



**AGENDA ITEM: 5**

## **OVERVIEW & SCRUTINY BOARD**

**13 March 2012**

**Council Performance: Quarter Three 2011/12**

**Assistant Chief Executive**

### **PURPOSE OF THE REPORT**

1. To provide an overview of the Council's performance during Quarter Three 2011/12.

### **SUMMARY OF RECOMMENDATIONS**

2. That Overview and Scrutiny Board notes the Council's performance during Quarter Three 2011/12.

### **BACKGROUND AND EXTERNAL CONSULTATION**

#### **Background**

3. The 2011/12 Strategic Plan sets out the Council's key performance targets and the actions it planned to take during the year to contribute to the achievement of those targets.
4. This report summarises the Council's performance against the 2011/12 Strategic Plan at the end of Quarter Three. In line with the Council's commitment to data transparency, a complete breakdown of performance will be published at [www.middlesbrough.gov.uk/open-data](http://www.middlesbrough.gov.uk/open-data). A copy of this document will also be made available in the Members' Library for reference.

#### **Summary of Performance**

5. The table below summarises progress at the end of December 2011 – by Department and Service – against the Council's corporate performance measures and improvement actions.

## At a glance: Q3 2011/12 performance.

Department	Performance indicators				Improvement actions				
	Total	☑	☒	N/A	Total	○	☑	☒	C
<b>Adult Social Care and Environment</b>									
• Assessment & Care Management	11	45%	55%	0%	17	59%	23%	6%	12%
• Business D'ment & Commissioning	2	50%	50%	0%	19	26%	21%	48%	5%
• Community Protection	6	17%	17%	66%	14	65%	14%	21%	0%
• Environment	18	56%	22%	22%	19	21%	58%	21%	0%
<b>Central Services</b>									
• Assistant Chief Executive	6	17%	17%	66%	17	53%	35%	12%	0%
• Legal & Democratic Services	1	0%	0%	100%	2	50%	50%	0%	0%
• Strategic Resources	7	43%	43%	14%	4	0%	50%	50%	0%
<b>Children, Families and Learning</b>									
• Achievement	7	29%	57%	14%	12	0%	83%	17%	0%
• Children's Trust, Perf. & Young People	8	50%	25%	25%	7	14%	86%	0%	0%
• Commissioning & Resources	5	60%	40%	0%	4	0%	100%	0%	0%
• Safeguarding	7	57%	29%	14%	7	43%	57%	0%	0%
<b>Regeneration</b>									
• Development	9	33.3%	33.3%	33.3%	22	14%	73%	9%	4%
• Economic Development	10	20%	10%	70%	20	30%	65%	5%	0%
• Museums & Galleries	4	50%	25%	25%	2	0%	100%	0%	0%
<b>Overall total</b>	101	41%	31%	28%	166	31%	51%	16%	2%
		(41)	(31)	(29)		(51)	(85)	(26)	(4)
<b>Key:</b> ○ Completed ☑ On target ☒ Off target N/A No target or update C Cancelled									

6. The Council's floor target for achievement of improvement actions is 85%. Performance at the end of Quarter Three was 82% of actions achieved / on target to be achieved by deadline, with 26 actions reported off target and four cancelled. However projections suggest that the 85% target will be met by the end of the year.

7. The picture in respect of performance indicators is more complex, as many indicators are annual and / or were not scheduled to report at Quarter Three. It is anticipated that the current overall performance level of 57% (41/72) on target will increase by the end of the year.

8. The section below highlights some of the key issues in relation to performance discussed at the recent Quarter Three budget and performance clinics.

### Overview by Department

#### Adult Social Care and Environment

##### Adult Social Care

<b>Relevant Scrutiny Panel(s):</b>	<b>Health; Adult Social Care</b>
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9. Good progress was made at Quarter Three, with 15 improvement actions now completed. Ten actions were off target, of which three are projected to be achieved by the year-end. Actions are under review following senior management changes in the department and will roll over to 2012/13 – these are outlined below.

- The introduction of the Universal Information, Advice and Advocacy Service will be delayed until July 2012 due to dependencies with associated initiatives.
- The operational model for integrated accommodation at the Levick Site remains under discussion and has a revised target date of June 2012. There will be no extra care places at this site – these will now be brought forward at another development.
- Revised models for Ayresome Industries and Community Transport remain in development and implementation will be rolled over to 2012/13.
- The Tees Autism Strategy Action Plan will be delivered in early 2012 once outcomes from the Tees Project are progressed by a third party.
- The programme to improve nutrition in care homes cannot progress until public health specifies requirements.
- Creation of a single Resource Allocation System for Personal Budgets has been delayed due to other consultations taking place, with implementation now expected May 2012.
- The development of personal budgets for carers will now be completed by the end of March 2012.

