisions in an effective manner.

The political composition of the Council is as follows, the last County Council elections were held in June 2001:

<u>Group</u>	<u>Members</u>
Conservative	28
Labour	15
Liberal Democrat	10
Independent	<u>1</u>
	54

This was the first time in 20 years that a single party had achieved an overall majority on the County Council. As the single largest party, the Conservative Group established itself as the Administration of the County Council. The Conservative Group therefore occupies all places on the Cabinet. All other bodies within the decision-making framework listed above are filled in proportion to the political representation of the political groups on the Council as a whole.

Appendix 2

Our Financial Performance and Budget

The Government has reviewed the basis of allocating funding for local government. The County Council had hoped that this would produce a fairer share of Government funding. Disappointingly the Government's new system has not redressed the fundamental problems of the previous system and indeed has increased some of them. For example, Leicestershire now has the lowest level of Education funding per pupil of all 150 Education Authorities in England.

2.1 How our resources have been managed in 2002/03

The following table sets out the latest estimate of what we will spend in 2002/03 compared with our original plans. The table indicates that we expect an underspend of £735,000 (or 0.16%), at the year end, although this does not include requests for carry forward of £325,000 which, if agreed, would reduce the projected underspend to £410,000. During the year we have had to deal with significant increases in costs in several services that could have resulted in a significant overspending on the total budget. This has been avoided by close monitoring of the budget and by taking action to control potential budget overspends and to offset unavoidable overspends by making savings elsewhere.

The most significant changes to the budgets during the year were:

- i) Education – The overall overspend of £249,000 is mainly due to additional spending on in-county special education needs of £1,610,000 offset by savings of £310,000 as fewer children were placed in schools outside the County. There is also a significant overspend of £210,000 on drug awareness, mainly relating to additional expenditure not matched by external funding. Underspends include £320,000 on mainstream school transport and £460,000 on service units. Provisions and balances of £340,000 have also been utilised to reduce the net overspend. In addition, some growth has been delayed, mainly common admissions policy and early years provision.
- ii) Social Services – Underspends have been identified regarding Residential Care (£290,000), lower than expected growth in demand for Home Care (£60,000), continuing difficulties in recruiting specialist staff (£330,000) and lower running costs (£60,000). These underspends are partly offset by additional costs of £540,000, mainly resulting from Home Care retendering.
- iii) Highways and Transport – Savings include £570,000 on concessionary travel and £220,000 on highways design and maintenance. Increased income of £100,000 is anticipated from statutory undertakings. These underspends are partly offset by an overspend of £120,000 on public transport contracts.
- iv) Waste Disposal – The underspend of £520,000 includes savings of £120,000 on the disposal costs of fridges and freezers, following allocation of grant from the Government, and £350,000 on disposal costs due to lower than expected tonnage. Additional income of £150,000 from trade waste is anticipated and an underspend of £70,000 on recycling initiatives is forecast due to slippage in agreeing a waste strategy. These underspends

are partly offset by an overspend of £140,000 on recycling and household waste sites due to increased haulage costs and £30,000 on sites repair and maintenance etc.

- v) Community Services – Underspend on Museums ,Arts and Records (£50,000) and Regulatory Services (£90,000), mainly due to additional income, are offset by an overspend of £20,000 on Sustainable Development.
- vi) Chief Executives – The assumed level of savings arising through withdrawal from the contract with the Learning and Skills Council for Youth Training will not now be achieved until 2003/04. In addition one off transitional costs were incurred resulting in an overspend of £284,000.
- vii) Central Items – Capital financing costs are £300,000 higher, mainly due to higher than anticipated transportation capital spending in 2001/02 and the commutation of Magistrates Courts debt. Provisional information indicates that the costs of Job Evaluation and departmental reorganisation will be about £200,000 higher than originally estimated. The contribution to the Combined Fire Authority is expected to increase by £155,000, principally as a result of higher than anticipated retirements. These are partly offset by an increase of £150,000 in income from bank and other interest, as cash balances are higher than anticipated.

Latest Estimate 2002/03 (compared with updated budget)

	2002/03 Updated Budget * £000	2002/03 Latest Estimate £000	Difference £000
SPENDING			
Schools	188,123	188,123	0
Education Other	61,317	61,566	249
Social Services	79,479	79,269	-210
Highways & Transport	27,933	27,163	-770
Waste Disposal	12,669	12,149	-520
Community Services	15,872	15,756	-116
Chief Executives	8,267	8,501	234
Resources	13,970	13,954	-16
Total Services	407,630	406,481	-1,149
CENTRAL ITEMS			
Bank & Other Interest	-2,400	-2,550	-150
Combined Fire Authority	16,629	16,784	155
Financing of Capital	19,350	19,650	300
Flood Defence Levies	2,477	2,474	-3
Magistrates' Courts	648	612	-36
Pension Costs	1,813	1,776	-37
NDR Revaluation Savings	0	-15	-15
Job Evaluation / Reorganisation	1,500	1,700	200
Total Central Items	40,017	40,431	414
Total Spending	447,647	446,912	-735
Withdrawal from Balances	-3,076	-2,341	735
Budget Requirement	444,571	444,571	0

	2002/03 Updated Budget * £000	2002/03 Latest Estimate £000	Difference £000
FUNDING			
Revenue Support Grant from Government	-119,944	-119,944	
National Non-Domestic Rate Income from Government	-162,341	-162,341	
Net Surplus on District Council Collection Funds for 2001/02	-840	-840	
Council Tax	-161,446	-161,446	
Total Funding	-444,571	-444,571	

*This is the original budget for 2002/03 updated for inflation and the carry forward of underspendings from 2001/02.

