

6 October 2011

Quarter 1 2011/12 Performance Management Report

Report of Corporate Management Team
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Purpose of the Report

1. To present progress against the Council's corporate basket of performance indicators (PIs) and report other significant performance issues for the first quarter of 2011/12.

Background

2. This is the quarterly performance report for the Council covering April – June 2011. The report contains information on key performance indicators, risk management and Council Plan progress. The report sets out an overview of performance and progress by Altogether priority theme. A summary of key performance indicators is provided at Appendix 3. More detailed performance information and Altogether theme analyses are available on request from performance@durham.gov.uk.

Developments since last quarter

3. Extensive work has been undertaken by all services to develop a new corporate set of indicators as set out in Appendix 3. This set of indicators is based around our six 'Altogether' priority themes and will be used to measure the performance of both the Council and the County Durham Partnership. Five different types of performance indicator have been introduced:

Performance Indicator Type	Rationale
Target Indicators	Targets are set for indicators where improvements can be measured regularly and where improvement can be actively influenced by the Council and its partners.
Tracker Indicators	Performance will be tracked but no targets will be set for indicators which are long term and which the Council and its partners only partially influence. For example life expectancy measures will be tracked but have no targets set.
Input Indicators	Inputs measure the resources (e.g. staff, materials, premises, caseload etc) employed to provide a service. Taken alongside target and tracker indicators, they may help to explain fluctuations in performance, for example caused by reduced staff levels or increased caseload.

Performance Indicator Type	Rationale
Perception and Satisfaction	A small set of core performance measures are included as part of the revised approach to tracking resident and user views.
Productivity	A new set of productivity measures is under development to support scrutiny of the efficiency of service delivery.

4. This new framework is a significant change, as previously the Government required targets to be set for all NIs, and the large number of prescribed indicators tended to detract from a rounded consideration of other aspects of performance such as inputs and productivity measures.
5. Benchmarking comparisons of Durham's performance to other councils are being developed and maintained despite the demise of the National Indicator set, to provide councillors with a view of how our performance compares to our peers. The Local Government Group has developed a prototype benchmarking tool 'LG Inform' which will provide online performance benchmarking and comparison, which individual Members and officers will be able to use to compare Durham's performance to other councils. The prototype for this product was launched in June and the full system will be rolled out early in the New Year. Work continues to utilise the LG Inform product to obtain comparative data which is free of charge. Durham has supported the Local Government Group in product development, as part of a national reference group.
6. Changes have also been made to the way service plans are monitored. Instead of monitoring and reporting corporately on all service plan actions, a number of actions from each service plan have been identified that are key to the corporate health and performance of the Council which will be monitored centrally. Monitoring of these key actions is undertaken on an exception basis using the following system:
 - Red - behind target/not planned to meet target
 - Green - achieved by the deadline/achieved ahead the deadline/on target to meet the deadline.
7. A further area of improvement this year is the introduction of reporting on progress of the Council in delivering Equality and Diversity, Carbon Reduction and Investors in People actions, and in responding to external inspections.

Altogether Wealthier: Overview

8. A development this quarter within this priority theme is the reductions in Area Based Grant (ABG) over 2011/12 that are going to have a major impact on service delivery. The overall budget for the Economic Development Service is being cut by 75% over the MTFP period due to the ABG reductions. Over the last year work has been ongoing to improve performance reporting mechanisms and one of these areas has been to look at business enquiries and new (business) start-ups. Despite the reductions in ABG, the service will continue to track these indicators but anticipate a reduction in performance once key funding for initiatives such as the Local Enterprise Growth Initiative come to an end in the next quarter.
9. Tracker indicators for this priority theme (see Appendix 3, table 2) show:
- A reduction in the number of 18-24 year olds claiming Job Seekers Allowance. For June 2011 this figure was 4360 equating to 8.6% of the resident 18-24 year old population. This is lower than the 9.4% reported at previous quarter and lower than the regional average of 9.4% but higher than the national average of 6.9% (Ref 116).
 - A steady reduction in the total JSA claimants claiming for one year or more. For June 2011 the figure shows 785 (6.2%) total JSA claimants claiming for one year or more compared to 1940 (15.9%) at same period last year. This is lower than the regional average of 11.3% and national average of 14.2% (Ref 117).
 - A steady reduction in the employment rate of the working age population. Latest figures for the 12 months January to December 2010 (which relate to Quarter 3 2010/11 as reported 8 months in arrears) show the employment rate has reduced to 66.2% from last years quarter 1 and 2 figures (66.4% and 66.5% respectively) (Ref 118)
 - An increase in the total number of Homelessness presentations. For June 2011 the figure shows there were 1326 homeless presentations, an increase from the 1075 reported 12 months previously. Homelessness preventions have also shown a downward trend this period with only 14.9% of homeless presentations being prevented compared with 16.3% at same period last year (Ref 133 & 130).
10. Two satisfaction indicators are reported for this priority theme:
- The percentage of users who felt that cultural events were “good” or “very good”. A new version of the survey has been developed for 2011/12 and data will be available from Quarter 2. Results will be sourced from a survey of people attending the 'Highlights Tour' (a range of cultural events in rural areas) and events as part of the BRASS festival (Ref 7).
 - Local Authority Tenant satisfaction with landlord services. This is an annual survey and the latest results are for the survey completed in February 2011 with 83.7% of tenants satisfied or very satisfied. Performance has improved from 2006 by 11.3% (Ref 8).

