
Meeting: Executive
Date: 13 July 2010
Subject: Quarter 4 Performance Report
Report of: Cllr Richard Stay, Portfolio Holder for Policy and Performance
Summary: The report highlights the key Quarter 4 performance for Central Bedfordshire Council

Advising Officer: Richard Carr, Chief Executive
Contact Officer: Ian Porter, AD Strategy and Performance
Public/Exempt: Public
Wards Affected: All
Function of: Executive
Key Decision No
**Reason for urgency/
exemption from call-in
(if appropriate)** N/A

CORPORATE IMPLICATIONS

Council Priorities:

The Quarterly Performance Report underpins the delivery of all of the Council's priorities.

Financial:

There are a number of performance indicators within the corporate suite that have a strong financial link – most noticeably variance from revenue and capital budgets and the percentage of Council Tax collected.

It will be important to consider any financial implications of decisions taken to address ongoing areas of under performance.

Legal:

None

Risk Management:

Areas of ongoing underperformance are a risk to both service delivery and the reputation of the Council.

Staffing (including Trades Unions):

The corporate performance suite includes indicators on sickness absence within the Council.

Equalities/Human Rights:

This report highlights performance against performance indicators which seek to measure how the Council and its services impact across all communities within Central Bedfordshire, so that specific areas of underperformance can be highlighted for further analysis/drilling down as necessary.

As such it does not include detailed performance information relating to the Council's stated intention to tackle inequalities and deliver services so that people whose circumstances make them vulnerable are not disadvantaged. The interrogation of performance data across vulnerable groups is a legal requirement and is an integral part of the Council's equalities and performance culture which seeks to ensure that, through a programme of ongoing impact assessments, underlying patterns and trends for different sections of the community identify areas whether further action is required to improve outcomes for vulnerable groups.

Community Safety:

The corporate performance suite includes an indicator on Serious Acquisitive Crime.

Sustainability:

The corporate performance suite includes an Indicator on the CO2 reduction for the Council.

Summary of Overview and Scrutiny Comments:

- The report has not been considered by Overview and Scrutiny

RECOMMENDATION(S):

1. **That the Executive notes and considers this report.**
2. **That the Executive considers any issues from this report that could be investigated further, including any referrals to Overview & Scrutiny.**

Reason for Recommendation(s): To ensure a rigorous approach to performance management across Central Bedfordshire Council

Introduction

1. The Council's framework for performance management supports the delivery of the Council's priorities.

2. Those indicators that the Directors have identified as 'critical' form the quarterly corporate performance suite – included at Appendix A.

Director Summaries

3.0 Business Transformation and Customer Services

With the creation of the Customer and Shared Services Directorate, this is the last time that information will be reported for the Business Transformation and Corporate Resources Directorates. Work is currently underway to ensure that the new Customer and Shared Services Directorate better reflects the needs of the business.

- 3.1 Customer Services have shown an improvement in first point resolution and customer satisfaction throughout the year. Although it was not possible to have these measures in place at the start of the year, it is a reflection of how the service has developed over the year and against the increasing demands it has faced.
- 3.2 Despite the dip in performance for council tax collected in Q3 due to the close down of the system for 6 weeks for migration of the ex South Bedfordshire data onto a single system, the target has been reached. Work will continue throughout 2010/11 to improve this performance further.
- 3.3 Sickness absence across CBC has just missed its target throughout the year. Work is currently underway to probe further into performance against the indicator, particularly to distinguish between long and short term sickness and to review the application of the current sickness procedures and whether the procedures remained appropriate for Central Bedfordshire.
- 3.4 Revenue Outturn for 2009/10 at £1.5m overspend, is a significant improvement on previous forecasts earlier in the year. This figure is 0.8% of the net revenue budget. Proactive action was taken to significantly reduce expenditure in order to achieve a balanced budget. Whilst a realignment of reserves has increased General Reserves to £4.78m, which is well above the £3.28 required in the MTFP, the Council wishes to increase its reserves position and has plans to achieve this over the next two years. As regards Capital, the outturn position shows an under spend, but the proposed allowance for slippage against current schemes brings us to an overspend position. Slippage is planned to be reviewed in the 1st Quarter to assess what is affordable in the context of the 2010/11 capital programme.
- 3.5 Intensive work has been undertaken throughout the year to ensure that the budgets that were inherited by Central Bedfordshire accurately reflect the Council's activity. Like all of the public sector, the council faces very difficult spending decisions. In order to achieve the £12m saving for 2011/12 and the remainder of the £30m over the subsequent two years, the council is starting its budget setting process much earlier than previously. This will enable a robust consultation with our customers and allow Members to take better informed budget decisions in the context of a very challenging financial climate.

