

MANAGEMENT SCRUTINY COMMITTEE

THURSDAY 15TH DECEMBER 2011

PERFORMANCE REPORT QUARTER 2 (APRIL 2011 – SEPTEMBER 2011)

REPORT OF THE CHIEF EXECUTIVE

1.0 Purpose of the report

1.1 The purpose of this report is to provide Management Scrutiny Committee with a performance update relating to the period April to September 2011. This quarter the report includes a summary of:

- Changes to the national performance management arrangements
- Key Performance issues for the first six months of 2011/12 reported to each scrutiny committee
- Progress in relation to a range of 'Corporate Health' indicators relevant to Management Scrutiny

2.0 Background

2.1 Performance reports provided to Scrutiny Committee throughout 2010/11 as part of quarterly performance monitoring arrangements were closely linked to performance indicators from the previous government's national indicator list, with a particular focus on those prioritised within the Local Area Agreement.

2.2 In October 2010 the Coalition Government announced the deletion of the National Indicator set and also announced that from April 2011 there would no longer be a requirement for council's to produce an LAA. Both announcements signalled a move towards self regulation and improvement with more flexibility to report against local priorities using a set of locally determined measures for 2011/12.

2.3 For 2011/12 the Council's aim is that, in future, performance reporting should be focused on the key priorities for the people, place and economy of Sunderland and should continue to be a robust appraisal of the situation resulting in actions. It should cover the main strengths, areas for improvement, outstanding risks and how these are being addressed. This is a move away from simply reporting all performance indicators with no weighting to reflect their relative importance to the Council. Instead, the aim is to draw attention to the areas that matter most and maximise improvement to deliver Value for Money.

2.4 It is envisaged that in 2011/12 Scrutiny will continue to have an important role to play in the authority's revised performance management framework. This will include regular challenging of heads of service and senior officers on ongoing performance issues focussing on particular areas of concern.

2.5 The following criteria have been taken into consideration by Heads of Service and service managers in establishing performance indicators for 2011/12

- **Council priorities** (including a City that is Prosperous; a Learning City; Healthy; Safe; and Attractive & Inclusive)
- **Service priorities**
- **Service/operational needs**
- **Internal management information** (including corporate health measures)
- **Value for money** – economy efficiency effectiveness
- **Customer expectations**
- **Ability to benchmark** against our peers (e.g. other local authorities). For some services, sector led consultation has been carried out through various benchmark groups to establish an agreed set of indicators which could be shared.
- **Sector led approaches**- where national frameworks have been developed by particular sectors or professional bodies

2.6 Members should note that some of the indicators against which the services are now measured, and reported to each relevant scrutiny committee, are new or emerging and as a result baseline and benchmarking data is not available. For this reason also at this stage for some measures targets have not yet been set. For some measures the data has not been collected at this point in the year as the information is not due for collection until quarter 3 or quarter 4. Target setting will be revised once more data is available to inform our position. For 2012/13 performance reporting a formal target setting process is due to be undertaken later in the year as part of the service planning process.

3.0 Performance Reporting to Management Scrutiny Committee 2011/12

3.1 At the end of 2010/2011 Management Scrutiny Committee received a performance report summarising performance for the year. With the demise of the LAA it was proposed, that future performance reports for Management Scrutiny should draw together the key themes and issues reported to each of the other scrutiny committees.

3.2 In addition to an overview of performance against reported to each scrutiny committee, this report includes an update against the basket of 'Corporate Health' indicators traditionally reported to Management Scrutiny Committee. These include (former) national and local performance indicators that reflect the corporate responsibilities of the Local Authority in respect of efficiency, customer focus and value for money, have been reported to Management Scrutiny Committee during 2010/11. For 2011/12 these have been updated and reviewed to ensure that these are still relevant and attached at Appendix 1 is an extract of progress against these indicators (produced by *Performance Plus*, the council's corporate performance management software system).

