

CABINET

8 April 2014

Title: Corporate Priority Performance Reporting - Quarter 3, 2013/14	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All	Key Decision: No
Report Author: Karen Wheeler, Head of Strategy	Contact Details: Tel: 020 8227 2317 E-mail: karen.wheeler@lbbd.gov.uk
Accountable Director: Graham Farrant, Chief Executive	
Summary: <p>A wide range of performance is monitored and managed across the Council and is reported in a number of ways including in portfolio holder meetings and partner boards, for example Children's Trust. The Corporate Priority Indicators provide a collective overview of performance across the Council/borough in order to inform decision making and use of resources, and to provide Members with a clear snap-shot of how priorities are being managed and implemented.</p> <p>This report aims to focus on current performance in areas of real interest to Members by providing detail of where performance has improved or deteriorated since the same period last year, as well as updating on progress against targets.</p> <p>Detailed performance data for all quarterly performance indicators is provided in Appendix A.</p>	
Recommendation(s) <p>That Cabinet note performance in Quarter 3 and make comments on any actions to be taken where performance has dipped.</p>	
Reason(s) <p>Performance data is reported to enable Members to more easily monitor and challenge performance and delivery of the policy priorities as set out in the Community Strategy and Corporate Plan 2013/14</p>	

1. Introduction and Background

- 1.1 The Community Strategy 2013-2016 and Corporate Plan 2013/14 were agreed at Assembly in May 2013, and new priority performance indicators developed for 2013/14. These indicators were agreed by Cabinet in June 2013 and reflect the priorities, high volume front line services and being a 'well run organisation'.

1.2 The framework provides an overview of performance across the Council/borough in order to inform decision making and use of resources, and to provide Members with a clear snap-shot of how priorities are being managed and implemented.

2. Performance Summary

2.1 In order to report the latest performance in a concise manner, a number of symbols have been incorporated in the report. Please refer to the table below for a summary of each symbol and an explanation of their meaning.

Symbol	Detail
↑	Performance has improved when compared to the same period last year
↔	Performance has remained static when compared to the same period last year
↓	Performance has deteriorated when compared to the same period last year
G	Performance is expected to achieve or has exceeded the target
A	Performance is within 10% of the target
R	Performance is 10% greater than the target

2.2 Of all the Corporate Priority Indicators which are reported on a quarterly basis, the following table provides a summary of performance at Quarter 3. This should be considered in the context of significant budget reductions and ongoing to improve services.

↑	↔	↓	G	A	R
68%	0%	32%	32%	41%	27%

3. Corporate Priority Performance – Focus on Performance

3.1 For Quarter 3 performance reporting, focus has been given to a small selection of indicators where performance has either greatly improved or has shown a deterioration. It is hoped that by focusing on specific indicators, Members will be able to challenge performance and identify where action is required.

