





Appendix A

Performance Monitoring - April to September 2015 Exception Report





Contents page

Council Wide.....	2
Economy Directorate.....	5
Directorate for People.....	7
Place Directorate.....	17

Council Wide

Total by measure status							
	1		0		1		1

Key

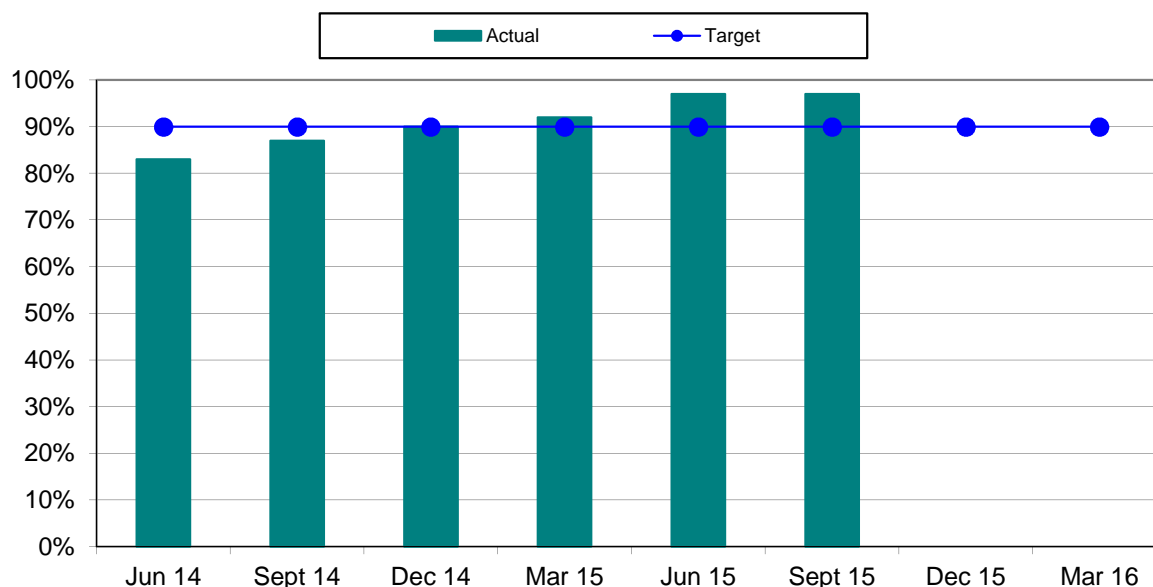
	: Target exceeded/ahead of schedule
	: Performance on track
	: Off target, but, within acceptable tolerance
	: Target below tolerance/behind schedule

One of the available measures within this Directorate is performing as expected, or, is within acceptable tolerance levels.

The following pages detail the one measure where we have performed particularly well (i.e. where we have exceeded our target), and, the one measure that requires special management and Member attention (i.e. where we have not met our target).

Complaints with full response in 15 working days - city-wide performance

Bigger is better



Historical data reported for this measure is asynchronously changed as further updates become available

	Jun 14	Sept 14	Dec 14	Mar 15	Jun 15	Sept 15	Dec 15	Mar 16
Actual	83%	87%	90%	92%	97%	97%		
Target	90%	90%	90%	90%	90%	90%	90%	90%
Performance	▲	●	✓	✓	★	★		

Commentary

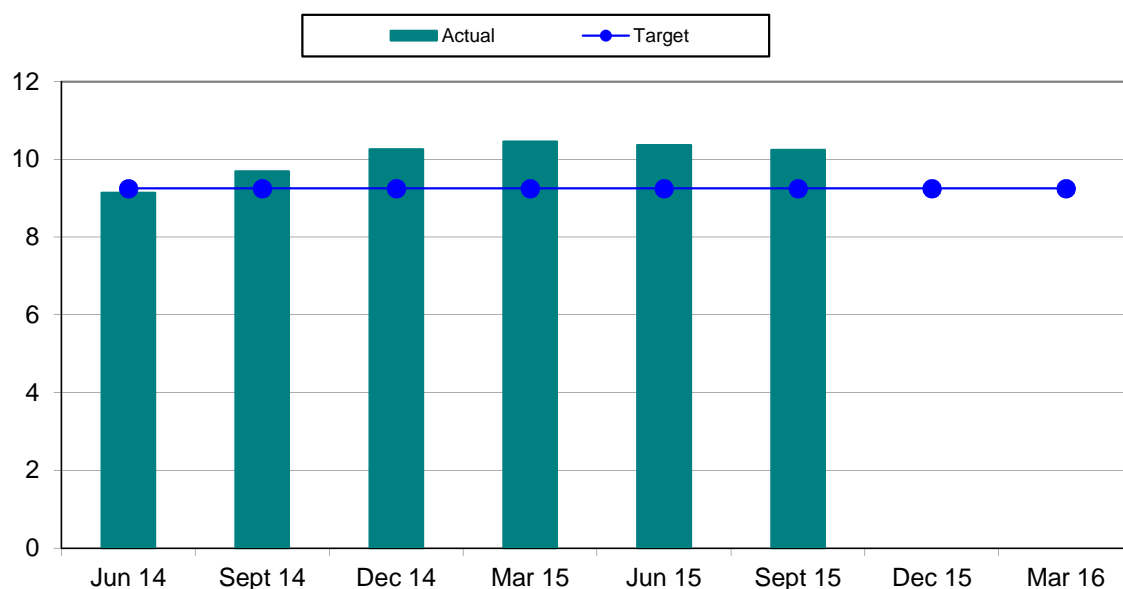
In Quarter 2 (July to September), performance for responding to complaints within 15 working days increased to 98% compared to the 97% achieved for Quarter 1 (April to June). Year-to-date, performance for responding to complaints within 15 working days remains at 97%. For September performance decreased 1% compared to August but, at 97% is still well above the 90% target. A total of 8,456 complaints have been received year-to-date. Economy Directorate achieved a 97% response rate against a total of 1,287 complaints received, Place Directorate 98% against 6,991 complaints and People Directorate 80% against 178 complaints.