4.0 Overview of 2011/12 Quarter 1 and 2 Performance reported to Scrutiny Committees

4.1 Community and Safer City

- 4.1.1 Of the 22 indicators in the indicator profile reported to Community and Safer City scrutiny, there were updated performance figures in the first six months of 2011/12 for 21 of the performance indicators. 13 of the indicators were showing and improvement in performance, 2 were declining and for the remaining 6, performance is either stable or it is not possible / appropriate to undertake comparative analysis e.g. previous data is not available for comparative performance. Issues highlighted in the report included:
- 4.1.2 A reduction in overall crime down 5% compared with the previous quarter. There has been an 8% reduction in total crime for the year to date (April-September) Sunderland currently has the 3rd lowest crime rate within its peer group of similar community safety partnerships (iQuanta). Most serious violent crime has fallen for the current quarter and down 10% for the year to date from 118 to 84 crimes during April-September 11. While Assault with less serious injury has risen for the current quarter, there has been a fall for the year to date down from 458 to 390, representing a 15% fall.
- 4.1.3 There were 4929 anti-social behaviour incidents during quarter 2 of 2011/12, this compares with 6944 for the same quarter the previous year, representing a fall of 29%. There has been a fall of 30% for the year to date (April-September) with asb incidents dropping from 14374 to 10001 during the current year.
- 4.1.4 The report also included feedback from the recent Safer Communities Survey:
- 95% of respondents of the Safer Communities Survey felt very or fairly safe living in their local area of Sunderland. This is comparable to the Northumbria Force average of 96%. Results were lower when respondents were asked how safe they felt their council area as a whole was. ie Survey Qu2 (July-Sept 11):
 - Residents of Sunderland are more likely to feel that crime has fallen in the last 12 months. However, they are also more likely to perceive young people being drunk/rowdy as a problem – this issue has seen an increase this year both at an area command level and specifically in Houghton.
 - Whilst the majority of residents in Sunderland feel safe in their local neighbourhood, fewer believe Sunderland as a whole is safe compared to the force average.

4.2 Health and Wellbeing

- 4.2.1 Of the 32 indicators in the indicator profile reported to Health and Wellbeing scrutiny, there were updated performance figures in the first six months of 2011/12 for 24 of the performance indicators. 6 of the indicators were showing and improvement in performance and 18 were showing a decline in performance.

- 4.2.2 The performance report gave an overview of performance in relation to Adult Social Care, Health Inequalities, Sport and Leisure and Environmental Health. The report focused on the three key outcome indicators identified under the Adult Social Care Framework 2011/12. Issues highlighted in the report included:
- 4.2.3 There has been a significant increase in the percentage of new and existing customers receiving self-directed support, both managed accounts and/or direct payments, from 31.81% in 2010/11 to 56.17% for the period 1 October 2010 to 30 September 2011. The significant improvement in the first half of the year indicates that the 68% target set for 2011-12 should be achievable.
- 4.2.4 The number of people aged 18 and over admitted to permanent residential and nursing care has increased to 456 (equating to 202.85 per 100,000 population) for the period 1 October 2010 to 30 September 2011, a substantial increase from the 371 admissions (equating to 165 per 100,000). Some of this increase is due to previously self funding customers presenting to adult social care once their capital has reduced to below the threshold for support and also there have been a number of previously health funded cases transferring to the Council, mainly for those aged 18 to 64, due to changes in funding streams. The Council is currently working with health partners to develop better accommodation pathways to prevent admissions to permanent care for individuals.
- 4.2.5 Although there has been an increase in admissions to permanent residential and nursing care during 2011-12, there has also been an increase in the number of older people helped to live at home meaning more older people are being helped through adult social care to live independently in their own homes.
- 4.2.6 The number of delayed transfers of care has increased from 11.3 per 100,000 adult population in 2010/11 to 13.35 per 100,000 adult population for the period 1 April 2011 to 30 September 2011, with over half of the delays being attributable to social care only or jointly social care and the NHS. Current performance may be adversely affected by the decline in the number of social care assessments for new customers completed in 28 days, the provision of services for new customers in 28 days and the recent drop in performance for equipment delivered within 7 working days, all essential in preventing unnecessary delays in transfers of care.
- 4.2.7 In relation to healthy lifestyle choices relating to smoking, there is evidence that this is improving on last year with performance data for quarter 1 (April to June 2011) showing 817 smoking quitters (within 4 weeks) reported at the end of June 2011. The data shows that as at end of June 2011 the rate of smoking quitters was 354 per 100,000 population, an improvement on 315 per 100,000 population in the previous year. Quarter 2 figures are still being finalised by Health Colleagues, but early indications are that the improvement in quit rates has continued into quarter 2 as more quitters are uncovered

4.3 **Children, Young People and Learning**

- 4.3.1 Of the 94 indicators in the indicator profile reported to Children, Young People and Learning scrutiny, there were updated performance figures in the first six months of 2011/12 for 65 of the performance indicators. 36 of the indicators were showing

and improvement in performance, 17 were declining and performance was stable for 12 of the indicators.

