

<b>Overview and Scrutiny</b>	<b>Date:</b> 1 <sup>st</sup> April 2008	<b>Classification:</b>	<b>Report No:</b>	<b>Agenda Item No:</b>
<b>Report of:</b> <b>Assistant Chief Executive</b>  <b>Originating Officer(s)</b> <b>Michael Keating</b> <b>Alan Steward</b>		<b>Title:</b>  <b>TOWER HAMLETS INDEX -  MONITORING REPORT  DEC 2007 - JAN 2008</b>  <b>WARD(S) AFFECTED: N/A</b>		

## 1 Introduction / Summary

- 1.1 This report introduces the end of January monitoring report for the Tower Hamlets Index 2007/08. The set of indicators that constitutes the Tower Hamlets Index reflects the Strategic Plan 2006-11 and Local Area Agreement. This is the second year that this set has been reported. Appendix 1 provides an overview of performance and comments on each indicator. Appendix 2 provides charts for a better overview of the performance trends over time. Appendix 3 is the annual performance summary.

## 2. Recommendation

- 2.1 That the Committee notes and comments on the performance as identified in paragraph 4 of this report.

<b>LOCAL GOVERNMENT ACT, 2000 (SECTION 97)</b>	
<b><i>LIST OF "BACKGROUND PAPERS" USED IN THE DRAFTING OF THIS REPORT</i></b>	
<b>Brief description of background papers:</b>  <b>Tower Hamlets Index Monitoring Reports</b>  <b>Strategic Plan 2006/07</b>  <b>Best Value Performance Plan 2006/07</b>	<b>Name and telephone number of holder and address where open to inspection:</b>  <b>Michael Keating, 020 7364 3183</b> <b>Mulberry Place, 6<sup>th</sup> Floor</b>

### **3 Background**

- 3.1 The Tower Hamlets Index consists of key Strategic Plan indicators through which we measure progress towards the Council's 12 Strategic objectives.
- 3.2 The Tower Hamlets Index has been designed as a tool for Corporate Directors and their staff to accelerate improvement or sustain excellent performance in priority areas. It also assists Members in monitoring the overall rate of improvement across the council.
- 3.3 Each directorate has set annual targets to assist the Council in reaching its ambition of being one of the top performers in Inner London, and in the top 25% in Greater London by 2010. These targets are integrated into the service planning, team planning and performance management arrangements within each directorate.
- 3.4 We undertake an annual assessment of our ranking on all Tower Hamlets Index indicators which are Best Value Performance Indicators and which enable comparisons with other authorities. We monitor our performance monthly on a wider suite of Index indicators which includes local PIs for which national comparisons are not available. The bi-monthly Index also excludes all indicators for which data is available only annually. In some cases proxy indicators replace the annual indicators – for example, school attendance instead of annual test and examination result indicators.

### **4. How we are doing**

- 4.1 Performance against the fifth bi-monthly monitoring of these indicators for the period December 2008 - January 2009 is set out in the Appendices enclosed.
- 4.2 Currently **15** of the performance indicators (34.88%) are on track to achieve their end of year target (GREEN). Areas where performance is well above the estimated level for the end of January target are as follows:
- SP104 - Increased number of under 18s accessing drugs treatment
  - SP218 – Processing of new housing and council tax benefits
  - SP304 – Number of businesses/social enterprises assisted to improve their performance
  - SP307 - Number of people aged 24 and under in receipt of Jobseekers Allowance (and not on New Deal) helped into paid employment of over 16 hours a week for at least 13 consecutive weeks or more
  - SP410 – Under 16s attending study support sessions
  - SP509 - Increased attendance at Local Area Partnership events
  - SP510 – Telephones answered within customer promise
- 4.3 A total of 7 (16.28%) indicators are at AMBER, with actions in place to ensure that they get back on track to meet the end of year target.
- 4.4 A total of 21 (48.84%) indicators are at RED and based on the Manager's comments, they may not meet their year-end targets. These are:
- SP101 - Number of violent crimes

- SP108 - Cleanliness of land and highways
- SP111 - Recycling
- SP205 - Residents satisfied with the Council's repair service
- SP211 - Older people to permanent residential and nursing care
- SP212 - Adult and older clients receiving a review
- SP301 - Major planning applications
- SP303 – Other planning applications
- SP308 - Unemployed young people
- SP309 - Local residents claiming unemployment benefit
- SP404a - Overall attendance rates - primary
- SP404b - Overall attendance rates – secondary
- SP405a – Unauthorised absence rates – primary schools
- SP408 – Number of under 16s users of Idea stores and libraries
- SP409 – Total number of library items issued to under 16s
- SP412 - Library visits
- SP505 – Working days/shifts lost to sickness
- SP506 – Invoices paid on time
- SP510 – Telephones answered within customer promise
- SP511 – Letters responded to on time
- SP513 – Complaints completed on time

