

OVERVIEW & SCRUTINY BOARD

18TH DECEMBER 2007

**CONSOLIDATED PERFORMANCE CLINIC REPORT
(JULY 2007 – SEPTEMBER 2007)**

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PURPOSE OF REPORT

1. The purpose of this report is to provide Overview and Scrutiny Panel with an overview of Council performance for the second quarter of 2007/08, in relation to:
 - Key Planned Actions given in the 2007/08 Strategic Plan
 - Best Value Performance Indicators (BVPIs)
 - Local Area Agreement targets
2. The Council has a significant amount of performance information and this report provides a high level summary of performance in the second quarter. Details of performance against each Planned Action, each Best Value Performance Indicator (BVPI) and each Local Area Agreement target are available from the author of this report. It is not the intention of this report to try and provide detailed information.

BACKGROUND

3. The Council monitors its performance against the Planned Actions and Local Area Agreements set out in the Strategic Plan and against the targets set for the BVPIs through quarterly performance clinics.
4. In November 2007, the second quarter performance clinics were held and each Directorate reported performance for the second quarter of 2007/08. This report provides a consolidated view of the Council's performance for the period July 2007 to September 2007.
5. In addition this report summarises progress against Local Public Service Agreement targets.

MAIN FINDINGS

6. The Council has performed well in the second quarter of 2007/08. The following achievements should be noted:
 - 90% of Key Planned Actions are on target to be achieved within timescale.
 - 64% of BVPIs are expected to achieve the target set.
7. In the second quarter of 2006/07 it was reported that 87% of planned actions were on target to be achieved within the timescale set and 63% 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.
8. Progress for 2007/08 was reported on 94 of the 156 targets within Middlesbrough's Local Area Agreement that the Council is responsible for. Of the 94 targets reported for the second quarter 74% are reported as on target.

PERFORMANCE AGAINST KEY PLANNED ACTIONS

9. Overall the Council has performed well in the second quarter of 2007/08: 90% of Planned Actions are on target to be achieved within timescale.
10. The Council identified 240 Planned Actions for 2007/08. Of the 235 reported this quarter, 212 (90%) are on target to be achieved within the timescale set, 23 (10%) 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
Central Services	32	82%	7	18%
Children, Families and Learning	47	89%	6	11%
Environment	73	96%	3	4%
Regeneration	33	94%	2	6%
Social Care	27	84%	5	16%
TOTAL	212	90%	23	10%

Central Services

11. Central Services reported progress against 39 planned actions in the second 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.

12. The department is progressing well against actions with 13 (33%) achieved, 19 (49%) are on target to be achieved within the timescale set and seven (18%) are not on target but with actions plans in place will be achieved within the year.

13. The seven actions not on target are as follows:

FP 01 Produce a corporate workforce plan and development plan as part of The People Strategy

Presentation of People Strategy and workforce plan report has been delayed due to changes in national guidance on the required content of HR strategies.

FP 02 Adopting a corporate project management framework

A report will be presented to CMT before the end of March 2008.

FP 06 Update existing Communications Strategy

Work has continued with some internal consultation. Further consultation to take place in November.

FP 07 Develop a Public Relations Strategy

Work has progressed, awaiting completion of the Communications Strategy to finalise.

FP 29 Development of Individual Medium Term financial plans for Directorates

Social Care's Medium Term Financial Plan is now in place. The plans for other directorates are in draft.

FP 34 Undertake a review of the LSP by August 2007

Guidance has not been provided on Sustainable Community Strategies (SCS). Consultation is taking place on priorities for the SCS, aligned with the timescale for the development of the new look LAA. First stakeholder event was held on 31 October.

SC 23 Increase the total attendance at area clusters to 300

A total of 82 attendances for the half-year have been achieved against a target of 50 per meeting. A draft action plan is now in place 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

14. Children, Families and Learning are responsible for 53 planned actions to ensure that the Council contributes to 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
- Reducing 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 the local community.

Achieve Economic Well Being

- Preparing for employment
- Meeting employers needs.

15. The department is progressing well with 47 (87%) on target to be achieved and six (11%) not on target. Two of the six not on target have been delayed by the need to consult in detail at key stages of their development processes.
16. The six Planned Actions that Children, Families and Learning are responsible for that are not delivering on target are as follows:

SCL 10 Implementing the teenage pregnancy strategy

The development of a school-based sexual health service has been delayed by the appointment of a new head teacher at the secondary school involved.

SCL 37 The appointment of an ICT managed service provider for the BSF project

There has been some slight slippage due to the detailed discussions required with the short-listed companies.