- 4.3.2 The performance report gave a summary of performance against the key outcomes for children and young people of Being Healthy, Staying Safe, Enjoying and Achieving, Making a Positive Contribution and Achieving Economic Wellbeing Issues highlighted in the report included:
- 4.3.3 Teenage Pregnancy (measured as a conception rate per 1,000 population with performance measured against the 1998 baseline). The latest figures as at the end of September 2011 show a conception rate of 55.1 per 1,000 population which is a reduction of 12.6% against the baseline of 63.1. The reduction achieved is lower than the reduction achieved in the previous year at 17.9%. Scrutiny members should note that the latest performance update as at September 2011 relates to data for the period 18 months prior.
- 4.3.4 In relation to safeguarding, Initial assessments within timescale have reduced from 83.5% in the previous year to 72.7% at the end of September 2011. This is due to a 27% increase in the number of initial assessments in the period April to September 2011, compared to the number in the same period in the previous year. Core assessments have improved, however, from 76.8% in the previous year to 81.3% at the end of September 2011.
- 4.3.5 Since 1 April 2011, 267 children have become subject to a Child Protection plan, with 40 (14.98%) of them doing so for a second or subsequent time. This is an improvement on both the year end figure for 2010/11 (16.6%) and the same period last year (19.4%).
- 4.3.6 At the September committee Members received a detailed report on the annual attainment performance of Sunderland schools.
- 4.3.7 Sunderland schools have improved the percentage of pupils at 16 with 5 A*-C including English and maths from 28% in 2000 to 55% in 2011. Nationally, results over the same period improved from 40% to 58% showing that Sunderland has narrowed the gap significantly. Sunderland is now only 3 percentage points behind the national average. The gender gap in Sunderland is greater than the gender gap nationally, with boys achieving less well than their counterparts nationally.
- 4.3.8 The Youth Justice Board / Ministry of Justice (MOJ) has also released a new performance measure for custodial sentencing of children and young people expressed as a rate per 1000 population. The latest figure as at the end of September 2011 shows a rate of 0.03, which relates to one young person sentenced to custody in the period July to September 2011.
- 4.3.9 The percentage of 4-11 year olds who are library members has improved for both boys and girls in comparison to the previous year, however, the number of overall active borrowers across Sunderland, has reduced from 181 per 1,000 population to 167. The number of physical visits to public libraries (BV117) has also reduced. There is an ongoing programme to encourage active borrowing and reading

including continued development of reading groups, author visits and promotions such as World Book Day. .

4.4 Environment and Attractive

- 4.4.1 Of the 48 indicators in the indicator profile reported to Environment and Attractive scrutiny, there were updated performance figures in the first six months of 2011/12 for 21 of the performance indicators. 10 of the indicators were showing and improvement in performance, 9 were declining and for the remaining 2, performance is either stable or it is not possible / appropriate to undertake comparative analysis e.g. previous data is not available for comparative performance.
- 4.4.2 The performance report gave a summary of performance against the key themes of: Street and Environmental Cleanliness, Recycling, Planning, Transport and Road Safety. Issues highlighted in the report included:
- 4.4.3 The amount of household waste collected and not recycled continues to improve and is above target for quarter 2. This is due to residual household waste growth being static and ongoing efforts to divert more waste for recycling in the blue bin collection service. The percentage of residual household waste recycled and composted is higher than results from this time last year. This is due to most properties now being on the blue bin recycling scheme than compared to the same period last year and the seasonal affects of the garden waste (composting) collection service means performance peaks in the first two quarters as expected.
- 4.4.4 The proportion of municipal waste (including all waste collected from schools and council buildings plus household waste) landfilled is lower than results from this time last year. This reflects the percentage sent for recycling or composting.
- 4.4.5 Planning performance remains at a high level with 84.21% of major planning applications dealt with in a timely manor which is above the local target level of 80%. The percentage of minor and other applications dealt with in a timely manor are 91.20% and 96.21% respectively. Although performance has dropped slightly below the local targets of 93.5% for Minor applications and 98% for Other applications they both still remain well above the national target levels. These percentages are volatile however, due to the economic climate and the reduced number of applications being received
- 4.4.6 The number of people killed or seriously injured or slightly injured on our roads remains low with fewer casualties in the first 6 months of 2011/12 when compared with the first 6 months of 2010/11. The Council continues to work hard to reduce the number of people killed or seriously injured through education, promotion and the implementation of traffic engineering measures where appropriate
- 4.4.7 For the average number of days taken to repair a street lighting fault, Performance has improved year on year and remains on target against 7 days.

