
CORPORATE PLAN PRIORITIES - HALF YEAR PERFORMANCE 2004/05

Responsible Cabinet Member(s) - Councillor John Williams, Leader
Responsible Director(s) - Barry Keel, Chief Executive

Purpose of Report

1. To report progress on the implementation of the Corporate Plan 2004-2007.

Summary

2. The Council published a three year corporate plan in June 2004 setting out our plans for improving the quality of life for residents in Darlington by
 - (a) Implementing our part of Darlington's Community Strategy – a medium to long term plan to improve the Borough;
 - (b) Improving the services we provide to local people;
 - (c) Improving as an organisation so that we can continue to deliver better services.
3. To ensure that the plan leads to better results for local people, all corporate objectives and priorities for improvement were expressed in terms of measurable targets. We can therefore tell whether we are actually implementing the plan according to whether targets are being met. Use of *PerformancePlus* software has enabled data to be published earlier and in more tailored forms than previously. This is important because it enables us to identify potential problems and take corrective action earlier in the year.
4. Each community strategy theme and corporate objective is measured by a basket of performance indicators. Reporting at the highest level i.e. whether we are on track for each theme and objective necessarily involves an averaging of these indicators. This report shows that
 - (a) All community strategy themes are on target or better;
 - (b) All corporate objectives are on target or better;
 - (c) All departments except Education are on target or better.
5. *PerformancePlus* provides the facility to 'drill down' to analyse individual performance indicators. This report highlights those indicators that were below target at the half-year point and the corrective action that is currently being taken. The majority of indicators are predicted to reach target by year-end. The main exception to this are the educational attainment indicators. For these indicators, year-end data are already known – the examination results of summer 2004. It is acknowledged that improvement is required
 - (a) To set more realistic local targets than those currently set for us by the DfES;
 - (b) To improve consistency between schools;
 - (c) To roll out the use of tailored performance management systems such as the Fisher Family Trust, which bases predictions on an aggregation of predictions for individual pupils. This has proved successful in the areas where it has been piloted;

- (d) To focus on raising educational attainment as part of the development of children's services and delivery of the Community Strategy.

Information and Analysis

- 6. The main issues addressed in this report are:
 - (a) background to the report;
 - (b) corporate plan implementation;
 - (i) community strategy themes;
 - (ii) corporate objectives;
 - (c) detailed implementation of the plan;
 - (d) corrective action where performance is below target;
 - (e) comparison with previous periods.




Background

- 7. In previous years, mid year reporting took the form of a single high-level report to Cabinet. *PerformancePlus* has now enabled us to
 - (a) Tailor performance reports. Information is now available quarterly by Cabinet portfolio, scrutiny committee and department on the Council's intranet;
 - (b) Produce the data faster. In previous years half-year data was available in December/January. This year, half-year data was available within three weeks i.e. before the end of October.
- 8. Meetings of Cabinet portfolio holders and directors are the principal business means of using performance information and carrying out performance management in the authority. Scrutiny committees monitor the success of this. However it is also important to have formal reporting of performance such as through this type of report. It is intended to produce this report quarterly in future. The demands of the protracted CPA process meant that this has not been possible in the current year.

Corporate Plan Implementation

- 9. Progress against the community strategy themes is shown below in Table 2. The symbols have the meanings shown in Table 1. It should be noted that at this high level because *PerformancePlus* is combining objectives and indicators from lower in the hierarchy with a wide range of targets (into what is known as status) the combined targets are expressed (or normalised) as 100. A figure of less than 100 is thus below target and above target if more than 100. For effective management a tolerance is built into *PerformancePlus* and in terms of aggregated data this is currently 10%.

TABLE 1: ASSESSMENT METHOD OF PERFORMANCE USING PERFORMANCEPLUS SYMBOLS

Theme or Objective Status	
	Above target performance
	On target performance
	Below target performance

10. In this report, performance is being reported at a high level in terms of achievement of Community Strategy themes and corporate objectives. Table 2 shows the achievement of targets for the Community Strategy themes and it will be noted that performance is on or above target for all themes. The worst performance (against target) is for *raising educational achievement* at 9.78% below target whilst the best is for *developing an effective transport system* 31.25% above target. This view only includes the Council's contribution to these themes. The picture may be different from that presented by Darlington Partnership which includes the full suite of indicators in their Community Strategy action plan.