10. A further three actions have been cancelled:

- Disability Suitability Accreditation for Social Care website – dependent on implementation of new corporate website.
- Development of ‘virtual wards’ – now subsumed into work programme of the new Transforming Community Services Group.
- Improve hospital discharge arrangements and unnecessary admissions – this issue is health sector-led and discussions are continuing nationally.

11. Notable issues in relation to performance indicators were:

- The department is reviewing key performance indicators for 2012/13 in line with changes to the emerging national social care outcomes framework.
- Self-directed support measures were slightly down on target at Quarter Three but the March 2013 target of 100% of clients in receipt will be met.
- Targets in relation to independent living and vulnerable groups in employment will be revised down to reflect national policy changes and economic circumstances.

For further information, see pages 3-4 and 15-19 of the 2011/12 Quarter Three performance report (Members’ library).

## Environment

<b>Relevant Scrutiny Panel(s):</b>	<b>Environment, Economic Regeneration &amp; Transport</b>
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12. Good progress was made at Quarter Three, with 13 actions now achieved. Seven actions were off target:

- The Tees Valley Urban Traffic Management control programme slipped. Consultation with preferred bidders is ongoing and the existing buying solutions framework has been extended to end of June 2012.

- The local Sustainable Transport fund bid was unsuccessful, though the Department for Transport has asked for the bid to be amended and resubmitted in the forthcoming second round.
- Consultation on 20mph limits has now been completed, with plans and schedules to bring the order into force now in preparation.
- The 'Permit to Work' / 'Lane Rental' scheme is awaiting legislation and CMT approval to carry out a comprehensive cost benefit analysis.
- Proposed alcohol free zones in play areas have slipped due to, as yet, insufficient evidence to legally place any designated public place orders - an alternative approach to address this issue may be required.
- The draft Aquatics and Swimming Strategy was delayed by six months due to other pressures on the service but is now with partners for comment.
- The review of the Active Middlesbrough Strategy has been deferred until associated reviews (e.g. community buildings, sports development) are completed.

13. Key issues in relation to performance indicators were:

- As previously reported, recycling rates will not meet the 24% target and have been static at 22-23% since 2008/09.
- Landfilled waste is also projected to miss the year-end target. The second phase of the refurbishment of the EfW plant was not delivered until late December (originally planned in late November / early December 2011), though the plant is now fully operational.
- Adult participation in sport and active recreation (as measured by the national Active People Survey) remains short of the target figure. The Active People Survey is not considered to sufficiently capture participation levels, so in developing the new Active Middlesbrough Strategy the department will identify more localised measures of performance.

For further information, see pages 4-6 and 20-26 of the 2011/12 Quarter Three performance report (Members' library).

### **Central Services**

<b>Relevant Scrutiny Panel(s):</b>	<b>Overview and Scrutiny Board</b>
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14. Performance at Quarter Three was strong, with ten actions now achieved. Four actions were off target:

- Implementation of changes to procurement processes – as findings from this review (being undertaken by another department) are not yet available, it will be not be possible to make changes before the end of 2012/13, so the action will roll over to next year.
- Review of options for fees and charges – slipped slightly against deadline but expected to be achieved before the end of 2012/13.
- Joint Health and Wellbeing Strategy and commissioning teams – underway but will roll over into 2012/13 due to the ongoing development of health reforms.

15. Notable issues in relation to performance indicators were:

- Business Rates collection was 1.4% off target due to a pending hardship allowance application that is to be considered by the Director of Strategic Resources.
- Invoices paid within 20 days were slightly off target but is projected to meet the target by the end of 2011/12.

- Employee sickness levels were marginally over target and are projected to be at nine days per annum at the end of 2011/12.
- Corporate employee diversity indicators remain off target. Target setting for these measures will be reviewed for 2012/13 given that the major reduction in the Council's external recruitment limits the Council's ability to bring about change.

For further information, see pages 7-8 and 27-29 of the 2011/12 Quarter Three performance report (Members' library).