The under performance in the People Directorate continues but it should be noted that it has improved by 10 percentage points compared to August. The under performance within the People Directorate remains due to poor response rates within Assessment and Support Planning and Housing Services.

Average sick days per full-time equivalent employee (excluding schools staff)

The number of working days lost due to sickness, per full time equivalent member of staff

Smaller is better



Number of days per full time equivalent

	Jun 14	Sept 14	Dec 14	Mar 15	Jun 15	Sept 15	Dec 15	Mar 16
Actual	9.14	9.69	10.26	10.46	10.37	10.24		
Target	9.25	9.25	9.25	9.25	9.25	9.25	9.25	9.25
Performance	✓	▲	▲	▲	▲	▲		

Commentary

The average number of sick days per employees reduced marginally in the quarter to 10.24 days from 10.37. Although the reduction is a move in the right direction, the year to date figure is 0.55 days worse than last year.

All directorates have an increase in absence year on year, with the People Directorate having highest absence rate at 11.33 days. HR business partners are doing further analysis to identify any particular trends and areas where the performance is the most concerning.

Since the previous quarter significant effort has been put into reducing the absence rates through attendance panels and closer management attention. Experience has clearly shown that consistent, regular and timely management attention is the most effective way of reducing absence. HR are now providing increased support to managers through attendance panels, communications on health and well-being alongside earlier focused intervention from Occupational Health.

The role and responsibilities of managers is being redefined as part of the cultural change within Future Council and the critical responsibility for managing absence is a key component of the work. HR recognises it has a crucial role to play in providing tools, support and training for managers to support them in this work.

Although the increased focus on absence has begun to show in minor improvements to the absence rates, this has to be embedded into every day managerial practice. Failure to do this will lead to a loss of attention and the very real risk that the downward trend will be reversed.

Economy Directorate

Total by measure status							
★	1	✓	2	●	0	▲	0

Key

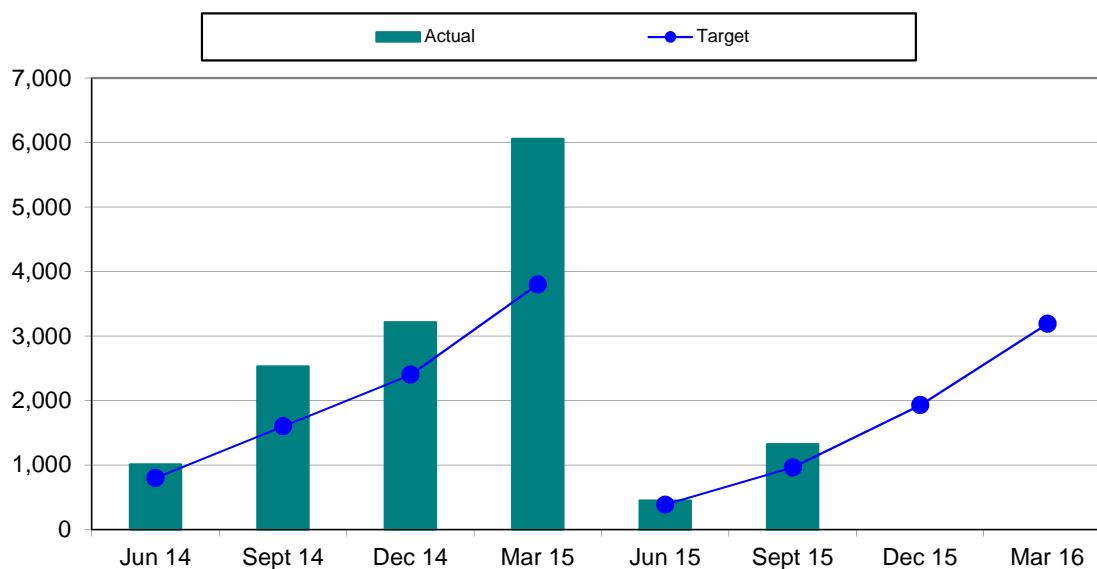
★	: Target exceeded/ahead of schedule
✓	: Performance on track
●	: Off target, but, within acceptable tolerance
▲	: Target below tolerance/behind schedule

Two of the available measures within this Directorate are performing as expected.

The following page details the one measure which has performed particularly well (i.e where we have exceeded our target).

Jobs created as a result of public sector interventions

Bigger is better







	Jun 14	Sept 14	Dec 14	Mar 15	Jun 15	Sept 15	Dec 15	Mar 16
Actual	1,009	2,531	3,216	6,058	449	1,322		
Target	800	1,600	2,400	3,800	388	961	1,928	3,191
Performance	★	★	★	★	★	★		

Commentary





873 jobs were created in July to September 2015. These were mainly from Employment Support and Business Support programmes, the Enterprise Zone and Energy Savers project.

There were also an additional 59 jobs created in the previous quarter that were not available at time of reporting and are now included in the 449 result for April to June 2015.

