



SCRUTINY COMMISSION – 16 SEPTEMBER 2014

REPORT OF THE CHIEF EXECUTIVE

QUARTER 1 2014/15 PERFORMANCE REPORT

Purpose of Report

1. The purpose of this report is to provide the Scrutiny Commission with an update on performance through to the end of the first quarter of 2014/15 (April – July). It provides an overview of performance against the Enabling Economic Growth theme area of the County Council Strategic Plan 2014-18 as well as highlighting Strategic Plan performance on corporate areas not covered by the other scrutiny committees. A summary of performance on other key Strategic Plan priorities is also included.

Policy Framework and Previous Decisions

2. In May 2014 the County Council agreed a new Strategic Plan to 2018 including a range of new priorities and supporting indicators and targets, to form the basis for future performance management. This is the first report to the Scrutiny Commission regarding progress against the Plan.

Background

3. The report provides an update on County Council corporate performance by way of two dashboards. The first, a customers and corporate health dashboard (included as Appendix 1), incorporates information on:
 - transformation programme/projects
 - customers and communities
 - communications and perceptions
 - people management and equalities
 - property and environmental performance
 - strategic commissioning/procurement
 - information management
 - risk management and audit
4. A second dashboard summarises current overall performance against the Council's Strategic Plan priorities and other key indicators and is attached as Appendix 2. Comparative information at present relates to 2012/13 results. This will be updated and brought forward as part of the Annual Performance report later in the year.

5. A lighter touch monitoring exercise has been carried out at the end of quarter 1 to allow space to move to new strategic plan reporting as well as to prepare a full picture on year end 2013/14 reporting. There are still a few areas where we are developing indicator details and the flow of the data for full reporting.

Performance Update

Enabling Economic Growth

Local Economic Growth

6. One of the key measures of local growth is the value of goods and services produced in the area each year, known as 'Gross Value Added' (GVA). The 2012 result (£17.95bn) shows a decline on the previous year against a target to increase to £23bn by 2020, and this indicator is currently rated 'red.' However, at quarter 1 2014/15, Leicestershire and Rutland were named alongside four other areas as among the fastest growing economies outside London by the Royal Bank of Scotland Regional Growth Tracker. This success was attributed to the performance of local retail and distribution industries, while the advanced manufacturing sector was also named.
7. A draft Enabling Growth Plan is due to be submitted to Cabinet in October. It sets out actions to deliver economic growth priorities for the County. The aim is to better co-ordinate support and investment for economic growth across the Council's transport, property, finance, children and families, and economic development functions and align with the LLEP's Strategic Economic Plan (SEP).

Key Employment Land and Development Sites

8. Four transformational projects have been identified within the LLEP area which will achieve significant wider economic impact. These are:
 - Leicester Strategic Regeneration Areas (SRA) Programme
 - MIRA Technology Park Enterprise Zone
 - East Midlands Enterprise Gateway
 - Loughborough University Science and Enterprise Parks (LUSEP)
9. Within these projects a broad range of activity will be supported to unlock some of the clear opportunities these sites offer. These will include access improvements, land acquisition and site assembly, loans, grants and gap funding to stimulate private sector investment and public realm improvements.
10. MIRA Technology Park (MTP) Enterprise Zone will create over 2,000 direct high value jobs and over 3,000 indirect jobs. It is understood to be one of the most successful Enterprise Zone in the country and has already created over 250 jobs and attracted significant foreign direct investment.

11. The Council has committed £1.5m to support expansion of LUSEP. Of this £450k has been provided as part of a City Deal funding package which will deliver an Advanced Technology Innovation Centre and associated infrastructure. Completion of this scheme is anticipated in July 2015. Council officers are in discussion with the University regarding options for further Council investment in support of LUSEP expansion.

Broadband Connectivity

12. The Superfast Leicestershire and Superfast Extension rural broadband programmes will increase the proportion of Leicestershire premises with super-fast broadband access from 75% to 94.8%. This equates to around 54,000 additional premises. 19 Cabinets have been completed to date, providing 3,400 additional premises with super-fast broadband access. The rollout will take 2 years to complete. The Council is exploring a range of additional and alternative solutions which will secure 100% superfast coverage across the county.