### **Children, Families and Learning**

<b>Relevant Scrutiny Panel(s):</b>	<b>Children and Young People</b>
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16. Good progress was made at Quarter Three, with only two actions missing target, though both of these (securing improvement at Key Stages 2 and 4) relate to critical issues.
17. Final attainment results were released in December 2011, with outcomes disappointing. Appendices 1 and 2 provide a breakdown of results across Key Stages. In summary:
  - Headline Stage 2 results were 9% below target and show a five-year downward trend. Middlesbrough was bottom of the national state league table for progression between Key Stage 2 and Key Stage 4 in English and maths.
  - Middlesbrough was jointly second bottom in the national state school league table for the headline GCSE measure (5 A\*-C grades including English and maths). Despite this drop in performance for 2011, the 5-year trend shows an 8.7% improvement, from 31.9% to 40.6%.
  - While Middlesbrough performs poorly on headline indicators, performance against narrowing the gap indicators is relatively strong, with the majority (56%) appearing within the top two quartiles nationally.
  - However, the gap between Middlesbrough's GCSE headline pass rate and the Tees Valley average has increased from 8% to 14% over the past 5 years, reducing local young people's competitiveness based on their academic achievement.
18. Clearly, underachievement in both English and maths at GCSE level is a major barrier to progression for local school leavers. All schools identified by the DfE have appropriate action plans in place, in line with the School Improvement Strategy. While expectations for the 2012 results are for noticeable improvement, based on current pupil performance and attainment levels, it should be noted that the DfE floor target for GCSE will increase in both of the next two years. Therefore the rate of change will have to be significant if the area is avoid having more schools labelled as under-performing.
19. The current rate of school persistent absence is high at 14.7% compared with 11.1% regionally and 9.5 nationally. All schools have been offered additional support to reduce overall absence.
20. Work is progressing to increase participation in Foundation Learning and Apprenticeships to employment. A wide range of vocational opportunities is in place for Foundation Learning, though participation rates have been disappointingly low in the beginning of the year. However there have been good progression rates into employment and further training for apprenticeships.
21. Of the safeguarding measures, only two of seven were identified as being in the bottom quartile – the number of Looked After Children which remains high relative to national and statistical neighbour averages, and the percentage of child protection plans lasting more than two years, where the number of cases has risen slightly from 18 to 20, but where the

overall number of child protection plans has reduced significantly giving a higher percentage of cases lasting more than two years.

22. The introduction of the triage system for safeguarding contacts (First Contact Team) has resulted in reduced numbers of referrals coming through to children's social care teams despite a significant increase in the number of contacts being received. Further restructuring is planned through splitting the Enquiry and Assessment Team into two geographically focused teams with the aim of producing improvements in the completion of assessments on the same scale as the benefits being delivered by the First Contact Team.

For further information, see pages 9-11 and 30-34 of the 2011/12 Quarter Three performance report (Members' library).

### **Regeneration**

<b>Relevant Scrutiny Panel(s):</b>	<b>Economic Regeneration and Transport</b>
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23. Performance at Quarter Three was strong, with nine actions now achieved. Three actions were off target:

- The selection of an operator for the casino project will be delayed by one month, and will now be finalised by the end of 2011/12.
- Consultation on preferred options for the Local Development Framework and the revised masterplan for Middlehaven will roll over to 2012/13.

24. Key issues in relation to performance indicators were:

- Though performance compares well with national figures, planning applications are not being processed as quickly as in previous years, mainly due to staffing reductions within the service. Targets will be revised down for 2012/13 to reflect these changes.
- Only 38% of homelessness applications were processed within the statutory 33 days, often due to the complexity of cases. Work to redesign the service is due to commence in conjunction with Erimus.
- Attendances at arts events and activities were at 59% of the annual target. The department is to revisit the baseline for the target and report back to the next clinic on future targets.
- Mima attendance is unlikely to achieve the targeted 130,000 due to the implementation of reduced opening hours. Mima is to introduce new counters into the building by the end of 2012/13 that will in future provide attendance data that is 99% accurate.

For further information, see pages 12-14 and 35-41 of the 2011/12 Quarter Three performance report (Members' library).

### **Risk review**

25. Following the quarterly review, the Council's top five risks were as follows:

- Planned removal of Housing Benefits administration from councils.
- Impact of national funding reductions on spending power / capacity to deliver.
- Impact of national economic picture / austerity on local employment.
- Reduced national capital funding for housing regeneration.
- Impact of national health reforms.

26. The combined financial impact of Government reforms for the Council will continue to be very significant, with the potential to run to millions of pounds if new arrangements and localised schemes do not take into account local circumstances within Middlesbrough.
27. Following workshops within the Environment department, new medium-level risks added to the risk register in Quarter Three relate to Prissick Sports Village, the Bus Station, changes to Cargo Fleet Depot, shared environmental and transport services, reduced internal trading and income targets.