2.2 Revised Estimate 2002/03 (compared with updated budget)

	2002/03 Updated Budget * £000	2002/03 Revised Estimate £000	Difference £000
SPENDING			
Schools	188,122	188,122	0
Education Other	61,317	61,707	390
Social Services	79,479	79,270	-209
Highways & Transport	27,933	27,456	-477
Waste Disposal	12,669	12,505	-164
Community Services	15,633	15,651	18
Chief Executives	8,149	8,433	284
Resources	14,328	14,312	-16
Total Services	407,630	407,456	-174
CENTRAL ITEMS			
Bank & Other Interest	-2,400	-2,500	-100
Combined Fire Authority	16,629	16,784	155
Financing of Capital	19,350	19,650	300
Flood Defence Levies	2,477	2,474	-3
Magistrates' Courts	648	612	-36
Pension Costs	1,813	1,780	-33
NDR Revaluation Savings	0	-15	-15
Job Evaluation / Reorganisation	1,500	1,500	0
Total Central Items	40,017	40,285	268
Total Spending	447,647	447,741	94
Withdrawal from Balances	-3,076	-3,170	-94
Budget Requirement	444,571	444,571	0
FUNDING			
Revenue Support Grant from Government	-119,944	-119,944	
National Non-Domestic Rate Income from Government	-162,341	-162,341	
Net Surplus on District Council Collection	-840	-840	

	2002/03 Updated Budget * £000	2002/03 Revised Estimate £000	Difference £000
Funds for 2001/02			
Council Tax	-161,446	-161,446	
Total Funding	-444,571	-444,571	

*This is the original budget for 2002/03 updated for inflation and the carry forward of underspendings from 2001/02.

2.3 The budget for 2003/04 and how it has been constructed

The Council receives 64% of its funding directly from central Government. We are therefore very reliant on the levels at which that funding is set when we are considering the amount of Council Tax needed to make up the rest of the budget required to meet the demands for good quality public services.

Although Leicestershire's grant increased by 6.6% (on a like for like basis), this was insufficient to match the 7.7% increase in net expenditure. Consequently the shortfall has to be met from Council Tax, which has had to be increased by 9.3%. The average County Council increase is 13% across England and 9.6% for our neighbouring Counties.

In arriving at the budget for 2003/04 we have:

- Considered what additional funds we can afford to put to those areas we have identified as part of our Medium Term Corporate Strategy;
- Closely examined the current spending pressures on services to identify areas where additional funds are required to meet those pressures;
- Identified where savings can be made in order to release funds to be used in areas of greater priority or pressure.

The table below sets out the budget for 2003/04 and indicates where the amounts of growth and savings have been allowed for.

2.4 Our Spending Plans for 2003/04

	Proposed Budget £000	Includes Growth £000	Includes Savings £000
SERVICES			
Education Other – Schools Block	32,474	2,419	-94
Education Other – LEA Block	33,084	969	-150
Social Services	91,211	4,075	-1,275
Highways & Transport	28,339	1,000	-1,150
Waste Disposal	13,754	1,020	
Community Services	16,963	816	-292
Chief Executives	9,211	1,105	-255
Resources	13,931	501	-1,150
Total Services (excluding Schools)	238,967	11,905	-4,366
Schools Delegated	215,434		
Total Services	454,401		

	Proposed Budget £000	Includes Growth £000	Includes Savings £000
CENTRAL ITEMS			
Bank & Other Interest	-2,200		
Combined Fire Authority	17,905		
Financing of Capital	20,850		
Flood Defence Levies	2,591		
Magistrates' Courts	659		
Pension Costs	1,800		
Job Evaluation (excluding Schools)	3,600		
PSA Pump Priming Grant	-915		
Total Central Items	44,290		
Total Spending	498,691		
FUNDING			
Revenue Support Grant from Government	-154,610		
National Non-Domestic Rate Income from Government	-163,571		
Net Surplus on District Council Collection Funds for 2002/03	-1,187		
Council Tax	-178,493		
Withdrawal from Balances	-830		
Total Funding	498,691		

The key features of the budget are:-

- The Government has issued a "target" budget for Schools-related expenditure. The County Council budget complies with that requirement. Our own calculations indicate that the Government's figure is not sufficient to fund the cost pressures facing schools. To partly offset this problem, £1m has been transferred to Schools (for 2003-04 only) from the Central Maintenance budget; the equivalent amount of repairs can be met from increased resources in the Council's capital programme;
- A number of Education and Social Services specific government grants have been transferred to revenue support grant (RSG). In addition, contributions to the teachers pension fund have increased by over 60%, with most of the extra cost being met by an increase in RSG;
- Social Services spending continues to grow rapidly as demand for services increase and cost pressures continue;
- Waste Disposal costs also continue to increase steeply, with a further landfill tax increase and an anticipated increase in waste tonnage;
- Provision of £3.6m has been made to meet the estimated phased implementation costs of the job evaluation exercise;
- Budgets have been prepared on an outturn basis, with inflation assumptions of 3.5% for pay, 2% for running costs and 3% for income;
- The budget includes £4.6m for efficiency and other savings, additional income and transferring expenditure to capital. This reduces the net budget and therefore the required increase in Council Tax.

