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Meeting	<b>Budget and Performance Overview and Scrutiny Committee</b>
Date	15 March 2012
<b>Subject</b>	<b>Quarter 3 Corporate Performance 2011/12</b>
Report of	Assistant Chief Executive
Summary	This report presents progress against the Corporate Plan performance targets and improvement initiatives for quarter three 2011/12.
Officer Contributors	Tom Pike, Head of Performance, Chief Executive's Service Luke Ward, Performance Manager, Chief Executive's Service Isabelle Apcher, Performance Officer, Chief Executive's Service
Status (public or exempt)	Public
Wards Affected	All
Key Decision	No
Reason for urgency / exemption from call-in	Not applicable
Function of	Budget and Performance Overview and Scrutiny Committee
Enclosures	Appendix A: Questions submitted by the Budget and Performance Overview and Scrutiny Committee in relation to Quarter 3 Corporate Performance and Financial Forecast Outturn data.
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## **1. RECOMMENDATIONS**

**1.1 That the Committee reviews the quarter three performance results and decides the topic of one or more in-depth reports to be presented to it in its meeting to review quarter 4 performance results for 2011/12. It is recommended that the following topic is selected for discussion:**

CPI 1009: The number of homelessness acceptances

**1.2 That the Committee consider and comment upon the verbal responses provided in relation to questions submitted by members regarding quarter 3 performance and financial forecast outturn reporting as set out in Appendix A.**

## **2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

**2.1** This report presents the latest available information for all performance targets and Corporate Plan Improvement Initiatives in relation to the three Corporate Priorities in the Corporate Plan 2011-13 which are:

- Better services with less money
- Sharing opportunities, sharing responsibilities
- A successful London Suburb

**2.2** This is the third time that the new Corporate Plan 2011-13 indicators and priority improvement initiatives have been reported to this Committee. A significant number of the 2011/12 CPIs are new corporate indicators and involve new data collections.

## **3. KEY DECISION**

**3.1** None

## **4. RELEVANT PREVIOUS DECISIONS**

**4.1** Annual Council meeting 19 May 2009 - agreed the new scrutiny arrangements, which includes the reporting of Corporate Plan performance measures to this Committee.

## **5. RISK MANAGEMENT ISSUES**

**5.1** In-depth review of pre-selected performance issues by this Committee should contribute to performance improvement, and therefore mitigate the risk of non-improvement and failure to meet Corporate Plan performance targets.

## **6. EQUALITIES AND DIVERSITY ISSUES**

- 6.1 The following performance indicator raises equalities concerns because people accepted as homeless are recognised as a marginalised group and a disproportionate number are from black and minority ethnic backgrounds or are households led by women:
- CPI 1004 – Short-term nightly purchased temporary accommodation kept below 250 units.

## 7. **USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 7.1 The following performance indicators have potential implications for use of resources:
- CPI 4001 – *Amount of waste sent to landfill*: The levy paid by the council to the North London Waste Authority (NLWA) for the disposal of waste includes the cost of Landfill Tax, which is currently £56 per tonne and is set to rise by £8 per tonne per year. The levy payment is £8.3M for 2011/12. Provisional figures from NLWA indicate that the cost of Barnet's levy payments will rise to £11.098m by 2014/15.
  - CPI 2001 – *% of services that are in the high performance/low spend quadrant of the Capital Ambition analysis*: This indicator benchmarks Barnet's Value for Money performance with other London local authorities to give an overall (proxy) indication of our Value for Money. 7 of 11 services were benchmarked as high performance, low cost, in quarter 3 (63.6 per cent), compared to 6 out of 9 services (66.7 per cent) in the previous quarter.

## 8. **LEGAL ISSUES**

- 8.1 None save those contained in the body of the report.

## 9. **CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)**

- 9.1 The scope of Overview and Scrutiny Committees are contained within Part 2, Article 6 of the Constitution;
- 9.2 Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). The Budget and Performance Overview and Scrutiny Committee has, amongst other duties, responsibility for scrutinising the overall performance, effectiveness and value for money of Council services, including the planning, implementation and outcomes of all corporate improvement strategies

## 10. **BACKGROUND INFORMATION**

- 10.1 Barnet's Corporate Plan 2011-13 sets out performance targets and improvement initiatives for the Council by corporate priority. Detailed progress against these targets and Improvement Initiatives for quarter 3 was shared with the Committee on 22 February 2011 alongside the Quarter 3 Monitoring 2011/12 report. The Committee reviewed the Corporate Performance and Financial Forecast Outturn reports and have submitted specific questions for detailed discussion to take place

at the committee meeting of 15 March (these questions are detailed in Appendix A).

