

Leicester  
City Council

**WARDS AFFECTED  
ALL WARDS (CORPORATE ISSUE)**

## **Forward Timetable of Consultation and Meetings**

Cabinet  
Performance and Value for Money Select Committee

7<sup>th</sup> January 2008  
14<sup>th</sup> January 2008

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## **Second Quarter Performance Report 2007/08**

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Report of the Director of Partnership, Performance & Policy

### **1. Purpose of Report**

- 1.1 This report presents the performance of the Council and its Partners in delivering services to citizens during the second quarter of 2007/08. The information provided is set out to show performance against CPA, Corporate Plan, LAA and Departmental indicator sets. Information is also provided through the Cabinet performance indicator portfolios appended to this report.
- 1.2 The report considers exceptions reported by departments for the month of October and an update on the treatment of corporate risks within the Council.

### **2. Summary**

#### Overall Performance

- 2.1 The performance of the broad range of indicators, monitored by departments within the Performance Management System (PMS), is set out in paragraph 2.7 by the different groupings used by the Council
- 2.2 The overall performance position is set out below in terms of the direction of travel and the performance against target. The direction of travel position has been determined by the movement since the same quarter end one year ago. Significantly more indicators either improved their position or were static than those declined. In terms of performance against target 73% of indicators were either above target or within the tolerance levels. In general this is a positive picture. Some data is missing, not all of which is a concern, but nevertheless continued vigilance is still necessary to ensure all data is entered on time.

The full data shows:

Direction of Travel	2 <sup>nd</sup> Quarter 2007/08
Improved	45.56% (123)
Static	25.56% (69)
Declined	18.89% (51)
Data Missing	10.00% (27)

Performance against Target	4 <sup>th</sup> Qtr 2006/07	1 <sup>st</sup> Qtr 2007/08	2 <sup>nd</sup> Qtr 2007/08
Above	21.2%	15.8%	20.66% (56)
Within tolerance	44.2%	37.9%	52.03% (141)
Below	24.5%	16.2%	19.56% (53)
Data Missing	10.2%	30.1%	7.75% (21)

- 2.3 The level of missing data in the PMS has been a problem and while recent analysis shows that the level is reducing continued vigilance is required.

#### CPA Performance

- 2.4 Performance during the second quarter remains positive in the following areas. The Culture CPA service block continues to perform strongly and maintains a projected score of 3, "Use of Resources" is a level 3 as recently confirmed by the Audit Commission and performance in the Benefits and Housing service blocks also indicate a level 3 score will be achieved.
- 2.5 The Corporate Director Regeneration and Culture reports some concern over BV187a, condition of footways, with data indicating performance below the lower threshold. The Department is looking at long-term resourcing of footways through Star Chamber. The Regeneration and Culture Department are now forecasting a change in the Environment service block score from level 4 to level 3 on the basis of this data.
- 2.6 Preparations for the Corporate Assessment are progressing well. The corporate assessment is currently forecast to be at level 3 and contributes 50% of the overall comprehensive performance score. Combined with the Service block scores, also forecast at level 3, this gives an overall CPA rating for the Council of 4 stars. Appendix 1 shows detail of both past and forecast service block performances.

#### Performance by indicator group

- 2.7 Below is a breakdown of performance for different groups of indicators at the end of the second quarter 2007/08:

CPA indicators

Analysis of the Audit Commission Direction of Travel indicators, used in the Corporate Assessment block of the CPA, shows:

Direction of Travel	2 <sup>nd</sup> Qtr 2007/08
Improved	47.52% (48)
Static <small>note 17% are 3 year survey measures</small>	28.71% (29)
Declined	19.8% (20)
Data Missing	3.96% (4)

LAA indicators:

Direction of Travel	2 <sup>nd</sup> Qtr 2007/08
Improved	20.41% (40)
Static	23.47% (46)
Declined	7.65% (15)
Data Missing	48.47% (95)

Performance against Target	4 <sup>th</sup> Qtr 2006/07	1 <sup>st</sup> Qtr 2007/08	2 <sup>nd</sup> Qtr 2007/08
Above	14.6% (29)	8.5% (17)	13.27% (26)
Within tolerance	29.6% (59)	25.6% (51)	28.57% (56)
Below	24.6% (49)	19.6% (39)	16.84% (33)
Data Missing	30.7% (61)	46.2% (92)	41.33% (81)

Corporate Plan indicators:

Direction of Travel	2 <sup>nd</sup> Qtr 2007/08
Improved	21.05% (8)
Static	44.74% (17)
Declined	15.79% (6)
Data Missing	18.42% (7)

Performance against Target	4 <sup>th</sup> Qtr 2006/07	1 <sup>st</sup> Qtr 2007/08	2 <sup>nd</sup> Qtr 2007/08
Above	5.0%	2.5%	7.89% (3)
Within tolerance	52.5%	42.5%	39.47% (15)
Below	37.5%	32.5%	47.37% (18)
Data Missing	5.0%	22.5%	5.26% (2)

Resources Department indicators:

Direction of Travel	2 <sup>nd</sup> Qtr 2007/08
Improved	31.58% (6)
Static	42.11% (8)
Declined	21.05% (4)
Data Missing	5.26% (1)

Performance against Target	4 <sup>th</sup> Qtr 2006/07	1 <sup>st</sup> Qtr 2007/08	2 <sup>nd</sup> Qtr 2007/08
Above	15.8% (3)	5.3% (1)	5.26% (1)
Within tolerance	47.4% (9)	36.8% (7)	68.42% (13)
Below	26.3% (5)	5.3% (1)	26.32% (5)
Data Missing	10.5% (2)	52.6% (10)	0% (0)

The Resources Department only collects data annually for most of these BVPIs. Therefore, the performance against target figures in the above table are based on 'best available information', i.e. using carry forward data from the previous year. We will only get a true picture of how well we have performed against each target at the end of the financial year.

Adults & Housing Department indicators:

Direction of Travel	2 <sup>nd</sup> Qtr 2007/08
Improved	54.02% (47)
Static	19.54% (17)
Declined	17.24% (15)
Data Missing	9.20% (8)

Performance against Target	4 <sup>th</sup> Qtr 2006/07	1 <sup>st</sup> Qtr 2007/08	2 <sup>nd</sup> Qtr 2007/08
Above	21.4% (22)	19.6% (20)	25.00% (22)
Within tolerance	42.7% (44)	49.01% (50)	57.95% (51)
Below	22.3% (23)	17.65% (18)	15.91% (14)
Data Missing	13.6% (14)	13.73% (14)	1.14% (1)

C&YP Department indicators:

Direction of Travel	2 <sup>nd</sup> Qtr 2007/08
Improved	51.52% (34)
Static	15.15% (10)
Declined	19.70% (13)
Data Missing	13.64% (9)

Performance against Target	4 <sup>th</sup> Qtr 2006/07	1 <sup>st</sup> Qtr 2007/08	2 <sup>nd</sup> Qtr 2007/08
Above	6.1% (3)	4.1% (2)	9.09% (6)
Within tolerance	44.9% (22)	6.1% (3)	48.48% (32)
Below	26.5% (13)	4.1% (2)	15.15% (10)
Data Missing	22.4% (11)	85.7% (42)	27.27% (18)

Regeneration & Culture Department indicators:

Direction of Travel	2 <sup>nd</sup> Qtr 2007/08
Improved	36.73% (36)
Static	34.69% (34)
Declined	19.39% (19)
Data Missing	9.18% (9)

Performance against Target	4 <sup>th</sup> Qtr 2006/07	1 <sup>st</sup> Qtr 2007/08	2 <sup>nd</sup> Qtr 2007/08
Above	30.9% (30)	20.8% (20)	27.55% (27)
Within tolerance	42.3% (41)	39.6% (38)	45.92% (45)
Below	25.8% (25)	22.9% (22)	24.49% (24)
Data missing	1.0% (1)	16.7% (16)	2.04% (2)

- 2.8 Member Performance Indicator Portfolios are attached as appendices 2 to 10 of this report.
- 2.9 The Council is currently responsible for reporting against several hundred statutory performance indicators e.g. Best Value, OFSTED, CSCI not all of which are centrally reported. This number will be significantly reduced from 1 April 2008 when the new set of 198 national indicators will replace current measures for all performance assessments by government. See paragraphs 4.1 to 4.6 of this report.

#### Corporate Risk Register

- 2.10 Risks have been categorised under the following headings
- Risks associated with strategic leadership
  - Failure of central ICT Services
  - Significant financial loss or significant unplanned expenditure
  - Loss of access to key premises or injury from access to premises.
  - Major projects
  - Partnership withdraws significant funding or fails to deliver anticipated services
  - Failure to meet key compliance criteria laid down by Government
  - Loss of stakeholder confidence
  - Response to a major event adversely affecting the Council, its employees, the people in its care, or the people of Leicester
  - Significant operational risks

- 2.11 The details are contained in the matrix that forms Appendix 11 of this report, together with suggested mitigating actions and those responsible for addressing these issues.
- 2.12 The risk improvement actions presented for consideration, reflect, wherever possible, work which is already being done across the Council to improve the Council's risk profile.
- 2.13 The Corporate Risk Manager will work with Directors' Board to support the implementation of ongoing actions agreed, presenting the updated Corporate Risk Register to DB quarterly.

### **3. Recommendations**

#### **3.1 Members are recommended to:**

- Congratulate those areas demonstrating continuous improvement in performance;
- Review the second quarter performance results and consider the need for any special action on areas of concern;
- To note the risks identified as being matters relevant to the Council at this time, and;
- To receive regular reports on actions taken to mitigate the identified risks as part of the regular performance management process.