2.5 Medium Term Corporate Strategy and Other Improvements

Due to continuing pressures on our budgets there are limited resources available to develop the priority areas identified in our Medium Term Strategy. However additional funds have been allocated to the following service developments:

- Best Value Review of Learning Disabilities;
- Implementing the results of reviews of public transport and highways network management;
- Implementation of a waste management strategy;
- Implementing the "Better Access to Better Services" initiative;
- Making progress on e-government.

These developments are referred to in more detail in other Sections of this Plan.

In addition to the Medium Term Strategy, other significant improvements include:

- Extending provision of nursery education for all 3 year olds, at a cost of £2.1m, to meet Government requirements;
- Re-instating pre 9.30am concessionary travel for older people (dependent on 50% contributions from District Councils);
- Crime reduction initiatives including improvements to facilities for young people.

2.6 Medium Term Financial Planning

The Medium Term Corporate Strategy makes it clear that the availability of resources will dictate the speed and extent to which priorities are achieved. In this respect we are very dependent on the two thirds of funding we receive from the Government. Following the review of Government funding there will now be a period of stability as there are expected to be only limited changes to the new funding system over the next few years. This should aid the forecasting of future Government funding. We therefore intend to produce a Medium Term Financial Plan, which will set out the priority areas where available resources will be spent over the next three years.

2.7 Public Service Agreement – Cost Effectiveness

As part of the PSA we have agreed targets to improve our performance against a basket of indicators across a range of our services. Making these improvements in performance over the three years of the PSA will improve the cost effectiveness of our services. Details are shown in Appendix 6.

2.8 Our plans to improve our buildings and other assets in 2003/04

As well as the amount we spend on day to day services which are described in the revenue budget above, we also invest in the longer term future of our capital assets. This is done through, for example, the construction or refurbishment of schools or through new or improved road schemes. The Council owns a significant amount of property and other capital assets, and in order to have a logical approach to its maintenance and development, we have produced an Asset Management Plan which identifies all our assets and evaluates the maintenance and development priorities.

In 2003/04 we will spend £54.78m on capital projects. This includes payments of £9.54m relating to schemes that began in earlier years and £45.24m on new projects starting in 2003/04. These total amounts include amounts allocated to us by the Government specifically

for the New Deal for schools programme, the schools access initiative, devolved capital to schools, seed challenge and other small specific programmes for Education.

The major new projects that are planned to start in 2003/04 are:

	Cost in 2003/04 £000	Total Cost £000
EDUCATION		
Braunstone Kingsway, Millfield and Ravenhurst Primary Schools - additional classrooms	700	2,068
Syston Wreake Valley Community College – additional classrooms	251	251
Ravenstone Woodstone New Primary School	898	1,590
Ashby Ivanhoe High – additional classrooms and replacement of temporary classrooms	834	951
Melton King Edward VII - additional classrooms	363	385
Oadby Manor High - replacement of temporary classrooms	247	879
Great Dalby Primary - replacement of temporary accommodation	275	275
Kirby Muxloe Primary - replacement of temporary accommodation	276	442
Leicester Forest East, Stafford Leys Primary – replacement of temporary accommodation	332	752
Countesthorpe Greenfield Primary Phase 2 – replacement of temporary accommodation	300	300
Key Stage 4 – Craft, Design & Technology	500	500
HIGHWAYS, TRANSPORTATION & WASTE MANAGEMENT		
Rearsby Bypass *	500	6,788
Carriageway maintenance schemes	6,092	6,092
Footway maintenance schemes	1,452	1,452
Bridge strengthening and maintenance	1,285	1,285
Replacement of defective street lighting columns	550	550
Various Schemes to meet targets laid down in 5 year LTP	5,900	5,900
Loughborough civic amenity site improvements	662	662
*(the sums shown represent a provisional allocation pending full acceptance of the scheme following the completion of statutory procedures and review of the cost of the scheme.)		
HEALTH & SOCIAL CARE		
Various minor building works and other improvements to Social Services establishments	378	378
COMMUNITY SERVICES		
Broughton Astley - replacement library	300	605
Measham – replacement library	260	260
Bosworth Battlefield – redevelopment (net of external contributions)	104	376

	Cost in 2003/04 £000	Total Cost £000
OTHER		
Access for Disabled People – physical adaptation of buildings to meet DDA compliance	300	300
Gilmorton – conversion of farm buildings in Gilmorton to offices	200	200
Development of electronic government & ICT infrastructure	650	650
Protection of Local Services Initiative	150	150
Crime Reduction Initiative - including improvements to facilities for young people	100	100
Better Access to Better Services Initiative	500	500

Significant expenditure will also be incurred in 2003/04 on the following schemes which began in 2002/03 or earlier years.