Directorate for People

Total by measure status							
	1		3		3		8

Key

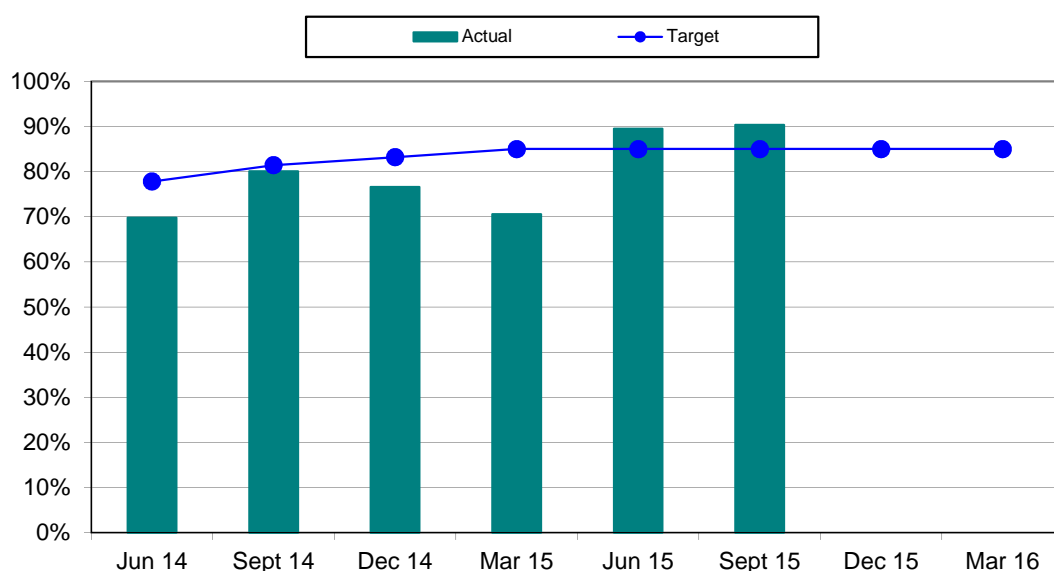
	: Target exceeded/ahead of schedule
	: Performance on track
	: Off target, but, within acceptable tolerance
	: Target below tolerance/behind schedule

Six of the available measures within this Directorate are performing as expected, or, are within acceptable tolerance levels.

The following pages detail the one measure where we have performed particularly well (i.e. where we have exceeded our target), and, the eight measures that require special management and Member attention (i.e. where we have not met our target).

Percentage of completed Adult safeguarding cases audited judged 'good' - to ensure quality of safeguarding practice.

Bigger is better



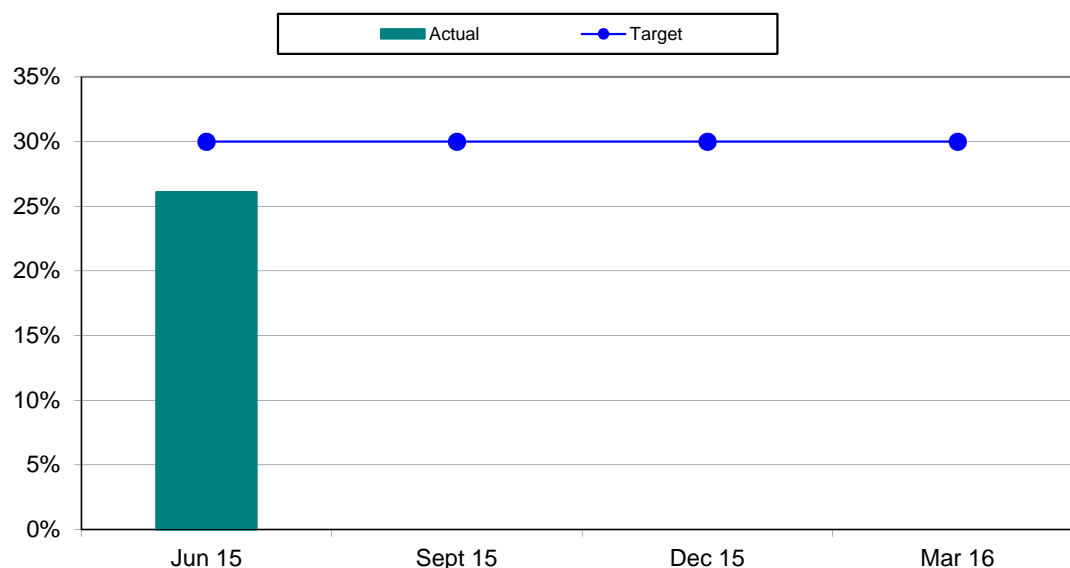
	Jun 14	Sept 14	Dec 14	Mar 15	Jun 15	Sept 15	Dec 15	Mar 16
Actual	69.8%	80.1%	76.6%	70.6%	89.5%	90.4%		
Target	77.8%	81.4%	83.2%	85.0%	85.0%	85.0%	85.0%	85.0%
Performance	▲	●	▲	▲	✓	★		

Commentary

The proportion of Safeguarding Audits judged as 'good' for the period July to September was 90.4%, an improvement compared to the result of 89.5% for the period April to June. Both periods exceeded the target of 85%, representing a significant improvement from the end of year result of 70.6%. Work has been undertaken over the last half year to identify and address issues impacting on the audit performance, including clarifying the role of managers in ensuring that staff carry out and record their Safeguarding cases appropriately. All Safeguarding Officer roles have now been filled, and the team is working with managers and practitioners to better understand any poor audit outcomes.

Percentage of drug users who are in full time employment for 10 working days following treatment, or upon discharge of treatment.

Bigger is better



New measure for 2015/16. Previous measure reported was based on numerical performance.

National Indicator reported a quarter in arrears.