Performance against key indicators

	Direction of travel		
	Improved	Stable	Declined
Performance indicators	1 (33%)	0 (0%)	2 (67%)

	Performance against Target			
	Red	Amber	Green	Deleted Actions
Performance indicators	3 (50%)	2 (33%)	1 (17%)	N/A
Actions	0 (0%)	N/a	48 (98%)	1 (2%)

11. Results for this theme's key corporate performance target indicators show that 3 of the 6 indicators are already achieving or are close to achieving target (see Appendix 3, table 1).
- a. Private rented sector properties improved as a direct consequence of local authority intervention. During this period 170 private rented sector properties have improved which has exceeded the period target of 122 (Ref 2).
 - b. Occupancy rates of council owned business support centres. Occupancy levels currently stands at 73% following refurbishment of some units. This is close to achieving the 74% target (Ref 5)
 - c. Enrolments on Adult Learning courses leading to qualifications. Latest preliminary data covering the period August 2010 to July 2011 shows the achievement rate of people enrolled on accredited courses supported by the council's Adult Learning service is 81.2% which is close to achieving the 82% period target. Finalised data is due to be published in December 2011 (Ref 6).
12. The service highlight three key performance improvement issues going forward:
- a. Processing of Major planning applications. During this period, 75% of major planning applications were processed within the 13 week timescale. This is below the 79.9% target and the 81.3% processed 12 months earlier. This current dip in performance is due to the effect of a recent staff restructure, including in particular IT problems which affected ability of officers to meet milestones for processing of applications and the effect of the resultant staff relocations across the County arising from the restructure. Durham compares favourably against the National average (69.92%) but is below the North East average (82.43%) (Ref 1).
 - b. The percentage of bus services running on time. Over the Quarter 1 period, 89.9% of bus services ran on time which is lower than the 95% target. The reason for this has been identified as a result of punctuality at two particular bus stations (Stanley and Peterlee) being low on the survey day. This may therefore have been as a consequence of local issues. The number of surveys at each location is to be increased in order to get a better representative sample of data. If a pattern is identified, further detailed investigation will be carried out (Ref 4).
 - c. Empty properties brought back into use as a result of local authority intervention. During this period, 11 properties were brought back into use through local authority intervention. This is below the period target of 20. The Housing Renewals and Improvement team have implemented a new area based approach of multi disciplinary teams covering both empty properties and private landlords, which came into effect at the end of July 2011. The aim of this approach is to focus resources and therefore it is anticipated that this will have a greater impact and performance should increase (Ref 3).
13. In terms of progress against the Council Plan actions, the Altogether Wealthier theme has the highest percentage of actions that are on track or have been achieved (98% - 48 out of 49 actions). The remaining action to undertake infrastructure and public transport improvements on the Priority 4 corridor A690 is proposed to be deleted from the Council Plan due to funding restrictions.

14. Key updates for Altogether Wealthier from the RED Service Plan from this quarter include;

- World Heritage Site Visitor Centre opened ahead of schedule to the public on 20th June 2011
 - A planning application has been submitted for the extension to Belmont Park and Ride site
 - There has been a small increase in the total number of planning applications received during the quarter 1 period compared with the same period last year. In this period there have been approvals for housing refurbishment works at Craghead and Horden, housing developments at Evenwood, Newton Aycliffe, Trimdon, Brandon and Witton Park, an allotment site at Newton Aycliffe, holiday home developments at Caldwell, Frosterley and Bishop Auckland, industrial units at Meadowfield and Peterlee and a multi-functional facility at Bildershaw.
 - The review of the services provided to support Young People Not in Education, Employment or Training (NEETs) is proceeding in line with the Commissioning Plan set out by Children and Young Peoples Services and work continues on a social impact bond
 - In line with the Homelessness Strategy the following have been developed through the quarter 1 period:- A Hospital Discharge Protocol is almost complete; Crash pads for 16/17 year olds have been established and will commence August 2011; temporary accommodation mapping completed; participation in Regional Through the Gates Scheme and mapping exercise with HMP Durham to ensure offenders housing and support needs addressed
 - Works at NETpark continue to progress with the Grow On Spaces on the Gables ongoing and the Innovation Village project going to plan
 - 79 FTE construction jobs have been created at DurhamGate in Spennymoor
 - The Consett Business Park development has had funding from the County Council approved and awaits ERDF funding approval
 - The Buy Local: Buy Durham scheme has been successfully launched and Council buyers have received training
- A £2.1m 3 year refurbishment programme for council business sites was approved in June 2011