	Cost in 2003/04 £000	Total Cost £000
EDUCATION		
Loughborough Limehurst High – replacement annexe	508	1,183
Markfield South Charnwood – replacement design horsa	372	524
Loughborough Burleigh College – replacement temporary classrooms	126	940
Ashby Grammar - consolidation of science accommodation & replacement of temporary classrooms	481	1,248
Countesthorpe Greenfield Primary Phase 1 – replacement of temporary classrooms	988	1,169
Desford the Bosworth Community College – new science laboratories	679	823
Birstall Riverside Primary – replacement of temporary accommodation	454	1,042
Melton Special School - replacement school	1,782	3,256
SOCIAL SERVICES		
Welland House - replacement community home	350	700
COMMUNITY SERVICES		
Wigston Records Office - remedial works	200	200
OTHER		
ICT - Access to Services	140	175

Appendix 3

Explanations of performance indicator tables

The tables shown at the end of sections 4 - 10 of the Plan exhibit the performance indicators (PIs) we are using to help us to monitor whether our objectives are being achieved. The key or high priority indicators are the ones referred to explicitly within the body of those sections. Many indicators, just like activities, relate to more than one objective. But each indicator has been assigned to just one corporate objective. It is hoped that this approach simplifies the presentation and makes it easier to follow. The performance indicator information provides only part of the picture of our performance. The body of sections 4 - 10 and the rest of this Performance Plan attempt to place the performance indicator information in context.

The tables of indicators show:

- our actual performance in 2001/02 compared with the targets for performance that we set at the start of that year, and compared with the actual performance of other councils where the information is available;
- The targets for 2002/03 that we set on indicators in last year's Best Value Performance Plan, alongside our actual (or, in some cases, estimated) performance in meeting them;
- Targets for performance in 2003/04, 2004/05 and 2005/06, wherever possible.

Comparisons with other authorities

The comparisons of performance against other authorities shown in the tables are based on Leicestershire's statistical 'nearest neighbours', i.e. those authorities that are similar with regard to a range of socio-economic factors. Some socio-economic factors are more relevant to some services than to others, so the same basic approach can lead to slightly different groups of authorities for different services.

For Social Services, the Social Services Inspectorate (SSI) has selected a group of 15 comparator authorities. For Education, the Office for Standards in Education (OFSTED) has selected a group of 10 authorities. For all other services we have selected the 12 most similar authorities identified by the 'nearest neighbours' analysis provided by the Institute of Public Finance. The lists of these authorities are shown overleaf.

Comparator Authorities

Education (OFSTED)	Social Services (SSI)	All Other Services
Cheshire	Bedfordshire	Bedfordshire
Derbyshire	Cambridgeshire	Cambridgeshire
East Riding of Yorkshire	Cheshire	Cheshire
East Sussex	Derbyshire	Derbyshire
Essex		
	Gloucestershire	Gloucestershire
	Hampshire	Hampshire
	Northamptonshire	Northamptonshire
Nottinghamshire	Nottinghamshire	Nottinghamshire
	Oxfordshire	
	Shropshire	
Staffordshire	Staffordshire	Staffordshire
	Suffolk	
Warwickshire	Warwickshire	Warwickshire
West Sussex		
	Wiltshire	Wiltshire
Worcestershire	Worcestershire	Worcestershire

The information on the performance of the relevant comparator group shows the average (median) performance of the group and the performance of the best-scoring 25% of authorities in the group. For some indicators, it is better to achieve a high score, e.g., the proportion of pupils achieving Level 4 or above in the Key Stage 2 mathematics test (BV40). In these cases, the score shown under 'best 25%' is higher than the average and is that of the authority ranked the 75th percentile (i.e. the authority that is three-quarters of the way up the table if authorities' scores are ranked with the highest at the top). For some indicators, it is better to achieve a low score, e.g., the percentage of children looked after with 3 or more placements during the year (BV49). In these cases, the score shown under 'best 25%' is lower than the average and is that of the authority ranked the 25th percentile (i.e. the authority that is one-quarter of the way up the table if authorities' scores are ranked with the highest at the top). For some indicators, it cannot be said that either a high or a low score is desirable in itself, e.g., youth service expenditure per head of population (BV33). How much an authority spends on this will depend, to some extent, on how efficiently the authority makes use of resources. But, primarily, it will depend on the importance of spending in this area for the authority's overall objectives, given its local circumstances. In such cases, the best-scoring 25% of authorities cannot be identified from their position in the 'league table' for the indicator and 'N/A' (for 'not applicable') is shown under the 'best 25%' heading.

We compare ourselves against the best 25% on an annual basis and set targets to reach the best 25% within 5 years (if we are not already there), wherever this is appropriate. It should be noted that best-25% performance is a moving target, as local authority performance generally improves year on year.

The following cautions should be borne in mind. It is generally desirable to score high on quality and low on cost, thereby providing value for money. But it is possible to achieve low cost by providing poor quality, and improvements to quality often require spending more. Wherever possible, scores on cost indicators need to be considered in conjunction with scores on indicators of service quality.

Changes of definition

There are many cases in which the definition of an indicator has changed from one year to the next. In most cases where this has happened, the change is identified by an asterisk and a note explaining that the inter-year comparison is not strictly like-for-like. This plainly diminishes the value of much of the performance information presented. But the Government and the Audit Commission make the changes to definitions of national indicators, so this is beyond our control.