### **4. Report**

#### The new performance framework and the national indicator set.

- 4.1 The national indicator set published by the Government in October was developed as part of the Comprehensive Spending Review 2007 so that it reflects the Government's national priorities. Performance against each of the 198 indicators will be reported for the Council and Leicester Partnership from 1 April 2008.
- 4.2 The Council is also responsible for many other services and activities valued by local people; these are not directly reflected in the national indicator set. It does not mean those activities should stop. It means that it is right for the Council, and not Central Government, to set its own priorities, and monitor its performance.
- 4.3 The national indicator set will be the only measures on which central government through GOEM will performance manage outcomes delivered by the Council working alone or in partnership. From April 2008, all other sets of indicators, including Best Value Performance Indicators and Performance Assessment Framework indicators, will be abolished.
- 4.4 In Leicester, targets against the set of national indicators will be negotiated through Leicester's new Local Area Agreement. Our Agreement will include up to 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years.

4.5 Setting the targets will be the subject of negotiation between GOEM and the Council, expected to begin in early 2008. Central Government will not mandate them. Even where targets are set out for Public Service Agreements at national level, Leicester will have the flexibility to respond to these national ambitions in the most appropriate way in negotiation with GOEM.

4.6 The introduction of a new set of national indicators will provide the Partnership with an opportunity to take stock of what it needs to measure. It is vital that

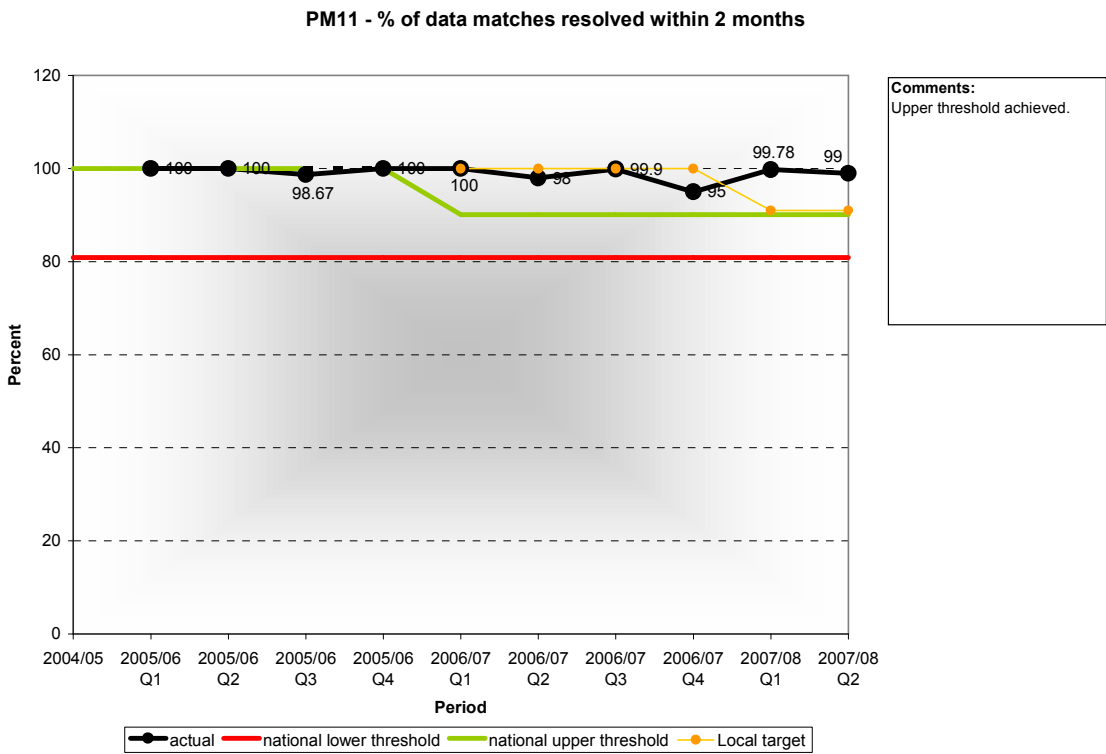
- every indicator both national and local is owned by a clearly identified element of the partnership;
- the required data quality assurance is put in place, and;
- that sufficient resource is made available to collect and enter data on time.

**Areas of Improved Performance**

4.7 The following areas have demonstrated continuous improvement in performance through the second quarter:

**Benefits**

4.8 PM11: Percentage of data matches resolved within two months, has improved from its 2006/07 end of year position of 98.18% to 100.0% at the end of the second quarter 2007/08. Based on the second quarter data we will exceed our end of year target of 91.0% for 2007/08.



4.9 Every month the local Authority receives the results of various data matching exercises undertaken by the DWP. Where there is an anomaly, such as an inconsistent national insurance number or date of birth, it passed to the local Authority to investigate. The resolution of the data match could be as simple as correcting an erroneous entry or may involve a full review of a case, including a fraud review.

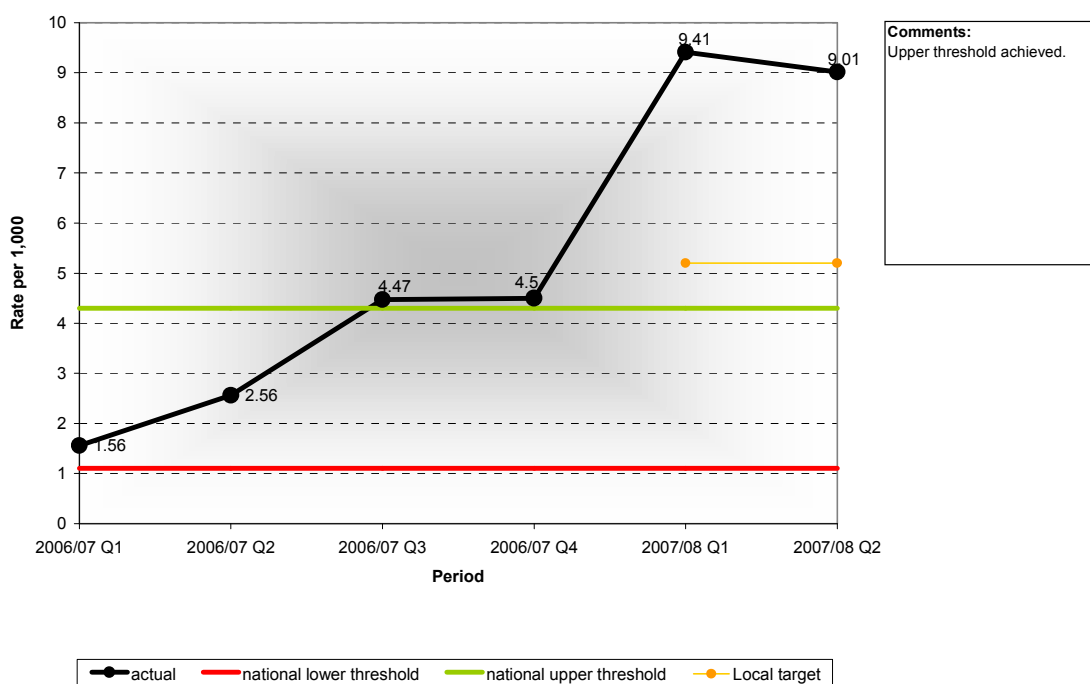
4.10 For DWP purposes, the data match issue is resolved when;

- an error is rectified
- a fraud investigation has commenced
- the reason for the mismatch has been identified and we have established that the amount of benefit paid is correct or
- the claim has been suspended so that further investigation can take place.

4.11 For this performance measure to be at level 4, more than 90% of the referrals must be investigated and actioned within 2 months of their receipt. Because of the potential fraud implications surrounding this indicator, the data matches are deemed a priority item of work and over 99% of the data matches are resolved within the 2-month measuring period.

4.12 PM16 (BV78d): Number of successful sanctions per 1000 caseload, has improved from its 2006/07 end of year position of 5.21, to 9.30 at the end of the second quarter 2007/08. Based on second quarter data we will exceed our end of year target of 5.20 for 2007/08.

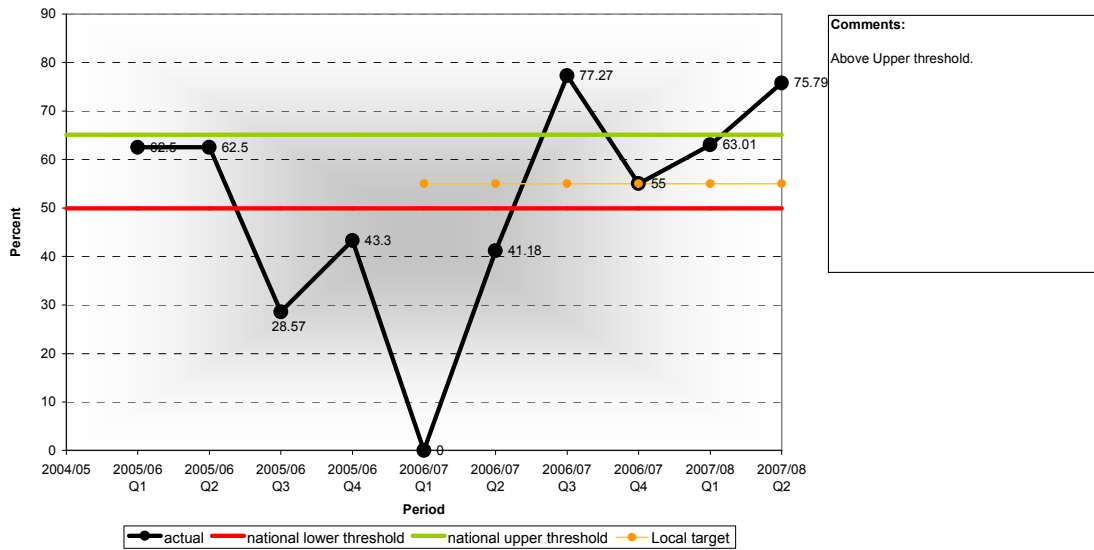
PM16 (BV76d): No. of succesful sanctions per 1,000 caseload