	Jun 15	Sept 15	Dec 15	Mar 16
Actual	26.1%			
Target	30%	30%	30%	30%
Performance	▲			

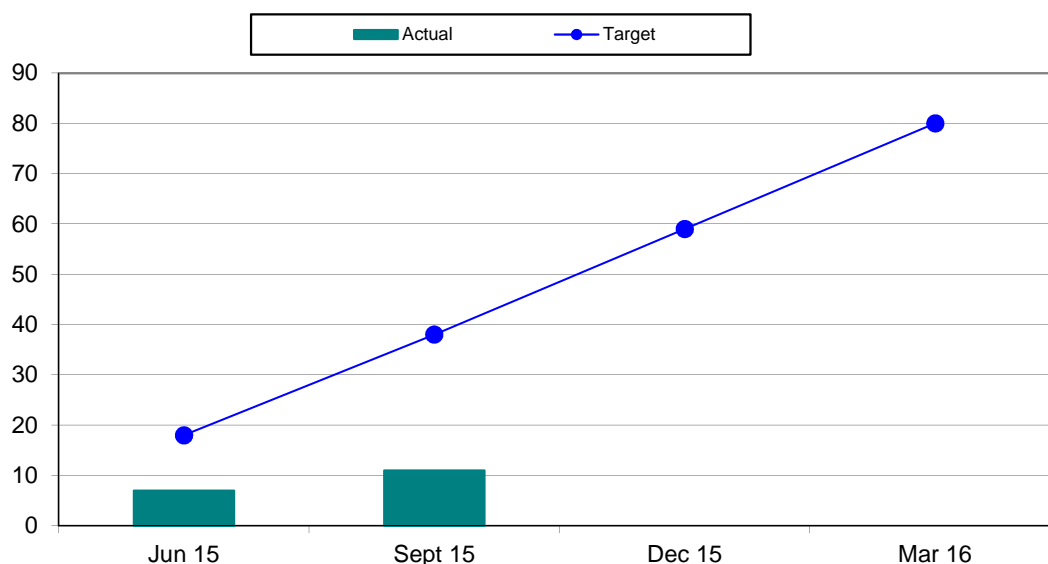
Commentary

The results of this measure are always received with a time lag as we and other authorities rely on the National Treatment Agency (NTA) providing validated data and information.

The first quarter April to June results are now available. The outturn shows that 26.1% of patients exiting treatment maintained employment against a contractual target of 30%. Employment maintenance is expected to be lower than target over the next two quarters as the new provider 'beds' in.' However the provider is expected to achieve the 30% target by year end.

Moving younger adults from residential care into community settings

Bigger is better



Revised target for 2015/16 - baseline has been re-established and programme re-scoped

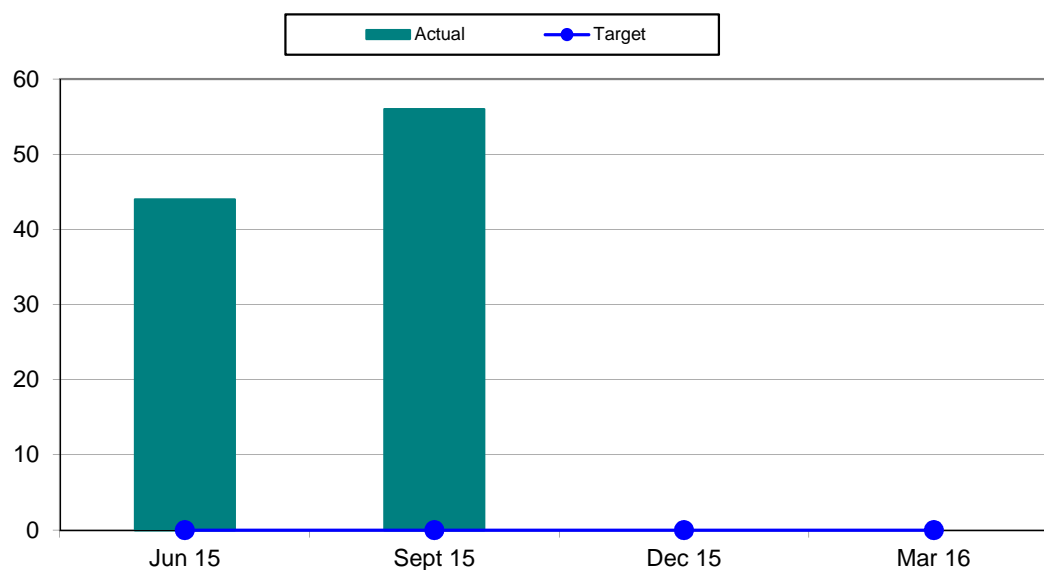
	Jun 15	Sept 15	Dec 15	Mar 16
Actual	7	11		
Target	18	38	59	80
Performance	▲	▲		

Commentary

"Younger Adults Re-provisioning has moved 11 clients from Residential to Community services so far this year, with 4 additional clients in September. An additional 148 clients had their service package reduced (72 Residential packages and 74 Community packages). The estimated full year effect of all of these savings for 2015-16 is £2,940,957. Work is underway to re-calibrate targets in this area both in terms of activity and financial targets. This will take a broader view to achieving re-provisioning targets across all client groups".

