

2010/11 Performance Report – 1st August 2011
Head of Policy & Performance**1.0 YEAR END PERFORMANCE UPDATE**

- 1.0.1 This section provides a high level summary of the key performance headlines at the end of 2010/11.
- 1.0.2 By the end of 2010/11, the Performance & Partnerships Team were centrally monitoring 161 measures which underpinned 2010/13 service plans, comprising the former National Indicator Set, supporting part-indicators, and key retained local (former Best Value) performance measures.

PERFORMANCE AGAINST TARGET

Performance assessments (red; amber; green) have been made wherever possible based on performance against target. Performance assessment rankings against target for 2010/11 are:

Performance Assessment	Number
Green	51
Amber	22
Red	50
Not Updated/Data lagged	37
Total	160

YEAR-ON-YEAR DIRECTION OF TRAVEL

Performance assessments (red; amber; green) have been made wherever possible based on year-on-year direction of travel from 2009/10. Performance assessment rankings for direction of travel for 2010/11 are:

Performance Assessment	Number
Green	59
Amber	20
Red	44
Not Known	37
Total	160

Detailed data can be found in Appendix One, and key headlines are reported for each service area in Section 2.0 of this report.

1.1 Performance Measure Tolerances (Red/Amber/Green ratings)

During 2010/11, the Performance & Partnerships Team integrated a new electronic Monitoring and Performance System (CorVu) across services.

The system was pre-populated with a five percent tolerance against the targets set by service areas, meaning that the system assigns a 'red' assessment to performance data 5% (or more) short of the target, an 'amber' assessment to data within 5% of the target, and a 'green' assessment to data performing on or above target.

Where strong cases are made for the revision of tolerances in 2011/12 (e.g. where a 5% tolerance is not appropriate due to a measure's data return format), the Team will revise tolerances to support individual targets. In all other circumstances, the 5% tolerance will remain in place for performance measure reporting in 2011/12.

1.3 Performance Measures

Following on from the October announcement regarding the end of the statutory obligation to report on the National Indicator Set, Communities and Local Government made available a first draft of the Single Data List in December. The Single Data List outlines all statutory data which central government proposes to receive from local government with effect from April 2011, and will replace National Indicators as central government's means of measuring local authority performance.

Since 2010/13 Service Plans were underpinned by performance indicators from the former National Indicator Set, Cheshire East retained these measures as a means to monitor in-year performance for 2010/11. It should be noted that a number of National Indicators are the responsibility of other agencies and these agencies are under no obligation to continue to report on this information.

However, Cheshire East has welcomed the opportunity to review its approach to performance monitoring, and the flexibility afforded by the change to local authority performance arrangements. From 2011/12, progress against Service Plans will continue to be supported by retained National Indicators and Best Value performance indicators, alongside newly developed local performance measures and/or measures from the Single Data List. This improved balance of measures strengthens the Council's ability to monitor progress against its key service objectives for 2011/12 identified as part of the service planning process.

1.5 Quality of Life Survey

In quarter three, Cheshire East undertook a Quality of Life (QOL) Survey, providing an opportunity to engage with our communities following the removal of the statutory need to conduct a Place Survey. Results which have a direct correlation to former Place Survey measures are incorporated into the data table in Appendix One, though it should be noted that the sample size of respondents is not comparable directly with the former Place Survey, and caution should therefore be exercised when making data comparisons.

2.0 PERFORMANCE SUMMARY BY SERVICE AREA

2.1 Children & Families

2.1.1 Actions in place to enable improved performance and efficiency

- The Children's Trust has taken a partnership approach to agreeing three priorities for the next three years based on an analysis of local needs and consultation with children and young people.
- In line with the views of young people, the Children and Young People's Plan has been designed in leaflet format and will be published in July.
- A partnership approach has been taken to commissioning across children's services, adult services and health and a draft Joint Commissioning Strategy has been produced.

2.1.2 Redesigning services to ensure needs are identified early

- A partnership approach has been employed towards implementing structural changes, with a focus on early intervention and prevention.
- The number of CAFs (Common Assessments) completed increased from 277 in 2009-10 to 529 in 2010-11 with real improvements in quality. Most importantly, parents and young people are reporting improvements in outcomes as a result of CAF.
- The Family Information service has been improved by the introduction of a Children and Families resource directory, pulling all key services and childcare information together in one place, improving accessibility.
- Over 300 people attended the 'Pathways to Support for Families: Moving Forward Together' multi-agency workshops arranged by the Children's Trust between March and May 2011, enabling improved awareness of levels of need guidance and available pathways to support our children, young people and their families.

