

Meeting: Executive
Date: 3 July 2012
Subject: Quarter 4 Performance Report
Report of: Cllr Maurice Jones, Deputy Leader and Executive Member for Corporate Resources
Summary: To report on Quarter 4 2011/12 performance for Central Bedfordshire Council's corporate performance indicator set.

Advising Officer: Richard Carr, Chief Executive
Contact Officer: Elaine Malarky, Head of Programme & Performance Management
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 Council priorities.

Financial:

1. None directly but there are a number of performance indicators within the corporate suite that have a strong financial link, including: Council Tax collected, Amount of debt outstanding, Invoices paid within 30 days, and Time taken to process benefits and change events.

Legal:

2. None.

Risk Management:

3. Any areas of ongoing underperformance would be a risk to both service delivery and the reputation of the Council.

Staffing (including Trades Unions):

4. The corporate performance suite includes indicators on sickness absence within the Council and the number of agency staff used.

Equalities/Human Rights:

5. This report highlights performance against a range of indicators which seek to measure how the Council and its services impact across all communities in Central Bedfordshire, so that specific areas of underperformance can be highlighted for further analysis.
6. 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 where further action is required to improve outcomes for vulnerable groups.

Public Health:

7. The report highlights performance against a range of social care indicators that are currently in the corporate indicator set. Future amendments to the corporate indicator set will reflect the new public health aspects of the Council's work.

Community Safety:

8. Serious Acquisitive Crime is included in the Corporate Performance Indicator set.

Sustainability:

9. Included in the indicator set are a broad range of indicators relating to sustainability including those covering employment, benefits claimants, affordable housing and waste.

Procurement:

10. The corporate indicator set includes the monitoring of the percentage of undisputed invoices paid within 30 days.

Overview and Scrutiny:

11. This report will be presented to the Overview and Scrutiny committees during their July 2012 cycle of meetings.

RECOMMENDATION:

The Executive is asked to:

1. **acknowledge the overall strong performance in Quarter 4 and the encouraging outturn performance for indicators in the corporate indicator set; and**
2. **to recommend officers to further investigate and resolve underperforming indicators as appropriate.**

Reason for Recommendation: *To ensure a rigorous approach to performance management across Central Bedfordshire Council.*

Executive Summary

12. During 2011/12 against a difficult economic climate and changing customer demand the Council, through planned actions and revisions to the way services are provided, has been able to improve performance for the majority of indicators in the corporate indicator set. A fuller summary is provided in the 'Overview' section of this report.

Introduction

13. Management of the corporate indicators supports the delivery of Council priorities. An overview of performance in Quarter 4 and Directorate summaries are set out below supported in Appendix A by a summary of the detailed performance data.

Overview

14. Particularly encouraging is the way that performance has improved in the latter part of the year for many indicators as a result of carefully planned management action, in line with expectations. This means the Council is well placed to maintain improved performance in 2012/13. Examples of this are:
 - Clients receiving self directed support (SCHH2),
 - Carers receiving needs assessment or review (SCHH3),
 - Clients receiving a review (SCHH 6),
 - Percentage of initial assessments undertaken within ten working days of referral (CS1),
 - Percentage of Council Tax due collected (CH1),
 - Time taken to process Housing Benefit, Council Tax Benefit (CH2).
15. It is important to note that these improvements have taken place against a difficult economic background, one that not only restricts the finances available to the Council, but also brings about increased demands on some services. An example being 'The time taken to process Housing Benefit, Council Tax Benefit claims' (CH2), where improvements in processing times have to be set in the context of significantly increased workload as the number of claims being received by the service increases. Equally whilst the number of households living in temporary accommodation ended the year slightly over target, the overall increase was minimised through the provision of appropriate homelessness advice and support services to a growing number of households.
17. The current economic climate is not the only external factor that makes some of this improved performance so encouraging. The ageing population continues to see increased referrals to services such as Social Care and despite this pressure, strong improvement in performance has been seen for indicators such as the percentage of 'Clients receiving self directed support' (SCHH2) and 'Clients receiving a review' (SCHH6).

