

## OVERVIEW AND SCRUTINY BOARD

24<sup>th</sup> September 2007

### CONSOLIDATED PERFORMANCE CLINIC REPORT April 2007 – June 2007

**Kathryn Stokes - Principal Corporate Development Officer**

#### SUMMARY

1. The purpose of this report is to provide Members of Overview and Scrutiny Panel with an overview of Council performance for the first quarter of 2007/08, in relation to:
  - Key Planned Actions given in the 2006/07 Strategic Plan
  - Best Value Performance Indicators (BVPs).

#### INTRODUCTION

2. The Council has a significant amount of performance information and this report provides a high level summary of performance in the first quarter. Details of performance against each Planned Action and each Best Value Performance Indicator (BVPI) are available from the author of this report upon request. It is not the intention of this report to try and provide detailed information.
3. The Council monitors its performance against the Planned Actions set out in the Strategic Plan and against the targets set for the BVPIs through quarterly performance clinics.
4. In August 2007, the first quarter performance clinics were held and each Directorate reported performance for the first quarter of 2007/08. This report provides a consolidated view of the Council's performance for the period April 2007 – June 2007.

## EVIDENCE/DISCUSSION

### MAIN FINDINGS

5. The Council has performed well in the first quarter of 2007/08. The following achievements should be noted:
  - 94% of Key Planned Actions are on target to be achieved within timescale.
  - 64% of BVPIs are expected to achieve the target set.
6. In the first quarter of 2006/07 it was reported that 92% of planned actions were on target to be achieved within the timescale set and 69% of BVPIs were on target to meet the target set for the end of the year. This compares with an end of year performance of 91% of planned actions achieved and 53% of BVPIs achieving target performance.
7. Predicted performance against planned actions is fairly reliable, however the same reliance cannot be placed on predicted performance against BVPIs targets.
8. It appears that at first quarter performance clinics directorates are overly optimistic in their estimates. This may impact on directorates' ability to put in place remedial actions at an early stage to ensure that targets are met.
9. Directorates will be informed at the second quarter clinics that the year end estimates they provide for second quarter will be compared to the year end actual result and that they will be asked to explain any significant discrepancies.

### PERFORMANCE AGAINST KEY PLANNED ACTIONS

10. Overall the Council has performed well in the first quarter of 2007/08: 94% of Planned Actions are on target to be achieved within timescale.
11. The Council identified 245 Planned Actions for 2007/08. Of the 235 reported this quarter, 220 (94%) are on target to be achieved within the timescale set, 15 (6%) are not on target to be achieved. Performance in achieving the Planned Actions, by Directorate, is shown in Table 1.

**Table 1 – Performance against Key Planned Actions**

	Target achieved		Target not achieved	
	Number	Percent	Number	Percent
<b>Central Services</b>	37	95%	2	5%
<b>Children, Families and Learning</b>	49	98%	1	2%
<b>Environment</b>	73	97%	2	3%
<b>Regeneration</b>	34	89%	4	11%
<b>Social Care</b>	27	82%	6	18%
<b>TOTAL</b>	<b>220</b>	<b>94%</b>	<b>15</b>	<b>6%</b>

## **Central Services**

12. Central Services reported progress against 39 planned actions in the first quarter of 2007/08. The key areas of development work during 2007/08 include:
  - Workforce Development and support
  - Improving communications
  - Strengthening Corporate Governance
  - Supporting Local Democracy / strengthening the Council's leadership role
  - Improving efficiency.
13. The department is progressing well against actions with 37 (95%) expected to be delivered within timescale and 2 (5%) not on target to be delivered within timescale.
14. The two actions not on target relate to Supporting Local Democracy / strengthening the Council's leadership role; they are:

### **FP 34 Undertake a review of the LSP by August 2007**

There has been progress on the review, and the scope of the review has been widened to take into account further factors including the implication of the local government white paper. The revised date for the final report is November 2007.

### **SC 23 Increase the total attendance at area clusters to 300**

A total of 34 attendances per meeting have been achieved against a target of 50 per meeting (one meeting this quarter). An Action Plan will be produced by September 2007 to promote closer working with a support team for Community Councils. There is also a review of Cluster Groups to identify any areas for improvement.