Business Advice and Support

13. The three year business survival rate was 61% for the period to 2012, against a target of 70% by 2020 and is rated 'red'. The proposed Business Growth Hub will provide ready access to business development advice, support and grant funding for local businesses, including small and medium enterprises (SMEs). The scheme will be financed through the City Deal and Regional Growth Fund.

Access to Finance for Business Growth

14. The £1m Leicestershire Local Enterprise Fund was launched with Funding Circle, the UK's leading online marketplace for business loans, to help firms expand and grow. By July 2014, Leicestershire businesses had received over £600,000 of loans to help expand and create jobs.
15. £170,000 of the £173,000 rural capital grant scheme was allocated to 17 projects during 2013/14. These projects have indicated the potential to create up to 60 new jobs and safeguard 70 others. This scheme is not open to bids in 2014/15, as the Council is operating a new business grant scheme in conjunction with the LLEP/City Council – 'Enterprising Leicestershire.'

Tourism

16. Over 29 million people visited Leicester and Leicestershire in 2013 and the number of jobs supported by tourism increased from 19,604 to 20,485. The economic impact value of tourism in Leicester and Leicestershire increased from £1.395bn in 2012 to £1.481bn in 2013. This increase is double the regional average growth over the same period and may be partly due to the national and international interest regarding the discovery of King Richard III. The Council continues to support the visitor economy

through a contract with Leicester Promotions Limited (LPL). An update on LPL's work was provided at an all-member briefing held before the Scrutiny Commission meeting on 4th July 2014.

Supporting People into Employment

17. The LLEP's Strategic Economic Plan 2014-20 (SEP) and City Deal have been agreed with government. However, partners are awaiting finalisation of terms and conditions for the EU Structural and Investment Fund Strategy by the end of the year to provide funding for some of the development programmes.
18. The County Job Seekers Allowance (JSA) claimant rate is now on a steady downward trend from a recession peak of 2.9% in mid-2009, and was 1.2% for the latest quarter. This mirrors national and regional changes and is close to the historic low of 1.1% in June 2008. The County employment rate has recovered from a low of 71.4% in 2010 to 73.2% for the latest quarter, but remains well below the historic high point of 80% in 2005-06.
19. In terms of County Council supported programmes, the Talent Match Programme, providing employment support for unemployed young people in Greenhill Ward, Coalville, has supported 4 participants into employment since its January start. Those involved need intensive support so it is very much a longer term programme aimed at those furthest from the labour market.
20. Since its inception in 2012, the Wheels 2 Work scheme has supported 234 clients in accessing work or training. There are currently 135 scooters in operation and funding has recently been identified for an additional 50 mopeds for a period of two years. Leicestershire has the largest scheme in the country and has been cited by external agencies as a model of best practice.
21. 7 jobs fairs were delivered during 2013/14, attracting around 2,300 attendees. Individual feedback is that a number of attendees have found jobs as a result. A further 2 job fairs are taking place during September. Over 30 companies are attending the Fosse Park event and there has been a lot of interest in this and the Hinckley event to be held later in the month.

Higher Skill Levels Development and Retention

22. The proportion of people with degree level qualifications increased from 30.4% in 2012 to 33% in 2013. The Strategic Plan target is to reach the national average rate of 35% by 2017/18.