## **IMPLICATIONS FOR THE COUNCIL ANC LOCAL COMMUNITIES**

28. Financial implications – The Council's budget setting process has been developed in line with the priorities set out in the Strategic Plan, therefore the financial implications of the work programme described in this report have been fully considered. In-year changes are reflected in the quarterly revenue and capital outturn reports.
29. Legal implications – None.
30. Ward Implications – None.

## **RECOMMENDATIONS**

31. That Overview and Scrutiny Board notes the Council's performance during Quarter Three 2011/12.

## **REASONS**

32. To ensure that monitoring of the Council's performance at both a member and senior officer level remains robust in order to enable the effective delivery of the Council's strategic priorities.

## **BACKGROUND PAPERS**

- Middlesbrough Council Corporate Performance Update: Quarter Three 2011/12

**AUTHOR:** Paul Stephens, Corporate Performance Team Leader  
**TEL NO:** 01642 729223

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Address: Civic Centre, Middlesbrough, TS1 2QQ  
Website: <http://www.middlesbrough.gov.uk>

## Appendix 1: Educational attainment in Middlesbrough 2011

Measure	MBoro	Target	RAG	Trend	Nat. Ave.	Gap	Nat. Rank
<b>Earl Years</b>							
Achievement of at least 78 points across the EYFS with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	53.3%	50.5%	Red	↑	59%	-5.7%	130/152
Narrowing the gap between the lowest achieving 20% in the EYFS Profile and the rest	36.8%	31.9%	Red	↑	31.4%	-5.4%	151/152
<b>KS2</b>							
Overall pupils achieving Level 4+ in both English and maths	67.0%	76.0%	Red	↓	74%	-7%	150/152
Schools where 65%+ of pupils achieve Level 4+ in both English and maths	53.6%	N/A	Red	N/A	N/A	N/A	N/A
<b>KS4 (GCSE)</b>							
Pupils achieving English Baccalaureate <sup>1</sup>	7%	N/A	N/A	N/A	15%	-8%	135/151
Overall pupils achieving 5+ A*-C (inc. English and Maths) <sup>2</sup>	41%	45.0%	Red	↑	58%	-17%	= 150/151
Disadvantaged pupils achieving 5+ A*-C (inc. English and Maths) <sup>3</sup>	25%	N/A	N/A	N/A	34%	-9%	131/151
Low prior attainment pupils achieving 5+ A*-C (inc. English and Maths) <sup>4</sup>	3%	N/A	N/A	N/A	7%	-4%	129/150
Schools where 35%+ of pupils achieve 5+ A*-C (inc. English and Maths) <sup>5</sup>	71%	71%	Green	↑	96%	-25%	148/150
<b>Progression between KS2-KS4</b>							
Pupils achieving expected progress between KS2-KS4 (English) <sup>6</sup>	56%	N/A	N/A	↓	72%	-16%	151/151
Pupils achieving expected progress between KS2-KS4 (Maths) <sup>7</sup>	42%	N/A	N/A	↓	65%	-23%	151/151
<b>A Level (KS5)</b>							
Pupils achieving 3+ A*-E A Levels	69%	N/A	N/A	N/A	81%	-12%	140/150
Average point score per pupil	636.5	N/A	N/A	↓	728.2	-91.7	141/150

<sup>1</sup> Significantly less pupils take GCSE humanities / languages in Middlesbrough.

<sup>2</sup> Only Macmillan Academy exceeded the national average.

<sup>3</sup> Only Macmillan Academy exceeded the national average.

<sup>4</sup> Macmillan Academy and Trinity Catholic College were at / above the national average.

<sup>5</sup> Oakfields (23%) and Unity (25%) are below the floor standard. On current performance, only Macmillan would be likely to meet the proposed 2015 50% standard.

<sup>6</sup> No local schools achieved progression above the national average.

<sup>7</sup> No local schools achieved progression above the national average.



## Appendix 2: Schools GCSE 5A\*-C performance 2007-2011

School	2007	2008	2009	2010	2011
Acklam Grange School	35%	43%	45%	50%	47%
Hall Garth Community Arts College	16%	31%	31%	31%	N/A
The King's Academy	34%	45%	38%	51%	51%
King's Manor School	24%	15%	26%	31%	N/A
Macmillan Academy	71%	69%	68%	75%	62%
Ormesby School	18%	22%	17%	33%	36%
Trinity Catholic College	N/A	N/A	N/A	47%	42%
Unity City Academy-	12%	18%	23%	28%	25%
Oakfields	N/A	N/A	N/A	N/A	23%