- 4.13 Recipients of Housing and Council Tax Benefit have a statutory duty to declare any change in their household, whether financial or concerning the makeup of the household, when that change occurs. These changes can only be reported after they have happened and any change in benefit is effective from the Monday following the change.
- 4.14 Benefit recipients are generally more proactive in notifying changes when that change is beneficial to them, that is, they are entitled to more benefit. Where they may lose benefit, for example, start a job, work longer hours or get a pay rise, there is more of a reluctance to declare the change. When the change is notified, the effective date of the change is the Monday following the actual change and any benefit overpaid is recovered.
- 4.15 Where we identify a change in circumstance through our review of claims or where a claimant notifies the authority of the change but after a long delay, we investigate the reason for the late notification of the change or the reason for non-notification. Depending upon the circumstances of the case, the customer could be formally cautioned and pay back the overpayment, receive an administrative penalty (a charge of 30% of the overpayment) and payback the overpayment or if the overpayment is over £2,000 the customer could be prosecuted at the Magistrates Court.
- 4.16 For PM 16 to be level 4, the DWP expect there to be more than 4.2 sanctions per 1,000 caseload. In Leicester's case this means that over 160 sanctions have to be achieved in the financial year. At the end of Q2, 175 sanctions had been achieved.
- 4.17 PM17: Percentage of applications for consideration/revision actioned and notified within four weeks, has improved from its 2006/07 end of year position of 43.2% to 76.79% at the end of the second quarter 2007/08. Based on second quarter data we will exceed our end of year target of 55.0% for 2007/08.

PM17 - % of applications for reconsideration/revision actioned and notified within 4 weeks

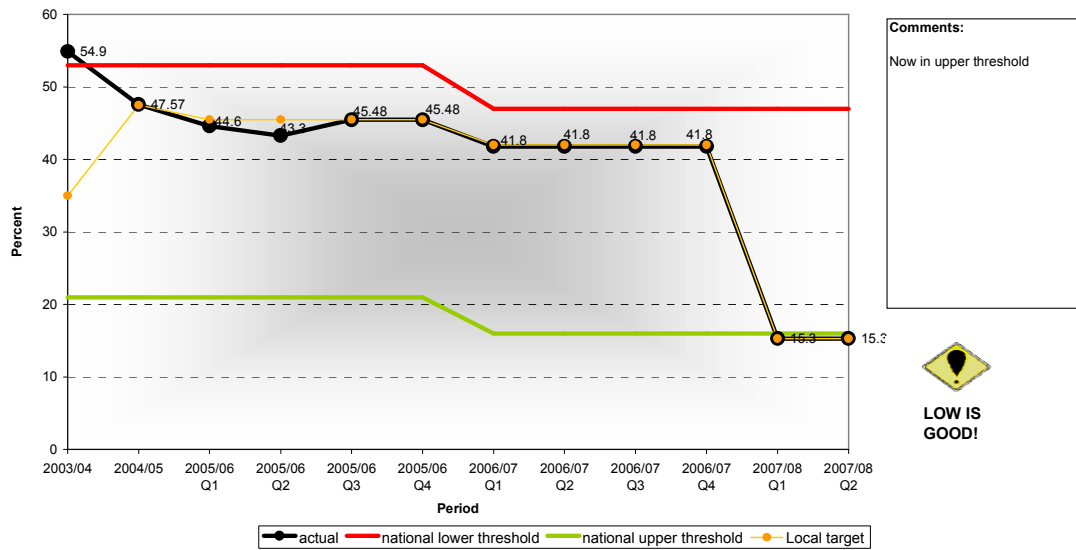


- 4.18 Where a benefit recipient is dissatisfied by the amount of benefit awarded they can ask for the claim to be looked at again. It is an opportunity to ensure that the correct income and savings detail has been used in the claim, that the correct household make up has been used and that the claimant has provided all information. If a change is made or the original information is confirmed, this is called reconsideration.
- 4.19 For this indicator to reach level 4, over 65% of all reconsiderations must be considered and the results notified to the customer within 28 days of the written request for a reconsideration. In the first half of the year over 76% of all reconsiderations were completed within the 28-day timescale.

### Housing

- 4.20 BV184a: Percentage of LA homes non-decent at start of year (low is good), has improved from its 2006/07 end of year position of 41.8% to 15.3% at the end of the second quarter 2007/08. Based on second quarter data we expect to achieve our end of year target of 15.3% for 2007/08.

BV184a The proportion of LA homes which were non-decent

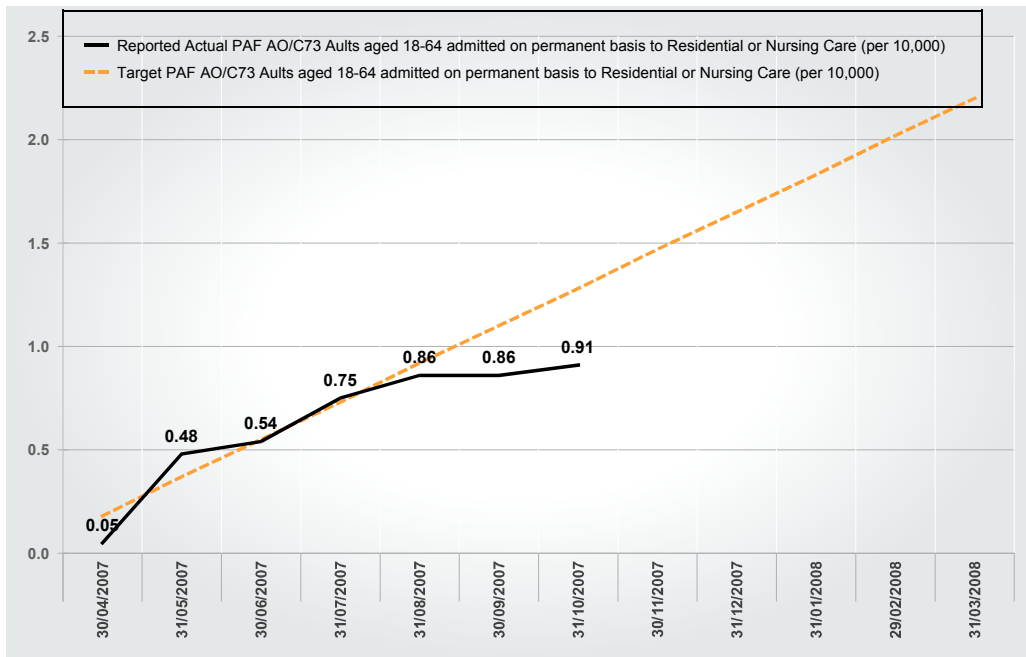


- 4.21 There has been a dramatic fall in the number of non-decent LA homes since April 2006, partly as a result of capital works we have carried out, but also because of a re-evaluation of the Decent Homes Standard requirements.
- 4.22 We have recently completed an exercise to gather details on all the repairs we have carried out on our kitchens and bathrooms in the last 10 years. Although there are other factors that influence the Decent Homes Standard, such as roofs, windows, boilers etc, it is these two elements that are now our key drivers to ensuring decency across our housing stock.
- 4.23 Following our data gathering exercise, we were able to establish that many of these ad-hoc kitchen and bathroom repairs that had been carried out over the last 10 years were able to feed into the Decent Homes calculation. Consequently we were able to reduce the number of non-decent homes from 9,620 in April 2006 to 3,462 in April 2007, just 15.3% of our total stock.
- 4.24 The Capital Works Programme will target these remaining properties and we remain confident that all our homes will meet the Decent Homes standard by 2010.
- 4.25 Our methodology and data gathering processes have recently been audited by the Audit Commission, and they were completely satisfied that this approach was in accordance with published guidelines and that our returns were accurately stated.

Social Care (Adults)

- 4.26 PAF C73: Number of adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care (per 1000 population) (low is good), has improved from its 2006/07 end of year position of 2.3 to 1.6 at the end of the second quarter

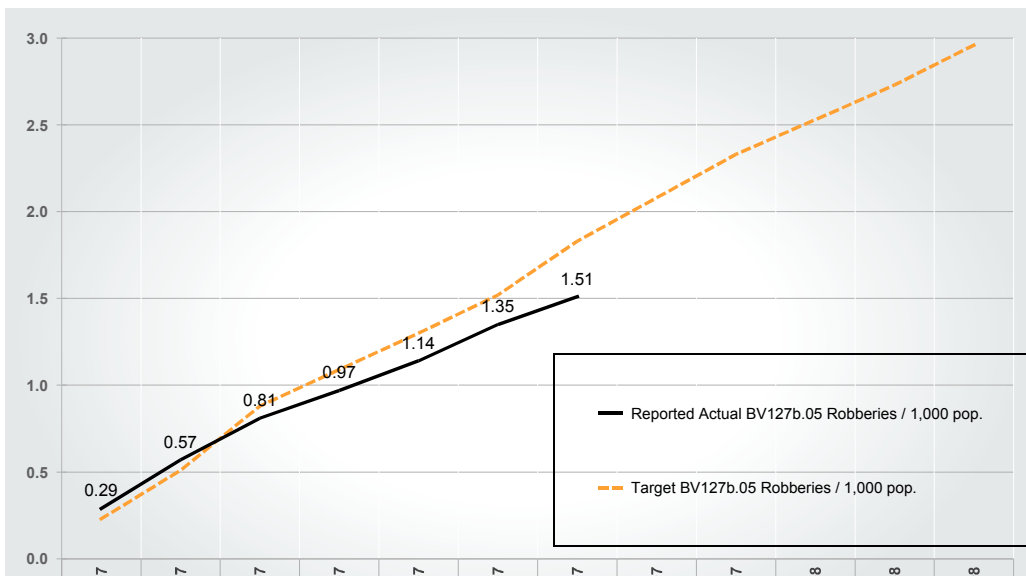
2007/08. Based on second quarter data our projection for 2007/08 is 1.6, and we expect to exceed our end of year target of 2.2.