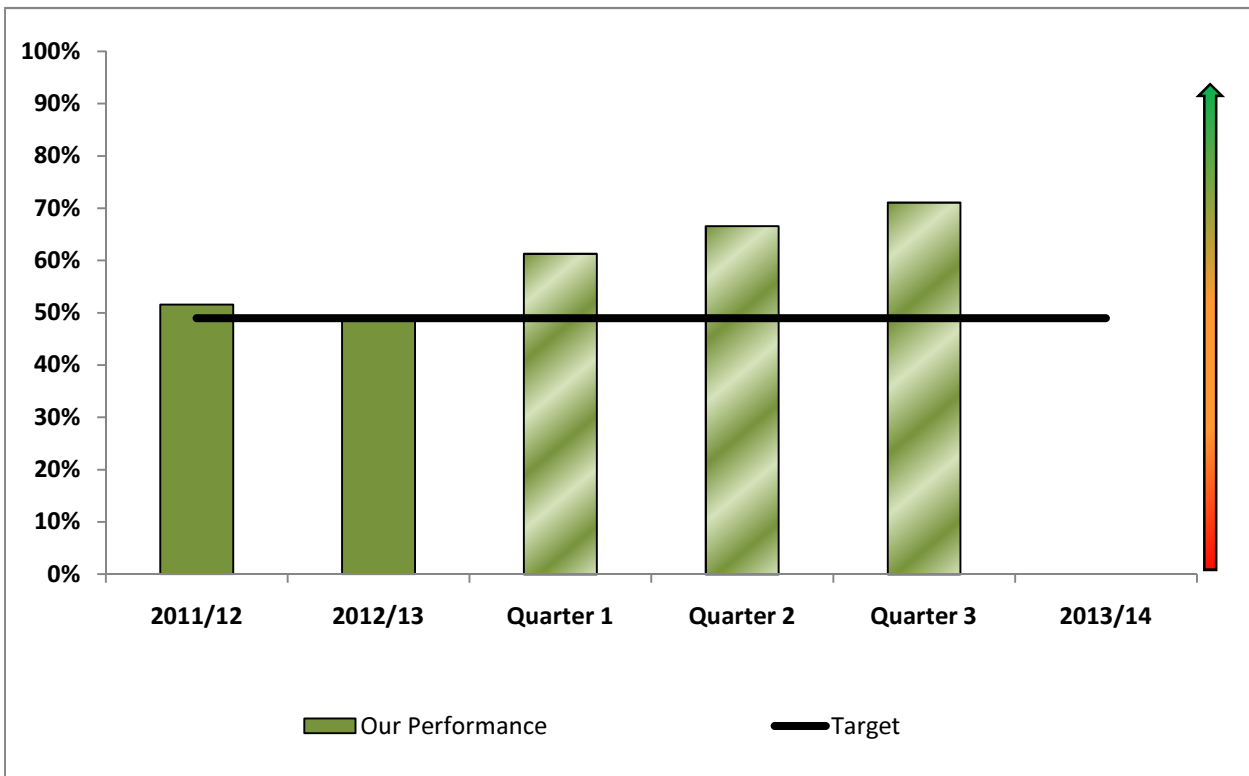
3.2 These selected indicators have been presented in a graphical format in order to provide a clearer picture of our current position, trend and performance against target. Commentary is also provided to explain the improvement or action being taken to address a dip in performance.

Ref. 18

The proportion of social care clients accessing care and support in the home via direct payments



G



The proportion of clients receiving care and support in the home via a direct payment continues to grow. This growth is in line with the personalisation agenda within Adult Social Care and the continued promotion of personal assistants within the borough.

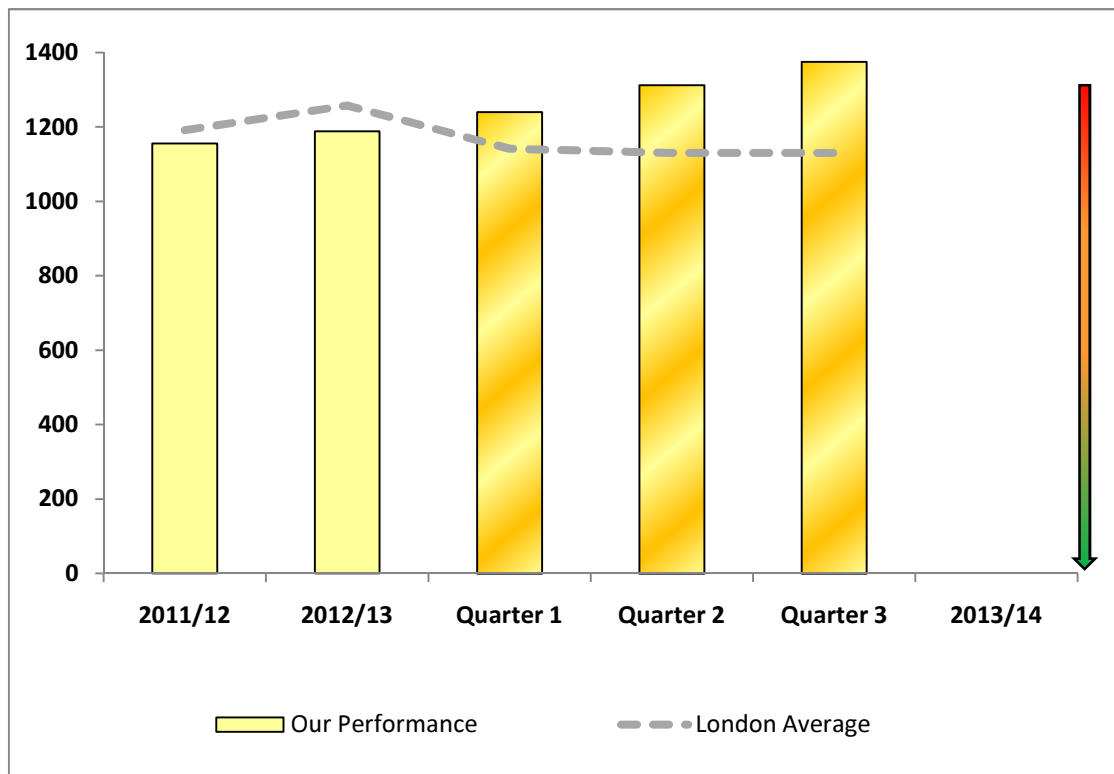
Providing direct payments instead of services gives people greater control over their lives and provides the means to decide how and when that care is provided.