18. Appendix A provides an overview of performance for each of the indicators in the corporate set. The previously reported indicator CH5 which measured the number of agency staff used by the Council no longer forms part of this indicator set. This means that for Quarter 4 it has been possible to RAG score 23 of the 29 corporate indicators. The remainder have not been scored, either because no target had been set or the nature of the indicator means it is not suitable to score in this way. Wherever possible the summary shows the direction of travel for the indicator. These are shown in the table below:

RAG score 2011/12	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Green	11 (58%)	12 (52%)	14 (58.5%)	16 (69.6%)
Amber	5 (26%)	6 (26%)	3 (12.5%)	3 (13%)
Red	3 (16%)	5 (22%)	7 (29%)	4 (17.4%)
	19 (100%)	23 (100%)	24 (100%)	23 (100%)

19. Performance in Quarter 4 has improved compared to Quarter 3, with an increase in Greens and a reduction in Reds. Overall performance is strong bearing in mind the challenging targets set for a number of the red indicators.
20. Looking at the indicators scored as Green in Quarter 4, the Council continues to perform well across a wide range of services including:
- Carers receiving a needs assessment. (SCHH3)
 - Clients receiving a review. (SCHH6)
 - Number of households in temporary accommodation with dependents. (SCHH8)
 - Percentage of non decent homes (Council stock). (SCHH9)
 - Percentage of initial assessments within ten working days of referral. (CS1)
 - Percentage of child protection cases reviewed during the year. (CS3)
 - Percentage of referrals of children in need that led to initial assessments. (CS4)
 - Ofsted schools and college classifications. (CS7)
 - Supporting a reduction in serious acquisitive crime. (SC1)
 - Number of people in employment. (SC3)
 - Number of affordable homes created. (SC4)
 - Length of road resurfaced. (SC5)
 - Percentage of household waste sent for recycling. (SC6)
 - Percentage of municipal waste landfilled. (SC7)
 - Undisputed invoices paid within 30 days. (CH3)
 - Customer enquiries resolved at the first point of contact. (CH7)
21. Within these Green indicators it is worth pointing out the following:
22. The Social Care measure of the percentage of clients receiving a review (SCHH6) saw significant improvement in Quarter 4 achieving its target for the year of 80% with an outturn of 82.65%.
23. In Children's Services the percentage of initial assessments undertaken within ten working days of referral, continues to improve and by the close of the year it had reached 86.4%, exceeding the target of 85%. This is good performance compared to statistical neighbours. (CS1)

24. Quarter 4 saw the second successive reduction in serious acquisitive crime compared to 2010/11. This ensured that the total number of recorded crimes of this type reduced by 550 in 2011/12 compared to 2010/11. This is a reduction of 13% and means that Central Bedfordshire's rate for the year at 10.6 serious acquisitive crimes per 1,000 population was well below the target of 13.30 crimes per 1,000 population. Whilst this improvement reflects the work of all involved in the Community Safety Partnership, including the Police, Probation, etc, the Council continues to play a significant role. For example the Environmental Protection Team and Trading Standards supported the Police in operations targeting metal theft. The Council's CCTV team continues to instigated arrests some directly relating to Serious Acquisitive Crime. Alongside this work the Council's financial and service support for the Integrated Offender Management programme, which helps offenders reduce their offending behaviour, is showing positive results. (SC1)
25. The total number of affordable homes created at 440, exceeded the Council's target of 300. Whilst government subsidy played a part in this is still very strong performance in the current economic climate. (SC4)
26. The percentage of undisputed invoices paid by the Council within 30 days (CH3) continues to meet the 90% target and at 92.32% for the year is up 6% on 2010/11.
27. The outturn level of first point resolution by the Customer Service Contact Centre (CH7) at 88.3% ensured that the Council remained well ahead of its target of 80%.
28. Of the three indicators which are Amber, two were showing improving performance in Quarter 4 and are in Corporate Services:
- The percentage of Council Tax due collected at 97.95% at the end of the year was just 0.05% below target and is very strong performance in the current economic climate. The shortfall equates to approximately £71,000 which needs to be viewed in the context of the £139.5M collected. (CH1)
 - The rate of staff sickness absence fell sharply in Quarter 4 to 2.04 days lost per employee (FTE). This is very close to the target of 2 days and therefore the quarterly performance was scored as Amber. However the resulting annual performance of 9.21 days per employee missed the target of 8 days and has therefore been scored as Red. (CH6)
29. The other indicator scored as Amber has declining performance and is in Social Care, Health and Housing:
- The number of households living in temporary accommodation increased in Quarter 4 as more households have been directly affected by the tough economic conditions. The resulting outturn at 46 households was within 10% of the target of 43 households and is therefore scored as Amber. (SCHH7)