TABLE 2: SUMMARY OF ACHIEVEMENT AGAINST COMMUNITY STRATEGY THEMES FOR PRIORITY INDICATORS

Community Strategy					
YTD	Alert	Objective/Indicator	Target	Actual	Var%
●		⊕ DBC-Improving the local economy : Status	100.00	101.90	1.90
●		⊕ DBC-Promoting inclusive communities : Status	100.00	104.57	4.57
●		⊕ DBC-Raising educational achievement : Status	100.00	90.22	-9.78
★		⊕ DBC-Stimulating leisure activities : Status	100.00	121.50	21.50
●		⊕ DBC-Promoting community safety : Status	100.00	107.34	7.34
●		⊕ DBC-Improving health and well-being : Status	100.00	102.73	2.73
★		⊕ DBC-Enhancing the local environment : Status	100.00	110.01	10.01
★		⊕ DBC-Developing an effective transport sy : Status	100.00	131.25	31.25



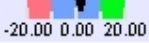
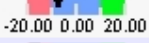
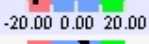

11. The Council has five cross-cutting corporate objectives, which provide a complementary form of measures of achievement. Progress against these objectives is shown in Table 3. Performance is on or above target for all five objectives with the best performance being for *providing excellent services* (18.1% above target) and worst for *ensuring access for all* (5.51% below target).

TABLE 3: SUMMARY OF ACHIEVEMENT AGAINST CORPORATE OBJECTIVES FOR PRIORITY PERFORMANCE INDICATORS

Corporate Plan					
YTD	Alert	Objective/Indicator	Target	Actual	Var%
★		⊕ Shaping a better Darlington : Status	100.00	116.77	16.77
★		⊕ Providing excellent services : Status	100.00	118.10	18.10
●		⊕ Putting the customer first : Status	100.00	105.01	5.01
●		⊕ Ensuring access for all : Status	100.00	94.49	-5.51
●		⊕ Improving our capacity to deliver : Status	100.00	108.91	8.91

12. Table 4 shows the achievement of targets by department for all, and not just priority, indicators. It can be seen that performance is on or above target for all departments except Education that is 16.82% below target. Community Services is the department most above target at 15.01% with the Chief Executive's Office being nearly 21% above target.

TABLE 4: SUMMARY OF ACHIEVEMENT AGAINST TARGET BY DEPARTMENTS FOR ALL INDICATORS

Departments					
YTD	Alert	Objective/Indicator	Target	Actual	Var%
★		⊕ CE - Chief Executive's Office : Status	100.00	120.93	20.93
★		⊕ CS - Community Services : Status	100.00	115.01	15.01
●		⊕ CR - Corporate Services : Status	100.00	101.29	1.29
●		⊕ DE - Development & Environment : Status	100.00	92.38	-7.62
▲		⊕ ED - Education Department : Status	100.00	83.18	-16.82
●		⊕ SS - Social Services : Status	100.00	102.95	2.95

Detailed Implementation of the Plan

13. The performance information that is presented at a high level in this report is derived from detailed data for each priority BVPI and priority local indicator and assessed against Community Strategy themes and corporate objectives. An assessment of achievement against targets has also been presented by department using all the indicators that are in the department plan.
14. Table 5 shows the achievement of targets by department for priority PIs and all PIs. The percentages refer to only those PIs for which data is available. The set of indicators reported on consists of 90 BVPIs and 90 local indicators. It is not possible to report on 63 BVPIs and 276 local indicators. Many of these are collected annually.
15. For priority BVPIs 57% of targets are being achieved (or exceeded) which compares with 69% for all BVPIs. For local PIs 74% of the priority indicators targets are being achieved and 79% of targets for all local indicators. A higher percentage of targets are thus being achieved for 'non-priority' than 'priority' BVPIs. In terms of departments achieving targets this varies from 37% for Education to 100% for Social Services. As regards BVPIs this varies between 31% for Education and 100% for Social Services and for local indicators 50% for Chief Executive's Office and Corporate Services to 100% for Social Services. The position for Social Services in particular shows a marked improvement over that presented in previous years.