## **Children, Families and Learning**

15. Children, Families and Learning are responsible for 54 planned actions to ensure that the Council contributes the five Every Child Matters outcomes. The key areas of development work during 2007/08 include:

### **Be Healthy**

- Tackling childhood obesity
- Reducing teenage pregnancies
- Reducing alcohol and drug misuse.

### **Stay Safe**

- Reducing youth offending
- Reduce bullying
- Tackling the impact of domestic violence.

### **Enjoy and Achieve**

- Investing in early years

- Tackling school absence
- Improving educational attainment.

#### **Make a Positive Contribution**

- Providing a strong and equal voice
- Encouraging contributions to local community.

#### **Achieve Economic Well Being**

- Preparing for employment
- Meeting employers needs.

16. Progress against four of the planned actions within this theme require detailed pupil level attainment data, this will be available following the second quarter clinic. Of the 50 planned actions reported this quarter, 49 (98%) are progressing well and are on target to be achieved within timescale, 1 (2%) is not on target.
17. The one planned action that Children, Families and Learning is responsible for that is not delivering to target is within the Stay Safe outcome:

#### **SCL 19 90% of young offenders are in full time education, employment and training**

This action is not on target in the first quarter as only 75.3% of young offenders are in full time education, employment and training. Children, Families and Learning are working closely with Connexions to share information and establishing links with Learning Skills Council (LSC) to provide access to training for young offenders.

#### **Environment**

18. Environment Services reported progress on 75 planned actions for the first quarter of 2007/08, the range of planned actions delivered by Environment Services are to assist the Council to:
- Transform the local environment
  - Meet local transport needs
  - Create safer and stronger communities
  - Promote Healthier Communities.

#### **Transform the local environment**

- Improving the standards of cleanliness throughout the town
- Increasing the amount of household waste that is recycled
- Tackle climate change.

#### **Meet local transport needs**

- Reducing the number of road traffic accidents
- Reduce the number of journeys made by car.

#### **Create safer and stronger communities**

- Building Respect in communities and reduce anti social behaviour.

#### **Promote healthier communities**

- Reduce health inequalities in premature mortality rates
- Increasing the percentage of adults participating in sport.

19. The department is progressing well, 73 (97%) planned actions are on target to be achieved within timescale. Two (3%) are not on target.

20. The two actions not on target for Environment are:

**HC39 Developing cycling provision at Prissick site**

The cycling provision has been halted due to funding shortfall, however it is anticipated the Leisure needs Analysis will inform future development.

**HC 41 Increasing the number of recreational visits to sport and leisure facilities**

The sports service is introducing a number of initiatives such as free swimming in the summer holidays; this should have a positive impact on attendance figures for the next quarter.

**Regeneration**

21. Regeneration reported progress on 38 planned actions for the first quarter of 2007/08 aimed at promoting the economic vitality of Middlesbrough, the range of actions cover:

- Economic Development
- Housing
- Culture
- Community Development.

**Economic Development**

- Promoting the physical success of Middlesbrough
- Increasing entrepreneurial activity
- Ensuring that local people have the appropriate skills and can access jobs and opportunities.

**Housing**

- Tackling housing market failure
- Improving the condition of the stock in the private sector.

**Culture**

- Increasing attendance at cultural venues by attracting major exhibitions
- Developing the cultural quarter by developing a renovation strategy for the Town Hall.

**Community Development**

- Increasing the attendance at community councils
- Preparing neighbourhood management plans.

22. Regeneration was unable to report progress on 6 planned actions this quarter as performance is either measured annually or is dependent on the results of Middlesbrough Townwide Survey, the results are not expected until later in the year.

34 (89%) planned actions are on target to be achieved within timescale. 4 (11%) are not on target.

23. The four planned actions not on target are:

**EV 2 Deliver the capital build on the Digital City Business and BOHO Zone initiatives by July 2007**

There are issues with the final contractors' costs currently being over budget. Negotiations are ongoing to resolve/reduce the gap, and if necessary further funding will need to be sought.