Increasing Skills and Minimising NEETs

23. The proportion of people achieving a level 2 qualification by the age of 19 was 85% during 2013 (similar to the national average) compared to the Strategic Plan target of 88% by 2017/18.
24. There were 10,248 enrolments for all Adult Learning Programmes during the academic year up to 31st July 2014. 36% of those participating in learning enrolled to programmes with vocational outcomes or English and Maths provision.
25. In June 2014, the Adult Learning Service launched a new traineeship programme for 16-24 year olds not in education, employment or training (NEETs). Candidates have been engaged through a variety of partner organisations including Prince's Trust and Connexions. 18 candidates have been enrolled to the programme to date and are currently in training or on a work placement.
26. The County Council has signed a charter to demonstrate its commitment to recruiting apprentices. It currently has 53 apprentices, working across all departments in roles such as administration, finance and customer services. The County Council's Adult Learning Service have a further 41 apprentices enrolled on apprenticeship programmes currently working for other public and private sector companies in Leicestershire.
27. The number of 16-18 year old NEETs in Leicestershire reached a record low of 2.8% at the end of quarter 1. The Prince's Trust 'Get Started' and 'Get Into' programmes for vulnerable young people who are furthest from the labour market (FFLM) commenced in spring 2014. The aims are to help participants re-engage with learning and boost employability programme by giving NEET young people work skills and experience by partnering with employers and training organisations. Since the start of the programme, 19 participants have moved into employment, 2 into apprenticeships, 17 into further education or training and 6 into volunteering.

Corporate Health - Leadership and Transformation (Appendix 1)

28. Separate arrangements are being established for reporting on the progress and impact of the new corporate Transformation Programme and projects. A summary of key issues will be included in future dashboards.
29. Reported sickness absence in the Corporate Health dashboard reflects:
- days lost per employee for the year to date (currently 1.6 days for quarter 1); and
 - a rolling 12 month figure for days lost per employee, currently 8.76 days, which is above the target of 7.5 days.

30. The workforce equalities targets are designed to achieve the same levels of representation within the workforce as within the Leicestershire population, based upon the 2011 census results. A report to the July Equalities Board reviewed progress and recognised that given the low level of recruitment, speedy improvement would be challenging. The Board noted that over the past year:

- The % of females at grade 13 or above has increased;
- The % of BME employees has declined slightly; and
- The % of disabled employees and the % at grade 13 and above have declined slightly and the latter is now rated 'red.'

31. The Council continues to carry out a variety of activities to ensure good performance in equalities and achieved the highest level of the equality standard for local government when last assessed.

Customers and Communities (Appendix 1)

32. The new Cmetrix customer perception system was implemented on a trial basis in the Customer Service Centre (CSC) during July. The Customers Dashboard includes data for six weeks from 1 July, which incorporates 761 responses. Provisional targets have been met for all indicators except 'satisfaction with explanation of when query will be resolved.' This will be explored in more detail.

33. The proportion of calls answered within 60 seconds by the CSC was 58% against a target of 80% for quarter 1. This is similar to the position at quarter 1 last year. This quarter is typically a busy period for the CSC, with a seasonal peak relating to school admissions. Also staff changes and training of new employees may have impacted upon performance.

Property, Facilities and Environment Impact (Appendix 1)

34. County Council carbon emissions increased slightly in 2013/14 though they are now 15% lower than the baseline. Whilst the Council's energy consumption has reduced, carbon emission factors have increased because there is more carbon in the production of electricity supplied to the national grid. It should be noted that the data reported does not directly comparable with previously reported figures, as these no longer include emissions relating to schools, which have either converted to academies, or are budgetary self-sufficient. The implementation of the recently approved Property Energy Strategy and RE-FIT programme are important parts of reducing our carbon emissions, and should begin to show an impact during 2015/16.

Other Strategic Plan Issues (Appendix 2)

35. Given the refresh of the Strategic Plan with targets to 2018 and the recent establishment of the transformation programme and projects, it is to be expected that there will be fewer performance issues raised at this early stage. Nevertheless the report comments on various performance points that have emerged at the end of quarter 1 and are set out in the paragraphs that follow.