4.27 This indicator looks at admissions of supported residents (aged 18-64) into residential and nursing care. Our target for the year is 40 admissions or fewer and, with six months of the year elapsed; we have admitted only 15 into residential and nursing care. Systems are in place to ensure that all available alternatives are considered by service managers prior to an admission being approved.

Community Safety

4.28 BV127b: Robberies per 1000 population (low is good), has improved from first quarter position of 3.28 to 2.71 at the end of the second quarter 2007/08. Based on second quarter data we will exceed our end of year target of 2.96 for 2007/08



4.29 The target for robbery is a 5% reduction. This target matches the robbery target for Safer Leicester Partnership. There have been 71 fewer robbery offences between April and September this year when compared to last year. The actual rate for August is lower than the forecast rate. The Police have provided information that states that there is an increase in robbery offences in October and March. The violent crime theme group will be planning specific interventions to target areas to reduce robbery offences.

**Areas with performance issues**

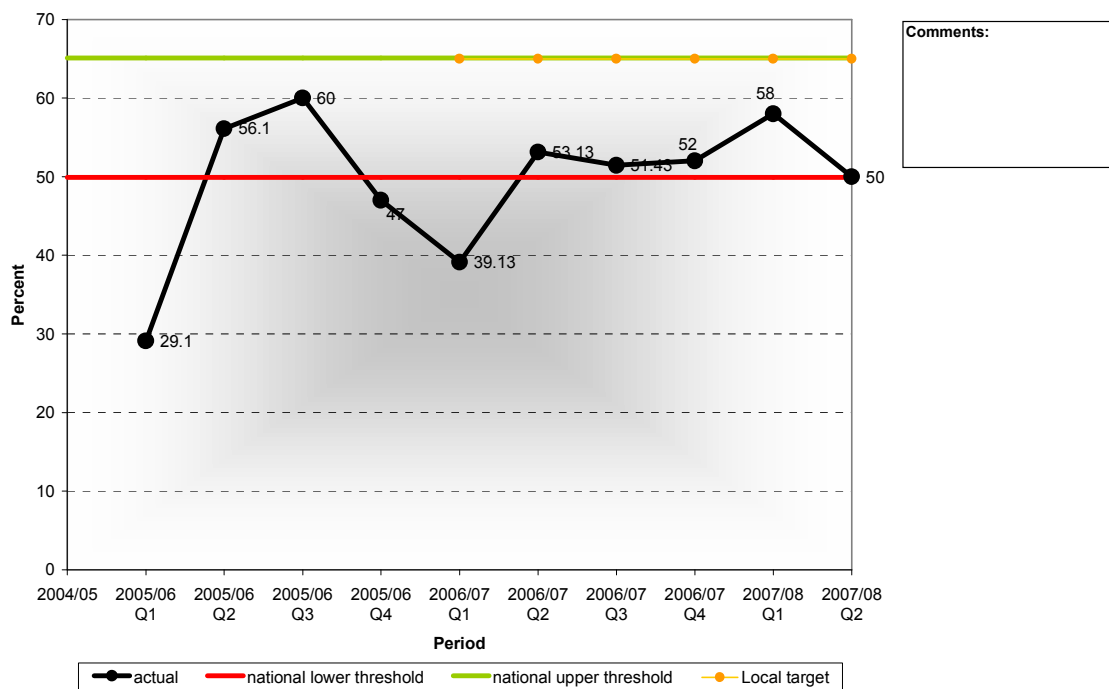
4.30 The ‘threshold management’ approach agreed in previous reports has been applied to highlight performance indicators (PI’s) for attention as follows:

- Any PI’s where the performance is on or around the thresholds.
- Any PI’s where the performance trend is set to go across the threshold in a relatively short time. This could include PI’s doing well to maintain momentum or those PI’s in trouble and declining fast.

Applying the above criteria identifies that the following CPA performance indicators require attention:

**Benefits**

4.31 PM18: % appeals submitted to the Appeals Services in 4 weeks has gone down from its 2006/07 end of year position of 50.81% to 48.0% at the end of the second quarter 2007/08. Based on second quarter data we are unlikely to achieve our end of year target of 65.0% for 2007/08.



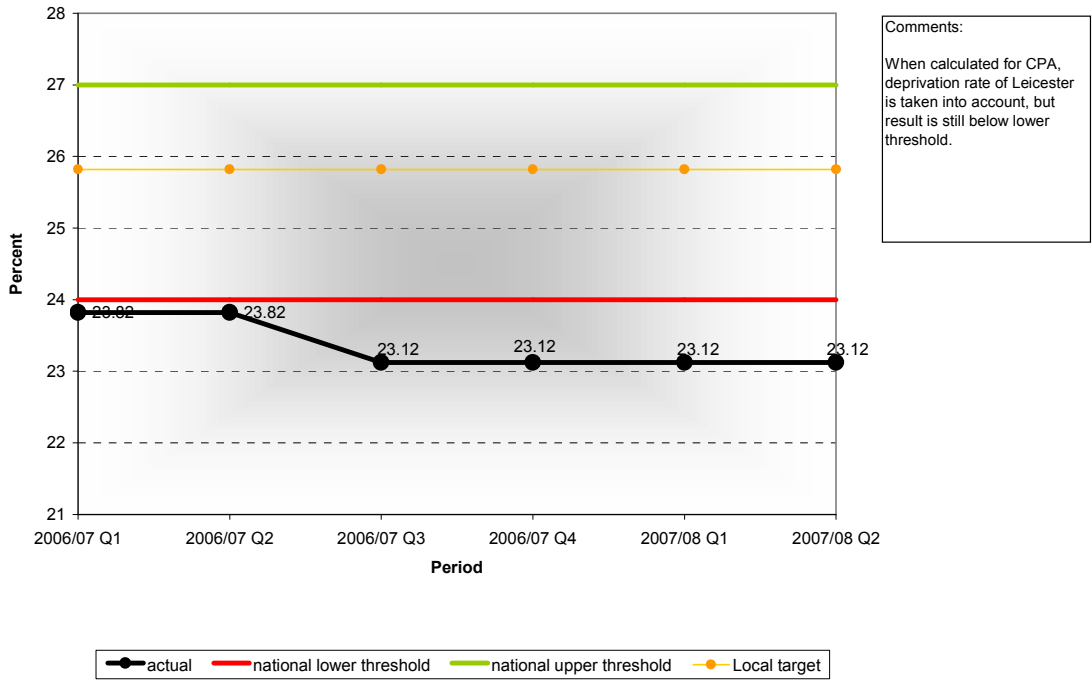
- 4.32 Where a customer is dissatisfied with an action concerning their benefit, for example, they do not think they are being paid enough or object to repaying benefit previously overpaid, for example, because the customer failed to notify the authority of the change, after the case has been reconsidered, the customer has a right of appeal.
- 4.33 The customer must make their appeal in writing and state their grounds of appeal. Unfortunately, because of the volume of documentation received, it is not always possible to identify a case as an appeal from the individual item of correspondence received. It is only when the case is examined as a result of that correspondence that an appeal may be identified.
- 4.34 On average we are currently processing changes in 16 working days. Where an appeal case is identified, during the normal course of work, 16 of the 28 days allowed have expired before the appeal preparation has commenced.

- 4.35 The process of preparing an appeal is complicated. The documentation that has to be prepared has to be to the standard that would be accepted at Court, which is in effect what the Tribunal is. When the appeals are being prepared, further questions may arise that need a customer response. Again, all of this eats into the 28-day time scale.
- 4.36 To move into level 2, more than 50% of the appeals must be submitted to the Tribunal Service within 28 days. Currently 49.54% of the cases are being submitted.
- 4.37 Based on previous years, the number of appeals being received is now starting to fall. The reason for this is that the service is now far more up to date than it was just 12 months ago. Because of the specialist nature of the work required to prepare a case for appeal, we are currently looking to secure an additional member of staff until the end of the financial year to help in clearing the cases currently outstanding. This will cost approximately £16,000 and will be financed from within the existing cost centre.
- 4.38 The DWP recognise that the 28 day indicator is challenging in that there is an expectation that if over 65% of the cases are submitted, this aspect of the service is at level 4. In addition, PM 19 measures the same function but over a 3 month period rather than a 28 day period. For this indicator to show level 4, over 95% of the cases need to be submitted to the Tribunal Service in 3 months. Currently, over 89% of appeals are submitted to the appeals service in the 3-month period.

### Culture

- 4.39 C17 LCAL54: Percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation on 3 or more days a week, has maintained its first quarter position of 23.12%. Based on second quarter data we are unlikely to achieve our end of year target of 25.72% for 2007/08.