**EV 8 Create 25 new VAT registered businesses by March 2008**

There are 16 potential registrations in quarter 1 but none have been confirmed, grant panels held in quarter 1 should lead to positive outputs in quarter 2. An acceleration programme was planned using LEGI funding but that bid was not successful so now the use of other resources is being considered. Similar concerns were expressed last year when there were no registrations in the first quarter and four in the second but 28 were achieved by the year-end.

**EV 16 Commence the development of a package of improvements for Linthorpe Central Area with Government Office North East by June 2007**

A provisional Single Programme Bid has been drafted but work depends on confirmation of funding. The allocation of grant funding has been deferred by ONE Northeast and we are awaiting clarification of criteria.

**SC 22 Increase the average number of attendances at Community Councils meetings to 25.9**

The average attendance is 25.5. Work with communities will continue to encourage attendance. Attendance varies between Community Councils and those with low numbers have been identified and will receive special attention.

**Social Care**

24. Social Care reported progress against 33 planned actions in the first quarter of 2007/08 aimed at ensuring that the Council contributed to promoting healthier communities and effective social care for adults. The key areas of development work during 2007/08 include:

- Helping to promote health, well being, independence, inclusion and choice
- Ensuring that when people fall ill, they get good quality care and made better faster
- Reducing the harm caused by illegal drugs.

25. The department is progressing well. 27 (82%) of the planned actions are expected to be delivered within timescale. The six planned actions that are not on target to be achieved within timescale are set out below.

- HC 3 Re-designing Mental Health Services with Tees, Esk and Wear Valley (TEWV) NHS Trust by October 2007**  
Delays anticipated due to organisational restructures in TEWV NHS Trust.
- HC15 Improve the levels of employment for people with disabilities (physical, learning and mental health) by: Increasing the number of people with a disability gaining work placement, voluntary work or employment for at least 4 hours a week for at least 13 weeks to 75**  
Work is to be carried out within the voluntary sector to increase work placements, voluntary work and data collection.
- HC 21 Agreeing a Fair Price for Older People's Residential Care by June 2007**  
Currently awaiting reply from providers on the formal offer that has been tabled.
- HC 25 Establish a mechanism to establish a fair price for Home Care by March 2008**  
Dependent on a review of In-house Home Care. Slippage beyond March 2008 anticipated.
- HC 46 Establishing mechanisms to calculate a Fair Price for Physical Disability, Learning Disability and Mental Health Residential Care by December 2007**  
Awaiting reply from PWC, re: development of a joint toolkit, therefore potential for unavoidable delay.
- HC 47 Introducing Joint Commissioning of Mental Health and Learning Disability Services by March 2008**  
Slippage due to delays with reorganisation of the PCT.

### **PERFORMANCE IN THE SUITE OF BVPIs**

26. In the 2007/08 suite of BVPIs, 124 BVPIs have a target set. Performance was reported against 89 of these BVPIs in the first quarter of 2007/08. Of these, 57 (64%) BVPIs are on target to meet the target set and 32 (36%) are not on target to meet the target set.

**Table 2 – Performance against target (BVPIs)**

	Target met		Target not achieved	
	Number	Percent	Number	Percent
<b>Central Services</b>	14	56%	11	44%
<b>Children, Families and Learning</b>	6	54%	5	46%
<b>Environment</b>	22	73%	8	27%
<b>Regeneration</b>	12	67%	6	33%
<b>Social Care</b>	3	60%	2	40%
<b>TOTAL</b>	<b>57</b>	<b>64%</b>	<b>32</b>	<b>36%</b>

**Central Services**

27. In 2007/08 Central Services are responsible for monitoring 17 BVPIs for which there are 26 measures of performance, one is not reported this quarter. Of the 25 reported, 14 (56%) are set to achieve the year-end target. 11 (44%) are not projected to meet the year-end target. Action plans are to be implemented to improve performance for each indicator.
28. The BVPIs key areas that Central Services are responsible for can be largely grouped:
- Diversity and equality
  - Sickness absence management
  - Council Tax and Business Rate Collection
  - Benefit Administration
  - Other.
29. The 11 BVPIs not on target are set out below:

**BV 11(b) Percentage of top 5% of earners who have a disability**

**BV 11(c) Percentage of top 5% earners from a minority ethnic community**

**BV 17a) Proportion of all employees who are from a minority ethnic community**

Performance for the above three indicators has slightly improved on last year's performance, however performance is still below target. The salary cut off for the top 5% of earners is around £39,000 equivalent to POE. A Positive Action Steering Group is in place and has developed a range of planned actions agreed at Special CMT.