Unallocated single assessments open for more than 7 days

Smaller is better



New Council Business Plan Measure for 2015/16 and is a key safeguarding measure

	Jun 15	Sept 15	Dec 15	Mar 16
Actual	44	56		
Target	0	0	0	0
Performance	▲	▲		

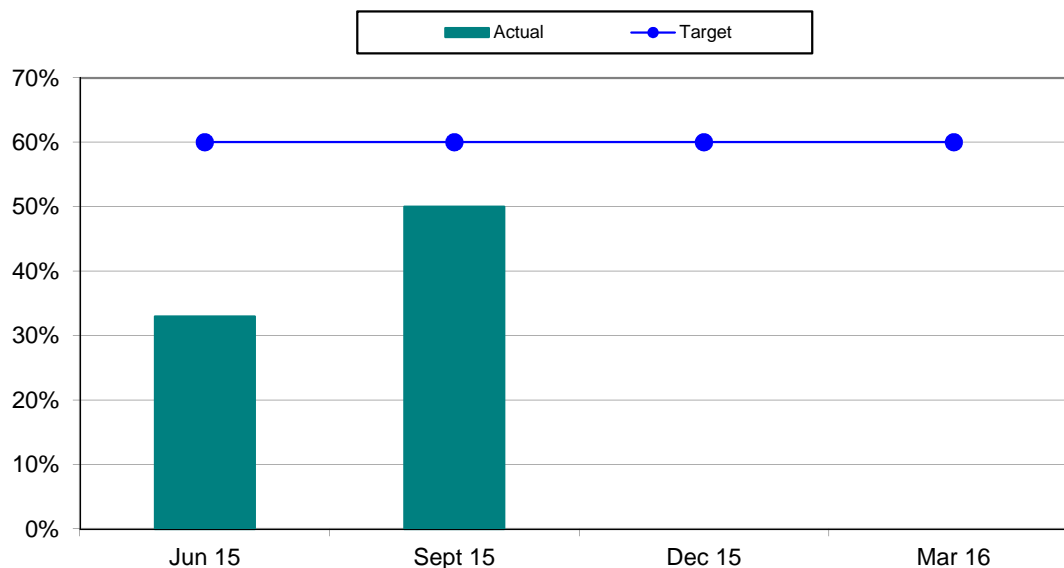
Commentary

We have now developed family assessments and we are counting unallocated assessments per family rather than counting per individual children. There are now very few unallocated assessments, except in North West Central where there is a plan to address this.

Care leavers who are in Education, Employment or Training (at age 19)

The time taken from initial enquiry to adopter approval at panel

Bigger is better



New Council Business Plan Measure for 2015/16

	Jun 15	Sept 15	Dec 15	Mar 16
Actual	33%	50%		
Target	60%	60%	60%	60%
Performance	▲	▲		

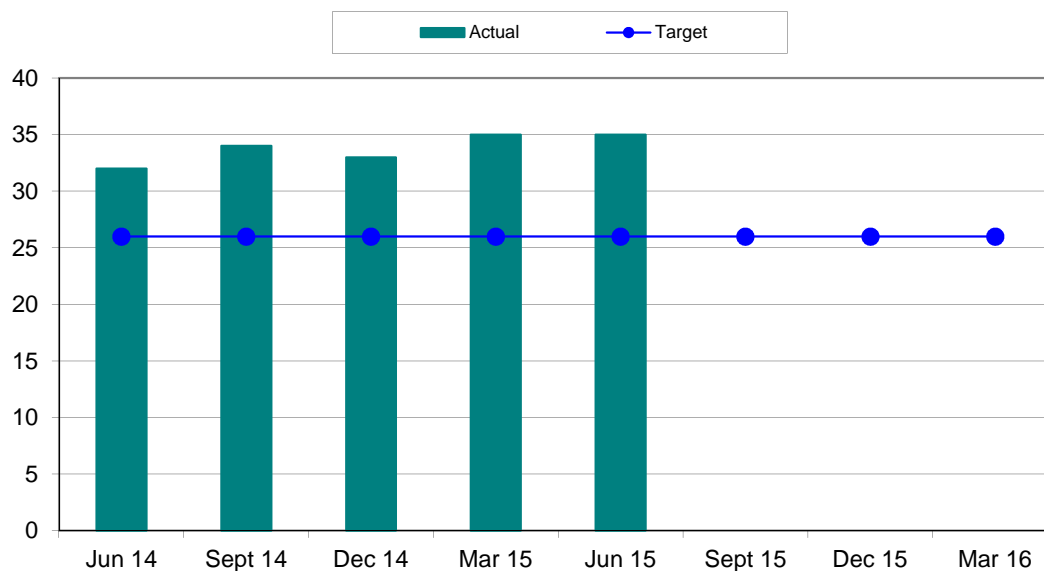
Commentary

Whilst the national definition of care leavers has changed to include 20 and 21 year olds, performance is presented for the 19 year old cohort only to reflect the target as set. The methodology used to extract the performance figure has been reviewed and the cohort has been tightened to include only “former relevant” care leavers; that is, those entitled to services from the authority. We are able to track these young people and have ongoing responsibility for them.

We have discounted the “qualifying” group who are care leavers who only receive advice and guidance from the LA if they request it. This change better reflects the outcomes achieved as a result of Council activity. Although we have developed more apprenticeship opportunities for care leavers with partners, we now need to do the same across the Council.

Recruitment of adopters - time from initial enquiry to adopter approval at panel

Smaller is better



Target in line with statutory target
Number of weeks

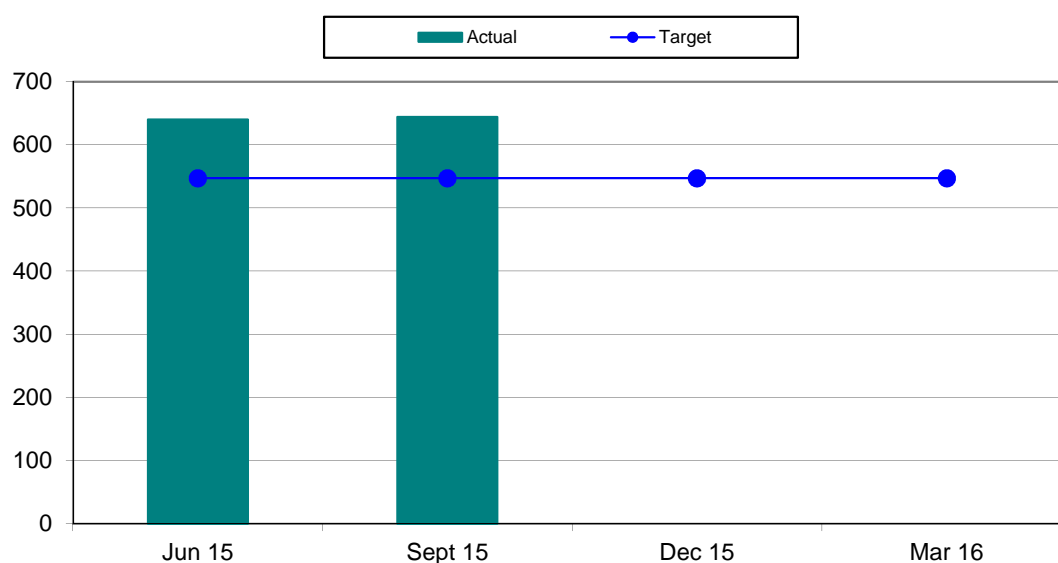
	Jun 14	Sept 14	Dec 14	Mar 15	Jun 15	Sept 15	Dec 15	Mar 16
Actual	32	34	33	35	35			
Target	26	26	26	26	26	26	26	26
Performance	▲	▲	▲	▲	▲			

Commentary

The adoption service is being overhauled with an increased focus on recruiting adopters and on family finding services. This is aided by Government funding to allow purchase of adoptive placements from other authorities. This performance indicator is over a long period so it will take some time to see these changes reflected in the performance number reported.