2.1.3 Ensuring children and young people are effectively safeguarded

- The Children's Assessment Team (CAT) was formed, improving access to children's social care, and increasing organisational capacity to provide additional support.
- The shared services Emergency Duty Team has been replaced with the Cheshire East Out of Hours Service. This has led to an increased number of out of hours home visits and initial assessments, improved management supervision and 24 hour legal cover, to ensure the same level of support is available for decision-making out of hours as during the day.
- Dedicated teams have been created for Child Protection and Children in Need, with increased capacity – 30 Practice Consultant posts and a number of additional social work posts.
- New posts have been invested in, reducing caseloads (5% increase in investment in posts in safeguarding and children's social care teams).
- There has been a steady increase since December 2010 in the proportion of child protection reviews held on time (100% in March).
- Investment in the Safeguarding Unit has increased 3.5 Independent Reviewing Officers (IROs) to 8, with a further 2 on the way during 2011/12.

2.1.4 Raise standards and narrow gaps in learning outcomes, enabling young people to develop the appropriate skills to enter adulthood and the world of work

- A Head of Virtual school has been appointed for Cared For Children (C4C) – the establishment of a system of collecting tracking data from school has enabled the production of predicted outcomes. As an example, C4C are currently predicted to achieve 38% 5+A*-C including English & Maths which is a significant improvement on 2009-10 outcomes (10%).
- Attendance at school for our cared for children has improved from 84.3% in 2008-09 to 94.3% in 2010-11.
- Work with schools and other partners mean that there has not been a permanent exclusion of a Cheshire East Cared for Child since 2009.
- 98% of cared for children and young people are receiving health checks; an increase of 7% from last year's figure of 91%
- There has been an improvement in placement stability, meaning that our cared for children have less placement moves and stay in their appropriate placements for longer.
- Two inadequate, traditional children's homes have been closed and two smaller ones opened, and commissioning of further provision is underway.
- Fewer of our cared for children are entering the criminal justice system.
- There has been a reduction in first time entrants into the criminal justice system and significant reduction in the use of custody for young people.
- Improvements have been recorded in the uptake of 16 to 18 yrs apprenticeships.
- In 2010/11 a reduction was recorded in the number of under 18 conceptions.

2.2 Adult, Community Health & Wellbeing Services

2.2.1 Key activities and achievements reported by the services comprising the Adult, Community Health & Wellbeing Directorate during 2010/11 include:

- The Adult Social Care 'Empower Card' team won the Personalisation and Choice Achievement of the Year award at The MJ Local Government Achievement Awards for the 'Empower Card', a pre-loaded VISA debit card launched in 2010 to transform the way that personal budgets are delivered to customers. The card was the first of its kind in the UK, and has streamlined back-office support processes as well as generating significant efficiency savings of up to £236,000 for the authority.
- Assistive Technology provision has increased and this is forming part of a Pilot within the Wilmslow Local Independent Living team in conjunction with the Social Care Redesign 2 (SCR2) rollout. Levels of Telecare have increased; Telecare interventions detailed on care plans have increased from 448 in 2009/10 to 732 in 2010/11 (+63%).
- A successful bid to the NHS North West resulted in a £60,000 grant being awarded to the Supported Employment Service. The tender was specifically focused on innovative developments around employment support for service users with learning disabilities. The grant will fund a two-year project that will develop a personalised approach to employment support in Cheshire East.
- A hugely successful stroke conference was held at Congleton Leisure Centre organised by the Adult Services staff. The conference was held as part of an extensive training and awareness programme in conjunction with the Stroke

Association in order to increase information regarding the current services available throughout Cheshire East for people who have had a stroke, their family and health and social care service providers. The training sessions have been delivered over the past few months to carers, employees from across the local authority, PCT and NHS acute trust. Feedback from the 85 delegates who attended the session has been excellent, and the 12 exhibitors who were in attendance (Stroke Association, Age UK, Demenshare etc) congratulated Cheshire East for providing the opportunity to network.