**% of Adults Participating in 30 minutes of sport, 3 times a week**

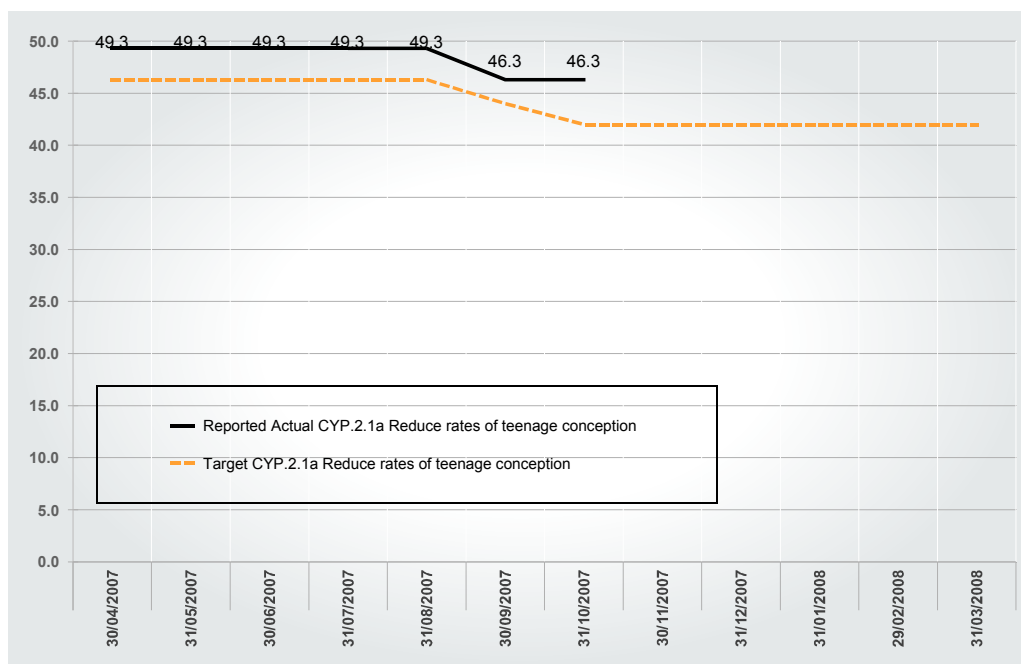


4.40 We have requested that a repeat survey be carried out in November 2007. The Community Investment Fund bid has received stage 1 approval and we are now preparing our stage 2 submission.

Children and Young People

4.41 BH1a: Rate of Teenage conception per 1,000 population (low is good), is forecast to achieve our end of year target of 46.3 for 2007/08. However, the forward trajectory indicates that the 2010 target of a reduction to a rate of 29.1 is unlikely to be achieved, as there has not been a consistent decline since the baseline year 1998.





4.42 Advice from the National Teenage Pregnancy Support Team is being followed, including the recommendation to establish an Executive Group to drive delivery of the action plan.

4.43 EA7: Unvalidated data shows that for Mathematics the percentage of pupils achieving Level 4 + is 69%. It is expected that this will be 70% on final publication of data. Children currently in year 6 are being targeted to support achievement of the stretch target for summer 2008.

Chart not currently available.

4.44 EA8: Unvalidated data shows that for English the percentage of pupils achieving Level 4 + is 70%. It is expected that this will be 72% on final publication of data. Children currently in year 6 are being targeted to support achievement of the stretch target for summer 2008.

Chart not currently available.

4.45 EA23: The percentage of Looked After Children achieving Level 4+ in English and Maths KS2 (compared to peers), has a forecast of 47.0% based on second quarter data. This indicates we are unlikely to achieve our end of year target of 60.0% for 2007/08.

Chart not currently available.

4.46 The OC2 Return, which captures the data used for this indicator, will be signed off by 30th November. The forecast above is based on provisional figures of 36% of the cohort of 14 year 6 children identified as remaining in care for 12 months from October 2006 to September 30 2007 and achieving level 4 in English and Maths. The final indicator is presented as a percentage of the total cohort achieving level 4.

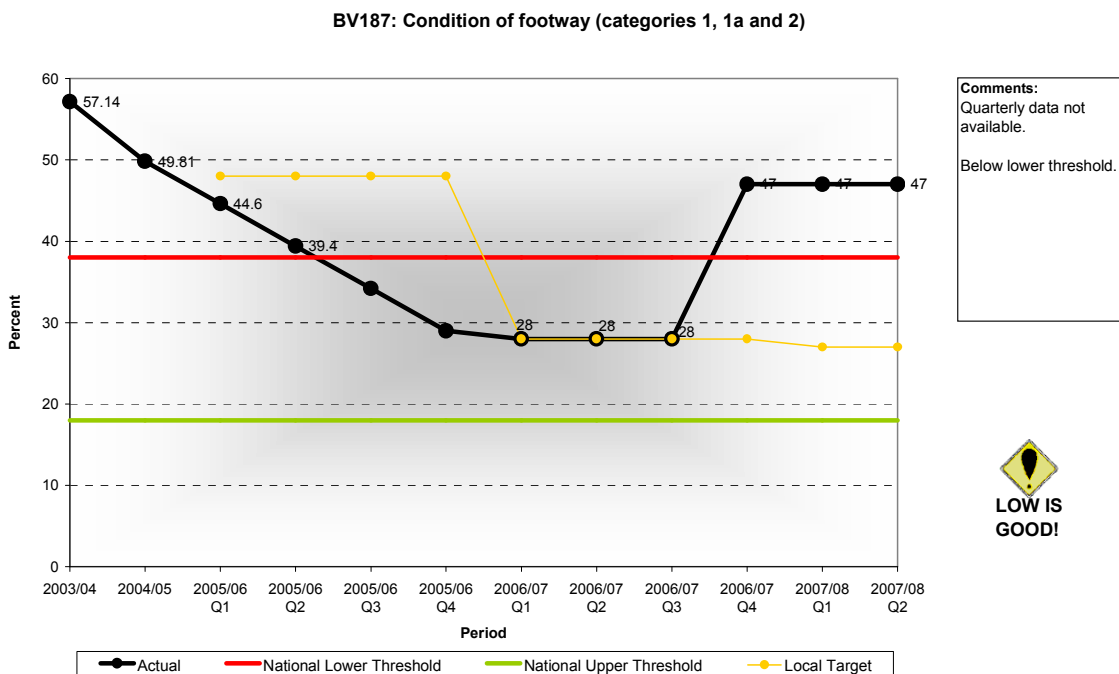
4.47 The authority and its partners recognise the need for step change in relation to educational standards and progress. An action plan has been agreed with the Department for Children, Schools and Families to drive improvement in relation to:-

- Foundation Stage/Key Stage 1 (including children at risk of not achieving the national standard for communication language and literacy)
- Key Stage 2 (including outcomes for year 6 students in summer 2008 SATs)
- Key Stage 4 (including outcomes for year 11 students in summer 2008 GCSEs)

4.48 The interventions for the current academic year form part of a longer-term strategy to transform learning in the city. This will include a focus on leadership and professional development, behaviour and attendance, and performance management systems.

### Environment

4.49 BV187: Condition of footways (categories 1, 1A and 2) (percentage) 2 year average (low is good), has maintained its 2006/07 end of year position of 37.99%. Based on second quarter data we are unlikely to achieve our end of year target of 38.0% for 2007/08.

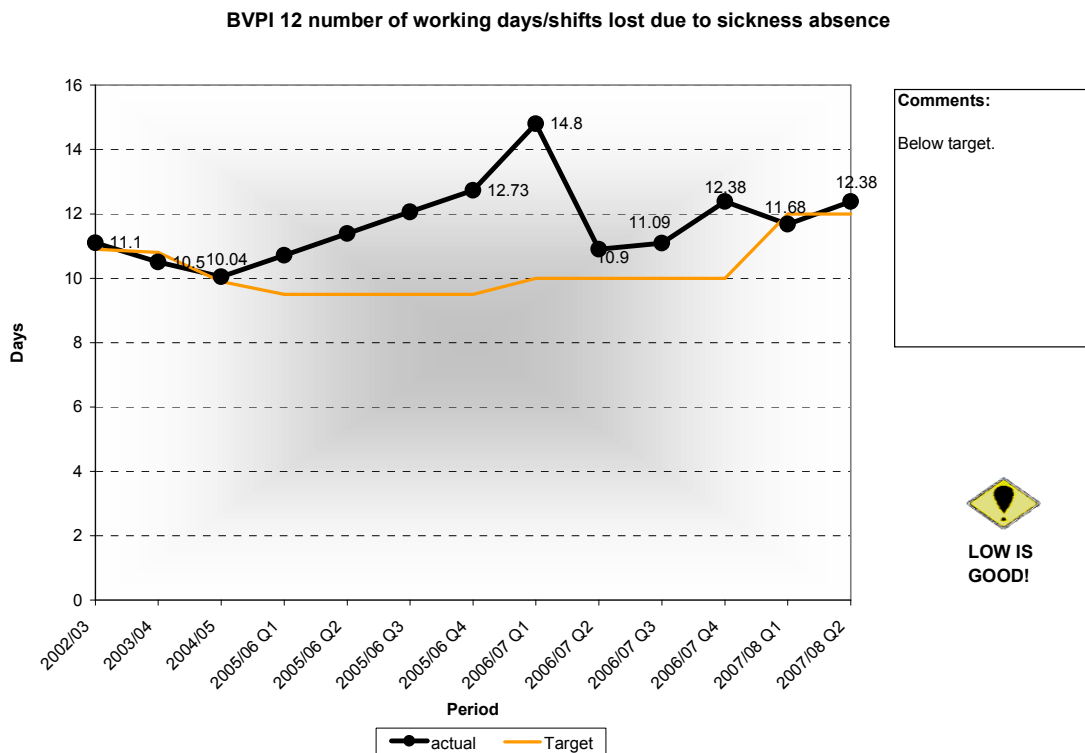


4.50 The forecast from the service is that performance will be below the lower threshold. This indicator is measured through an annual survey and this has taken place. The data is being fed into the system, but we don't get the final result until February or March 2008. The service has modelled some of the new

survey data and, whilst its reliability is debatable, it indicates performance below the lower threshold. The Department is looking at long-term resourcing of this through Star Chamber. R&C are now forecasting a change in the Environment block score from a 4 to a 3 on the basis of this data.