**BV 12 The number of days lost due to sickness absence**

Reducing sickness absence continues to be a key performance issue for Central Services. Sickness absence for 2006/07 was the lowest recorded for a number of years, however the challenge to continue to drive the



figures down further is becoming increasingly difficult. Performance for the first quarter in 2007/08 was equal to the first quarter of 2006/07 – 2.52 days. However, this indicates that we should be able to make last year's performance but we will not meet the target. It is hoped that performance for the year will stay above the outturn for last year (10.58 days).

**BV 9 The proportion of Council Tax collected**

Council Tax collection is a key performance issue for Central Services. Performance improved in 2006/07, however the Council remains amongst the lowest performing authorities and is not securing the step change in performance needed.

Performance for the first quarter 2007/08 (27.17%) in Council Tax collection shows a deterioration compared to the first quarter 2006/07 (30.37%). Processes have been revisited but are not delivering the required results. Statistical information refers to an increase in Direct Debit take up, however the actual percentage of receipts is reducing.

**BV 76c Housing benefit security – the number of fraud investigations, per 1000 caseload**

**BV 76d Housing benefit security – the number of prosecutions and sanctions per 1000 caseload**

**BV 78b Speed of processing – the average time for processing notifications of changes of circumstances**

**BV 79b(i) Percentage of recoverable overpayments (HB) in the year as a percentage of HB deemed recoverable overpayments during that period**

Although current performance for the above four indicators is slightly under target for the first quarter it is still anticipated that this measure will be met through an increase in pro-active exercises planned for the coming months.

**BV 79(a) Accuracy of calculations on the amount of benefit due**

**This measure of performance is not expected to achieve its target. Training sessions will be carried out with the aim of improving accuracy levels over the remainder of the financial year.**

**BV 8 The percentage of undisputed invoices which are paid in 30 days**

The procurement team are examining internal processes to reduce the amount of hold ups in the payment system.

**Children Families and Learning**

30. In 2007/08, Children, Families and Learning are responsible for monitoring 27 BVPIs, only 11 BVPIs are reported in the first quarter, 5 are meeting target.

31. The BVPI key areas that Children Families and Learning cover can be largely grouped as follows:
- Educational Attainment
  - School Attendance
  - Vulnerable Children.
32. Eleven of the 16 BVPI indicators not reported in the first quarter performance clinic cover performance against educational attainment and school attendance BVPIs, provisional performance information will be available at the next clinic.
33. The 5 BVPIs not on target are set out below:

**BV 50 Percentage of young people leaving care aged 16 or over with at least one GSCE at grades A\*-G or GNVQ**

**BV 161 Care leavers engaged in employment, education or training at age 19**

**BV 163 The number of looked after children adopted during the year**  
The three social care indicators above involve small cohorts of children and which can show some volatility between reporting periods.

**BV 222a Quality of early years and childcare leadership – leaders**

**BV 222b Quality of early years and childcare leadership – postgraduate**  
These indicators measure the percentage of staff in childcare settings who have certain qualifications – the indicators are cumulative and performance should improve as more staff achieve the qualification level during the year.

### **Environment**

34. In 2007/08, Environment Services are responsible for monitoring 48 BVPIs. Performance for 18 BVPIs is not available for the first quarter as the results come from timetabled or annual surveys or the information becomes available at the year-end. Of the 30 BVPIs reported this quarter, 22 (73%) are meeting the target set and 8 (27%) are reported as not meeting the target set.
35. The BVPI key areas that Environment cover can be grouped as follows:
- Community Safety
  - Community Protection
  - Waste management
  - Transport
  - Street cleaning.