In some cases, where the change between years is substantial, the indicator is treated as being a different indicator in the two years, despite having the same PI code (i.e. it is listed twice). It is unfortunate that the Government does not change the PI code when it changes an indicator definition. It means that often a year (e.g. 2001/02) must be specified as well as a PI code to ensure that a specific indicator is identified. Examples are BV1 (under 'Working with Partners to Deliver Quality and Responsive Services') and BV39 (under 'Achieving Excellence in Education and Learning').

In 2000/01 the Best Value Accounting Code of Practice (BVACOP) was introduced. This changed the basis for calculation for all the financial indicators. Targets on these indicators for 2001/02 had to be set before the full implications of the new Code were known. This is the main reason for variances of performance from target on the financial indicators for that year.

Types of indicators

The indicators shown at the end of sections 4 - 10 are either national indicators (set by the Government) or local indicators developed or adopted voluntarily. The national indicators that we are required to include in this Plan are the Best Value Performance Indicators, set by the Office of the Deputy Prime Minister. The indicators in this set that are most important for our local objectives are highlighted within the body of sections 4 - 10.

We have chosen to include, under objective C 'Improving Social Care and Support for Vulnerable People' (section 6) a selection of the national Performance Assessment Framework Indicators, set by the Department of Health.

Some of the national indicators are included in sections 4 - 10 only for completeness, in that they are entirely new, so there is no performance information yet available and no targets have yet been set on them. An example is BV56 (Percentage of items of equipment costing less than £1,000 delivered within 7 working days).

National standards and targets

The Government sets national standards or national targets for local authorities on a number of the national PIs. These apply to more than thirty of the Best Value Performance Indicators (BVPIs). A national standard is a minimum acceptable level of performance. A national target

sets a level of performance that the Government expects authorities to achieve. In setting our targets for future performance, we have taken account of national standards and targets. Our targets for future performance are always at least as high as national standards. They are also always higher than national targets, with just the following exceptions.

BVPI	Description	National Target	County Target	Explanation
8	Invoices paid within 30 days	100% by 02/03	90%	National target is unrealistic; few authorities will meet it; we get no complaints from suppliers.
50	Care leavers with at least one GCSE at grades A*-G	75% by 02/03	50%	National target is unrealistic and is currently under review.
58	People receiving a statement of their needs	94%	91%	National target is 'aspirational' rather than mandatory.

Appendix 4

Comparison of estimated with actual performance indicators for 2001/02

In this Plan we publish, wherever we can, actual results on all performance indicators (PIs) for the financial year which ends on 31 March. This is not currently possible for the financial PIs because their calculation depends on the closure of the accounts, which is completed after the 30 June publication date for the Best Value Performance Plan. So for those PIs we have to include estimated results rather than actuals. In last year's Plan, there were in addition some other PIs for which estimates had to be shown because actual results could not be compiled in time for publication. The tables below reproduce the estimates published in last year's Plan and compare these with the actual results.

It can be seen that, of the 42 estimates published, 31 of them (74%) turned out to be accurate, within a small margin of error. For the other 11 cases (26%), where there is a significant discrepancy between estimate and actual result, we have provided explanations of how the discrepancy came about. It should be noted that in 55% of the cases of significant discrepancy, our performance was actually better than the estimated performance.

The tables below show first those indicators for which there are significant discrepancies between estimates and actuals (with explanations provided), and then those for which estimates were accurate, within a 10% margin of error.

1. Actual results significantly different from estimates

A: WORKING WITH PARTNERS TO DELIVER QUALITY AND RESPONSIVE SERVICES

PI Code	PI Description	2001/02		Reason for discrepancy
		Est.	Actual	
BV107	Planning cost per head of population.	£3.16	£2.74	A more accurate analysis of staff time and costs allocated meant less was charged to Core Planning.
BV156	Percentage of buildings open to the public in which all public areas are suitable for and accessible to disabled people.	27%	30%	Estimate was conservative, as the definition had changed in 2001/02.

B: ACHIEVING EXCELLENCE IN EDUCATION AND LEARNING

PI Code	PI Description	2001/02		Reason for discrepancy
		Est.	Actual	
BV50	Percentage of young care leavers aged 16 or over with at least 1 GCSE at grades A*-G, or GNVQ.	50%	35%	The PI concerns small cohorts of children, which makes prediction difficult.

C: IMPROVING SOCIAL CARE AND SUPPORT FOR VULNERABLE PEOPLE

PI Code	PI Description	2001/02		Reason for discrepancy
		Est.	Actual	
BV49	Percentage of children looked after with 3 or more placements during the year.	19%	16%	An improvement during the year combined with an increase in the overall number of children looked after.
BV58	Percentage of people receiving a statement of their needs and how they will be met.	75%	86%	A change in definition between 2000/01 and 2001/02 made it more difficult to estimate year-end figures.
BV163	Adoptions of children looked after.	7%	9%	The difference is 4 adoptions. An estimate of 17 compared to 21 that actually took place.

Social Services Performance Assessment Framework indicators

PI Code	PI Description	2001/02		Reason for discrepancy
		Est.	Actual	
A6	Emergency psychiatric readmissions	7.58	12.9	This indicator is recorded by Health who have said there was under recording during 2000/01 which led to a lower estimate being set for 2001/02.