Average length of time from admission to care to being placed for adoption (1 year rolling average)

Smaller is better



New Council Business Plan Measure for 2015/16, and, target in line with national threshold

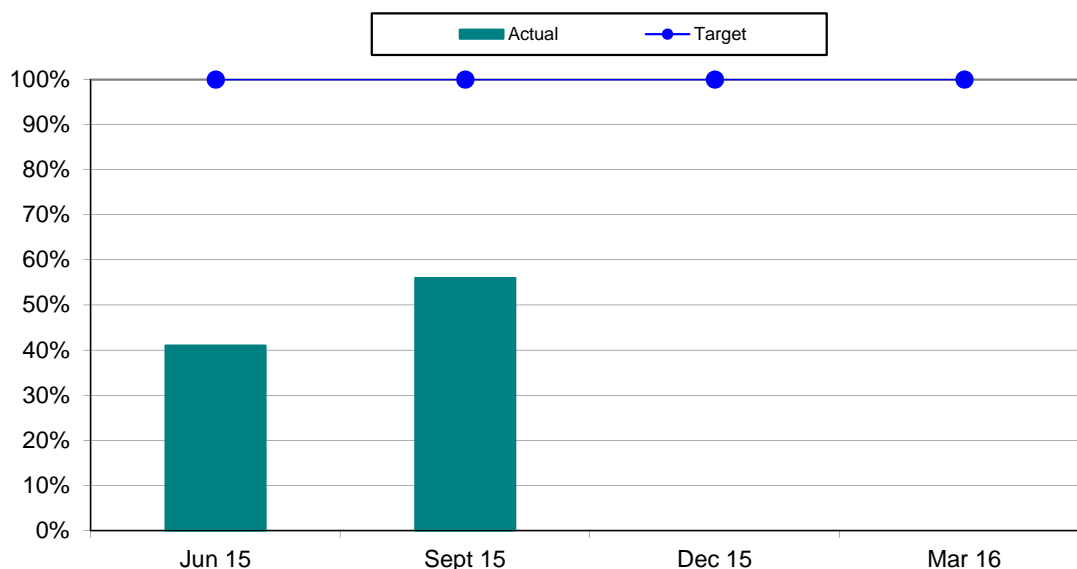
	Jun 15	Sept 15	Dec 15	Mar 16
Actual	640	644		
Target	547	547	547	547
Performance	▲	▲		

Commentary

Improvement is expected in the longer term, allowing time for a new programme to embed and speed up matching children on placement orders with adopters. However, we are increasing the number of adoption placements being made. There were 95 children placed in 2013-14 and 120 children in 2014-15. The adoption service statistical information issued September 2015 shows that 77 children have been placed in the first half of this year. Therefore, the trajectory is that the number of children being placed for adoption is rising. It should also be noted that only one adoptive placement broke down last year – indicating that children in our care are being placed with the right families, despite longer timescales for placements.

Special Education Need (SEN) - Percentage of Education, Health and Care Plans issued within 20 weeks (excluding permitted exceptions)

Bigger is better



New Council Business Plan Measure for 2015/16 based on Education, Health and Care Plans issued within 20 weeks.

Target of 100% is a statutory target

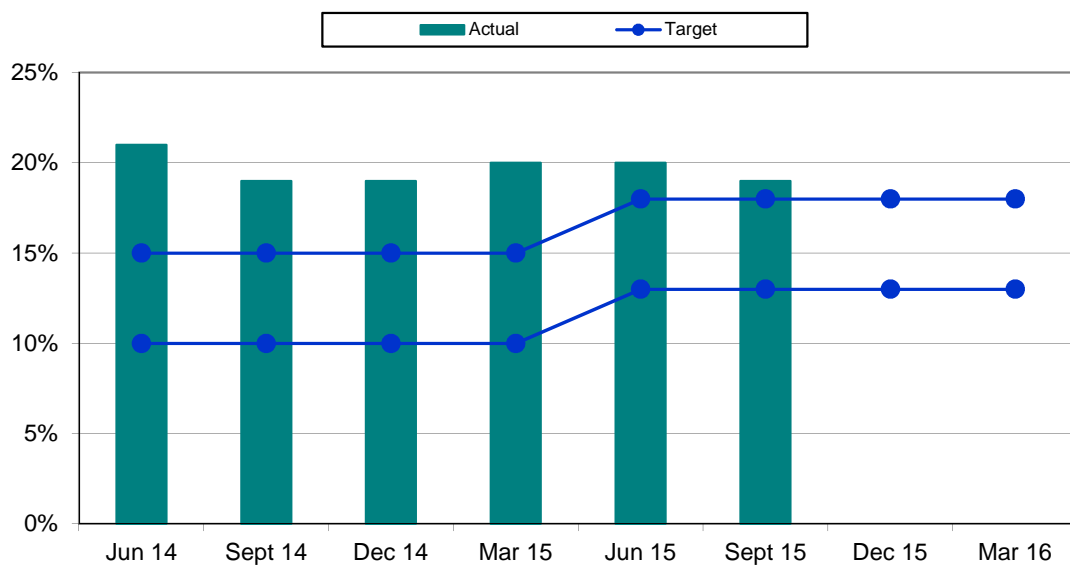
	Jun 15	Sept 15	Dec 15	Mar 16
Actual	41%	56%		
Target	100%	100%	100%	100%
Performance	▲	▲		

Commentary

Increasing numbers of Education, Health and Care Assessments (EHC) are being finalised each month and the back-log of cases is reducing. Mitigating actions include the daily monitoring of performance and improvements to our I.T. reports. Process mapping is underway with Service Birmingham to identify improvements in workflow. Staffing has been modelled and following increases of staff in 2014 the current teams have the capacity to complete the new EHC Plans, placements and Annual Reviews.

