

<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>24 SEPTEMBER 2009</b>
<b>TITLE OF REPORT:</b>	<b>INTEGRATED CORPORATE PERFORMANCE REPORT</b>
<b>PORTFOLIO AREA:</b>	<b>CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES</b>

**CLASSIFICATION:** Open

## **Wards Affected**

County-wide

## **Purpose**

To report performance for the period April-June 2009-10 against the Council's key indicators and associated projects and programmes in its Annual Operating Statement 2009-10.

## **Key Decision**

This is not a Key Decision.

## **Recommendations**

**THAT Cabinet considers performance to the end of June 2009 and the measures being taken to address areas of under-performance.**

## **Key Points Summary**

- The recession has impacted negatively in some areas, such as young people not in education, training or employment, affordable housing and households in temporary accommodation.
- Although this threatens the achievement of some targets, good progress is being made in implementing the *Fighting the Downturn* action plan.
- Although timely assessments of vulnerable children and for benefits claims were below target in the first quarter as a whole, both have recovered ground and have encouraging prospects.
- Adult social care is tackling significant challenges arising from increased demand and its impact on expenditure. This is affecting performance against some targets, but there are fewer delayed hospital discharges and many more timely assessments and care packages.
- Although the majority of LAA targets are on track, remedial action is being taken in respect of others, particularly as regards healthier communities and older people.

## Alternative Options

- 1 The Council's Performance Improvement Framework provides that Cabinet will formally review performance against the Council's Corporate Plan and associated Annual Operating Statement quarterly. There are therefore no alternative options.

## Reasons for Recommendations

- 2 To ensure that progress against the Council's priorities, targets and commitments, as set out in the Corporate Plan 2008-11 and the Annual Operating Statement 2009-10, are understood. Further, to ensure that the reasons for important areas of actual or potential under-performance are understood and addressed.

## Introduction and Background

- 3 This is a new type of report intended to drive improvement in the delivery of the Council's priorities. To this end, it provides a clear overview of performance and what's being done to tackle areas of actual or potential under-performance. It is based on a selection of the most important indicators and the associated key actions set out in the Annual Operating Statement 2009-10. The indicators have been chosen for their ability to tell the story of performance in relation to the themes of the Herefordshire Community Strategy and the associated priorities of the Council:

***children and young people*** (Council priority: *The best possible life for every child, safeguarding vulnerable children and improving educational attainment*)

***healthier communities and older people*** (Council priority: *Reshaped health and social care*)

***safer communities*** (Council priority: *Affordable housing to meet the needs of local people*)

***stronger communities;***

***economic development and enterprise*** (Council priority: *The essential infrastructure for a successful economy, enabling sustainable prosperity for all*) ; and

***environment.***

In addition, indicators have been chosen to measure the most important aspects of performance in relation to the internal priority of

***organisational improvement and greater efficiency.***

- 4 For each of these themes, indicators have been grouped to show performance in relation to four points of focus:
  - citizens;
  - services;
  - partnership; and
  - statutory.
- 5 There are three levels of reporting:

**Level 1** (Appendix 1) is a high-level summary of performance produced by aggregating the

judgements for individual indicators from the lower levels. Four indicators are considered key to the performance of the council in respect of underperformance in these areas may result in external scrutiny and impact on performance in other areas. If any one of these indicators is rated Red or Amber in the more detailed level 2 and 3 reports, the part of the Level 1 report they relate to will be marked with a \* to signify an issue with one of the key indicators.

The four designated indicators are:

NI 59 – initial assessments of children for social care within 7 days

NI 117 – 16-18 year olds not in education, employment or training

NI 136 – people supported to live independently through social services

Local – Average staff sickness (Full Time Equivalent)

**Level 2** (Appendix 2) provides the level of performance for each individual indicator.

**Level 3** (Appendix 3) provides the full detail for each of the indicators. It shows targets, actual performance and trends. It also includes progress against action plans to improve performance, including key projects and programmes. Each indicator has been rated as to its likelihood of achieving target and whether or not it is improving compared with last year (that is, its direction of travel). The primary basis for rating is up to date performance data. Only in the absence of this (and only then if there is a good reason for this) are judgements based on progress in delivering planned actions that are intended to lead to improved performance.

- 6 Appendix 4 is a key, explaining how judgements have been made for each level of report.
- 7 The financial context for this report is set out in the budget monitoring report elsewhere on your agenda. Financial issues and risks have been taken into account in the performance issues discussed below.

## Key Considerations

- 8 Assessed in terms of each of the themes, the highlights are:

### ***Children and young people***

- The percentage of children subject to a child protection plan for the second or subsequent time has improved compared with 2008-09 and is slightly better than target.
- *NI 59 - 'Initial assessments for children's social carried out within seven working days of referral'*. This indicator was below target for the first quarter as a whole. The underlying position and prospects are, however, very much better. Allocating all referrals immediately led initially to fewer initial assessments being made within seven days. This has been turned around and performance improved substantially as the quarter wore on. The latest data, to the end of July 2009, show a cumulative total for the year of 62.4%, compared to the target for the year of 65%. It is now reasonable to expect that this target will be achieved by the end of Quarter 2.
- *NI 117 - '16-18 year olds not in education, employment or training (NEET)'* is judged Amber. Numbers rose from 5.4% in 2007 to 5.9% in 2008, but remain lower than for England as a whole and the West Midlands. Our target for this year is 5%. Although the post-16 NEET programme has just restarted, the biggest group in the overall NEET group is 18 year olds who have already been through the programme. Connexions is working with Jobcentre Plus with a view to fast-tracking these young people to New Deal provision, whilst delivering the programme to the younger members of the group

- Although robust measures have been taken to mitigate potential risks in relation to the safeguarding of children, this issue continues to require close attention.