- 3.6 Payment of invoices has been consistently poor throughout the year but it is important to set the performance in the context of Central Bedfordshire being a new unitary authority, working to bring together systems of three legacy councils, and to train staff in the use of the new systems. These systems had not been designed around the requirements of the business. As part of the Financial Services improvement plan, there will be a review of these processes. It is important that whatever processes emerged they achieve the appropriate balance between securing the necessary controls and reflecting the needs of the business.
- 3.7 An expanded set of Corporate Health indicators will be reported from the Q1 2010/11 Performance Report.
- 3.8 **Children's Services**
With school performance, the number of exclusions has risen and action is being taken along with Head Teachers and Governors to address this. This indicator was raised by the Director as an area of concern with Head Teachers and Chairs of Governors in the summer term meeting
- 3.9 On outcomes at all key stages, the test results are only known annually; hence N/A is recorded in the performance columns. As the new role of the Council changes, it may be more appropriate to develop performance measures that measure to what extent the Council is focusing its effort on those schools that are judged by Ofsted to be poor or satisfactory or where there are financial or governance concerns.
- 3.10 With the safeguarding indicators, the performance is largely good and challenging targets were set. Some process targets have been missed and this reflects the number of cases that social workers are holding, staff vacancies and some issues with work on recording data. To address this, additional social workers are being recruited to bring case work loads down and to secure permanent staff. Some additional capacity has been put in place to support social workers on the recording of data.
- 3.11 On individual outcomes for young people, elected members will be fully informed on overall trends. Occasionally however, small numbers of young people are reported in the indicators such as the number of pupils leaving care. In this case care is taken to ensure that the young people cannot be identified.
- 3.12 There is a new duty under the Child Poverty Act on Councils to develop a strategy by March 2011 so new performance indicators will be required for this function.
- 3.13 **Social Care Health & Housing**
The Adult Social Care, Health and Housing Directorate was created when Central Bedfordshire Council was formed bringing together legacy district housing services with legacy County adult social care services. The directorate inherited an Adult Social Care service which, had it been in a position to receive a judgement, would have been considered poor and Housing Services, which although presented no immediate concerns, is delivered differently in the former District areas.

- 3.14 The directorate was aware of significant performance and data quality issues within Adult Social Care and a recovery programme has been introduced to improve this. It identified 11 areas of concerns as priority for improvement.
- 3.15 Performance improvement measures will continue into 10/11 as Recovery Phase 2. Housing Services have had a more robust approach to performance management.
- 3.16 Social Care, Health and Housing reported on 23 indicators of which eight (25%) are being reported for the first time. Fifteen indicators were reported last year (2008 – 2009). Of these indicators nine (60%) have improved results, with four (27%) exceeding the target. There have been significant improvements in a number of indicators although not all achieved or exceeded target.
- 3.17 There have been substantial improvements in the number of people receiving self directed support although the challenging target set was not met. Improvement measures have been introduced so that workers and teams are supported to achieve their targets.
- 3.18 Performance of the timeliness of social care assessment has been impacted by the number of people waiting on the Occupational Therapy Team's list for assessments. An action plan is in place to address the issue.
- 3.19 Housing has overall good performance with all but one indicator exceeding target.
- 3.20 **Sustainable Communities**
Quarter 4 has shown improvement across the majority of indicators in Sustainable Communities despite cost reductions. The current economic climate is having an impact on certain service areas but Central Bedfordshire is performing above the national average in terms of employment, level two education and business growth. Developments to increase the number of additional jobs through accelerating the delivery of employment sites, increasing inward investment and marketing activity are under way and should continue to impact the Economic potential of our area effectively.
- 3.21 Planning services have shown an improvement in satisfaction over the year. Whilst the target was missed, it has shown a quarter on quarter improvement through the year. Overall, Planning and Development Management have shown consistent performance with the majority of local indicators showing improvements.
- 3.22 Highways and Transport continue to perform consistently as well. Re-letting of some transportation contracts through 2009/10 has led to some significant savings. The Council has had some success in reducing the number of people killed and seriously injured on the roads of Central Bedfordshire but has unfortunately exceeded the targets. CBC continues to work with its partners to significantly reduce this figure. The number of people unfortunately killed is around 10% of the total of those killed and seriously injured.