Ref. 22

The number of households living in temporary accommodation



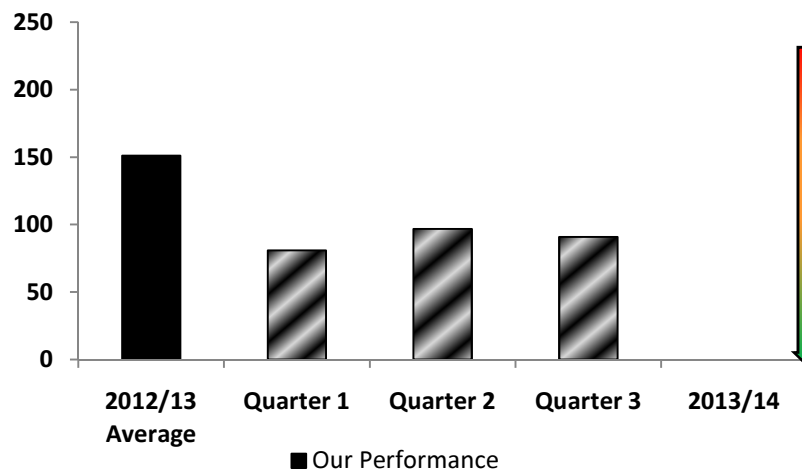
N/A



Until changes in Housing Benefit legislation impacted, the Council was able to secure an ample supply of private sector rented accommodation in the borough for use as **suitable** temporary accommodation. Over the last 3 years the situation has been further impacted by the economic downturn, structural changes to the housing market, and more recently Welfare Reform. Clearly the difficulties faced by Barking and Dagenham are being experienced across London and are in some cases far greater. However, In Barking and Dagenham the significant increase in housing pressures has manifested itself in a rise in temporary accommodation placements and within that, an unprecedented increase in bed and breakfast usage, which rose from 7 households in 2010 and peaked in August 2012 at 226 households, 116 of which had at that time been in such accommodation for in excess of 6 weeks and therefore placed the Council in breach of article 4. The number of households in bed and breakfast as at 16th February 2014 was 97 with 4 households over 6 weeks.

Homeless approaches have increased by 60% from January 2013 to date and the footfall of visitors to the Housing Advice Service has increased from approximately 1,200 per month to over 2,000 (January 2014 = 2,400). Aside from homeless duties the Council has seen a general rise in demand for housing, the waiting list has doubled since 2005, currently holding 12,500 applications. This is against a backdrop of a reduced supply of council accommodation which is available for letting, and the impact of the Council's regeneration programme which will deliver new affordable housing in the long term but has a short-term impact of reducing supply, consequently leaving less available for those in temporary accommodation to move on to.

The number of households living in Bed and Breakfast (Additional information)