30. Of the four indicators scored as Red, three are showing improving performance, and one deteriorating performance. Looking first at the three that are improving, two are within Social Care, Health and Housing, one is in Corporate Services:
- Despite a challenging national target set for the percentage of clients receiving self directed support, Quarter 4 saw continued improvement. At the close of the year the Council had achieved 52.9%. Whilst this is below the target of 60%, it is 22.5% higher than the outturn figure for 2010/11. (SCHH2)
 - Performance in respect of the percentage of SOVA investigations completed within 35 days improved during Quarter 4 to 59.7% and although this is below the target of 80%, it is in line with the outturn for 2010/11. The complexity of some cases which by necessity involve multiple agencies is one of the reasons why investigations take longer than 35 days. A new more sophisticated performance measure is under consideration for 2012/13. (SCHH4).
31. The other Red indicator showing improved performance is in Corporate Services.
- This relates to the time taken to process Housing Benefit, Council Tax, new claims and change events. Considerable effort has gone into improving the processing times which is beginning to show results. The average time taken in 2011/12 was 30.6 days down from 42 days in 2010/11. Despite this improved performance, the quarterly and annual targets were both missed. However the work undertaken to clear the backlog in 2011/12 alongside improvements in the process of handling such requests means that the Council is well placed to meet its monthly targets in 2012/13, despite increasing demands on the service due to the current economic conditions. (CH2)
32. The other indicator scored as Red had declining performance and was in Children's Services:
- The percentage of children looked after with three or more placements during the year, rose to 13% at the close of Quarter 4 and therefore did not achieve the outturn target of 10%. To put this into context the outturn of 13% is slightly higher than our statistical neighbour average for 2010/11 of 11.8% and in the previous Ofsted Performance Assessment Framework any figure up to 16% was banded as "Very Good". The current cohort includes children with complex needs. If a child or young person from this group needs an alternative placement this action will be taken to improve outcomes for the child. (CS2)
33. As this is Quarter 4 it is possible to RAG score the outturn data for 22 indicators against annual targets. This includes 2 indicators whose outturn was reported in previous quarters. Accepting that a number of indicators have changed and some are not scored, outturn RAG scores for 2010/11 are also included for reference.

Performance	Outturn 10/11	Outturn 11/12
Green	9 (30%)	13 (43.3%)
Amber	5 (16.7%)	2 (6.6%)
Red	9 (30%)	7 (23.3%)
Outturn data awaited or no target was set	7 (23.3%)	8 (26.6%)

34. This is encouraging performance bearing in mind the challenging targets put in place for a number of measures to enable them to link to national targets and the continuing economic climate which is directly affecting a number of the indicators.