Safer Communities

36. The Leicester, Leicestershire and Rutland Police and Crime Panel received an Annual Performance Report 2013/14 from the Office of the Police and Crime Commissioner at its last meeting. The report covers performance against the Police and Crime Commissioners 18 strategic priorities. Overall whilst progress has been made in a number of those priorities, there had been an increase in crime of almost 4% in the County (just over 1,000 crimes) during the year. Increases were mainly seen in acquisitive crime such as burglary, vehicle crime and shoplifting. Reported crime decreased in other areas of the country, however the robustness of reported crime data nationally has been called into question and is no longer afforded the status of national statistics by the Office for National Statistics (ONS).
37. The youth re-offending rate missed the 2013/14 target by 0.03 offences per person (1.04 compared to target of 1.01). The increase had been noted earlier in the year, but had narrowed by the end of the year. Findings from analysis carried out last year regarding the most prolific offenders are being used to shape interventions in the coming year.
38. At quarter 1, vehicle crime had increased slightly compared to last year. Community safety partnerships are monitoring and responding to this increase.
39. The proportion of repeat domestic abuse cases at Multi-Agency Risk Assessment Conferences (MARAC) has seen an increase. This has now moved into the expected range of 25% to 30% having been lower than this for many years.
40. Regarding road safety, the current killed and seriously injured (KSI) numbers exceeded the reduction target following four years of continuing reductions since 2009. At quarter 2 more robust predictions will be possible to assess whether performance has reached a plateau or whether continued reduction is possible.

Health and Social Care Integration – Better Care Fund

41. Nationally all Better Care Fund (BCF) plans need to be resubmitted in the light of changes to the BCF process. The templates and technical guidance for this were released in July and the Plan will be submitted by 19th September.
42. There is a new pay for performance scheme linked to a revised BCF metric which equates to a reduction of 3.5% in ‘total emergency admissions’ in 2015/16, rather than the current ‘avoidable emergency admissions’. The baselines for all the metrics in the BCF guidance have been changed so that these are all now calculated in 2013/14. This means all the metrics and trajectories in each BCF plan have to be recalculated/ revalidated. Further work has therefore been completed during July/August to assess the data quality and data capture for all BCF schemes. Performance on delayed transfers of care, which is rated ‘red’ at quarter 1, will be reviewed in the light of the above.
43. In Leicestershire current performance in emergency admissions is in the lowest performing quartile nationally and performance during the first quarter shows more people being admitted than accounted for in NHS commissioning plans. The Leicestershire, Leicester and Rutland (LLR) wide 5 year plan sets a trajectory to reduce emergency admissions by 5% per year. 3.5% of the 5% is now subject to pay for performance. However we will have to make a reduction of 8% in emergency admissions in 2015/16 to achieve the 3.5% reduction per the 2013/14 baseline.
44. National Better Care Fund resubmission templates require a much greater level of detail about the benefits of each scheme linked to the metrics, and in particular the breakdown for total emergency admissions metrics. Work is underway to understand the impact of these changes. Initial analysis suggests for Leicestershire this would entail around 1,911 admissions to be avoided through BCF related interventions. It is anticipated that a number of the allocations may change in line with the BCF resubmission.

Better Public Health and Children’s Health

45. Public health performance nationally is looked at in terms of the Public Health Outcomes Framework (PHOF). In August Public Health England produced an update to PHOF figures. Overall the picture for Leicestershire shows good comparative performance with just two areas flagged – fuel poverty and chlamydia diagnosis. Public Health England also pulls together a range of data into a health summary – an updated version of the summary was released in July. The summary shows a largely positive picture of health in Leicestershire with just three health/care issues flagged – incidence of malignant melanoma, diabetes and excess winter deaths.
46. The Harborough cluster of Children’s Centres was recently inspected and judged to be ‘good’. Five of the six clusters in Leicestershire have now been inspected with all receiving a ‘good’ rating from Ofsted. Child health

indicators provided by Public Health are generally positive. Of the 5 indicators with national comparisons, 4 are 'better'. A recent data release suggests children aged 5 with tooth decay is worse than average and will be looked at in more detail.