- In order to continue to facilitate the growth of a diverse range of services to meet people's expressed needs, Cheshire East now have over 50 providers of domiciliary care who are providing personalised support to customers who need personal care. We also have a brokerage service that provides people with the support they require to employ their own personal assistant. These services have increased the choice for individuals and put people at the centre of choosing their support provider at the time that they require. We have provider forums within Cheshire East that all providers are encouraged to attend. Over the past year the forums have focused on personalisation, safeguarding, workforce development, training, charges, the use of Empower card, and transport. These forums are used to highlight good practice, encourage local working and to keep providers informed of new ways of working and policy changes. The forums are well attended and recently the care provider forum was amalgamated successfully with the supporting people forum.

2.3 Places

2.3.1 Key activities and achievements reported by the services comprising the Places Directorate during 2010/11 include:

- On 14 March, Cabinet approved a five-year Carbon Management Plan. Supported by the Carbon Trust, the Council has identified a programme of work that will help to reduce CO₂ emissions and reduce energy costs. The Council has an ambitious target of achieving a 25% reduction in energy consumption from the 2008-2009 baseline of 51,037 tonnes of emissions representing costs of £9.9 million.
- Tatton Park was awarded with the Sandford Award for excellence in heritage education for the seventh consecutive time. Winners were recognised at a special ceremony at The Houses of Parliament in February.
- A new policy has been introduced to protect and enhance the appearance of our towns. This covers the use of A-boards, banners and signs on street furniture and goods outside shop fronts. Leaflets covering the key points of the new policy have been produced and will be handed out to businesses and retailers by community street wardens and highways inspectors. The full guidelines can be found at Clear Way Forward Policy and have the support from Age Concern, the Disability Information Bureau and the Multiple Births Association.
- Cheshire East Council and Birse Civils were awarded Silver at the annual Considerate Constructors Awards in Manchester for construction of the A34 Alderley Edge and Nether Alderley Bypass. The bypass was completed in November last year, ahead of schedule and within budget. It took 22 months to complete.

- The Audit Commission declared that “Cheshire East is steering strategic housing in the right direction”. Following a five-day inspection the Audit Commission scored the strategic housing service as “fair” with promising prospects”, which was not bettered by any other local authority nationally. They stated that “Cheshire East has come a long way in the past year. It is building a better understanding of housing needs and influencing what happens to improve the overall housing situation”.

2.4 Performance & Capacity

2.4.1 Key activities and achievements reported by the services comprising Performance & Capacity during 2010/11 include:

- **Working days lost due to sickness absence** (former BV 012) – outturn performance of 8.19 days was achieved during 2010/11 against a target of 9 days.
- Progress was made in increasing the **top 5% of earners (female)** (former BV 011a) – this has risen from 53.42% 2009/10 outturn to 55.96% in 2010/11.
- **Time taken to process Housing Benefit/Council Tax Benefit new claims and change events** (NI 181) – 20.93 days against a target of 14 during the year; a further decrease since our third quarter result. Following the implementation of a new Benefits & Revenues system, there was a five-week closedown during which no claims could be processed. Overtime and agency staff have been used to tackle the backlog, and the new system ensure that next year's Council Tax bills will be mailed effectively to over 160,000 households across Cheshire East as well as efficiently processing all benefits claims.
- **Percentage of Council Tax and Non-domestic Rates collected** (former BV 009 and BV 010) were below target, showing a downward year-on-year trend. Council Tax collection stood at 97.25% (against a target of 98%). Non-domestic Rates was 97.77% (target of 98.5%).
- The Council's website - www.cheshireeast.gov.uk - maintained a three-star rating in the annual Society of Information and Technology Management (SOCITM) 'Better Connected' report. The maximum rating possible was four stars which was awarded to just 9 of the 433 councils tested.

2.0 PERFORMANCE ARRANGEMENTS FOR 2011/12

- 3.1 The lifting of central government requirements gives us an opportunity to establish reporting mechanisms which are appropriate for Cheshire East. The Finance, Performance and Improvement teams have been working together to develop a revised approach which incorporates each of these aspects.
- 3.2 The content and process for future performance reporting arrangements will consist of a **monthly trend report** for discussion at CMT and Informal Cabinet, and a **quarterly performance report** which is a public document for Cabinet, and includes finance, performance indicators, and key projects.