## Resources

- 4.51 BV12: Number of days lost to sickness per employee. The Council's sickness absence level mid year is an average per employee of 5.32 days. This represents a slight decrease in absence for the same mid year period 2006-2007, which was 5.45 days. The number of days lost to sickness per employee, has gone up from its position at 31st August 2007 of 5 days to 5.32 at the end of the second quarter 2007/08. Performance in the second half of the year is however typically worse because of higher reporting incidence of seasonal colds and flu etc. Based on second quarter data our projection is 12.08 days for 2007/08 indicating we are close to achieving our target of 12 days.



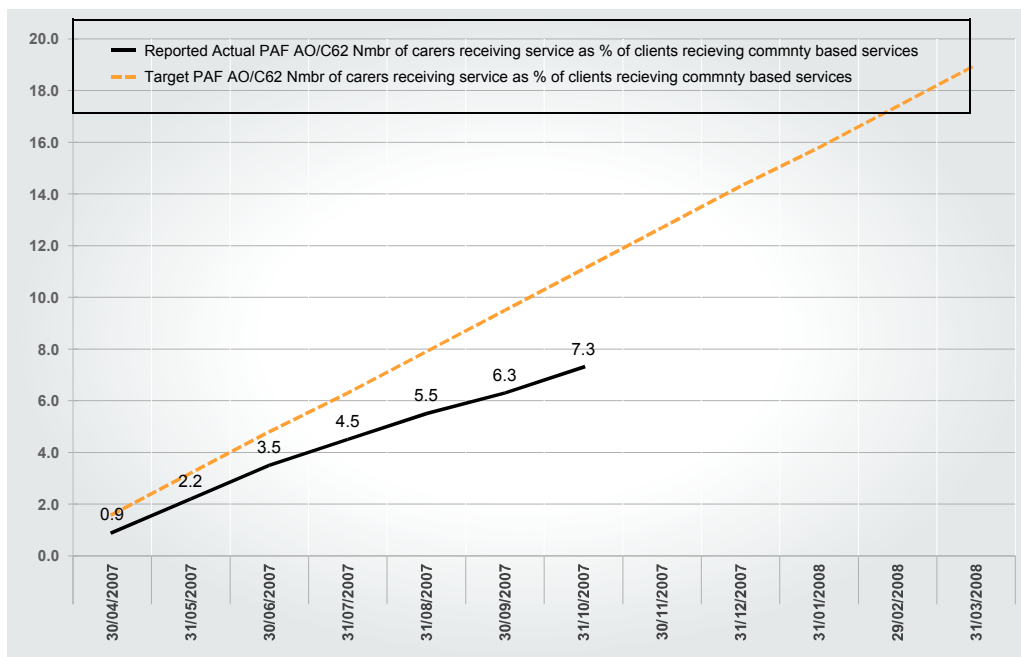
- 4.52 New standard reports were issued for each DMT in October showing half-year performance per department based on consistent BVPI data comparisons. Further new standard tactical reports will be issued soon for Service Directors showing performance in each division. Progress against the SRG Corporate action plan will be reviewed later this month.
- 4.53 Cabinet leads are regularly briefed on performance and progress against actions and a Member Project Board will oversee the future development and implementation of agreed actions.

4.54 The key issue is that sickness absence rates can and do vary significantly from month to month. Therefore, 'chasing' any monthly changes or variations is unlikely to result in a strategic or sustainable approach to improving attendance.

4.55 However, if we move away from monthly variations and consider how to improve attendance in the longer term (best measured through the annual BVPI figures), then an increased focus (with some new resources) can reduce absence. In respect of this, a draft strategy has been prepared for eventual consideration by Members following SRG and CDB consideration. This strategy paper will include an appraisal of resource requirements.

Social Care (Adults)

4.56 PAF C62: Services for carers, has gone down from its 2006/07 end of year position of 18.9% to 5.8% at the end of the second quarter 2007/08. Based on second quarter data our projection for 2007/08 is 11.6% and we are currently unlikely to meet our end of year target of 19.0%.



4.57 This indicator is the subject of ongoing discussions and further analysis within the department, with a view to improving our understanding of why the figures are lower than our target.

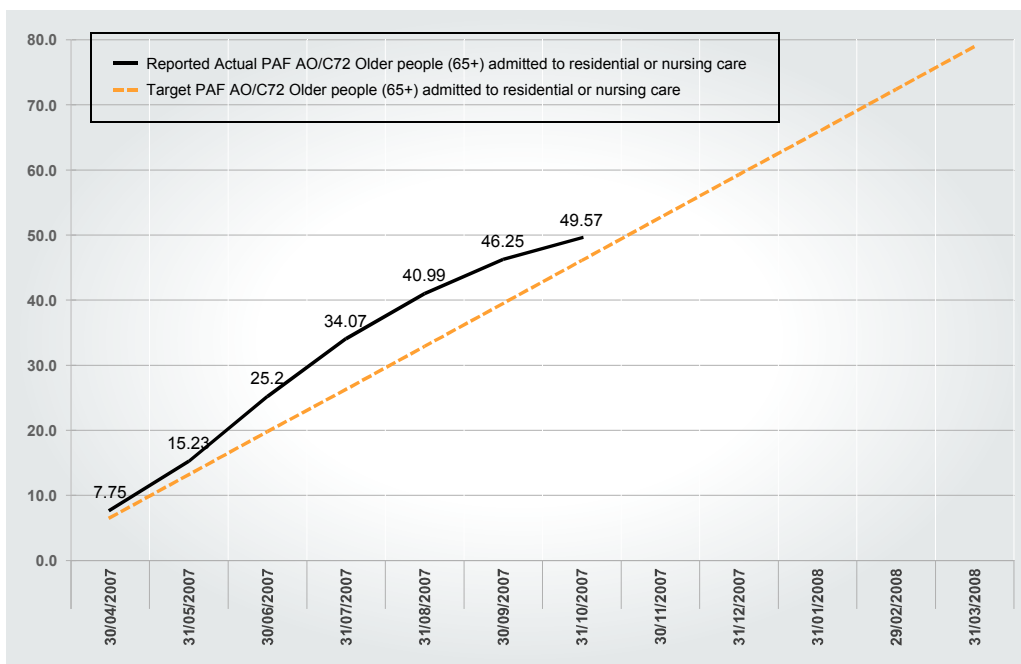
4.58 2006/07 was an exceptional year for this indicator when we outperformed most other authorities nationally and, in line with continuous improvement, an extremely challenging target was set for 2007/08. Even with the downturn in the figures, we are still on course to achieve performance in the top CSCI banding.

4.59 Action has been taken to increase the recording of work undertaken with carers and the positive results of this work are being seen. Further action is now

being taken around practice issues to increase the recording of services provided to carers. We analyse the data on a monthly basis and are holding regular meetings to discuss the issues around performance, to understand the reasons for this more fully and to ensure that appropriate work is being undertaken to meet this target.

4.60 The main resource issue is data quality as a result of a move in April to electronic data capture. It is not felt that activity has diminished at the front line. Administrative resources would assist in a back-audit of closed cases to identify where carers data capture has been missed. 1 FTE until Mar 31st would suffice. The target was high as last years performance was exceptional, so it cannot be guaranteed that this action would reach the target but it would at the least bring it close to target.

4.61 PAF C72: Number of older people aged 65+ admitted on a permanent basis in the year to residential or nursing care (per 1000 population) (low is good), has declined from its 2006/07 end of year position of 83.5 to 87.1 at the end of the second quarter 2007/08. Based on second quarter data we are unlikely to meet our end of year target of 79.0 for 2007/08.

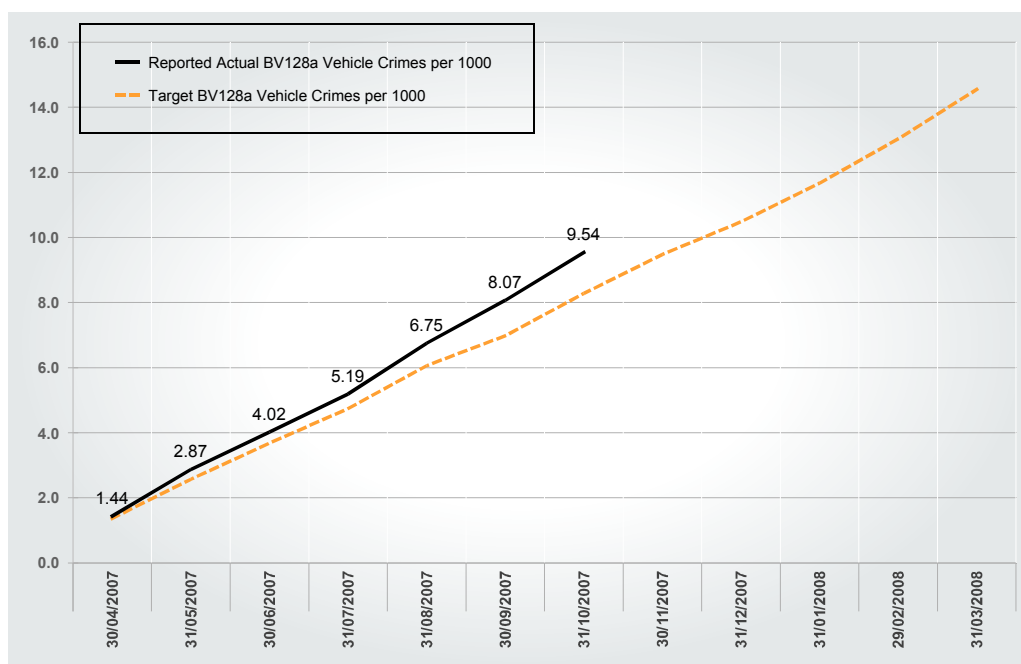


4.62 The changes in the supply of rehabilitation beds has led to an increase in demand for residential care, which in turn has impacted on this indicator. The PCT and UHL are working to improve this position. However, due to this issue, a significant number of admissions from hospital are being made and the City Council is facing challenges in balancing the delayed discharges agenda against its ability to advocate for service users to receive the rehabilitation that they would have had in the past.