Better Adult Social Care

47. Adult social care performance is monitored nationally via the Adult Social Care Outcomes Framework (ASCOF). This framework is overseen by the Department of Health and currently consists of nineteen indicators across four domains. The provisional performance for 2013/14 was published by the Health and Social Care Information Centre in July.
48. In summary they show a mixed comparative picture with good performance around safeguarding but room for improvement in relation to indicators in the domains of enhancing quality of life for people with care and support needs, delaying and reducing the need for care and support and ensuring people have a positive experience of care. Relevant Strategic Plan indicators currently rated 'red' are:
- % of adults with a learning disability who live in their own home or with their family; and
 - % of adults in contact with secondary mental health services living in settled accommodation.
49. Performance on eight of the measures showed improvement from the previous year whilst performance on five measures was above the national average. These include areas of quality of life, social contact, supporting people aged under 65 within the community i.e. not in permanent residential or nursing care, and two measures relating to feeling safe. Areas in the bottom or third quartile will be of particular focus during 2014/15 and through the Better Care fund project work.

Supporting Children and Families

50. The percentage of children in Leicestershire achieving a Good Level of Development at Foundation Stage has seen a good increase by 11.7% to 58%.
51. The percentage of children in Leicestershire achieving the Phonics benchmark at Year 1 was 76.6%. This was a 2.5% increase on last year's top quartile performance and remains above the national average (based on provisional national data). Leicestershire was above the provisional national average performance at Key Stage 1 for children reaching Level 2 in: Reading; Writing; Science; Mathematics; Speaking and Listening.
52. Leicestershire showed a much improved Key Stage 2 performance in 2014. Provisional data places Leicestershire fractionally above national levels for the headline measure of Level 4 Reading, Writing and Mathematics attainment compared to 1.8% below last year.

53. In relation to Key Stage 4 performance, provisional data suggests that the number of Leicestershire pupils achieving the government benchmark of 5 A*-C GCSEs (including English and Mathematics) is likely to be lower than 2013 when the 2014 results are confirmed. This reflects the national trend and is due to government changes to the assessment and qualifying criteria. The two main changes that have affected Leicestershire are - 'early entry' candidates are no longer counted if they fail first time but pass at a subsequent attempt. All passes were previously counted. Non-GCSE courses (e.g. BTEC and NVQs) were previously counted as 3 GCSEs but are now counted as only 1, making 5 passes more difficult to achieve. This has had an impact on schools with a higher proportion of vocational courses.
54. The national trend for A Level results is that more pupils are achieving higher grades but that the overall pass rate has fallen. However, in Leicester provisional results indicate that that standards have held up compared to last year.

A Better Environment/Place

55. Changes to Environment Agency guidance regarding mixed wood waste have had a significant impact on reported composting rates, residual waste and landfill figures. These figures have seen a technical decline as a result of this change and therefore the targets that were set before the guidance changed were not met.

Annual Performance Report

56. Work has commenced on an annual performance report on progress during 2013/14 and initiatives delivered together with a supporting data annex. This is due to be presented to the Scrutiny Commission and Cabinet in November prior to presentation to full Council in December 2014.

Conclusion

57. This report provides an update on economic, corporate and Strategic Plan performance at the end of quarter 1, 2014/15. Progress will continue to be monitored with a particular focus on ensuring that the key performance priorities and improvements are delivered.

Recommendations

58. The Scrutiny Commission is recommended to note significant performance issues now reported and consider whether any further actions or reports are required.

Background papers

None.

Circulation under Local Issues Alert Procedure

None.

Officers to Contact

Tom Purnell, Assistant Chief Executive – Strategy, Partnerships & Communities

Tel: 0116 305 7019 tom.purnell@leics.gov.uk

Andy Brown, Team Leader - Performance and Business Intelligence

Tel: 0116 305 6096 andy.brown@leics.gov.uk

Richard Wilding, Business Partner – Performance and Business Intelligence

Tel: 0116 305 7308 richard.wilding@leics.gov.uk

Appendices

Appendix 1 - Corporate Dashboard

Appendix 2 – Strategic Plan Performance Dashboard

Equal Opportunities Implications

59. A number of areas of the report highlight performance on equalities issues. Equalities performance will continue to be monitored and feed into actions to improve performance where required.

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