 Brent	<p style="text-align: center;">Cabinet 21 July 2014</p> <p style="text-align: center;">Report from Assistant Chief Executive</p>
For Action	Wards Affected: ALL
Performance Review, Quarter 4, 2013-14 and April – May 2014/15	

1.0 Introduction

The Borough Plan for 2013 - 2014 was agreed by Full Council in June 2013. It sets out our priorities for Brent as follows:

- Building a Strong Community
- Promoting Jobs, Growth and Fair Pay
- Making Brent Safer, Cleaner and Greener
- Improving Health & Wellbeing
- Better Lives for Children and Families
- Developing Better Ways of Working

The Borough Plan is an overarching plan which sets out our vision for the borough. It is part of a suite of plans which, together with the council's Corporate Plan, departmental plans, and individual targets and appraisals, establish the golden thread for all council activity.

The purpose of this report is to provide Members with a corporate overview of performance information, to support informed decision-making, and to manage performance effectively.

Benchmarking information is also provided where available from the London Councils' benchmarking club (LAPS). Benchmarking will only be available for those indicators that a number of other councils also wish to monitor.

Where available, performance information covering the period April and May 2014 has also been included, to provide Members with further performance trend data. Commentary is also provided to explain the performance of those measures which are rated as high risk (red).

This is the last time that the performance information will be presented in this format. A revised format will be introduced for 2014/15 Quarter 1, including a refreshed suite of performance measures.





2.0 Recommendations

The Cabinet is asked to:

- a. Note the performance information contained in this report and agree remedial actions as necessary.
- b. Consider the current and future strategic risks associated with the information provided and agree remedial actions as appropriate.
- c. Challenge progress with responsible officers as necessary.

3.0 Executive Summary – Quarter 4 Performance

34% of performance indicators are on target (green), 18% are just below target (amber) and 16% are well below target (red). The rest are considered indicative only and do not have targets set, the majority of these relate to complaints.

Overall Council Performance						
						Total
	Low	Med	High	IO	MD	Total
Adult Social Care	5	2	1	0	0	8
Children & Young People	3	4	3	0	0	10
Environment & Neighbourhoods	10	4	3	0	0	17
Regeneration & Growth	3	1	3	4	0	11
Complaints	0	0	0	16	0	16
Total	21	11	10	20	0	62
Percentage	34	18	16	32	0	100

3.1 Adult Social Care

Mental health contacts which reach assessment within 4 weeks

Q4 Performance	46%	2013/14 Target	86%	Good is?	High
<u>Explanation and actions to improve performance</u> <p>The target is a social care target delivered by a multi-agency team which delivers a holistic health and social care service - in some cases the completion of the social care assessment is delayed because of this approach. The team risk assesses all referrals and prioritise action based on that risk assessment. This may mean that health tasks may be prioritised over social care assessments. The team is not focused on this performance measure, they are focused on ensuring people are safe, therefore, it is not a good measure of the effectiveness of the access and brief treatment team.</p> <p>Workstream 2 in Phase 2 of the mental health project is focused on reviewing and potentially redesigning the service to ensure that job roles and resources are aligned to better meet the needs of Brent's community. This process will take place over the first six months of 2014/15. In the mean time, management actions will be in place to ensure all referrals are risk assessed and dealt with appropriately. This workstream will also tackle the mis-match between the way the team is set up and this performance metric.</p>					

3.2 Children & Young People

Number of secondary schools that are judged as inadequate by Ofsted

Q4 Performance	3	2013/14 Target	0	Good is?	Low
<u>Explanation and actions to improve performance</u> <p>This number was consistently at the level of 2-3 schools throughout the 13/14 reporting period. 2 of the 3 are sponsored academies. The third is Copland which will become a sponsored academy from 1st September. A fourth secondary school (sponsored academy) has been judged inadequate for this reporting period.</p> <p>Support and challenge are being offered to those schools which are sponsored academies. Academies also access support for their improvement through other routes, such as their sponsor organisations. If Her Majesty's Inspectors (HMI) monitoring visits show that progress is not satisfactory, the Local Authority will address this with sponsors and the school.</p>					

Stability of placements for Looked After Children (LAC): 3 or more placement moves

Q4 Performance	14.9%	2013/14 Target	13%	Good is?	Low
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Explanation and actions to improve performance

The reasons for the performance level are:

(1) a consequence of lower numbers of looked after children is that those who are looked after are more challenging with more complex needs. (2) Difficulties of managing siblings group. (3) Young people moved due to risk of gangs/child sexual exploitation. (4) Poor matching in initial placement search.

The actions to improve performance are:

(1) Take a more pro-active approach to preventing placement breakdown by reviewing placements at risk of breakdown earlier. (2) Increase the number of foster carers who have the skills/ability to support challenging young people/siblings group. (3) Improving the support available to foster carers (eg Child and Adolescent Mental Health Services) when placements are at risk of breakdown. (4) Continuing to improve placement choice and the subsequent matching of placements for young people. (5) Working with Independent Reviewing Officers to identify placements under pressure and at risk of breakdown.