SCL 19 Young offenders in full time education, employment or training

Additional resources have been targeted as performance at 74.9% remains below the 90% target. A Connexions personal advisor has been dedicated to working with young offenders, augmenting existing support, and links with other agencies. The national target of 90% remains challenging given the nature of the target cohort.

SCL 20 Participation in restorative justice processes

This remains low at 7.5% and further progress will be hampered until older cases, for which this type of outcome is not an immediate or appropriate option, are removed from the calculation process over the next 12-18 months.

SCL 39 Attainment of underachieving groups.

GCSE attainment of care leavers is below target this quarter at 45.5%. This is broadly in line with the 2006/07-second quarter position, which subsequently rose to 62.5% as the cohort of care leavers changed. Data for minority ethnic achievement at GCSE is unavailable at this time.

SCL 46 The percentage of school leavers gaining an accredited ICT qualification

This shows a 2% fall despite good improvement in success for some types of qualification. Support for ICT in Key Stage 3 through the LPSA programme will contribute to improvement against this target for future cohorts of pupils.

Environment

17. Environment Services reported progress on 76 planned actions for the second 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.

18. The department is progressing well, 73 (96%) planned actions are on target to be achieved within timescale. Three (4%) are not on target.

19. The three actions not on target for Environment are:

SC 1 Completion of Alleygates programme by August 2007

4 gates are still outstanding, 2 delayed due to objections to target hardening and 2 delayed due to additional building work.

HC 39 Cycling provision developed by March 2008

The programme has been halted due to funding shortfall.

HC 41 Increasing the number of recreational visits to sport and leisure facilities to 9912 per 1000 population by March 2008

As anticipated attendance improved during the second quarter but remained just 153 visits short of the target.

Regeneration

20. Regeneration is responsible for 40 planned actions for the second 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.

21. Regeneration was unable to report progress on 5 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. 33 (94%) planned actions are on target to be achieved within timescale. 2 (6%) are not on target.

22. The two planned actions not on target are:

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

The project start has been delayed caused by a funding gap. Negotiations to close the funding gap are ongoing, with anticipated resolution in Quarter 3.

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

A report to Executive is under preparation to seek endorsement of a broad strategy, it is expected that the report will go to CMT by the end of the third quarter. Funding has not been confirmed at this stage. This action was delayed because of attempts to include wider strategies – Gresham Neighbourhood Action Plan and University Estates strategy.

Social Care

23. Social Care reported progress against 32 planned actions in the second 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.

24. The department is progressing well. 27 (84%) of the planned actions are expected to be delivered within timescale. The five 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

Work delayed by TEWV merger. Implementation date now Spring 2008.

HC 21 Agreeing a Fair Price for Older People's Residential Care by June 2007

A FPC of £406.68 has been calculated and an offer based on this made to the Independent Sector. Offer neither accepted nor rejected. Therefore, further legal advice has been sought re options available. These should be documented by 30/11/07.

HC 25 Establish a mechanism to establish a fair price for Home Care by March 2008

This action will be deferred until the implementation of a Review of in-house Home Care is fully completed. Work is expected to commence in February 2008.

HC 46 Establishing mechanisms to calculate a Fair Price for Physical Disability, Learning Disability and Mental Health Residential Care by December 2007

Deferred pending completion of Fair Price for Care for Older People's Residential Care.

HC 47 Introducing Joint Commissioning of Mental Health and Learning Disability Services by March 2008

Delayed due to PCT/SHA re-organisation. Project established re Joint Commissioning of high cost Learning Disability Services across Teesside.

PERFORMANCE IN THE SUITE OF BVPIs

25. In the 2007/08 suite of BVPIs, 125 BVPIs have a target set. Performance was reported against 102 of these BVPIs in the second quarter of 2007/08. Of these, 65 (64%) BVPIs are on target to meet the target set and 37 (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
Central Services	16	64%	9	36%
Children, Families and Learning	10	43%	13	56%
Environment	22	71%	9	29%
Regeneration	13	72%	5	28%
Social Care	4	80%	1	20%
TOTAL	65	64%	37	36%

Central Services

26. 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, 16 (64%) are set to achieve the year-end target. 9 (36%) are not projected to meet the year-end target. Action plans are to be implemented to improve performance for each indicator.
27. 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.
28. The nine BVPIs not on target are set out below:

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

The Positive Action steering group has started to implement the planned actions and initiatives agreed at a special CMT. The impact from these initiatives is longer term and so will take longer to show an improvement.

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

A Positive Action steering group is in place and has developed a range of planned actions agreed at a special CMT.

BV 12 The number of days lost due to sickness absence

Reducing sickness absence continues to be a key performance issue for the Council. Performance for the second quarter is just ahead of target, however the summer months traditionally have the lowest sickness. The challenge to continue to drive the figures down further is becoming increasingly difficult, the expected year-end performance is 10.3 days, which slightly misses the target set.