4.5 Our analysis shows that, of the RED indicators, our performance on over half of them (12) is relatively good, with top quartile performance and / or improving performance. Our performance on the remaining 9 needs further consideration, as the missed target is combined with lower quartile performance and/ or performance deteriorating or not improving (when compared to 2006/07 year-end data). These indicators are:

- SP108 – Cleanliness (litter and detritus)
- SP204 – Average time taken to re-let local authority housing
- SP301 – Major planning applications determined within 13 weeks
- SP303 – Other planning applications determined in 8 weeks
- SP308 – Young people in TH aged 18-25 claiming unemployment related benefits
- SP408 – Under 16s who are active users of the Idea Stores and libraries
- SP505 – Working days/shifts lost to sickness absence per employee
- SP506 – Undisputed Invoices Paid on Time
- SP511 – Letters responded to within customer promise standard

4.6 In this fifth monitoring round of 2007/08 there are 34.88% GREEN and 65.12% RED/AMBER indicators by comparison to the same time last year when there were 41.86% GREEN and 58.14% RED/AMBER.

<b>Dec-Jan</b>	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>
2006/07	18 (41.86%)	4 (9.30%)	21 (48.84%)
2007/08	15 (34.88%)	7 (16.28%)	21 (48.84%)

Compared to the fourth monitoring round of 2007/08 when there were 41.03% GREEN and 58.97% RED/AMBER indicators.

		<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>
2007/08	April-May	17 (42.50%)	20 (50.00%)	3 (7.50%)
	June-July	20 (47.62%)	15 (35.71%)	7 (16.67%)
	Aug-Sep	15 (38.46%)	15 (38.46%)	9 (23.08%)
	Oct-Nov	16 (41.03%)	17 (43.59%)	6 (15.38%)
	Dec-Jan	15 (34.88%)	7 (16.28%)	21 (48.84%)

The tables above shows that the number and proportion of GREEN indicators has decreased, compared to the previous period and also decreased compared to the same period in the previous year.

4.6 The accuracy of our forecasting improves as we get closer to year-end. As a result, a number of THI PIs where Manager's comments indicated in November that we would return to target by year-end (AMBER) were re-assessed in January and now indicate that the year-end target may not be met (RED). In many cases the forecast is that the target will be missed by a very small percentage (see Appendix 3 Summary for year-end forecasts):

- SP101 – Wounding: number of violent crimes (common assault plus ABH/GHB) per 1000 population
- SP204 – Average time taken to re-let local authority housing.
- SP205 – Percentage of residents satisfied with the Council's repairs service
- SP212 – Adult and older clients receiving a review as a percentage of those receiving a service.
- SP303 – Percentage of other planning applications determined in 8 weeks.
- SP405a Unauthorised absence rates - primary (proxy for 601, 602 & 603)
- SP408 – Number of under 16s who are active users of the Idea Stores and libraries
- SP409 – Total number of library items issued to under 16s - Enhancing young people
- SP505 – Number of working days/shifts lost to sickness absence per employee.
- SP506 – Percentage of Undisputed Invoices Paid on Time
- SP510 – % of telephones answered within the customer promise standard
- SP511 – % of letters responded to within customer promise standard
- SP513 – Percentage of complaints completed in time - Council as a whole - Stage 1

4.7 Problems referenced in previous reports in calculating one indicator are ongoing at the time of producing this report: SP210 – Bed and Breakfast. There is one indicator that is reported on quarterly: SP310 – Increased supply of employment opportunities. One indicator does not have a preferred direction of travel (Audit Commission's directive): SP215 - Percentage of children looked after with three or more placements.

## **5 Best Value Performance Plan Summary**

5.1 2007/08 is the final year that we are statutorily required to publish by the end of March 2008 a Best Value Performance Plan summary with predicted performance for 2007/08 for our key indicators. This is attached as Appendix

3. We have prepared this summary document based on the text in the Council Tax leaflet and priority areas identified refreshing of the Community Plan and Local Area Agreement.

- 5.2 As part of the consultation feedback from the resident involvement and engagement, residents expressed the desire to see:
- A balance in the text between areas where we have done well, and areas where we need to improve.
  - A comparison of performance in their ward, not just for the whole borough.