4.5 Sustainable Communities

- 4.5.1 Of the 19 indicators in the indicator profile reported to Sustainable Communities scrutiny, there were updated performance figures in the first six months of 2011/12 for 13 of the performance indicators. 3 of the indicators were showing and improvement in performance, 8 were declining and for the remaining 2, performance is either stable or it is not possible / appropriate to undertake comparative analysis e.g. previous data is not available for comparative performance.
- 4.5.2 The performance report gave a summary of performance against the key themes of: Community Cohesion, Housing (Housing Supply and Homelessness), Culture, Sport and Leisure and Sustainability (in respect of CO2 emissions and preparedness for climate change). Issues highlighted in the report included:
- 4.5.3 The Council is currently in the process of updating its equality objectives to meet the legal needs of the Equality Act 2010 and the associated Public Sector Equality Duty. The revised Equality Scheme (draft to Cabinet in January 2012) will include new council-specific objectives. These objectives will be aligned to the Council's emerging Corporate Outcomes Framework and other key areas of development, namely the Council's approach to community resilience, the Safer City Scrutiny Committee policy review of community cohesion and subsequent community cohesion strategy review.
- 4.5.4 The number of net additional homes was 323 as at September 2010 and increased to 376 at the end of March 2011 when this indicator was last reported to this scrutiny committee. In the first quarter of the year, this saw a significant reduction to 74 homes and at the end of quarter 2 (September 2011) the number of additional homes had reduced to 31.
- 4.5.5 A key measure of performance is the total number of homelessness cases prevented. Performance has continued to improve during the second quarter of 2011/12 with 381 cases prevented at the end of September 2011 compared to 350 at the end of September 2010. This is due to the Access to Housing team's ongoing implementation of the homeless prevention agenda. The team was reorganised in July 2011 to provide a more locally based service.

4.6 Prosperity and Economic Development

- 4.6.1 The performance report for Prosperity and Economic Development reported no further performance update for the small number (6) of performance indicators reported to this scrutiny. Further updates are expected in the quarter 3 performance report. The report gave an overview of policy development and progress in respect of the council's plans for prosperity and economic development as set down in the city's Economic Master Plan.
- 4.6.2 The Council continues to monitor the state of the city economy using anecdotal evidence and other data sources which can provide more up to date information, although they can also be more sporadic and therefore provide less reliable information about long term trends.

- 4.6.3 Inevitably Sunderland's economy is heavily reliant on the recovery of the national and global economy and the increasing uncertainties in the eurozone over recent months will inevitably have consequences for the city. The Bank of England has warned that the eurozone debt crisis is the "single biggest risk" to the UK recovery and has forecast a dramatically increased threat of a double-dip recession next year. Furthermore the Bank has reduced its central growth estimate to no more than 1% in both 2011 and 2012 from previous forecasts of around 1.5% and 2.2% respectively.
- 4.6.4 This more pessimistic outlook appears to be reflected in local figures for this year. Indicative figures in the city suggest that businesses are still starting up in Sunderland, but at a reduced rate to that seen last year. The North East Region as a whole is also seeing lower business start up activity than over the same period last year, although activity is higher in other regions including London.
- 4.6.5 Despite the current economic situation, Sunderland City Council continues to focus on attracting inward investment and supporting businesses in the city.
- 4.6.6 Sunderland has been awarded Enterprise Zone status for sites covering 42 hectares close to the Nissan site and including the area of land known as Turbine Business Park. Businesses that take occupation of a property in the Zone may benefit from Business Rate Discounts or Enhanced Capital Allowances for investment in plant and machinery. An Implementation Plan for the Enterprise Zone was submitted by NELEP to Government in November 2011 and we are awaiting a formal response. Work is progressing to develop simplified planning arrangements and plans for site development. In his Autumn Statement, the Chancellor announced that the Government will expand the existing Enterprise Zone in the North East to include land around the Port of Blyth, encouraging business investment in the renewables industry. He will also make 100 per cent capital allowances available in 6 Enterprise Zones including North Eastern and Tees Valley. This will benefit the larger scale investments that are envisaged for the NELEP Zone which including the sites close to the Nissan plant in Sunderland. The Regional Growth Fund for England will also be expanded by £1 billion and extended into 2014-15 to provide ongoing support to grow the private sector in areas currently dependent on the public sector.