- 3.23 The Highways service continues to perform well reflecting the effective utilisation of the significant capital spend, although work continues to improve customer service as endorsed by the Sustainable Communities Overview & Scrutiny Committee. The winter weather experienced in Q4 has had an impact on the service however significant efforts have been made to repair the road damage caused by it.
- 3.24 Of particular mention is the achievement of a 50% rate of household waste sent for reuse, recycling and composting across CBC. In addition to the National Indicators, a new set of local indicators across these service areas has been established. These will be reported from Q1 2010/11.

Areas of Strong Performance

4.

- The % of children's initial assessments within 7 working days. Performance has exceeded the target and is significantly better than the average performance both nationally and for comparator Authorities.
- The % of child protection cases which should have been reviewed during the year that were reviewed on time during the year. Performance has consistently been 100% throughout the year.
- No schools in Special Measures.
- People supported to live independently. The target has been exceeded.
- Number of households living in temporary accommodation. The target has been exceeded.
- Serious acquisitive crime. Performance has exceeded target. A significant amount of partnership working including participation in Vigilance Programme has supported the achievement of this target.
- % Principal Road and Non Principal Classified Road network where maintenance should be considered. The targets have been exceeded.
- % of household waste sent for reuse, recycling and composting. The target has been achieved.

Areas for improvement

5.

- GCSE results. Provisional performance is in line with national average but is below our statistical neighbours.
- The % of children's core assessments completed within 35 days of their commencement. Performance has not met target. This has primarily been caused by a rise in demand and difficulties in recruiting permanent staff. Recruitment has now taken place and two additional posts approved in the Intake & Assessment team. Performance is being closely managed by the Team Manager and performance is steadily improving but there remains a significant pressure on the service.
- Clients receiving Self Directed Support. 919 people have accessed self directed support throughout the year. 106 personal budgets have been put in place since their introduction in October. Whilst the 2009/10 target has not been achieved, it is projected that the 2010/11 target will be achieved. Monitoring is in place at a team level, with each team having a target.
- Carers receiving needs assessment or review and a specific carer's service, or advice & information. Work continues to take place on ensuring that all joint assessments are recorded correctly on the Social Care system, because of this there has been a 4.3% increase in quarter 4.
- Road accident casualties. Work is underway with the Police to better understand the types and locations of the accidents to inform what preventative measures can be undertaken.
- Payment of invoices is below target. Performance has been poor throughout the year but it is important to set the performance in the context of Central Bedfordshire being a new unitary authority, working to bring together systems of three legacy councils, and to train staff in the use of the new systems. These systems had not been designed around the requirements of the business. As part of the Financial Services improvement plan, there will be a review of these processes. It is important that whatever processes emerged they achieve the appropriate balance between securing the necessary controls and reflecting the needs of the business.

Conclusion and Next Steps

6. That the Executive notes and considers this report.
7. That the Executive considers any issues from this report that could be investigated further, including any referrals to Overview & Scrutiny.

Appendices:

Appendix 1 – (Quarter 4 Performance Report)

Background Papers: (open to public inspection) - None