Children becoming the subject of a child protection plan for a second or subsequent time

Within range







Measure introduced in June 2014, and, target in line with the national average

	Jun 14	Sept 14	Dec 14	Mar 15	Jun 15	Sept 15	Dec 15	Mar 16
Actual	21%	19%	19%	20%	20%	19%		
Target	10 - 15%	10 - 15%	10 - 15%	10 - 15%	13 - 18%	13 - 18%	13 - 18%	13 - 18%
Performance	▲	▲	▲	▲	▲	▲		





Commentary

Essex our improvement partners have worked with conference chairs recently to improve our process and we are on a gradual downward trend.

Place Directorate

Total by measure status							
	1		0		1		2

Key

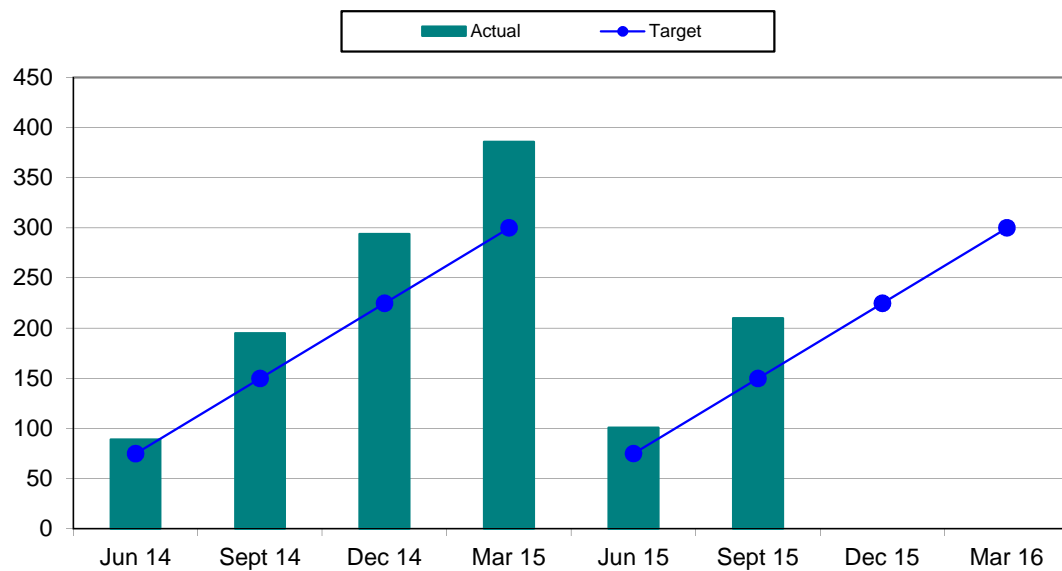
	: Target exceeded/ahead of schedule
	: Performance on track
	: Off target, but, within acceptable tolerance
	: Target below tolerance/behind schedule

One of the available measures within this Directorate is performing within acceptable tolerance levels.

The following pages detail the one measure where we have performed particularly well (i.e. where we have exceeded our target), and, the two measures that require special management and Member attention (i.e. where we have not met our target).

Private sector empty properties brought back into use.

Bigger is better



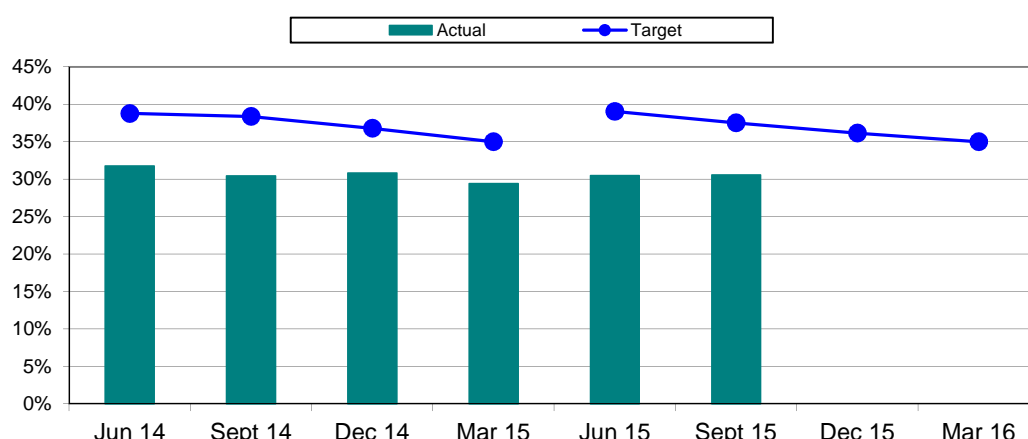
	Jun 14	Sept 14	Dec 14	Mar 15	Jun 15	Sept 15	Dec 15	Mar 16
Actual	89	195	294	386	101	210		
Target	75	150	225	300	75	150	225	300
Performance	★	★	★	★	★	★		

Commentary

210 private sector empty properties were brought back into use, 60 more than target.

Household waste which is reused, recycled and composted

Bigger is better



	Jun 14	Sept 14	Dec 14	Mar 15	Jun 15	Sept 15	Dec 15	Mar 16
Actual	31.74%	30.44%	30.80%	29.40%	30.49%	30.55% estimated		
Target	38.80%	38.40%	36.80%	35.00%	39.06%	37.54%	36.18%	35.00%
Performance	▲	▲	▲	▲	▲	▲		

Commentary

The estimated year to date result of 30.55% means that we are well below target. The profiled year to date target is 37.54%.