- 4.63 Service managers are aware of targets for their service areas and are monitoring all requests for residential care extremely closely to ensure that all other options are considered.
- 4.64 There has been increased pressure on placements generating from hospital discharges. Teams have noted a rise in the numbers of very elderly nursing placements where no alternative could be made. In addition the loss of UHL rehabilitation beds has had an impact. Activity has risen by 85% on one site. Communication has occurred with PCT who have now procured 16 community rehabilitation beds for discharges. The social care element of Brookside has been fully utilised. As placements have been audited for appropriateness it is not felt that an injection of resources in year will remedy the situation. The opening of Danbury Gardens in December may assist. This is a complex longer-term issue linked to Extra Care, mental health, continuing care and intermediate care.

### Community Safety

- 4.65 BV128: Vehicle crime per 1,000 population (low is good), has gone up from its first quarter position of 16.18 to 16.24 at the end of the second quarter 2007/08. Based on second quarter data we are unlikely to achieve our end of year target of 14.55 for 2007/08.



- 4.66 The target for vehicle crime is an 11% reduction, this target is the same as the theft from vehicle and theft of vehicle target for Safer Leicester Partnership. There has been an increase of 3.5% (79 more offences) in vehicle crime offences between April-September this year than last year. The main problem is theft from vehicles where Satellite Navigation Systems are being stolen from cars due to people leaving them on display. To prevent this eight to ten MP3

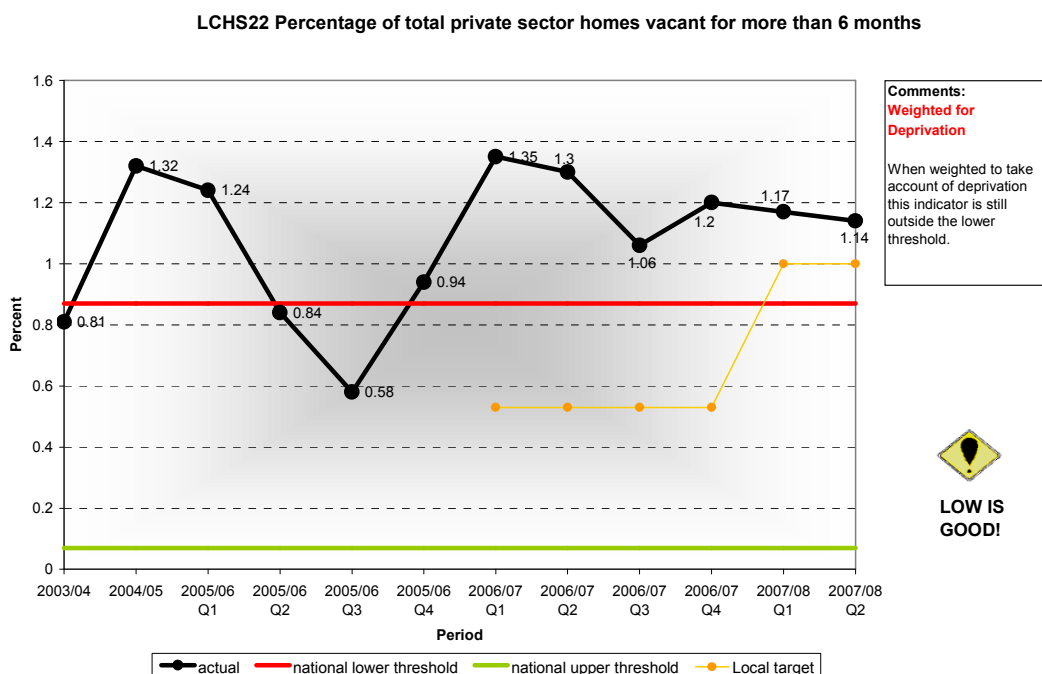
players have been purchased which will be installed to pay and display machines in the worst car parks in the city (St Margaret's, Abbey Park, Newarke, NCP car parks, Shires). These will give verbal reminders to people to secure their vehicles. Posters and signage will also be displayed at key locations for car crime elsewhere in the city carrying the same message.

4.67 This is necessary because a lot of car crime occurs when cars are parked randomly in the street rather than in car parks. In addition general awareness raising campaigns will target shoppers coming into Leicester in the run up to Christmas.

Community safety is a complex area of work that is jointly tackled by the Safer Leicester Partnership. We are positive that additional resources directed at vehicle crime will assist to reduce the increase in offences. However it will take time to establish a realistic partnership response and seek agreement on the appropriate way forward.

### Housing

4.68 CHS22: % of total private sector homes vacant for more than 6 months - after deprivation weighting (low is good), has gone down from its 2006/07 end of year position of 1.24% to 1.14% at the end of the second quarter 2007/08. Although there has been some improvement, based on second quarter data we are unlikely to meet our end of year target of 1.0% for 2007/08. The indicator will remain in the bottom threshold.



4.69 In the last 2 years we have continued to increase the number of empty private sector properties we return to use (135 in 05/06 and 164 in 06/07). However, despite this performance the number of properties empty for more than 6 months continues to increase and is currently 2,775 (excludes 407 empty

homes in the Leicester Regeneration Company area). This has resulted in the indicator being situated in the bottom threshold for CPA scoring.

- 4.70 To move out of the bottom threshold we would have to bring nearly 300 homes back into use. To move into the top threshold we would need to bring nearly 1,000 empty homes back into use.
- 4.71 The number of empty private sector homes in the city is a cause for concern and even if we did break into the top threshold there would still be over 1,800 properties empty for more than 6 months. Each vacant property is a housing opportunity wasted at a time when accommodation is at a premium.
- 4.72 To maximise our performance when dealing with empty homes we will:
- Contact all owners of homes that have been empty for more than 18 months and explain the options open to them
  - Focus our resources on the 'intractable' ones ie: those vacant for the longest or those with a significant detrimental impact on the neighbourhood
- 4.73 We are also examining the empty homes data set to identify second homes. These can be legitimately left out of the calculation, which would improve our overall performance and could have the potential to move this indicator out of the bottom threshold. These investigations are ongoing and if necessary, we will seek advice from the Audit Commission on what exclusions are permissible.
- 4.74 To move out of the bottom threshold we would have to bring nearly 300 homes back into use. This would require an additional 3 Empty Homes Officers for a period of 2 years. Each officer costs approximately £29,000 p.a. so total costs would be in the region of £175,000. It is likely that the Council will win LPSA reward money for tackling empty homes (£475,067) and this could be used to fund these additional officers. Once this backlog had been cleared it would then be possible to revert back to current staffing levels.
- 4.75 The Director of Adults & Housing understands informally that these extra posts have not been included in the latest budget and that it has been agreed that the LPSA empty homes reward money will feed into the LAA. This performance measure is neither included in the current LAA nor in the recently released National Performance Framework. In view of the housing need in the City the Corporate Director believes that all homes that have been vacant for more than 18 months should be brought back into use and adopting an empty homes measure into the LAA would enable a proportion of these funds to be directed at achieving this aim.



## 5 Key Financial and Legal Implications

### Financial Implications

- 5.1 There are no direct financial implications arising from this report. It should be noted, however, that in areas where performance needs to be improved there might be a requirement for some additional funding, or to realign budgets to reflect priorities. Any proposals for funding not already included within each department's base budget for 2007/08 will be subject to the virement constraints encompassed within the Council's budget framework and in accordance with the relevant decisions of Council on virement thresholds and controllable budget lines.

(Andy Morley, Chief Accountant, Resources.)

### Legal Implications

- 5.2 There are no legal implications arising from this report.

(Peter Nicholls, Head of Litigation, Resources).

- 5.3 Other implications:

Other Implications	Yes/No	Paragraph References with Supporting Information
Equal Opportunities	Yes	No specific reference
Policy	No	No specific reference
Sustainable and Environmental	Yes	No specific reference
Crime and Disorder	Yes	No specific reference
Human Rights Act	No	No specific reference
Elderly People on Low Income	Yes	No specific reference

## 6. Background Papers

- Local Government Act 1972
- Audit Commission National Data ([www.audit-commission.gov.uk/cpa](http://www.audit-commission.gov.uk/cpa))
- Data from Leicester's Performance Management System

## 7. Consultations

- Corporate Directors Board 4<sup>th</sup> December 2007.
- Heads of Policy and Performance.
- Performance Management Group.