D: CREATING A BETTER TRANSPORT SYSTEM

PI Code	PI Description	2001/02		Reason for discrepancy
		Est.	Actual	
BV94	Cost per passenger journey of subsidised bus services.	£0.89	£1.17	Large increase in bus contract costs, plus review of allocation of overhead costs.

F: SEEKING A SAFER COUNTY

PI Code	PI Description	2001/02		Reason for discrepancy
		Est.	Actual	
BV95	Average cost of a working street-light.	£44.43	£34.73	Review of allocation of capital charges to Highways Maintenance area led to a reduction in amount allocated to street lighting.
BV176	The number of domestic violence refuge places per 10,000 population which provided/supported by the authority.	0.02	0.01	Council funding being replaced by transitional housing benefit.

G: MAKING THE PRIORITIES WORK

PI Code	PI Description	2001/02		Reason for discrepancy
		Est.	Actual	
BV15	Ill-health retirements as a percentage of the total workforce.	0.23%	0.27 %	The figure of 0.23% was the actual result, but the Audit Commission changed the definition of the PI after the publication deadline for the BVPP. We had to re-calculate the PI on the new definition. This accounts for the discrepancy of the (revised) actual figure from the previously published figure.

2. Actual results not significantly different from estimates

A: WORKING WITH PARTNERS TO DELIVER QUALITY AND RESPONSIVE SERVICES

PI Code	PI Description	2001/02	
		Est.	Actual
BV85	The cost per square kilometre of keeping parks and open land clear of litter and refuse.	£3,858	£3,974
BV109	Percentage of applications determined within 8 weeks.	32%	35%
BV115	The cost per visit to public libraries.	£3.35	£3.42
BV116	Spend per head of population on cultural and recreational facilities and activities.	£18.94	£20.17
BV178	The percentage of the total length of footpaths and other rights of way that were signposted and easy to use by members of the public.	84%	79%

B: ACHIEVING EXCELLENCE IN EDUCATION AND LEARNING

PI Code	PI Description	2001/02	
		Est.	Actual
BV31	Individual schools budget as a percentage of local schools budget	85%	85%
BV32	Expenditure per head on adult education through LEA provided and secured provision	£5.18	£5.01
BV33	Youth service expenditure (i.e. LEA expenditure only) per head of population in youth service target age range	£66.79	£70.39
BV36a	Net expenditure per pupil in LEA schools: Nursery and primary pupils under five.	£2,434	£2,526
BV36b	Net expenditure per pupil in LEA schools: Primary pupils aged five and over.	£2,471	£2,504
BV36c	Net expenditure per pupil in LEA schools: Secondary pupils under 16.	£2,936	£3,075
BV36d	Net expenditure per pupil in LEA schools: Secondary pupils aged 16+	£4,273	£4,475
BV44	Number of pupils permanently excluded during the year from all schools maintained by the authority per 1,000 pupils on rolls of schools maintained by the authority.	0.87	0.85
BV161	Employment, education and training for care leavers.	50%	50%

C: IMPROVING SOCIAL CARE AND SUPPORT FOR VULNERABLE PEOPLE

PI Code	PI Description	2001/02	
		Est.	Actual
BV51	Costs of services for children looked after	£610	£597
BV52	Cost of intensive social care for adults	£337	£343
BV53	Households receiving intensive home care per 1,000 people aged 65 or over.	10.0	10.0
BV54	Older people aged 65 or over helped to live at home per 1,000.	72	73
BV55	Clients receiving a review	64%	64%
BV56	Percentage of items of equipment costing less than £1,000 delivered within three weeks.	94%	94%
BV59	Assessments per 1000 population aged 65 or over	74	74
BV61	Spend on children in need but not looked after by the Council as a percentage of spending on all children's services	31%	30%
BV162	The percentage of children on the register whose cases should have been reviewed that were reviewed.	100%	97.1%

Social Services Performance Assessment Framework indicators

PI Code	PI Description	2001/02	
		Est.	Actual
B9	Unit cost of children's residential care	£3,055	£3,008
B11	Intensive home care as a proportion on intensive home care and residential care.	27.2%	27%
C30	Adults with learning disabilities helped to live at home per 1,000	2.5	2.5
D35	Children looked after for at least 4 years who had been in foster placement for at least 2 years	55%	55%

Local Performance Indicators

PI Code	PI Description	2001/02	
		Est.	Actual
LC1	The number of nights of respite care provided or funded by the authority per 1,000 adults.	87.7	88

D: CREATING A BETTER TRANSPORT SYSTEM

PI Code	PI Description	2001/02	
		Est.	Actual
BV93	Cost of highway maintenance per 100 km travelled by a vehicle on principal roads.	£0.34	£0.34
BV97a	Percentage of non-principal classified roads with significant defects (visual inspection).	12%	11%

E: RISING TO THE CHALLENGE ON WASTE

PI Code	PI Description	2001/02	
		Est.	Actual
BV87	Cost of waste disposal per tonne for municipal waste.	£32.71	£31.78

Appendix 5

Explanations for variations of actuals from targets for 2002/03

The tables of indicators shown at the end of sections 4 – 10 show all the targets for performance that we set for last year compared with our actual (or, in some cases, estimated) performance against them. Our performance was within 10% of the target we set on 62 (65%) of the 95 targets. For the remaining 33 targets (35%) there was a significant variation between targeted performance and actual (or estimated) performance. The tables below show the explanations for these variations. It should be noted that our performance was worse than targeted performance only in 21 cases, which is just 22% of all targets set.