BV 9 The proportion of Council Tax collected

Council Tax Collection is a key performance issue for Central Services. Performance for the second quarter 2007/08 (54.7%) in Council Tax Collection shows an improvement compared to the second quarter 2006/07 (54.2%). A number of improvements have been put in place during the second quarter including the appointment of 3 additional staff to increase the level of activity. It is anticipated that the year end collection rate will be 95.5% which is still below target.

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

The fraud team have started a number of residency exercises that will meet this BVPI target.

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

BV 79b(ii) HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding

Performance for the above two indicators is slightly under target. There is greater emphasis placed on overpayment recovery from customers' weekly benefit entitlement to maximise recovery, this should ensure the target is met. All customers who do not have their level of recovery set to the maximum amount indicated by central government will be investigated and amended accordingly.

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

A new report has been developed which identifies which service areas are consistently failing to meet the 30 days. The report will be used to target/support/training/action over the next quarter to ensure that the problem is dealt with at source.

Children Families and Learning

29. In 2007/08, Children, Families and Learning are responsible for monitoring 27 BVPIs. 23 BVPIs are reported for second quarter, 10 are meeting target.
30. 13 performance indicators are reported as 'not meeting target' this quarter (56%). Five of these are cumulative indicators where performance is expected to continue improving over the course of the year.
31. Three of the performance indicators not meeting target are social care indicators involving small cohorts of children and the current rate of progress indicates that achieving target is less likely:
 - **Employment, education and training outcomes for care leavers (BV161).** Whilst current performance is below target it remains in the 2007 APA data set's 'Very Good' band. The targeted support provided for care leavers should help ensure that performance remains within that banding.
 - **Adoptions of looked after children (BV163)** Performance is affected by the availability of placements and where the outcome is anticipated to be in the APA 'Good' banding. The authority is currently performing well against the stability of child placements indicator (BV49), which reflects the importance of identifying and securing suitable placements for each child in care.
 - **Educational qualifications of looked after children (BV50)**

Performance is currently running at the same level as quarter 2 in 2006 and is dependent on the cohort of care leavers over the year.

32. The remaining five performance indicators not on target are detailed below.
33. **Pupil attainment at Key Stage 2 in maths (BV40) and English (BV41)** shows good improvement, both up 4% compared to national increases of 1% in DCSF provisional data. The improvement makes a significant contribution to the related LPSA targets (5A & 5B), with both looking achievable.
34. **Pupil attainment at Key Stage 3 (BV181)** fell well below target across all four subject areas, with only ICT showing year on year improvement. Improvement in English, science and ICT are the focus of LPSA initiatives and additional support is in place to secure improvement amongst targeted pupils. The fall in maths results does not reflect the long-term trend and is expected to recover. In addition to LPSA support, improving Key Stage 3 performance has been identified as a priority for the authority's annual discussion with GONE and the Middlesbrough Improvement Board.
35. **GCSE performance at A* to G including English and maths (BV39)** improved by 2.7% to 82.2% compared to a national increase of just 0.2%. Whilst performance was below the challenging target, it reflects the additional advisory teacher support targeted at English and maths in Key Stage 4 through the LPSA, which continues through to the end of the academic year.
36. DCSF data for **secondary school absence (BV45)** for the first two terms of the 2006/07 school year confirms the rate of improvement identified locally. Whilst the 0.6% reduction to 9.5% is good, it is still short of the challenging LPSA stretch target that was set against a very good set of results in 2005/06 and a similar rate of improvement next year would still fall short of this target. This has been identified as a priority for discussion with GONE and the Middlesbrough Improvement Board.

Environment

37. In 2007/08, Environment Services are responsible for monitoring 48 BVPIs. Performance for 17 BVPIs is not available for the second quarter as the results come from timetabled or annual surveys or the information becomes available at the year-end. Of the 31 BVPIs reported this quarter, 22 (71%) are meeting the target set and 9 (29%) are reported as not meeting the target set.
38. The BVPI key areas that Environment cover can be grouped as follows:
 - Community Safety
 - Community Protection
 - Waste management
 - Transport
 - Street cleaning.
39. The 9 BVPIs not meeting target are:

BV 12 6 Burglaries

The burglary rate is higher than anticipated and is now a priority within the Police Strategy. Overall there has been a long-term reduction in burglary figures but figures have risen as part of local trend.

BV 127(a) Number of violent crimes

A substantial fall in the second quarter figures means this indicator is moving back onto target but one element, common assault is showing a 32% rise on the same period as last year.

BV 82a i/ii Percentage of household waste recycled

Tonnage has been consistent from the kerbside recycling service over the last quarter. Recycling of the Junk Job services waste has now commenced which should result in further improvement in performance.