DIRECTORATE SUMMARIES

Social Care, Health & Housing

35. Although another challenging year for Adult Social Care, there has been a continued improvement in performance. The target for both carers' assessments (SCHH 3) and reviews (SCHH 6) has been exceeded and whilst outturn for self-directed support (SCHH 2) was not achieved, this is the third successive year of improvement. The improvement in performance can be attributed to the management action put in place to re-profile targets and proactively manage performance and productivity of staff, together with the additional resources secured to assist with the annual review of client's care packages.
36. Performance in relation to safeguarding (SCHH 4) has improved in the last quarter of the year, with an outturn similar to that of 2010/11. As previously reported long standing cases which usually involve the Police and other partners are regularly monitored to ensure that the individual is safeguarded and when appropriate the case is closed.
37. The Housing Service achieved the decent homes target (SCHH 9) with no properties being non-decent as at the 31 March. The target set for households living in temporary accommodation, with dependent children, was also achieved, against a backdrop in which there has been an increase in the overall number of households living in temporary accommodation, where the target was narrowly missed. There is pressure on the Service, mainly due to the prevailing economic environment.

Children's Services

38. The Council's performance in protecting vulnerable children and young people has remained good this quarter. Key indicators measuring social care assessment, timeliness and review are on target at year end. The demand on frontline teams continues to increase with an increase in numbers of children subject to child protection plans. The size of social worker caseloads is addressed to ensure that social workers are able to provide the quality and depth of work required for these complex cases.
39. Queensbury Upper School was inspected on 13 and 14 October 2011 and judged to require special measures. On 22 and 23 February 2012 Ofsted undertook a monitoring inspection and judged the school to have made inadequate progress. Local Authority monitoring since February shows that satisfactory progress is now being made in addressing a significant number of areas identified as needing improvement in the October Ofsted inspection. The school is making good progress towards becoming a sponsored academy.

40. Ashton Middle School was given a Notice to Improve on 9 February 2011. The school was inspected on 14 and 15 March and inspectors judged that the school no longer requires significant improvement. The school is now judged to be a satisfactory and improving school.

Sustainable Communities

41. Across the board, Sustainable Communities continues to deliver high performance across a wide range of indicators. The Economic Growth indicators continue to show the impact of the economic downturn and show that Central Bedfordshire has fared relatively well and maintains above average performance in comparison to our neighbouring and national authorities. The service continues to perform well in its response to these challenges and the first CBC Economic Development Plan was adopted by the Council in November. The service has also completed Master plans or Site Development Briefs in five of Central Bedfordshire's town centres and has secured, invested, or is seeking to invest over £12 million to stimulate private sector growth in delivering these.
42. The number of affordable homes created has exceeded its target of 300 by 140. This compares extremely favourably to the national trend, which has seen a large reduction in affordable housing. Much of the affordable housing has been delivered in partnership with housing associations and developers to provide a range of types and tenures that meet the needs of various communities across Central Bedfordshire. (SC4)
43. Four of the projects which Building Control worked on in 2011, with local companies, won Local Authority Building Control (LABC) Excellence Awards for the Central Region. In March 2012, the Building Control team entered five projects, in eight categories, for this year's LABC awards. Three of these projects were award winners and the project for the Restoration of Nissen Huts at Moggerhanger park was the winner in Best Community Building and was also the winner of the Supreme Award being voted the best of all 11 category winners.
44. The Council continues to deliver value for money on its highways services as reported to the November Executive by the Sustainable Communities Overview and Scrutiny Committee. Due to the £3m of funding being brought forward from the 2012/13 budget, almost double the original target for the amount of road resurfaced has been achieved.
45. 2011/12 has seen significant reductions in domestic burglaries, theft of motor vehicles, and robberies but a small increase in theft from motor vehicles. This has resulted in a significant decrease in Serious Acquisitive Crime and whilst this improvement reflects the work of all involved in the Community Safety Partnership, including the Police, Probation, etc, the Council continues to play a significant role. For example in the last twelve months the Environmental Protection Team and Trading Standards have supported the Police in operations targeting metal theft.