### ***Health & Well-being***

- Exceptionally good performance in reducing delayed transfers of care from hospitals (NI 131), and the timeliness of social care packages and assessments (NIs 132 and 133).
- Behind target in respect of *clients receiving Self-Directed Support (NI 130)* and *People supported to live independently (NI 136)*:
  - As regards *self-directed support*, numbers have grown. For individualised budgets they are comparable with the national picture. We do, however, lag in respect of direct budgets. Progress depends significantly on the work in hand to develop a resource allocation system (RAS) and to shift the focus to higher dependency individuals. This needs to have regard to the national RAS, the development of which has been delayed.
  - Performance in relation to *People supported to live independently* is expected to perform significantly better in the remainder of the year: as the award-winning Midland Heart development for people with learning disabilities builds to full capacity, but also as a wider range of methods of support are included in the count, as they are already by high-performing authorities.
- The risks to achieving targets in these and other respects are being addressed in the context of the development of a recovery plan to deliver services within budget provision. Joint health and social care commissioning plans and the Older People's Strategy are being developed to manage the risk of failing to achieve improvements in areas identified by the Care Quality Commission.

### ***Safer Communities***

- Following the relatively low number of people killed and seriously injured in road accidents (NI 47) in 2008, the first five months of 2009 saw an increase in the rate. The forecast is that this year's target will not be achieved. Fluctuations from year to year, in what are relatively small numbers, are common. This is why the indicator measures the three-year rolling average, for which the trend has been steadily downwards over recent years. The causes of the accidents this year are being analysed in detail to see what further measures may be necessary. In any event, road safety schemes and driver education programmes continue to be delivered and next year's end-of-LAA target is still regarded as achievable.

### ***Stronger Communities***

- It is unlikely that the target for the number of affordable homes delivered this year (NI 155) will be achieved. Additional options for delivering new homes are being considered, including leasing arrangements with registered social landlords
- There has been an increase from 98 to 116 in the number of households in temporary accommodation (NI 156) during the first quarter. Despite the Rent Deposit Scheme being re-launched and the preparation of a Youth Homelessness Strategy to take effect during the autumn, there is a risk that the target for the year of 82 will not be met.

### ***Economic Development***

- Generally good progress in implementing the *Fighting the Down-turn* action plan includes a new one-stop information service for businesses and individuals; a business growth fund

and training voucher scheme established for September launch; a Rotherwas broadband solution commissioned for delivery in October; improved payment times for businesses; and new schemes for shop-front grants and arts displays in empty shop windows.

- '*Business satisfaction with regulatory services*' (NI 182) has no target or action plan. Steps have been taken to ensure that these are in place in Quarter 2.
- Risks to the Edgar Street Grid (ESG) project are being managed by the ESG Board, overseen by Advantage West Midlands and a senior officer group from the Council.

### ***Environment***

- There has been an improvement in the levels of residual waste collected (NI 191), but performance is currently behind target in respect of recycling and composting (NI 192) and municipal waste land-filled (NI 193). The development of a revised Joint Municipal Waste Management Strategy and implementation of the new Waste Collection contract in November are expected to deliver improved performance in the latter part of the year.

### ***Organisational Improvement and Greater efficiency***

- Owing to a combination of the increase in the number of claims and changes and earlier IT problems, the average time taken to process housing and council tax benefit claims and changes (NI 181) rose in the first quarter to over 18.68 days. Remedial action has improved the situation, with performance to the end of July averaging 16.83 days. The target for the year is 14 days.
- The local indicator being used to measure customer satisfaction is based on contacts made through Info in Herefordshire. Currently it relates to satisfaction with planning, transportation, highways, culture, leisure, environmental health and trading standards. It is to be extended during this operating year to include other areas of the Council.
- Work is in hand to establish indicators and/or targets for the few areas where, for good reasons, this has not yet been done.
- The Shared Services project will begin to release recurrent savings this year, which are targeted to rise to in excess of £3.5 million in future years. These will help offset the predicted shortfall that a restricted local government settlement would bring.
- The implementation of the data quality action plan, alongside the work of internal audit and the performance improvement network, ensures the quality of data on which decisions can be made.

## **9 The Local Area Agreement**

At the end of the first quarter, of the 35 LAA indicators:

- 21 are judged to be on course to achieve this year's target;
- 7 are marginally behind target; and
- 7 are significantly behind target or have no action plan.

Within the area of *Health & Well-being* all seven indicators are currently behind target. Five are judged Red, of which two have no action plan. In addition to people supported to live independently and self-directed support (mentioned above), the areas in question are mortality rates for circulatory diseases, stopping smoking and support for carers. The responsible managers have been required to put the necessary remedial action in hand.

## **Community Impact**

- 10 Delivering the Corporate Plan is central to achieving the positive impact the Council wishes to make in communities.

## **Financial Implications**

- 11 None.

## **Legal Implications**

- 12 None.

## **Risk Management**

- 13 By highlighting progress against the Council's Corporate Plan and Annual operating Statement, including the major risks to achievement and how they are being mitigated, this report is an essential component of the Council's management of risks. Where identified, risks have been included within paragraph 8 against the relevant theme.

## **Consultees**

- 14 None.

## **Appendices**

Appendix 1 – Level 1 Report

Appendix 2 – Level 2 Report

Appendix 3 – Level 3 Report

Appendix 4 – Key to the reports

## **Background Papers**

- 15 None.