BV 82d i/ii Household waste landfilled

Scheduled maintenance at the Energy from Waste Plant has resulted in a higher proportion of the waste stream being landfilled in Quarter 2. Hence the tonnages are moving towards the predicted targets.

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

Waste minimisation initiatives are being explored in an effort to slow down the general growth in household waste, however the expansion of the green waste service in order to increase BV82b performance does have a negative effect on this indicator.

BV217 Pollution Control Improvements

The completion of upgrades by 2 local firms will see achievement of the annual target in Q3.

Regeneration

40. Regeneration is responsible for 18 BVPIs, 13 (72%) are on target and 5 (28%) are not on target. The BVPIs can be grouped as follows:

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

41. The five BVPIs not on target are:

BV 107c Visits to and use of museums – School Groups

It was anticipated that this would fail to meet its target in quarter two due to the summer school holidays. Work is ongoing with schools and it is anticipated that this indicator will recover in quarters three and four.

BV 213 Number of homeless cases prevented

The Strategic Plan target for this BV is 4.3 homelessness cases prevented per thousand households, (Middlesbrough's LAA 2007-2008

target is 2.8). Problems relating to the absence of critical staff in quarter one resulted in lower than expected performance being reported. That situation has been resolved and additional support mechanisms in the form of Family Mediation and a Rent Deposit Scheme have started to retrieve this indicator. The anticipated outturn is now expected to be 3.4.

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

Other planning applications are generally small domestic alterations and extensions plus telephone masts and other ad hoc applications and represent some 65% of all applications received. The local target for this BVPI is to reach a decision within eight weeks for 91.5% of applications within this category. The quarter two position is 89.9% (323 applications) but it is anticipated that the target will be achieved. The reason for the slight drop in performance is a need to resolve a number of neighbour objections. These planning applications generally have a greater impact on individual neighbours and as a consequence tend to require more officer time negotiating with applicants, agents and neighbours. The development control service has robust controls in place to monitor the progress of applications and it will continue to mitigate as far as possible the impact of such objections.

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

Eight appeals have been submitted to date, four of which were allowed but there is no discernible pattern in Inspectorate's decisions. The action proposed is to counsel planning committee members more assertively.

BV 219b Conservation areas having character appraisal

There are 3 existing Conservation Areas with Character Appraisals, which equates to 42.85%. Planned Actions will bring the number up to 5 of 7 (71.42%). External consultants will be required to achieve the target of six out of seven and these will be commissioned to prepare an Appraisal of Nunthorpe and Poole Conservation Area.

Social Care

42. Social Care are responsible for six BVPIs, 5 are reported this quarter, one BVPI is not on target for the second quarter.
43. The BVPI not on target is:

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

Anything over 100 achieves CSCI's Top Rating. Therefore, performance of 140 puts us amongst the best performing Authorities in the country. This figure falls short of the extremely challenging target of 157, which reflects our continued drive to help people remain in their own home via a range of services.

LOCAL AREA AGREEMENT TARGETS

44. Middlesbrough's Local Area Agreement (LAA) was agreed in March 2007. The LAA is structured around the themes and strategic priorities of the Community Strategy and provides a coherent framework for partners to achieve the shared vision for Middlesbrough. It sets out in one place the priority outcomes, targets and indicators that are used to measure progress towards achieving the vision for Middlesbrough.
45. Middlesbrough Council plays a key role in contributing to achieving the priority outcomes of LAA and is responsible for reporting progress against a number of targets set out in the LAA.
46. Middlesbrough Council is responsible for reporting progress against 156 targets within Middlesbrough's Local Area Agreement, 94 of which have progress reported for the second quarter. Data is unavailable for 62 targets either because data is only available on an annual basis or performance relies on the results of the Middlesbrough Town wide Survey, results are expected early December.
47. Of the 94 targets reported for the second quarter 74% are reported as on target.

	Total number of Targets	Not reported/ data not available	Targets reported at second quarter	On target	Not on Target
Children Families and Learning	16	1	15	10	5
Social Care	36	6	30	15	15
Environment	68	30	38	36	2
Regeneration	36	25	11	9	2
	156	62	94	70 (74%)	24 (26%)

SUMMARY

48. Performance against planned actions and BVPIs for the second 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.
49. Middlesbrough has made good progress in delivering its contribution to the Local Area Agreement targets. Structuring the LAA around the themes and strategic priorities of the Community Strategy provided a coherent framework for Middlesbrough Council to measure its contribution to achieving LAA targets.

RECOMMENDATION

50. That OSB members note the content of this report.

Author

Kathryn Stokes – Principal Corporate Development Officer