The Council's CCTV team has instigated 173 arrests some directly relating to Serious Acquisitive Crime, such as robbery, but also covering matters such as criminal damage, assault, drugs misuse, drink driving and possession of offensive weapons. Alongside this work the Council's support for the Integrated Offender Management programme both in financial terms and service support from teams such as the Community Safety Team and Child Protection Team, is showing positive results. The programme which helps offenders reduce their offending behaviour through a package of support has seen those involved in the scheme and at liberty in Central Bedfordshire, reduce their re-offending rate in Quarter 4 2011/12 to 0.96 offences per offender, down from 1.96 in Quarter 4 2010/11.

46. During March, the Financial Investigation Unit in Public Protection has seen the largest payout of Home Office incentivisation monies. In total, CBC received over £115,000 for assisting other public bodies with their criminal confiscation proceedings under the Proceeds of Crime Act 2002.
47. The amount of residual waste produced per head of population has been dramatically reduced and we are top of the 'Race to Zero Waste' league table for the Eastern Region and sixth in the country. (SC6)

Corporate Services – Resources

48. Strong performance throughout the year by the Revenues and Benefits Team ensured that at the close of the year 97.95% of all Council Tax due had been collected, an improvement on the 2010/11 performance. Whilst this was 0.05% below target and therefore scored as Amber, it is impressive performance bearing in mind the continuing economic conditions. (CH1)
49. The considerable effort that has gone into improving the processing times for Housing Benefit and Council Tax Benefit is beginning to show results. In March 2012 the processing time had fallen to 17 days well below the 25 days in March 2011. The average time taken in 2011/12 was 30.6 days down from 42 days in 2010/11. Performance has been scored as Red as the Council did not meet its target of 25 days, however the work undertaken to clear the backlog in 2011/12 alongside improvements in the process of handling of such requests means that the Council is well placed to meet its new monthly targets in 2012/13, despite a growing volume of work. (CH2)
50. The Council continues to be a prompt payer of invoices with 92.32% of all undisputed invoices paid within 30 days. This is the second successive annual improvement and demonstrates the Council's Commitment to support its suppliers during this difficult economic climate. (CH3)

51. The Council continues to carefully monitor the amount of debt owing to it and the age of that debt, and includes this as a measure in the Corporate Indicator Set. Whilst this measure provides a snapshot of the level of debt broken down by the length of time that the debt has existed, it is highly affected by seasonal factors such as the bulk issuing of invoices. The decision has therefore been taken to replace this measure in the 2012/13 set with a more sophisticated one that is less prone to seasonal variation and which helps the Council monitor its progress in reducing long term debt. The new measure will focus on debt over 1 year old with a proposed target that this is reduced by 10% during the year. To ensure consistency, this measure will exclude debt which is already subject to legal process or charges on the sale of assets. In cash terms this will amount to a target reduction of £120k for 2012/13 year. (CH4)

Corporate Services - People and Organisation

52. Sickness absence fell to its lowest level since Quarter 1 2010/11 in Quarter 4 with a rate of 2.04 days lost per employee, well below the 2.42 days experienced in Quarter 4 2010/11. This performance is very close to the target of 2 days and has therefore been scored as Amber for Quarter 4. Despite this improved performance the average rate for the year at 9.21 days missed the target of 8 days and was a slight deterioration from the 9.07 days achieved in 2010/11, hence the outturn performance has been scored as Red. (CH6)
53. During the quarter the Customer Service Contact Centre continued to meet its target of resolving 80% of calls that it receives at the first point of contact, with a rate of 86.25%. This resulted in overall performance for the year of 88.3% this is strong performance for a service that handled 582,582 calls during 2011/12. (CH7)

Appendices: Appendix A – High level summary of the Quarter 4 Performance Indicators taken from the performance tables.

Background Papers: (open to public inspection) - Quarter 4 Detailed Performance Information (Copies are available from the Performance Team, contact 0300 300 6981).