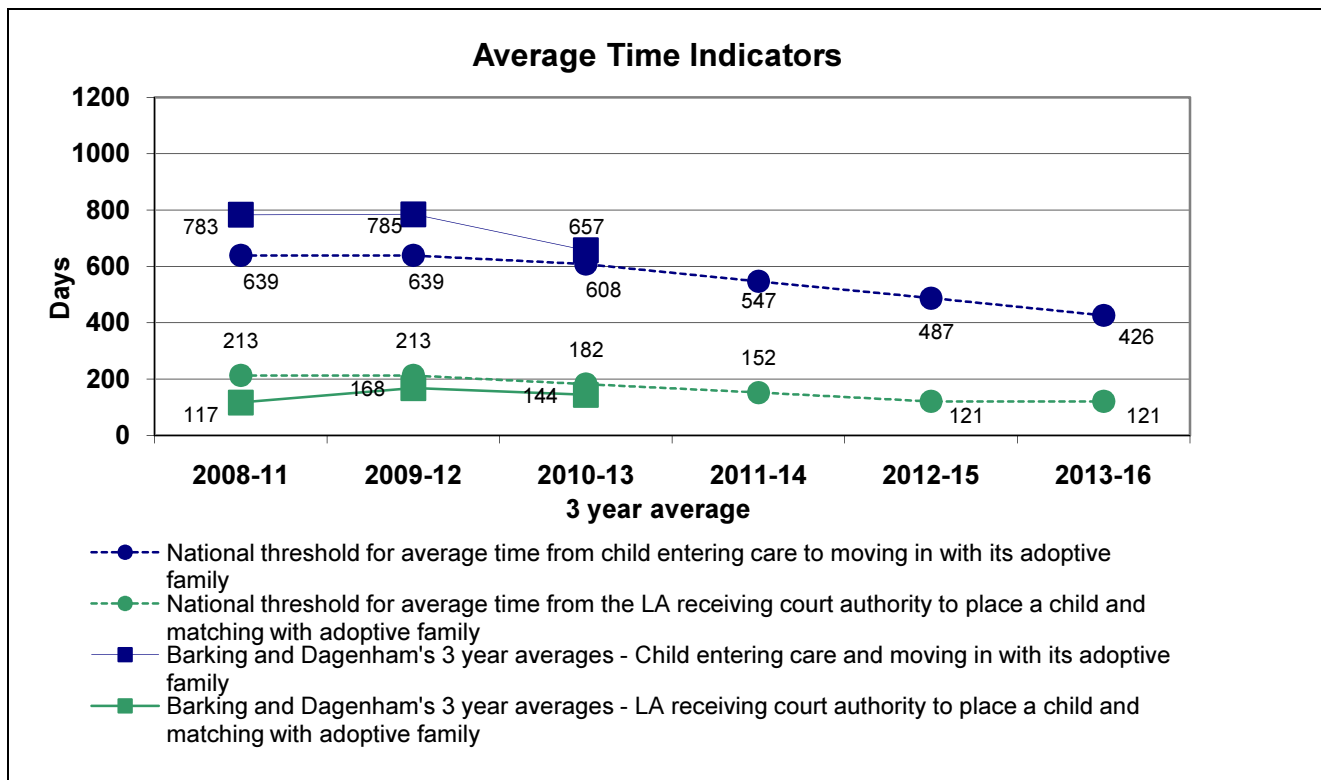
A wide range of measures have been put in place to reduce dependency upon bed and breakfast accommodation;

- Utilising all existing and future decant properties as temporary accommodation.
- Converting former care homes as hostel accommodation.
- Maximising permanent offers of council accommodation.
- Effectively using our homeless grant and redirecting and focusing staff resources upon homeless prevention.
- Successfully securing additional government funding to support property procurement.

4. Additional Performance Highlights – DfE Adoption scorecard

4.1 The 2013 adoption scorecards have now been published for all LAs in England. New Department for Education (DfE) thresholds have also been published. The scorecard measures are;

- a) The average time taken between a child entering care and moving into its adoptive family; and
- b) The average time taken from when the authority receives a Court Order agreeing to a child being adopted and the child is matched with an appropriate adopter.



- 4.2 We have made good progress on both measures. Our three yearly rolling average (2010-2013) for the time taken between a child entering care and moving into its adoptive family **has reduced to 657 days compared to 785 days in 2009-2012**. The England average is 647 days so we are very close to the national position on this measure now. Our performance is far better than our statistical neighbours (average time is 705 days)
- 4.3 The 2010-13 threshold set by the DfE on this measure is 608 days. Distance from meeting the 2010-13 threshold is 49 days. We have closed the gap and are adopting children quicker – the distance from the Government threshold in 2009-12 was 146 days.
- 4.4 Our 1-year improvement 2012-13 has also improved with the average time in 2013 being shorter than in 2012. Our 3-year trend is also reporting a shorter time on this measure, which is good news.
- 4.5 We have received a letter from Edward Timpson Parliamentary Under Secretary of State stating that our significant improvement has been recognised, but we are still below the threshold on this measure. We can expect a call or visit from the DfE to talk about our work as he is keen to share good practice.
- 4.6 Our three yearly average regarding the time taken from when the authority receives a Court Order agreeing to a child being adopted and the child is matched with an appropriate adopter is good and improving in 2013. Our three yearly rolling average **has reduced to 144 days compared to 168 days in 2009-2012**. Performance continues to fall within the Government threshold for this adoption measure set at 182 days in 2010-13 and is already lower than the 2011-14 threshold set at 152 days. Our performance is also far better than national and statistical neighbours.