**TABLE 5: SUMMARY OF PROBABLE ACHIEVEMENT AGAINST TARGETS IN
2004/05 HALF-YEAR FOR PRIORITY/ALL BVPIs AND LOCAL PIS**

Department	PI Category	Above or on target		Below target		Not available	
		Priority	All	Priority	All	Priority	All
Chief Executive's	BVPI	1 (50%)	2 (67%)	1 (50%)	1 (33%)	4	4
	Local	1 (50%)	5 (83%)	1 (50%)	1 (17%)	3	7
	All	2 (50%)	7 (78%)	2 (50%)	2 (22%)	7	11
Community	BVPI	5 (56%)	16 (80%)	4 (44%)	4 (20%)	20	28
	Local	14 (74%)	21 (64%)	5 (26%)	12 (36%)	26	77
	All	19 (68%)	37 (70%)	9 (32%)	16 (30%)	46	105
Corporate	BVPI	7 (88%)	11 (92%)	1 (12%)	1 (8%)	0	0
	Local	1 (50%)	3 (75%)	1 (50%)	1 (25%)	2	28
	All	8 (80%)	14 (88%)	2 (20%)	2 (12%)	2	28
Dev & Env	BVPI	5 (50%)	15 (71%)	5 (50%)	6 (29%)	18	24
	Local	4 (80%)	27 (96%)	1 (20%)	1 (4%)	9	38
	All	9 (60%)	42 (86%)	6 (40%)	7 (14%)	27	62
Education	BVPI	5 (31%)	6 (30%)	11 (69%)	14 (70%)	2	4
	Local	2 (67%)	4 (50%)	1 (33%)	4 (50%)	26	123
	All	7 (37%)	10 (36%)	12 (63%)	18 (64%)	28	127
Social Services	BVPI	6 (100%)	12 (86%)	0 (0%)	2 (14%)	1	3
	Local	4 (100%)	11 (100%)	0 (0%)	0 (0%)	3	3
	All	10 (100%)	23 (92%)	0 (0%)	2 (8%)	4	6
DBC	BVPI	29 (57%)	62 (69%)	22 (43%)	28 (31%)	45	63
	Local	26 (74%)	71 (79%)	9 (26%)	19 (21%)	78	276
	All	55 (64%)	133 (74%)	31 (36%)	47 (26%)	114	339

Corrective Action where performance is below target

16. Tables 5 and 6 show BVPIs where performance is falling below target listed by community strategy theme and corporate objective. All themes and objectives are shown. Some of the comments reflect the need to adjust practice in *PerformancePlus* and in particular the need to profile the target through the year where data is collected more frequently than annually.

TABLE 5: BVPIs LISTED BY COMMUNITY STRATEGY THEME WHERE PERFORMANCE IS FALLING SHORT OF TARGET AND CORRECTIVE ACTION.

Community Strategy Theme	BVPI
Improving the local economy	No BVPIs for this theme.
Promoting inclusive communities	<p>BV76a Housing Benefit Security – number of claimants visited per 1,000 caseload Current performance is below target, but this is expected at this time of year. Performance should improve over the latter half of 2004/2005. An extra visiting officer has been recruited in order to achieve this target.</p>
	<p>BV76b Housing Benefit Security – number of fraud investigators employed per 1,000 caseload Current performance is below target due to staffing shortages (long term sickness absence). However, these have now been resolved and performance is expected to improve.</p>
	<p>BV78a Speed of Benefits processing – average time in days for processing new claims Current performance is below target, but this is expected at this time of year. Performance should improve over the latter half of 2004/2005.</p>
	<p>BV78b Speed of Benefits processing – average time in days for processing notifications of changes in circumstances Current performance is slightly below target, but is deteriorating. This is due to the late change in regulations from April 2004. The DWP have already written to all Chief Executive’s alerting them that they expect BV78b performance to decline and will consider revising the performance standards accordingly. This target will not be achieved.</p>
	<p>BV156 Percentage of Council buildings accessible to people with a disability The target for this PI is cumulative across the whole year; performance will improve as the work programme for the year is implemented.</p>
	<p>BV157 Percentage of types of interactions e-enabled Performance is currently below target but it is anticipated that the target will be achieved by the end of the financial year. The target of 100% for the year should probably have been profiled in <i>PerformancePlus</i>.</p>
Raising educational achievement	<p>BV34a Percentage of primary schools with 25% of their places unfilled Currently revising the capacities of schools as well as closing and amalgamating schools. The PLASC data that will be received in January 2005 should show that the target has been met.</p>
	<p>BV38 Percentage of pupils achieving 5 or more GCSEs grade A*-C Aspirational target set by DfES. Performance either maintained or improved in 5 out of 7 schools in 2004 compared to 2003 but only 1 school met its target in 2004. 5 schools underperformed against predicted pupil outcomes. Headteacher changes at 5 schools in last year.</p>
	<p>BV39 Percentage of pupils achieving 5 or more GCSEs grade A*-G including English and Maths Aspirational target set by DfES. Performance improved in 4 out of 7 schools but only 2 schools met target. Headteacher changes at 5 schools in last year.</p>