The benefits of introducing a wheelie bin system are starting to show improvements in recycling rates at our Household Recycling Centres (HRC), as detailed below.

Montague Street has seen an increase of 23.50% in kerbside multi materials and an increase of 17.22% in kerbside paper collections. Redfern Road has seen an increase of 36.02% in kerbside multi materials and an increase of 4.07% in kerbside paper collections. Perry Barr has seen an increase of 19.42% in kerbside multi materials and an increase of 9.17% in kerbside paper collections, but, it's only just started to stabilise following the roll out of wheelie bins and so their impact is still unfolding. However, it is anticipated that this will have a significant and positive impact on achieving the target as recycling participation levels in this part of the city are high.

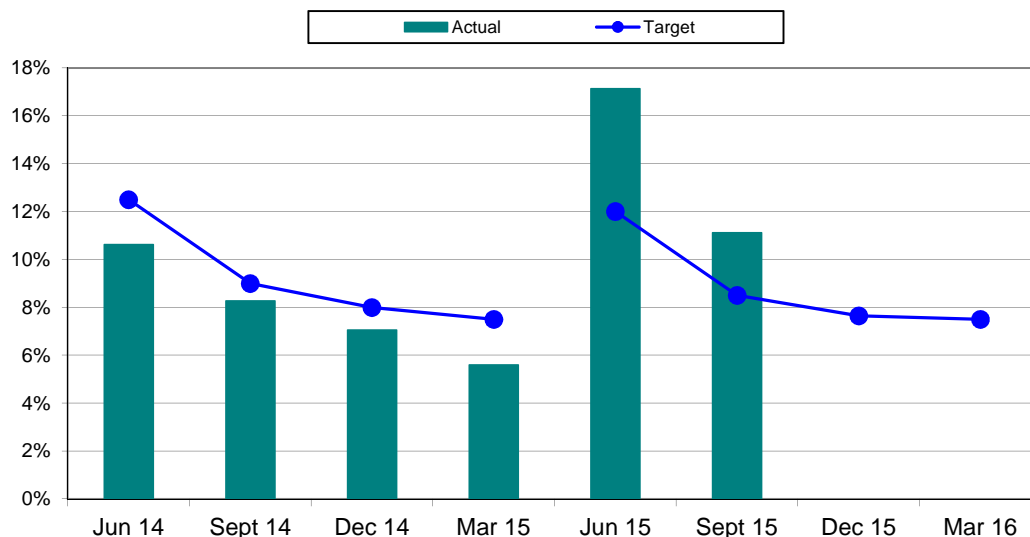
There has also been an issue within the waste wood industry generally, which has led to a significant increase in the cost of recycling wood taken to the HRC's and the contraction of that market. A further market testing exercise will be undertaken in preparation for the end of the 12 month contract in March 2016. It is hoped that a financially viable solution can be found that still contributes positively to this recycling measure. Expected reporting timescales for this are end of November.

As well as the positive impact of continuing with the roll out of the wheelie bins, since last reporting other action has been taken to improve this measure including: There has also been an issue within the waste wood industry generally, which has led to a significant increase in the cost of recycling wood taken to the HRC's and the contraction of that market. In order to improve this situation a further market testing exercise has been requested from Veolia in preparation for the end of the 12 month contract in March 2016. It is hoped that a financially viable solution can be found that still contributes positively to this recycling measure. The expected reporting timescales for this are the end of November 2015. The Reuse Centre at Norris Way continues to provide an invaluable social enterprise facility for all residents to reuse their unwanted items. So far the reuse centre has sold 210 tonnes of goods that would otherwise have ended up in the waste stream.

Although this makes up only a small part of the overall waste stream, with reuse appearing higher up in the waste hierarchy this is a positive step. The waste materials that we reuse, recycle and compost are made up of a number of identified waste streams. Green waste sent for composting equates to 12.29% (12.39% in the same period 2014) of household waste collected. Paper and cardboard sent for recycling equates to 7.17% of household waste collected (6.83% in the same period 2014). Multi material (cans, glass and plastics) equate to 6.15% of Household waste collected (5.43 % in the same period 2014). The rest of the recycling tonnage is made up of other smaller waste streams. These are based on estimated year to date values.

Municipal waste sent to landfill

Smaller is better



	Jun 14	Sept 14	Dec 14	Mar 15	Jun 15	Sept 15	Dec 15	Mar 16
Actual	10.62%	8.26%	7.05%	5.59%	17.12%	11.11% estimated		
Target	12.50%	9.00%	8.00%	7.50%	12.00%	8.50%	7.65%	7.50%
Performance	★	✓	★	★	▲	▲		

Commentary

The estimated year to date result of 11.11% means that we are below target. The profiled year to date target is 8.50%.

The target for this indicator is profiled to take into account the scheduled closedown of the Energy from Waste Plant which now takes place in the early part of the year. During this April's planned shutdown extra scheduled checks were carried out, resulting in a longer than usual shutdown. A number of further faults have been identified in the generator plant that resulted in further unplanned shutdowns.

Veolia is required to ensure that the EFW plant, including its generator, is fit for purpose and is obliged to resolve any arising problems as quickly as possible. The problems encountered with the generator and the subsequent additional landfill costs incurred as a result are the contractual responsibility of Veolia and not Birmingham City Council. Since last reporting on this measure a response has been received from Veolia with a proposal to resolve the current situation regarding additional landfill costs. The financial consequences of this proposal are being considered at a senior level within the City Council; a response went back to Veolia on 28th October 2015, we await their reply. Veolia has advised that they will use all their endeavours to keep waste to landfill to a minimum.