5.0 National and Local Corporate Health Indicators (Management Scrutiny Performance Indicators)

- 5.1 The basket of 'Corporate Health' indicators reported to Management Scrutiny Committee for the period of April to September 2011 includes 18 performance indicators. Of those 5 are improving and 8 are declining. For the remaining 5 performance is either stable or it is not possible / appropriate to undertake comparative analysis e.g. previous data is not available for comparative performance.
- 5.2 The basket of 'corporate health' indicators covers the councils corporate responsibilities in respect of being an inclusive council, efficiency, effectiveness and value for money. The latter themes have been a significant area of focus for the

Council as it has transformed to new ways of working. As the Sunderland Way of Working advances further, it is anticipated that this basket of indicators will adapt and change with a significantly revised indicator profile in place for 2012/13. Key performance updates are outlined below:

5.3 An inclusive Council

- 5.3.1 The Council is currently in the process of updating its equality objectives to meet the legal needs of the Equality Act 2010 and the associated Public Sector Equality Duty. The revised Equality Scheme (draft to Cabinet in January 2012) will include new council-specific objectives. These objectives will be aligned to the Council's emerging Corporate Outcomes Framework and other key areas of development, namely the Council's approach to community resilience, the Safer City Scrutiny Committee policy review of community cohesion and subsequent community cohesion strategy review. The development of the Council's approach to community resilience and review of community cohesion will incorporate a review of intended outcomes and associated performance measures; this will need to include a review of the associated performance information within future scrutiny performance reports.
- 5.3.2 By the end of Quarter 2 (September 2011, the proportion of employees from minority ethnic communities (BV017a) has increased to 1.41%, from 1.29% in Quarter 1 and 1.27% for the same period the previous year. There remains some under-representation of Black and Minority Ethnic (BME) staff across the Council compared to the BME population in Sunderland of 2.1% (2001 Census). The number of black and minority ethnic staff is unlikely to increase in the near future as the Council is not recruiting externally (except in schools).
- 5.3.3 By the end of Quarter 2 in 2011/12, 1.90% of employees had declared themselves as having a disability, compared to 1.95% in Quarter 1 and 2.01% for the same period the previous year. This indicator relies upon staff turnover, people declaring themselves as having a disability, and changes to employees' circumstances. The Council will shortly be carrying out a review of its monitoring information (which may include an employee survey), to ensure that the figures being reported remain up-to-date.
- 5.3.4 The percentage of top 5% of earners that are women decreased from 47.14% in Quarter 1 to 45.60% (compared to 46.67% at the same time the previous year.) This figure relies upon staff turnover, within a small comparative sample, and again, the Council is not recruiting externally.

5.4 Effectiveness, Efficiency & Value for Money

- 5.4.1 This includes for example: ensuring invoices are paid within timescale, all new claims and change events in Housing Benefit and Council Tax benefit are processed efficiently, and ensuring accurate billing and collection of Council Tax and of Business Rates. An overview of performance against these indicators is given in Appendix 1.

- 5.4.2 The percentage of invoices for commercial goods and services which were paid by the authority within 30 days has declined slightly during the first six months. Changes throughout the council have had an impact on performance and interim actions have been implemented to resolve in particular those areas with a high volume of blocked invoices.
- 5.4.3 The average number of days taken for processing new housing benefit claims has declined in quarter 1 but has improved in quarter 2. Caseload has increased by 237 in the first six months of the year which along with resource efficiencies has impacted. Plans to streamline processes and make use of e enabled claims are anticipated to support improvement in performance.
- 5.4.4 A new measure has been introduced regarding the identification of housing and council tax benefit fraud for 2011/12. (LPI067) and the current performance at the end of September was on target against the expected profile.
- 5.4.5 The number of working days lost due to sickness absence from has improved from 4.64 days to 4.17 days and there are less employees retiring on the grounds of independently-assessed ill health (from 0.13% to 0.09%). If the improving sickness absence performance continues throughout the year it is predicted that the overall sickness levels for the Council will show a significant improvement on last year. The Council is committed to improving the overall health of local communities and the wellbeing of employees. As many of employees live in Sunderland, ensuring a healthy workforce will not only improve attendance at work but will also contribute to a healthy city.

6.0 Recommendation

- 6.1 The Committee considers the findings within this report, including areas of good progress made by the Council and those areas that need further improvement highlighted in the report.

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