	BV40 Percentage of pupils achieving Level 4 or above in KS2 Mathematics Aspirational target set by DfES. Improved in 2004 above national rate of improvement. 18 schools improved on 2003 results. Fischer Family Trust (FFT) pupil performance outcome 4% below target. 16 schools underperformed against FFT pupil performance prediction.
	BV41 Percentage of pupils achieving Level 4 or above in KS2 English Aspirational target set by DfES but significant increase in performance in 2004 above national rate. 23 schools improved and predicted FFT pupil performance outcome 1% below target. 17 schools underperformed against FFT pupil performance prediction.
	BV44 Number of pupils permanently excluded Large dip in performance
	BV45 Percentage of half days missed to all absence in secondary schools Performance maintained
	BV46 Percentage of half days missed to all absence in primary schools Improvement from previous year
	BV159d Percentage of permanently excluded pupils with 20 or more hours per week alternative tuition Decrease in performance but small pupil numbers.
	BV181a Percentage of 14 year olds achieving Level 5 or above in KS3 English Aspirational target set by DfES. Significant numbers of papers returned for remarking – national issue. Predicted FFT pupil performance outcomes 3% below target. 3 schools improved on 2003 results. 5 schools underperformed against FFT pupil performance prediction.
	BV181b Percentage of 14 year olds achieving Level 5 or above in KS3 Mathematics Aspirational target set by DfES. Predicted FFT pupil performance outcome 3% below target. 5 schools improved on 2003 results. 6 schools underperformed against FFT pupil performance prediction.
	BV181c Percentage of 14 year olds achieving Level 5 or above in KS3 Science Aspirational target set by DfES. All schools underperformed against FFT pupil performance prediction. 4 schools improved on 2003 results.
	BV181d Percentage of pupils achieving Level 5 or above in KS3 ICT Aspirational target set by DfES. 6 out of 7 schools failed to achieve targets but 3 schools improved on 2003 assessments.
	BV194a Percentage of 14 year olds achieving Level 5 or above in KS2 English Aspirational target set by DfES. Improvement in 2004 above national rate of improvement. 17 schools improved on 2003 results. 18 schools underperformed against FFT pupil performance prediction.
	BV194b Percentage of 14 year olds achieving Level 5 or above in KS2 Mathematics Aspirational target set by DfES. Improvement in 2004 above national rate of improvement. 21 schools improved on 2003 results. 14 schools underperformed against FFT pupil performance prediction.
Stimulating leisure activities	None below target