We will have taken account of these comments in the summary that will be published in EastEndLife on 31 March 2008.

Due to the statutory publication deadline the Summary includes forecast performance data for 2007/08. The final year-end data will be published in the Best Value Performance Plan. This will be presented to Overview and Scrutiny on 10 June, with statutory publication on 30 June 2008.

## **6 Overview & Scrutiny's feedback on November - December report**

When considering the last Tower Hamlets Index, Overview and Scrutiny raised a number of issues. These are summarised below.

Overview and Scrutiny asked about the Performance Review Group, referred to in the Manager's comments. The Group is comprised of the Chief Executive, the Corporate Director, Adults, Health & Well-Being, and the Lead Member for Performance and Resources. The Group meets monthly to review performance across the Council focusing on the key areas requiring improvement.

On SP212 (Adults receiving a review), Overview and Scrutiny asked how the target was set. They were advised that all targets are set to achieve top quartile within three years, taking into account previous years outturns, and need analysis. Where this is not realistic, targets are challenged to try to ensure that they are stretching. Attainment of the current year target would place us in the top quartile.

Regarding SP516 (Top 5% earners from an ethnic minority), Overview and Scrutiny questioned why that particular definition (top 5%) was selected, and not a narrower group of employees (top 1%). This indicator is nationally set which enables us to compare our performance. As it refers to a relatively small number of officers, a narrower measure could lead to individuals being identified.

Overview and Scrutiny considered SP404a&b (Attendance rate at primary and secondary school). It was explained that our main focus is on persistent absence, and we perform well on this measure.

## **7. Finance**

- 7.1 It is important that performance monitoring takes account of financial performance so that it can be shown to have been achieved within existing resources and therefore to be broadly sustainable.

- 7.2 The latest corporate financial monitoring information available relates to the third quarter of 2007/08, to 31st December 2007 and will be reported to Cabinet on 5<sup>th</sup> March 2008. For the General Fund, this indicates a project underspend for the year against Directorate budgets of £0.608m and is an increase of £316,000 from the second quarter's budget monitoring report.
- 7.3 Four out of six Directorates however, are now projecting overspends for 2007/2008 and several directorates have identified risk areas primarily where volatility to costs or uncertainty surrounds the final outturn figure. These are primarily within administrative buildings, Idea Stores and fluctuations in planning and land charge fees which Directorates are monitoring closely to manage these recurrent cost pressures. None of the Directorates concerned are currently indicating that their actions to contain costs will have a negative impact on performance indicators. The Housing Revenue Account is projected to break even. Although it is not possible to be specific about individual performance indicators, this tends to indicate that, in general, current levels of performance can continue to be achieved within the resources allocated in the budget.
- 7.4 Financial monitoring within Directorates takes place on a monthly basis, and Directorate Management Teams should monitor use of resources alongside service performance to ensure that performance is sustainable and to give early warning of any issues to be addressed.
- 7.5 In addition, the Performance Review Group focuses on performance and where it could be useful can look at allocating resources to support performance improvement.

## **8. Equalities Implications**

- 8.1 The Council's ambitious targets for service delivery are focused on meeting the needs of the diverse communities living in Tower Hamlets. The Tower Hamlets Index reflects the priority the Council gives to equality and diversity issues, and includes specific equality indicators.

## **9. Comments from the Chief Finance Officer**

- 9.1 There are no direct financial implications arising from the recommendations of this report. Any specific financial implications relating to the performance indicators have been incorporated in the officer comments attached to this report.

## **10. Concurrent Report of the Assistant Chief Executive (Legal)**

- 10.1 The Local Government Act 1999 places a duty on the Council to secure continuous improvement in the way its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Performance monitoring using the Index combined with implementation of the Strategic Plan will assist in discharging that obligation.

## **11 Sustainable Action for a Greener Environment**

11.1 A number of the Indicators contribute directly towards a greener environment, including addressing abandoned cars, and improving the cleanliness of streets. The Council will ensure that in monitoring and reporting on the Tower Hamlets Index, the environmental impact locally will be kept to a minimum.

12. **Anti Poverty Comments**

12.1 A number of the indicators in the Index specifically address unemployment and homelessness families, targeting some of the most vulnerable communities in Tower Hamlets. A number of the other indicators address service improvements that have a greater impact on those communities in most need of Council services.

13. **Risk Management Implications**

13.1 In line with the Council's risk management strategy, the implementation of the Tower Hamlets Index will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Where any difficulties or slippage arise, the process will create an opportunity for Members and Corporate Directors to discuss remedial action and keep progress under regular review.