15. The completion of the stock options appraisal on the Council's housing stock is a major programme of activity which this committee are well aware of, current progress includes

- a. The appointment of a Stock Options Manager and two supporting officers
- b. A Customer Working Group has been established consisting of three customers from each provider area and one leaseholder representative
- c. A Steering Group has also been appointed which consists of the Customer Working Group and three Councillors
- d. Three advisors have been appointed to the project: Engage Associates (Independent Tenants Advisor (ITA)); Consult CIH/Savills (Financial Advisors) and Trowers and Hamblins (Legal Advisors)
- e. Savills have conducted a stock condition appraisal which shows Durham City Homes and Dale and Valley Homes housing stock is of a good condition, however East Durham Homes housing stock requires significant investment
- f. Findings have been presented to the Steering Group and the housing providers, the Steering Group have selected five preferred options to take forward for further consultation
- g. Public consultation on the preferred options has now commenced with the ITA delivering a wide range of activities across the County.
- h. Consultation will be completed at the end of September.

16. A verbal update will be provided relating to updates against the performance of the ALMOs and Durham City Homes.

17. The key risk from the Council's risk register to successfully delivering the objectives of this theme is '*The loss of Area Based Grant funding*', resulting in the CDEP failing to narrow inequality and deprivation gaps. This risk has occurred with the recent reduction in Area Based Grant which will have a major impact in terms of increasing social and economic deprivation in the County. An action plan is being developed to mitigate this risk as far as possible, although it should be recognised that this will remain a significant risk for at least the next 4 years.

18. Other significant risks include:

- a. Private housing stock condition worsens with adverse implications for local economy, health & neighbourhood sustainability.
- b. Reduced future allocations of deprivation based grants to the County resulting from changes to the Council's new deprivation status, which will impact on the delivery of key strategies and investment in the County.
- c. Diminishing Capital Resources, continuing depressed land values and slow growth in the private sector will impact on the ability to deliver major projects and Town initiatives within proposed timescales

Recommendation

19. That the Economy and Enterprise Overview and Scrutiny Committee receive the report and consider any performance issues arising there from.

Appendices

- Appendix 1:** Implications
- Appendix 2:** Key to ratings used in this report
- Appendix 3:** Summary of key performance indicators

Appendix 1: Implications

Finance

Latest performance information is being used to inform corporate, service and financial planning.

Staffing

Performance against a number of relevant Corporate Health PIs has been included to monitor staffing levels and absence rates.

Risk

Reporting of significant risks and their interaction with performance is integrated into the quarterly monitoring report.

Equality and Diversity / Public Sector Equality Duty

Corporate Health PIs relating to equality and diversity issues are monitored as part of the performance monitoring process.

Accommodation

Not applicable

Crime and Disorder

A number of Performance Indicators relating to crime and disorder are continually monitored in partnership with the Durham Constabulary.

Human Rights

Not applicable

Consultation

Not applicable

Procurement

Not applicable

Disability Issues

Corporate Health PIs relating to accessibility issues and employees with a disability are monitored as part of the performance monitoring process.

Legal Implications

Not applicable

Appendix 2: Key to ratings used within the report

Where ratings appear in this report, they have been applied to the most recently available information.

Target Key

GREEN Performance better than target

AMBER Getting there - performance approaching target (within 2%)

RED Performance >2% below target

Trend Key

IMPROVED The latest performance has improved from the comparable period

STABLE The latest reported data remains the same as comparable period

DECLINED The latest performance has deteriorated from the comparable period

Appendix 3: Summary of Key Performance Indicators

Table 1: Key target indicators

Ref	Description	Latest data	Period covered	Period target	Current status	Data 12 months earlier	Direction of travel – 12 months earlier
Altogether Wealthier							
1	Processing of Major planning applications (former NI 157a)	75%	Q1 11/12	79.90%	RED	81.30%	DECLINED
2	Number of private rented sector properties improved as a direct consequence of local authority intervention	170	Q1 11/12	122	GREEN	N/A	N/A
3	Number of empty properties brought back into use as a result of local authority intervention	11	Q1 11/12	20	RED	N/A	N/A
4	Bus services running on time (former NI178/LTP2/T14)	89.90%	Q1 11/12	95%	RED	N/A	N/A
5	Occupancy rates of council owned factories and business support centres (former REDPI16)	73.14%	Q1 11/12	74%	AMBER	N/A	N/A
6	Percentage of enrolments on Adult Learning courses leading to qualifications	81.20%	1 Aug'10 - 14Jul'11	82%	AMBER	81.70%	DECLINED
7	Percentage of users who felt the cultural events were "good" or "very good" (former AWHAS9)	Reported Q2			N/A	N/A	N/A
8	Local authority tenant satisfaction with landlord services	83.70%	2010-11	N/A	N/A	N/A	IMPROVED
9	Percentage increase in people engaged in cultural events (former AWHAS10)	Reported Q2			N/A	Annual	N/A