**8. Report Author.**

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**DECISION STATUS**

<b>Key Decision</b>	No
<b>Reason</b>	N/A
<b>Appeared in Forward Plan</b>	N/A
<b>Executive or Council Decision</b>	Executive (Cabinet)

## Appendix One

### Service block Projections Second Quarter 2007-08

Service Block	Star rating for	Star rating for	Forecast using Qtr 4 data	Forecast using Qtr 1 data	Forecast using Qtr 2 data
	CPA 2005	CPA 2006	CPA 2007	CPA 2008	CPA 2008
Corporate Assessment	3	3	3	3	3
Use of Resources	3	3	3	3	3
Children & Young People	3	3	3	3	3
Social Care (Adults)	3	3	3	3	3
Housing	3	3	3	3	3
Environment	3	3	3	4	3
Culture	3	3	3	3	3
Benefits	3	2	2	3	3
<b>Overall CPA Scoring</b>	<b>4 stars</b>	<b>3 stars</b>	<b>3 stars</b>	<b>4 stars</b>	<b>4 stars</b>

Service block Projections are based upon the:

- Corporate Assessment score at the last assessment, which was in 2002 (next one is January 2008).
- Forecast score for the Use of Resources, Children & Young People and Social Care (Adults) service blocks advised by departments, given the complex of the scoring mechanism.
- Benefits service block was scored using the Benefit Performance Standards.
- PI performance for the Housing, Environment and Culture service blocks, analysed using the latest Audit Commission Service Assessment Framework (August 2007).

## Appendix 11

<b>CORPORATE RISKS</b>			
<b>Category</b>	<b>Description</b>	<b>Risk Control Measures</b>	<b>Responsible Director</b>
<b>1 Risks associated with strategic leadership</b>			<b>Rodney Green</b>
TRANSFORMATION	Insufficient capacity and skills to deliver the service transformation agenda	Board to satisfy itself that adequate change management resources are available to support delivery of the service transformation programme.	Rodney Green
BUSINESS PLANNING	Council fails to achieve the Corporate Plan objectives and modify Department Service Plans in the light of operational issues and changing priorities	Board to establish and maintain a process for monitoring key deliverables in Department Service Plans. This may flow naturally from the Chief executive's performance management meetings with Directors.	Rodney Green
MANAGEMENT CAPABILITY	Council does not obtain the best value and results from its staff or have the right staff with appropriate skills and experience to support delivery of the Council's objectives.	Board to introduce core management training programme for Senior staff as part of the introduction of the Single Status Agreement.	Ian McBride
ACCOUNTABILITY	Local management use their discretion to apply inconsistent processes and interpret Corporate Procedures, perpetuating varying standards across business units	Board to monitor the completion of the E-Handbook and incorporate compliance monitoring as part of the annual Corporate Governance review process..	Tom Stephenson Peter Nicholls
SUCCESSION PLANNING FOR ALL KEY POSITIONS	Council becomes ineffective in key areas, and ongoing delivery of essential services and new strategies are threatened	Board to establish a policy for succession planning and its application, maintain a key persons log of key posts critical to the Council, maintain an up to date plan for their replacement	Ian McBride
VALUING STAFF & PERFORMANCE	Sick absence levels and lowered staff morale challenge willing staff who perceive that those who do not deliver good work are treated equally	Board to oversee delivery of revised HR procedures currently in production.	Ian McBride
INDUSTRIAL RELATIONS	Council fails to cover for significant staff shortage as a result of a breakdown in its communication with unions	Board to require a routine update of all issues that are or could give rise to a dispute	Ian McBride

## Appendix 11

<b>2 Failure of central ICT Services</b>			Tom Stephenson
CURRENT LOCATION	Major disruption to the council's critical business activities as a result of failure of central ICT operations. This is a risk associated with the present operating environment	Board to approve the ICT operational update plan quarterly which addresses progress and emerging issues for the maintenance of a safe and resilient ICT environment	Jill Craig
ICT DISASTER RECOVERY PLAN	Disaster Recovery plan does not enable rapid restoration of ICT services	DB to regularly review the results from testing of the Disaster Recovery Plan	Jill Craig
<b>3 Significant financial loss or significant unplanned expenditure</b>			Mark Noble
FRAUD or OTHER FINANCIAL LOSS	Local managers use their discretion over management of funds which leads to misuse or ineffective use of Council finances	CFO to revise current Financial Administration Procedures to provide clear and simple messages and guidelines as part of the RMS project. Revise the Anti-Fraud and Corruption Policy and implement procedures to support the creation of strong anti-fraud culture.	Mark Noble
PROCUREMENT	EU withdraw funding or penalise the council for procurement infringement or liabilities accepted under contract place council at significant risk	Board to ensure the work to improve contract management is implemented.	Peter Nicholls
ACCOUNTING	Confidential personal financial data held is compromised or Council funds mismanaged locally	CFO to instigate robust systems of check to identify and address system hacking, adherence to PCI and other external financial Standards and management of imprest accounts	Mark Noble
FUNDING WITHDRAWAL, PENALTIES, AWARDS & UNINSURED LOSSES	Council attracts significant penalty or suffers uninsured loss or claw back of funds	CFO to report regularly to the Board (as part of the budget monitoring process), unusual budget pressures caused by failure to comply with the law or other conditions.  Grants and funding over £1m to be included in Budget Monitoring Report	Mark Noble

## Appendix 11

<b>4 Loss of access to key premises or injury from access to premises.</b>			Tom Stephenson
PROPERTY PORTFOLIO MANAGEMENT	Poor coordination and management of the Council's property portfolio leads to injury and/or legal action; and /or significant property damage	Board to review the strategic approach to property management as the next stage of the current service transformation programme	Lynn Cave
REGENERATION	Regeneration projects that involve new Council buildings are significantly delayed, or are implemented with significant budget overspend (see also project control below); and without reference to the Council's quality standards and ongoing maintenance funding.	Board to ensure that new projects have adequate project management and client arrangements in support.	Andy Keeling
<b>5 Major projects</b>			Andy Keeling Mike Forrester Sheila Lock Tom Stephenson
PROJECT CONTROL	Major projects not completing on time or with significant budget overspend	Board to regularly review risk logs of all major projects with immediate effect; and current issues from the new Portfolio Management Office (when fully operational).	Lynn Cave
<b>6 Partnership withdraws significant funding or fails to deliver anticipated services</b>			Keith Murdoch
ACCOUNTABLE BODY	Mismanagement or misuse of Council funds by a Partner or Council staff for which the Council is the Accountable Body	CFO to present a regular report of significant issues in the use of partnerships as part of the budget monitoring process.	Mark Noble
PARTNER STABILITY	Partners withdraw significant funding	Board to receive regular reports on our involvement with partnerships, and associated risks.	Keith Murdoch
PARTNERSHIP MANAGEMENT	Partnership conflict, joint policies fail to gain outcomes or exploit opportunities that properly support the Community Plan	See above	Keith Murdoch

## Appendix 11

<b>7 Failure to meet key compliance criteria lain down by Government</b>			Peter Nichols
CPA	Reduction in CPA rating by the Government	None needed	Rodney Green
OFSTED	Failure to attain overall improvement in education standards	Board to regularly review the current performance indicators against targets for the improvement of education.	Sheila Lock
<b>8 Loss of stakeholder confidence</b>			Rodney Green
CORPORATE ACCOUNTABILITY	Corporate Manslaughter charge lodged against the Council	Board to require a routine assurance statement from H&S on all areas of the Council where there is a significant exposure to staff, pupils, visitors, members or the public to injury or death as part of a regular monitoring report.	James Royston
GOVERNANCE	Identified gaps and weaknesses exposes the Council to significant financial loss, penalties, or legal action	Board to monitor implementation of audit recommendations contained in the Head of Audit's routine report	Laurie Goldberg
COMMUNITY	Breakdown of community relations	Board to review Cabinet decisions to identify potential impact on the community consider them and report back to the Cabinet where there are financial and operational implications	Rodney Green and Directors' Board

**Appendix 11**

9 Response to a major event adversely affecting the Council, its employees, the people in its care, or the people of Leicester			Rodney Green
CRISIS RECOVERY	Insufficiently prepared management leads to disorder in the rapid restoration of business critical-activities and the control of the Emergency Plan	All Members of the Senior Management team to undertake a role in either a Corporate Business Continuity Team or act as an Emergency Controller for which they are suitably trained	Rodney Green
		Board to review an annual report on the testing of Emergency and Corporate Business Continuity Plans and review the Council's Communication Strategy annually and challenge its effectiveness	Charles Poole
<b>SIGNIFICANT OPERATIONAL RISKS</b>			Rodney Green
IN-HOUSE TRANSPORT FACILITY	Security/safety failure at Sulgrave Road may jeopardise the council's ability to provide transport service for schools, meals on wheels and other essential users	Board to approve changes to the provision of passenger transport to include vehicle safety, logistics, access and potential for total loss of vehicles.	Simon Sadler
CITY-WIDE FLOODING	Exposure to claims against the Council arising from serious flooding in City	Board to approve measures to improve current drain clearing facilities and processes to include changes to current level of provision and adequate 24/7 services support.	Jeff Miller
HOUSING BENEFITS SYSTEM	Council is vulnerable to further significant failures in the IBS system for the management of housing benefit	Board to agree to the implementation of additional equipment and software to provide an adequate level of resilience and back up; with alternative suppliers sought for modules that give cause for concern	Mike Forrester
PREMISES SECURITY	Exposure to Corporate Manslaughter in the event that security failure results in injury/or death	Board to instigate a consistent policy for the control of security at all Council premises, as part of a strategic review of Property	Tom Stephenson
RESOURCE MANAGEMENT SYSTEM	Specification and fitness for purpose of the Resource Management System fails to meet objectives of the Business Improvement Project	Board to design the programme for transformation to support the reorganisation prior to the introduction of a technical solution across the Council	Tom Stephenson
BSF - FUTURE PHASES	BSF Project - future phases expose the Council to significant additional cost	Board to approve a plan for future phases of BSF consider fully the risks and financial implications prior to the approval of future phases.	Sheila Lock



**Appendix 11**

		<b>BSF to be a key feature of reports from the new programme management function (described above)</b>	<b>Sheila Lock</b>
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