- 4.7 The Government has set very challenging adoption timescales for 2016 – a) 426 days for the time taken between a child entering care and moving into its adoptive family and b) 121 days for the time taken from when the authority receives a Court Order agreeing to a child being adopted and the child is matched with an appropriate adopter. This amounts to 14 months and 4 months respectively (on average 30 days per month).
- 4.8 We are on track to meet the 2013-16 threshold for measure b), but we have a lot of work to do to meet the other government threshold a). Looking at performance, we will need to reduce the time taken on this measure by 231 days (8 months) for reducing the time taken between a child entering care and moving into its adoptive family.
- 4.9 Our average length of care proceedings is still above the England and statistical neighbour average; 62 weeks compared to 51 weeks respectively and is the highest across our statistical neighbours (Coventry is at 61 weeks).
- 4.10 We have adopted 65 children from care in 2010-13, representing 10% as a whole. This is compared to the national average of 13% and statistical neighbour average of 15%.

5. Options Appraisal

- 5.1 There is no legal requirement to prepare a performance report, however, it is good governance to do so and provides a collective overview of performance across the Council / borough in order to inform decision-making, use of resources and delivery of the priorities.

6. Consultation

- 6.1 Corporate Management Team (CMT) and departments (through Departmental Management Teams) have informed the approach, data and commentary in this report.

7. Financial Implications

Implications completed by: Steve Pearson - Group Accountant (Chief Executive's)

- 7.1 There are no specific financial implications, however, some key performance indicators do have quantifiable cost benefits, such as additional income from higher leisure centre usage or improved Council Tax collection rates (note - there is also a gain share for Elevate if they achieve over the agreed Council Tax collection percentage stated in their contract).
- 7.2 Due to the financial constraints of the Council these key performance indicators must be delivered within the existing budgets of the relevant services.
- 7.3 Where external funding is involved there can be financial implications if outcome based targets are not met, as funding may have to be returned to the provider.

8. Legal Implications

Implications completed by: Eldred Taylor-Camara, Legal Group Manager
(Commercial Law)

- 8.1 The Legal Practice has been consulted in the preparation of this report and confirms there are no legal implications to highlight.

9. Other Implications

- 9.1 **Risk Management** - The identification of clear performance measures to deliver against the priorities is part of a robust approach to risk management.
- 9.2 **Contractual Issues** - Any contractual issues relating to improving performance measures will be addressed as part of the delivery plan for each project or action.
- 9.3 **Staffing Issues** - Any staffing issues relating to improving performance measures will be addressed as part of the delivery plan for each project or action.
- 9.4 **Customer Impact** - Improvements in performance indicators will have a positive impact on customers e.g. increase in visits to leisure centres may impact on obesity and mortality and life expectancy in the long term. Where performance deteriorates, service or choice for customers may be reduced e.g. the proportion of spend on care and support in the home via direct payments.
- 9.5 **Safeguarding Children** - A number of indicators related to safeguarding children are contained within the Corporate Priority Performance Framework. Monitoring and management of these indicators will ensure safeguarding is maintained or improved.
- 9.6 **Health Issues** - A number of health and well being indicators are contained with the Corporate Priority Performance Framework. Monitoring and management of these indicators will ensure areas related to health can be maintained or improved in line with the Health and Wellbeing Strategy.
- 9.7 **Crime and Disorder Issues** - A number of crime indicators are contained with the Corporate Priority Performance Framework. Monitoring and management of these indicators will ensure areas related to crime and disorder can be maintained or improved. Consideration of the Council's Section 17 duties and issues arising is part of the mainstream work for this area.

Background Papers Used in the Preparation of the Report:

None

List of appendices:

Appendix A: Corporate Priority Quarterly Indicators (in detail)