Table 2: Key tracker indicators

Ref	Description	Latest data	Period covered	Previous period data	Direction of travel - previous period	Data 12 months earlier	Direction of travel - 12 months earlier
Altogether Wealthier							
109	New homes completed in Durham City	24	Q1 11/12	281[1]	N/A	36	DECLINED
110	Number of top retailer representation in Durham City	13	Q4 10/11	13	STABLE	13	STABLE
111	Traffic flows in Durham City (New indicator using licence plate recognition. Under development. Expected during 2011)	Reported Q3		N/A	N/A	N/A	N/A
112	Access to services & facilities- % households accessible to Durham City within 1 hour journey by public transport before 8.30am (former REDPI12)	75.82%	Q1 11/12	74.90%	IMPROVED	N/A	N/A
113	Number of visitors – attraction numbers	813489	2010/11	N/A	N/A	N/A	N/A
114	All homes completed in and near all major settlements as a proportion of total completions (completed as per NI 154 guidance)	66.42%	Q1 11/12	N/A	N/A	N/A	N/A
115	% properties in band D and above for Council Tax	14.18%	Q1 11/12	14.59%	DECLINED	N/A	N/A
116	18 - 24 year olds claiming JSA	4360	Q1 11/12	4770	IMPROVED	3885	DECLINED
117	JSA claimants claiming for one year or more	785	Q1 11/12	1120	IMPROVED	1940	IMPROVED
118	Employment rate of the working age population (former NI 151)	66.20%	Q3 10/11	66.50%	STABLE	66.50%	STABLE
119	Number of apprenticeships – started	1006	2010/11	N/A	N/A	1496	DECLINED
120	Child Poverty (former NI116) Also included in Altogether Better for Children & Young People	23.50%	Nov-10	24.10%	IMPROVED	24.05%	IMPROVED
121	Affordable homes provided as a proportion of the total net homes completed (former NI154 & NI155)	6.22%	Q1 11/12	33%	N/A	2.70%	IMPROVED
122	Percentage of non-decent council homes (former NI 158)	37.18%	Q1 11/12	36%	DECLINED	42%	IMPROVED
123	Accessibility of Newton Aycliffe within one hour using public transport and arriving by 8.30am (former LTP3/4c)	30.30%	2010/11	N/A	N/A	N/A	N/A
124	New enterprise start ups (businesses assisted)	67	Q1 11/12	2300[1]	N/A	N/A	N/A
125	Business registration rate (former NI 171)	34.9	2008	N/A	N/A	N/A	N/A
126	Tourism businesses engaged by Visit County Durham	37	Q1 11/12	193[1]	N/A	N/A	N/A
127	Number of passenger journeys on Park and Ride (former LTP3/L17b)	249,700	Q1 11/12	1,021,848[1]	N/A	N/A	N/A

Ref	Description	Latest data	Period covered	Previous period data	Direction of travel - previous period	Data 12 months earlier	Direction of travel - 12 months earlier
128	Total planning applications received	835	Q1 11/12	N/A	N/A	N/A	N/A
129	No. of people rehoused through Durham Key Options system	491	Q1 11/12	3270 ^[1]	N/A	N/A	N/A
130	No. of preventions as a proportion of the total no. of homelessness presentations (former HH LP15a)	198 (14.9%)	Q1 11/12	257(16.4%)	DECLINED	175(16.3%)	DECLINED
131	No. of statutory applications as a proportion of the total no. of homelessness presentations (former HH LP15b)	317 (23.9%)	Q1 11/12	293 (18.7%)	DECLINED	208 (19.3%)	DECLINED
132	No. of acceptances (of a statutory duty) as a proportion of the total no. of homelessness presentations (former HH LP15c)	125 (9.4%)	Q1 11/12	384 (7.1%)	DECLINED	83 (7.7%)	DECLINED
133	Total no. of homelessness presentations (former HH LP15d)	1326	Q1 11/12	1570	IMPROVED	1075	DECLINED
134	Business enquiries	476	Q1 11/12	1685 ^[1]	N/A	N/A	N/A

[\[1\] This data is cumulative and the figure is based on 12 months data for the year end so comparisons are not applicable](#)