A: WORKING WITH PARTNERS TO DELIVER QUALITY AND RESPONSIVE SERVICES

PI Code	PI Description	2002/03		Reason for discrepancy
		Target	Actual	
BV2a	The level of the Equality Standard for Local Government to which the authority conforms.	Level 3	Not Adopted	Corporate resources devoted towards comprehensive performance assessment. Revised corporate arrangements being addressed for equalities support.
BV8	The percentage of undisputed invoices for commercial goods and services which were paid within 30 days.	100%	80%	The target was a national target. Few authorities are likely to meet it. Work is ongoing to identify the areas where performance is poor and for remedial action to be taken. To assist this, details of late-paid invoices are being provided to departments.
BV109	Percentage of planning applications determined within 13 weeks.	40%	70%	Small numbers. Also targets were conservative because of uncertainties over resources.
BV114	Local cultural strategy: score against a checklist in the 'Creating Opportunity' guidance.	100%	83%	Slight delay in producing final approved strategy has lead to a small slippage in finalising the action plan
BV115	The cost per visit to public libraries.	£3.16	£3.89	Fewer visitors than targeted and higher costs (additional grant money, increased overheads and job evaluation).
BV116	Spend per head of population on cultural and recreational facilities and activities.	£19.56	£21.88	Increased capital charges and job evaluation costs.
BV156	Percentage of buildings open to the public in which all public areas are suitable for and accessible to disabled people.	29%	36%	Target was based on old definition. In addition, more buildings than anticipated were made accessible.

PI Code	PI Description	2002/03		Reason for discrepancy
		Target	Actual	
BV178	The percentage of the total length of footpaths and other rights of way that were signposted and easy to use by members of the public.	85%	73%	The survey methodology has changed from measuring footpath links to footpath lengths. The survey results shown as links gives a figure of 85%, i.e. on target.

B: ACHIEVING EXCELLENCE IN EDUCATION AND LEARNING

PI Code	PI Description	2002/03		Reason for discrepancy
		Target	Actual	
BV34a	Percentage of primary schools with 25% or more (and at least 30) of their places unfilled.	10.1%	12.5%	All schools have had their net capacities re-assessed using a new net capacity measure, which increases the capacity of some schools. The target was set before all the new capacity calculations were completed.
BV34b	Percentage of secondary schools with 25% or more (and at least 30) of their places unfilled.	3.7%	5.6%	Small absolute numbers. The reduction to just two schools may not be sustained.
BV43b	Percentage of statements of special educational need prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice.	86%	75.3%	SENA has experienced severe staff shortages over the last year due to recruitment difficulties in filling Casework Officer posts on both a permanent and temporary basis. In addition assessment team staff have been covering elements of the Finance Officer post which has been vacant since last March. As a result assessment teams have been short staffed too.
BV44	Number of pupils permanently excluded during the year from all schools maintained by the authority per 1,000 pupils on rolls of schools maintained by the authority.	0.88	1.15	The DfES approach to exclusions has become less rigorous since 1999. National guidance justifies more circumstances in which exclusions may be appropriate. As exclusions increase, the ability to respond to prevent exclusions has been reduced.

PI Code	PI Description	2002/03		Reason for discrepancy
		Target	Actual	
BV48	Percentage of schools maintained by the Authority subject to special measures on 14th December.	1.0%	1.73%	Very small absolute numbers.
BV50	Percentage of young care leavers aged 16 or over with at least 1 GCSE at grades A*-G, or GNVQ.	75%	47%	The target of 75% was a challenging national target. In 2001/02 only 41% of young people in England left care with a GCSE or GNVQ. Measurement and target setting for educational achievement of care leavers is currently under review by the Government.
BV159	The percentage of permanently excluded pupils provided with alternative tuition per week of:			Limitations of accommodation and staffing has restricted supervised distance learning
	(a) 5 hours or less	10%	18%	
	(b) 6-12 hours	0%	13%	
	(c) 13-19 hours	0%	13%	
	(d) 20 hours or more	90%	56%	
BV170c	Numbers of pupils visiting museums and galleries in organised school groups.	29,000	23,937	There was no discrete marketing strategy in place for the schools sector, which meant that lapsed users were not approached to renew their previous bookings. This is now being addressed, particularly with respect to Snibston Discovery Park.

C: IMPROVING SOCIAL CARE AND SUPPORT FOR VULNERABLE PEOPLE

PI Code	PI Description	2002/03		Reason for discrepancy
		Target	Actual	
BV49	Percentage of children looked after with 3 or more placements during the year.	16%	19%	Small absolute numbers means the percentage figure can fluctuate significantly.

PI Code	PI Description	2002/03		Reason for discrepancy
		Target	Actual	
BV55	Clients receiving a review.	66%	57%	Unexpected increase in service users. Also, staff were picking up new areas of work (e.g. Fairer Charging and the transfer of Preserved Rights clients). Performance on reviews is currently being addressed within the department.
BV61	Spend on children in need but not looked after by the Council as a percentage of spending on all children's services.	31%	40%	Change in definition. On the previous definition our actual performance would have been 31%.
BV163	Adoptions of children looked after.	7%	5%	Small total numbers mean a small change leads to a big percentage variance.