Promoting community safety	None below target
Improving health and well-being	BV166a Score against a checklist of enforcement best practice for environmental health Work is currently in hand to implement the service improvements required to achieve the target for the year – target will be achieved before year-end.
	BV166b Score against a checklist of enforcement best practice for trading standards Work is currently in hand to implement the service improvements required to achieve the target for the year – target will be achieved before year-end.
Enhancing the local environment	BV109a Major planning applications determined within 13 weeks Apparent underperformance is exacerbated by small numbers effect – shortfall equates to 4 applications; and by increase in workload across all classes of application. Focus is on ensuring speed target for BV109c is achieved as this has greatest weighting in CPA. Performance will be managed during remainder of year to achieve target.
	BV109b Minor planning applications determined within 8 weeks Target shortfall equates to 15 applications – comments as above on workload, BV109c and management of performance during remainder of year.
	BV205 Quality of service checklist The work on improvements to service access via website to achieve the target for the year has now been done and performance against target will be assessed and ratified at next quarterly monitoring.
Developing an effective transport system	None below target
All themes	

17. Table 6 below shows the same analysis but the BVPIs have been grouped by corporate objective. Since the comments, against each BVPI, are the same as those in Table 5 only the reference and description of the indicator have been included.

TABLE 6: BVPIS LISTED BY CORPORATE OBJECTIVE WHERE PERFORMANCE IS FALLING SHORT OF TARGET AND CORRECTIVE ACTION.

Corporate Objectives	BVPI (Titles only included, detailed comments are the same as in Table 5)	
Shaping a better Darlington	BV38 Percentage of pupils achieving 5 or more GCSEs grade A*-C	
	BV39 Percentage of pupils achieving 5 or more GCSEs grade A*-G including English and Maths	
	BV40 Percentage of pupils achieving Level 4 or above in KS2 Mathematics	
	BV41 Percentage of pupils achieving Level 4 or above in KS2 English	
	BV159d Percentage of permanently excluded pupils with 20 or more hours per week alternative tuition	
	BV181a Percentage of 14 year olds achieving Level 5 or above in KS3 English	
	BV181b Percentage of 14 year olds achieving Level 5 or above in KS3 Mathematics	
	BV181c Percentage of 14 year olds achieving Level 5 or above in KS3 Science	
	BV181d Percentage of pupils achieving Level 5 or above in KS3 ICT	
	BV194a Percentage of 14 year olds achieving Level 5 or above in KS2 English	
	BV194b Percentage of 14 year olds achieving Level 5 or above in KS2 Mathematics	
	Providing excellent services	BV109a Major planning applications determined within 13 weeks
		BV109b Minor planning applications determined within 8 weeks
BV166a Score against a checklist of enforcement best practice for environmental health		
BV166b Score against a checklist of enforcement best practice for trading standards		
BV205 Quality of service checklist		
Putting the customer first	None below target	
Ensuring access for all	BV44 Number of pupils permanently excluded	
	BV45 Percentage of half days missed to all absence in secondary schools	
	BV46 Percentage of half days missed to all absence in primary schools	
	BV78a Speed of Benefits processing – average time in days for processing new claims	
	BV78b Speed of Benefits processing – average time in days for processing notifications of changes in circumstances	
	BV156 Percentage of Council buildings accessible to people with a disability	
	BV157 Percentage of types of interactions e-enabled	
	BV34a Percentage of primary schools with 25% of their places unfilled	
Enhancing our capacity to improve		

	BV76a Housing Benefit Security – number of claimants visited per 1,000 caseload
	BV76b Housing Benefit Security – number of fraud investigators employed per 1,000 caseload

18. Although it is the basis of exception reporting to identify those priority BVPIs that require action to improve poor or deficient performance against target it is also desirable to identify where performance is good. This is done in Table 7 in terms of the Community Strategy Themes and Table 8 for Corporate Objectives. Again it needs to be borne in mind that at the half year it is not possible to report against all indicators.

TABLE 7: BVPIs LISTED BY COMMUNITY STRATEGY THEME WHERE PERFORMANCE IS WELL ABOVE TARGET OR GOOD

Community Strategy Theme	BVPI
Improving the local economy	No BVPIs for this theme
Promoting inclusive communities	BV43 Percentage of statements of SEN prepared within 18 weeks
	BV49 Stability of placements for children looked after
	BV76d Housing Benefit Security – The number of prosecutions and sanctions per 1,000 caseload
	BV79b Accuracy of processing - Percentage of recoverable overpayments (excluding council tax benefit) that were recovered
Raising educational achievement	
Stimulating leisure activities	BV170c Number of pupils visiting museums and galleries in organised groups
Promoting community safety	
Improving health and well-being	BV56 Equipment delivered within 7 working days
	BV62 Proportion of unfit private sector dwellings made fit or demolished as a result of LA action
	BV162 Reviews of child protection cases
Enhancing the local environment	BV64 Number of private sector dwellings returned into occupation or demolished during the year as a direct result LA action.
	BV82b Percentage of household waste composted
	BV199 Cleanliness of relevant land and highways
Developing an effective transportation system	BV100a Number of days of temporary traffic controls on traffic sensitive roads caused by LA road works per KM of traffic sensitive road
All themes	