36. The 8 BVPIs not meeting target are:

**BV 127(a) Number of violent crimes**

This reflects the national trend and the increased police presence to crack down on town centre violence in April and May. Success of these initiatives is still being assessed but in June the figures fell by 20%.

**BV 82a i/ii Percentage of household waste recycled**

A number of initiatives are currently being undertaken in an effort to further improve recycling performance. These include public education, stickers on bins and recycling of junk job wastes. All waste indicators will be closely monitored as the year progresses with regular progress meetings, reporting of performance and appropriate intervention measures.

**BV 82c i/ii Percentage of household waste that is used for other energy sources**

High tonnages are being delivered to the Energy from Waste plant at present due to high levels of plant availability. This is lowering the amount of waste landfilled and the balance may shift as the year progresses if problems arise at the plant.

**BV 84a&b Kilograms of waste collected per head of population**

This estimated figure, based on first quarter information, is close to target. The further roll out of green waste collections will have a negative effect on this indicator and waste minimisation initiatives are being explored in an effort to slow down the general growth in household waste.

**BV199a Percentage of unclean land – litter and detritus**

This score has improved with the introduction of Area Care, and will continue to improve as further changes in operational service delivery and prioritising of resources are implemented.

**Regeneration**

37. Regeneration is responsible for 18 BVPIs, 12 (67%) are on target and 6 (33%) are not on target.

38. The BVPIs can be grouped as follows:

- Housing
- Planning and Development
- Museums and Galleries
- Libraries.

39. The six BVPIs not on target are:

**BV 64 Vacant private sector dwellings reoccupied or demolished as a direct result of action by the local authority**

Schemes exist to demolish 120 within the year and it is anticipated that 46 will be confirmed in quarter two.

**BV 213 Number of homeless cases prevented**

25 cases prevented represents a significant reduction in performance. Two new schemes, Family Mediation and a Rent Deposit scheme, will be in place from August.

**BV 109c Percentage of other planning applications determined in 8 weeks**

The local target is 90.5% and the quarter one result is 88.4%. Increased numbers of objections by neighbours is the main reason for this slight reduction; it is still anticipated that the target will be met.

**BV 202 The number of people sleeping rough on a single night within the area of the local authority**

This indicator is always recorded as failing, the target is zero and there are three persons known to be sleeping rough. Recent guidance has confirmed that the target for this BVPI can be set locally and therefore it is suggested that approval be sought from the Integrated Clinic to revise this target.

**BV 204 Percentage of appeals allowed against the authority's decision to refuse planning applications**

In the first quarter there have been only three appeal decisions with one allowed, such low numbers have a disproportionate impact when reported as a percentage and they are difficult to predict. Actions to address this issue include close monitoring of appeal decisions, Officer and Member training and improving the quality of appeal supporting documentation.

**BV 219b Conservation areas having character appraisal**

Three of the seven Conservation areas currently have character appraisals; to meet the target a further three are necessary. Two will be achieved under current plans and preliminary work has commenced on the third.

**Social Care**

40. Social Care are responsible for six BVPIs, 5 are reported this quarter, 2 are not on target for the first quarter.

41. The two BVPIs not on target are:

**BV 54 Number of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over**

At 140, this falls short of the target (157), but this will still achieve the Top Quartile, and ensures 5 Blobs from CSCI (top rating).

**BV 56 Percentage of items of equipment delivered within 7 working days**

Falling just short of target (87%) at 86%. Should this performance be maintained, 5 Blobs (top rating from CSCI) will be achievable.

## **CONCLUSION**

42. Performance against planned actions and BVPIs for the first quarter of 2007/08 is progressing well. However, estimated performance against BVPIs targets and predicted end of year performance needs to be monitored carefully to ensure that problems of under performance are identified quickly enough to put in place remedial action to put performance back on track.

43. OSB members are requested to consider the content of this report.

### **Author**

Kathryn Stokes – Principal Corporate Development Officer  
729559