Location of papers: Priory House

Performance Report Appendix A

Quarter 4 2011/12

Ref	Indicator	Quarterly Performance		Outturn performance	
Social Care, Health and Housing					
SCHH 1	People supported to live independently (NI136)	↔	Not scored	↔	Not scored
SCHH 2	Clients receiving self directed support (NI 130)	↑	R	↑	R
SCHH 3	Carers receiving needs assessment or review and a specific service or advice and information (NI 135)	↑	G	↑	G
SCHH 4	SOVA investigations completed within 35 days	↑	R	↑	R
SCHH 5	Achieving independence for older people through rehabilitation / intermediate care (NI 125) (Annual)	Annual	Annual	Not available	Not available
SCHH 6	Clients receiving a review (D 40)	↑	G	↑	G
SCHH 7	Number of Households living in temporary accommodation (NI 156a)	↓	A	↓	A
SCHH 8	Number of Households living in temporary accommodation (Households with dependants / pregnant) (NI 156b)	↓	G	↓	G
SCHH 9	Percentage of non decent homes (Council stock) (NI 158)	↑	G	↔	G
Children's Services					
Ref	Indicator	Quarterly Performance		Outturn performance	
CS 1	Percentage of initial assessments within ten working days of referral (NI 59)	↑	G	↑	G
CS 2	Percentage of children looked after at 31 March with three or more placements during the year (NI 62)	↓	R	↓	R
CS 3	Percentage of child protection cases which should have been reviewed during the year that were reviewed (NI 67)	↔	G	↔	G
CS 4	The percentage of children in need that led to initial assessments (NI 68)	↑	G	↑	G
CS 5	Achievement at level 4 and above in both English and Maths at Key Stage 2 (NI 73) (Annual report Qu2)	Reported in Qu2	Reported in Qu2	↓	R
CS 6	Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths (NI 75) (Annual report Qu3)	Reported in Qu3	Reported in Qu3	↑	R
CS 7	Published Ofsted school and college classifications	↓	G	↓	G

Report comparison - Depends on the nature of the indicator		Performance Judgement			
		Direction of travel (DoT)		RAG score (Standard scoring rules unless the indicator specifies alternative scoring arrangements)	
Seasonal	Compared to the same time in the previous year	↓	Performance is reducing	R	RED - target missed / off target - Performance at least 10% below the required level of improvement
Quarter on quarter	Compared to the previous quarter	↔	Performance remains unchanged	A	AMBER - target missed / off target - Performance less than 10% below the required level of improvement
Annual	Compared to one fixed point in the previous year	↑	Performance is improving	G	GREEN - Target achieved or performance on track to achieve target
Sustainable Communities				Quarterly Performance	Outturn performance
SC 1	Number of Serious Acquisitive crimes per 1,000 population (NI 16)	↑	G	↑	G
SC 2	The number of out of work benefit claimants (Monitor only)	↑	Not scored	Data 6 months in arrears	
SC 3	The number of people in employment (Aged 16 to 64)	↑	G	Data 6 months in arrears	
SC 4	Number of affordable homes created	↑	G	↑	G
SC 5	Length of road resurfaced	↑	G	↑	G
SC 6	Percentage of household waste sent for recycling (NI 192)	↑	G	Data not yet available	
SC 7	Percentage of municipal waste landfilled (NI 193)	↑	G	Data not yet available	
Corporate Services - (Corporate Health Indicators) Resources					
CH 1	The percentage of Council Tax due, collected	↑	A	↑	A
CH 2	Time taken to process Housing Benefit, Council Tax, new claims and change events	↑	R	↑	R
CH 3	Undisputed invoices paid within 30 days	↑	G	↑	G
CH 4	Amount of debt outstanding (No target set)	↓	Not scored	↓	Not scored
Corporate Services - (Corporate Health Indicators) People and Organisation					
CH 6	Corporate sickness absence	↑	A	↑	R
CH 7	Percentage of first point resolutions by the Customer Service Contact Centre	↓	G	↓	G