TABLE 8: BVPIs LISTED BY CORPORATE OBJECTIVE WHERE PERFORMANCE IS WELL ABOVE TARGET OR GOOD

Corporate Objectives	BVPI
Shaping a better Darlington	BV56 Equipment delivered within 7 working
	BV62 Proportion of unfit private sector dwellings made fit or demolished as a result of LA action
	BV64 Number of private sector dwellings returned into occupation or demolished during the year as a direct result LA action.
	BV82b Percentage of household waste composted
	BV162 Reviews of child protection cases
	BV199 Cleanliness of relevant land and highways
Providing excellent services	BV100a Number of days of temporary traffic controls on traffic sensitive roads caused by LA road works per KM of traffic sensitive road
Putting the customer first	BV49 Stability of placements for children looked after
Ensuring access for all	BV43 Percentage of statements of SEN prepared within 18 weeks
	BV79b Accuracy of processing - Percentage of recoverable overpayments (excluding CTB) that were recovered
	BV170c Number of pupils visiting museums and galleries in organised groups
Ensuring our capacity to improve	BV76d Housing Benefit Security – The number of prosecutions and sanctions per 1,000 caseload

Comparison with previous periods

19. Table 9 shows a comparison over the past 2 years of the number of targets achieved at the half year and for the full year. It shows that 74% of targets are currently being achieved or exceeded.

TABLE 9: COMPARISON AS TO NUMBER OF TARGETS LIKELY TO BE OR ALREADY ACHIEVED FOR ALL BVPIs AND LOCAL PIS (FROM 2004/05 INCLUDES *PERFORMANCEPLUS* TOLERANCES)

Period	PI Category	Percentage of targets achieved
2004/05 2nd Qtr	BVPI	69%
	Local	79%
	All	74%
2003/04 Year End	BVPI	55% (76% in P+)
	Local	
	All	
2003/04 2nd Qtr	BVPI	66%
	Local	76%
	All	71%
2002/03 Year End	BVPI	
	Local	
	All	63%
2002/03 2nd Qtr	BVPI	67%
	Local	70%
	All	68%
2001/02 Year End	BVPI	
	Local	
	All	52%

Conclusions

- 20. The Council is overall on track to meet targets for its contribution to the community strategy and also on track to achieve against its corporate objectives.
- 21. *PerformancePlus* is improving access to good quality and timely information on the Council’s performance at all levels but there is still work to do to improve the system and further facilitate use in departments and by Members.

Legal Implications

- 22. This report has been considered by the Borough Solicitor for legal implications in accordance with the Council’s approved procedures. There are no issues which the Borough Solicitor considers need to be brought to the specific attention of Members, other than those highlighted in the report.

Section 17 of the Crime and Disorder Act 1998

- 23. The contents of this report have been considered in the context of the requirements placed on the Council by Section 17 of the Crime and Disorder Act 1998, namely, the duty on the Council to exercise its functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area. It is not considered that the contents of this report have any such effect.

Council Policy Framework

24. The issues contained within this report do not represent change to Council policy or the Council's policy framework.

Decision Deadline

25. For the purpose of the 'call-in' procedure this does not represent an urgent matter.

Recommendations

26. It is recommended that progress and the corrective action being taken where performance is below target is noted.

Reasons

27. The recommendation is supported by the following reasons:

- (a) To improve services for local people
- (b) To ensure continued delivery of the corporate plan and the Council's part of the Community Strategy.

**Lorraine O'Donnell
Head of Policy**

Background Papers

Individual departmental performance reports

David Goodchild: 2015
djg