**10.2** There are 70 Corporate Plan Indicators in the 2011/12 Corporate Plan, 56 of these reported data in quarter 3, and 53 of these were colour rated. Only one indicator that had been expected to report did not supply data (CPI 3010 in the Libraries Service). Of the indicators that reported, the balance of met and missed targets was 45 per cent met (24 targets rated green) and 55 per cent missed (29 targets rated red, red-amber or green amber) in Q3. This is compared to quarter two where 41.1 per cent met (23 targets rated green) and 58.9 per cent missed (33 targets rated red, red-amber or green amber). Some indicators are not given traffic light ratings if results are being used to establish a baseline for that indicator (in which case a rating will be applied from the next quarter), or if the use of a traffic light rating would not accurately convey the actual performance position.

**10.3** Three CPIs in Q3 changed from on-target to off-target and five indicators changed from off-target to on-target. 33 CPIs indicate a positive or neutral direction of travel and 13 demonstrate a negative direction of travel.

**10.4** A summary of results by Directorate is presented in the table below:

Directorate	Total no. of Corp Plan indicators	RAG ratings				Positive / neutral DoT	Negative DoT	No. of indicators reporting data in Q3
		Green	Green amber	Red amber	Red			
Adult Social Care and Health	15	6	0	6	1	9	3	13
Children's Services	15	3	0	4	3	6	4	11*
Environment , Planning & Regeneration	15	8	0	3	1	8	1	12
Commercial Service	5	2	1	0	0	3	0	3
Deputy Chief Executive	3	0	0	0	2	1	1	2
Chief Executive's Service	14	3	1	0	6**	3	4	12*
Corporate Governance	3	2	0	0	1	3	0	3
<b>Total</b>	<b>70</b>	<b>24 (45%)</b>	<b>2 (4%)</b>	<b>13 (25%)</b>	<b>14 (26%)</b>	<b>33</b>	<b>13</b>	<b>56</b>

\* Three CPIs are not traffic lighted. These have not been included in the statistics

\*\* One CPIs that should have reported data did not (CPI 3010 from Chief Executive's). This has consequently been traffic lighted as red

Where the direction of travel is N/A or black this has not been included in the statistics

**10.5** Performance results are traffic lighted according to a four point traffic light scale: Green, Green Amber, Red Amber and Red. The mathematical method for allocating these traffic lights is derived and shown in the table below.

Traffic Light	% of targeted improvement achieved	Description
Green	100% or more	Meeting or exceeding target
Green Amber	>80% <100%	Near target with some concerns
Red Amber	>65% <80%	Problematic
Red	<65%	Serious concerns

**10.6** Any target that is met or exceeded achieves a Green traffic light. Targets that have not been met, but where 80 per cent or more of the targeted improvement has been achieved, will be given a Green Amber traffic light. If the targeted improvement is below 80 per cent but above 65 per cent, the indicator will get a Red Amber rating. For example, if the baseline is 80 people and the target is 100 people, the targeted improvement is 20 people. 80 per cent of 20 is 16, so the outturn would need to be at least 96 people to achieve Green Amber and at least 93 people to achieve a Red Amber.

**10.7** Whilst initial traffic lights will be based on these objective criteria, they may subsequently be changed through discussion between Directorates and the Performance Team, based on the individual circumstances and prospects for each target.

**10.8** In addition to the above methodology, an amendment has been applied for the second time this quarter since being introduced for the first time in quarter 2. Any performance indicator that is less than 10 per cent off target and has a positive direction of travel will automatically qualify to be amber rated. Both of the following criteria need to be met if a service is to have a red-rated performance indicator amended to either a green-amber or a red-amber:

**A: For an indicator to be rated as Green amber:**

1. No more than 5 per cent off target, and;
2. A positive direction of travel

**B: For an indicator to be rated as Red amber:**

1. More than 5 per cent and no more than 10 per cent off target, and;
2. Positive direction of travel or negative direction of travel not in excess of 2.5 per cent (if the service has a clear story and improvement activity in place)

**10.9** Some of the most successful CPIs of this quarter were:

- A 33.6 per cent improvement from the previous quarter on the number of users of social care services receiving self-directed support

- A drop in the percentage of children classed as not in education, employment or training from 5.7 per cent to 4 per cent (below the London average of 4.7 per cent)

**10.10** A number of performance areas have been discussed by the Committee over the previous four quarters. These were:

- The number of social care clients receiving Self Directed Support (Adult Social Care and health)
- Impact of housing allowance on homelessness and temporary accommodation
- Achieving independence for older people through rehabilitation/intermediate care
- Waste and recycling performance
- The attainment gap between children with special educational needs and their peers, and children eligible for free school meals and their peers
- Customer Services performance

**10.11** In addition to the above performance issues there are a number of emerging performance issues in quarter 3. There has been an increase in the number of homeless acceptances since quarter 1 2011/12. In Children's Services indicators for narrowing the attainment gap between pupils eligible for free school meals and their peers at key stages 2 and 4 is off target though performing more strongly than national and London averages. Following increases earlier in the year, the number of children subject to a child protection plan has reduced from quarter 2. During 2011/12, an increasing volume of Freedom of Information requests have been responded to within 20 working days, with a marginal improvement in the percentage responded to within the same timescale. However, performance remains below the current target of 90 per cent. The level of staff absence declined in quarter three to an average of 7.7 days per employee, though remains above target. In addition, the percentage of completed mid-year performance reviews was 90.8 per cent.

**10.12** Of the twenty priority improvement initiatives 9 have received a Green traffic light this quarter, meaning key milestones have been met. 1 initiative did not have any milestones to report this quarter. In addition to the green improvement initiatives there is 1 red rated, 1 green amber rated and 8 red amber rated. The red and red amber initiatives are:

- Develop a consistent pathway for young people experiencing homelessness (owned by Children's service); red amber
- Implement the Crematorium and Cemetery Service restructure and form investment plans (owned by Environment, Planning and Regeneration); red amber
- Engage with local businesses and develop plans to help people in employment (owned by Environment, Planning and Regeneration); red amber
- Develop Planning Frameworks to promote improvement and manage new development in key town centres (owned by Environment, Planning and Regeneration); red amber
- Transfer the management of all allotment and bowls sites from the council to the community by working with user groups to develop a

management model (owned by Environment, Planning and Regeneration); red

- Work with Police and neighbouring Boroughs to pilot an initiative tackling street drinking in Cricklewood (owned by Environment, Planning and Regeneration); red amber
- Develop a clear asset map across the public sector in Barnet to inform decisions about asset use in the Council and partner bodies (Commercial Services); red amber
- Launch the Tell Us Once Service (owned by Chief Executives' Service); red amber
- Deliver a number of new strategic initiatives to improve opportunities for democratic engagement (owned by Corporate Governance) red amber.

## **11. LIST OF BACKGROUND PAPERS**

**11.1** Data for Corporate Plan Indicators and Improvement Initiatives can be found at:

**11.2** <http://www.barnet.gov.uk/index/council-democracy/corporate-plan-reports/performance.htm>

**11.3** The detailed quarter three performance results for each Council service area are also published on the council's website here:

<http://www.barnet.gov.uk/index/council-democracy/corporate-plan-reports/performance.htm>

**11.4** The Quarter 3 Finance Monitoring report is available as appendix 6, via the following link:

<http://committeepapers.barnet.gov.uk/democracy/meetings/meetingdetail.asp?meetingid=7149>

**Cleared by Finance      JH**  
**Cleared by Legal        LC**

**Budget and Performance Overview and Scrutiny Committee  
15 March 2012**

**Quarter 3 Performance and Financial Forecast Outturn**

**Questions and Comments Submitted by Committee Members**

Debt Management and Write-Offs (Arising from Q3 monitoring report to CRC)

The Q3 monitoring report details significant levels of debt write-offs (as have previous reports). The committee would be interested to look at what can be done to:

- a) improve levels of debt recovery and consequently have less write-offs, and also
- b) to find out how Barnet compares to other authorities and to the private sector.

Value for Money (Corporate Plan indicator)

- The committee would like to discuss: CPI 2001 - percentage of services that are in the high performance/low spend quadrant of the Capital Ambition analysis - missed target and negative DoT - Missed target and negative DoT in 2 quarter also.

FOI Performance (Corporate Plan indicator)

At a previous meeting, it was agreed that the committee would look at FOI response times at a future meeting. Given that the latest outturn is still significantly below target the committee wishes to have a discussion about current performance and the actions being undertaken to improve.

Adult Social Care and Health (Corporate Plan indicator)

In relation to residential and nursing care and the possibility for impacting on the council's budget the committee should discuss the current status and measures for improving:

- a) CPI 6018 – Reduction of 5 per cent of budget spent on residential and nursing care – missed target and negative DoT
- b) CPI 6009 – Reduction in the total number of people in residential and nursing care - missed target and negative DoT