D: CREATING A BETTER TRANSPORT SYSTEM

PI Code	PI Description	2002/03		Reason for discrepancy
		Target	Actual	
BV96c	Percentage of principal roads with significant defects (visual inspection).	7%	10.2%	Change in method to calculate PI. On the old method, performance would have been 6% which is a slight improvement on the target due to better targeting of resources.
BV97a	Percentage of non-principal classified roads with significant defects (visual inspection).	11%	23.5%	Change in method to calculate PI. The figure would have been 13% on the old method. We are targeting resources to this area from 2003/04.

PI Code	PI Description	2002/03		Reason for discrepancy
		Target	Actual	
BV99 (i)	Number of road casualties per 100,000 population - killed/seriously injured.	40	59.6	The results, unlike the targets, include Trunk Roads and Motorways data. Excluding Trunk Roads and Motorways, the results would have been 40.1 and 333.7, respectively. The improvement for BV99 (ii) was due largely to reduced casualties for cyclists and pedestrians.
BV99 (ii)	Number of road casualties per 100,000 population - slight injuries.	377.9	467.3	
BV100	Number of days of temporary traffic controls or road closure on traffic sensitive roads caused by local authority or utility road works per km of traffic sensitive road.	1.0	0.8	Less maintenance work done on traffic sensitive streets.
BV102	Local bus services (passenger journeys per year).	14.1m	16.1m	Target was based on figures supplied by the Department for Transport. The actual is based on more accurate data from bus operators.

F: SEEKING A SAFER COUNTY

PI Code	PI Description	2002/03		Reason for discrepancy
		Target	Actual	
BV176	The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority.	0.02	0	Council funding has been replaced by transitional housing benefit.

G: MAKING THE PRIORITIES WORK

PI Code	PI Description	2002/03		Reason for discrepancy
		Target	Actual	
BV14	Early retirements (excluding ill-health retirements) as a percentage of the total workforce over 50.	0.2%	0.28%	This represents 16 more early retirements, a number of which were related to Departmental Reorganisation.
LG1	Action in Biodiversity action plan assigned to Museums, Arts and Records Service: percentage achieved.	15%	12.5%	Some actions completed to meet the target require additional work before they will be signed off by the Steering Group.

Appendix 6
Cost-effectiveness targets for the public service agreement
(under negotiation – not yet finalised)

Performance improvements on a range of Performance Indicators

		2002/03	2005/06
CORPORATE HEALTH			
BV156	The percentage of buildings open to the public in which all public areas are suitable for and accessible to disabled people.	36%	100%
BV157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	47%	100%
EDUCATION			
BV38	Proportion of pupils in schools maintained by the authority in the previous summer achieving 5 or more GCSEs at grades A* - C or equivalent.	53%	63%
BV43a	Percentage of statements of special educational need prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice.	87.5%	94%
BV159d	Percentage of permanently excluded pupils provided with alternative tuition of 20 hours or more	56%	100%
BV181	Percentage of 14-year-olds in schools maintained by the authority achieving Level 5 or above in the Key Stage 3 test in:		
	(a) English	76%	80%
	Maths	76%	83%
BV194a	Percentage of pupils achieving level 5 at KS2 in English	30%	39%
BV194b	Percentage of pupils achieving level 5 at KS2 in Maths	29%	38%
SOCIAL SERVICES			
BV55	Clients receiving a review	57%	68%
BV161	Employment, education and training for care leavers.	58%	80%
LG4	The number of nights of respite care provided or funded by the authority per 1,000 adults.	83.8	86.7
C30 (PAF PI) 1,000	Adults with learning disabilities helped to live at home per 1,000	2.5	2.7

		2002/03	2005/06
D35	Children looked after for at least 4 years who had been in (PAF PI) foster placement for at least 2 years	55%	60%

TRANSPORT

BV165	The percentage of pedestrian crossings with facilities for disabled people.	86%	100%
LD2	Percentage of rural households within a 13-minute walk of an hourly bus service.	61%	76%
LG5	Percentage of schools that have adopted travel plans.	8%	41%

ENVIRONMENT

BV109	Percentage of planning applications determined within 13 weeks.	70%	70%
LG1	Action in Biodiversity action plan assigned to Museums, Arts and Records Service: percentage achieved.	12.5%	75%
LG2	Percentage of evaluated wildlife sites digitised	51%	100%

CULTURE AND LEISURE

BV117	The number of physical visits to public libraries per 1,000 population.	4,420	5,530
PLS10	Number of visits to library website per 1,000 population	195	650

COMMUNITY SAFETY

BV128	Vehicle crimes per 1,000 population.	13.1	11.4
LG3	The percentage of compliance with the law at premises surveyed dealing with age-restricted goods, namely, the sale of knives that are capable of being used as offensive weapons, to persons under the age of sixteen years.	33%	97%

WASTE

BV82b	Total tonnage of household waste arising - percentage composted.	10.4%	17.9%
-------	--	-------	-------