Number of Troubled Families where Payment by Results (PbR) outcomes have been achieved

Q4 Performance	289	2013/14 Target	350	Good is?	High
<u>Explanation and actions to improve performance</u>					
<p>There has been some positive progress in achieving good numbers into employment as a result of co-location of a Job Centre Plus worker in the Family Solutions team. Progress in turning around families has improved but is still slow with too few referrals from partner agencies and a lack of success in securing wider engagement for the lead professional role.</p> <p>To improve performance additional staff have joined the Family Solutions team in order to work with more families at the highest level of need, data collection and analysis have been improved and a partnership plan is being implemented to ensure that partners are both referring in families and where appropriate taking a lead role and submitting data on outcomes. The Strategic Board has been relaunched to ensure senior level engagement from partners.</p>					

3.3 Environment & Neighbourhoods

Percentage of household waste sent for re-use, recycling and composting

Q4 Performance	41.4%	2013/14 Target	50%	Good is?	High
<u><i>Explanation and actions to improve performance</i></u> <p>The Q4 data is an improvement of 4.5% compared to Q4 in 2012/13. 2013/14 full year rate is 41%. Although tonnes to landfill were higher this year, there was an increase in kerbside dry recycling tonnages and kerbside organic tonnages to balance this.</p> <p>The new Public Realm contract will be focusing on improving overall waste management and is specifically engineered to focus on reducing waste and re-use, prioritising this over recycling and landfill. Veolia's commitment is therefore to reduce the total waste the council must dispose of, which they intend to achieve by removing non-household waste from the council's handling, through better enforcement and by signing up dubious businesses to their commercial waste service.</p>					

Tonnes of waste sent to landfill

Q4 Performance	65,764	2013/14 Target	56,618	Good is?	Low
<u><i>Explanation and actions to improve performance</i></u> <p>There is a 3% reduction in waste to landfill for 2013/14 compared to 2012/13. However, it should be noted that in 2012/13 this figure included non-household waste and for 2013/14 it does not.</p> <p>Residual waste disposal is a Public Realm contract target. Veolia intend to meet this target by removing non-household waste from the council's handling, through better enforcement and by signing up dubious businesses to their commercial waste service. Veolia will pay the full West London Waste Authority (WLWA) costs for every tonne of residual waste above target. If Veolia exceeds their contract target, the council will share the saving in relation to the treatment of this waste with them.</p>					

Number of large reported flytips

Q4 Performance	4,939	2013/14 Target	4,300	Good is?	Low
<p><u><i>Explanation and actions to improve performance</i></u></p> <p>8% increase in large flytips in 2013/14 compared to 2012/13. Total flytips (small and large) increased by 3% in 2013/14.</p> <p>Apr/May 2014/15 update: Flytip reporting is more comprehensive under the Public Realm contract, with emphasis shifting from resident to cleansing operative reporting. Thus a higher volume of flytips are being reported by cleansing operatives (rather than just cleared as was often the case in the previous contract). It also likely means that flytip classifications are more accurate, however data over a longer period will better inform this. The new Cleaner Brent mobile app has provided an additional reporting channel for the public which has also impacted on the number of incidents being reported to the council.</p> <p>As part of the new Public Realm contract, Veolia have committed to gathering evidence from fly-tips where possible and referring this to the waste enforcement team to investigate and take appropriate enforcement action.</p>					

3.4 Regeneration & Growth

Percentage of major planning applications processed within 13 weeks

Q4 Performance	62.5%	2013/14 Target	70%	Good is?	High
<p><u><i>Explanation and actions to improve performance</i></u></p> <p>The National target has been set at 60%. The Business Plan for 2014/15 has a target of 65%. The performance on this indicator can vary by quarter with the main driver being external parties' ability to conclude S106 agreements within agreed timetables.</p> <p>We aim to complete Planning Performance Agreements wherever possible to extend the reported target time. However, the ability of applicants to complete legal agreements within agreed timescales is a significant factor behind not meeting agreed targets.</p>					

Percentage of minor planning applications processed within 8 weeks

Q4 Performance	67.2%	2013/14 Target	80%	Good is?	High
<u><i>Explanation and actions to improve performance</i></u> <p>The National target has been set at 65%. The 2014/15 Business Plan target is 70%. The key factors affecting performance are the ability to recruit/retain appropriately experienced staff in the context of significantly increased numbers of planning applications - including new Prior Approvals which do not attract a fee.</p> <p>The major restructure of the planning function envisages a staffing level focused on anticipated statutory planning demands in terms of both the validation and assessment of planning applications. However, these will not be in place until at least half way through 2014/15. The planning function has also been reviewed to pursue scope for further improvement.</p>					

Percentage of other planning applications processed within 8 weeks

Q4 Performance	69.7%	2013/14 Target	90%	Good is?	High
<u><i>Explanation and actions to improve performance</i></u> <p>The National target has been set at 80% and this is reflected in the 2014/15 Business Plan. The key factors affecting performance and actions are as in the explanation for Percentage of minor planning applications processed within 8 weeks.</p>					

4.0 Financial implications

None.

5.0 Legal implications

- 5.1 Under section 4 of the Local Government Act 2000, every local authority in England must prepare a sustainable communities strategy for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom. A local authority may modify its sustainable communities strategy from time to time. When preparing or modifying its strategy, a local authority must consult with and seek the participation of "each partner authority" it considers appropriate, and any other person the local authority considers appropriate. The council's Borough Plan 2013-14 is the council's current strategy pursuant to section 4 of the Local Government Act 2000.

- 5.2 In table 3 of part 4 of the council's constitution, it states that the Executive is responsible for formulating and preparing the sustainable communities strategy and then submitting the same to Full Council for consideration and adoption or approval. The sustainable communities strategy constitutes part of the policy framework. The council's Borough Plan 2013-14 was approved by Full Council in 2013.

6.0 Diversity implications

- 6.1 One of the reasons that we monitor performance is to ensure that we are meeting our diversity objectives.

7.0 Contact officers

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