

MEETING:	CABINET
DATE:	5 APRIL 2012
TITLE OF REPORT:	INTEGRATED CORPORATE PERFORMANCE REPORT TO END OF FEBRUARY 2012
PORTFOLIO AREA:	CORPORATE SERVICES AND EDUCATION

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To provide Cabinet with an overview of performance against the Joint Corporate Plan 2011-14 for the first 11 months of 2011-12.

Key Decision

This is not a Key Decision.

Recommendation

THAT:

- (a) **Cabinet considers performance to the end of February 2012 and the measures being taken to address the areas of under-performance**

Key Points Summary

- The proportion of performance measures achieving or better than target is 49.3%, compared to 54.4% at the end of October. The proportion improving against the same period last year is 50%, compared to 68% at the end of October. Performance against target is broadly similar to last year.
- The majority of projects are currently being delivered to schedule.
- The nature of indicators selected for the Joint Corporate Plan means that not all have data reported at the same time / frequency. Those that have data available at this point of the year are summarised by priority in paragraphs 7 to 10 below.
- The overall revenue budget position for the Council at the end of February shows a projected £634k overspend. The key area of concern continues to be the People's Services Directorate, with a projected £4.6m overspend. The major area of overspend within People's Services is commissioning of adult services, where there is an underlying overspend position and continuing demographic pressures.

Alternative Options

1. The Joint Performance Improvement Framework provides that Cabinet will formally review performance against the Joint Corporate Plan quarterly. There are therefore no alternative options.

Reasons for Recommendations

2. To ensure that progress against the priorities, targets and commitments, as set out in the Joint Corporate Plan 2011-14, are understood. Further, to ensure that the reasons for important areas of actual or potential under-performance are understood and are being addressed to the Cabinet's satisfaction.

Introduction and Background





3. The Integrated Corporate Performance Report is a regular report, focusing on progress towards achievement of the six themes (34 outcomes) in the Joint Corporate Plan 2011-14. Progress is measured through the management and monitoring of selected performance indicators and projects.
4. The Joint Corporate Plan 2011-14 has 151 performance measures. Because of the nature of the indicators and the lag in data availability, only 71 have been reported on at the time of this report. The remaining 80 measures are primarily annual performance measures that are either reported for the calendar year, and should be available for the Cabinet report in March or financial year and should be available at year end.
5. The more detailed financial context for this report is set out in the budget monitoring report elsewhere on your agenda.
6. Broadly based on a balanced scorecard approach, the following six elements (A-F) have been identified to provide an overview of the key issues that enable HPS to achieve the desired outcomes of the Joint Corporate Plan. These elements are monitored bi-monthly by the Herefordshire Public Services Leadership Team.

Key Considerations

A – Performance against indicators

7. The nature of the indicators selected for the Joint Corporate Plan means that not all have data reported at the same time / frequency. In particular, some indicators are only reported annually. These are only reported at the appropriate time in the year. HPSLT can assure themselves that appropriate in year actions are being taken to maintain good performance or improve it where necessary through the delivery of the key projects in the JCP.
8. A large range of data is used to assess the quality of services provided and aid decision making. HPS is committed to ensuring that its performance data is both reliable and accurate. Performance against target is broadly similar to last year. The direction of travel is 50%, the same as at year-end last year, although significantly below the 68% reported at the end of October. When considering the direction of travel it needs to be recognised that the majority of performance measures in the JCP have no historic data to allow a judgement to be made, and comparisons with last year are made against a different indicator set.
9. Analysis of the figures illustrates a possible issue with our approach to target setting in some areas, with a need to balance our aspirations, with achievability.

10. Bi-monthly, HPSLT monitors performance against a range of indicators for each of the themes in the Joint Corporate Plan; this is summarised in the next 2 tables and full details are shown in Appendices 2a and 2b for those indicators that are significantly under or over achieving.

					
Theme	No. of indicators monitored this quarter	More than 10% ahead of target	Achieved or exceeding target by less than 10%	Up to 5% behind target	More than 5% behind target
Create a thriving economy	12	1 8.3%	4 41.7%	3 16.7%	4 33.3%
Improve health and social care	16	4 25%	6 37.5%	1 6.25%	5 31.25%
Raise standards for children and young people	19	1 5.3%	4 21.1%	2 10.5%	12 63.1%
Promote self reliant local communities	11	0	4 36.4%	0	7 63.6%
Create a resilient Herefordshire	8	4 50%	3 37.5%	0	1 12.5%
Commission the right services	5	3 60%	1 20%	0	1 20%
Total	71	13 18.3%	22 31%	6 8.5%	30 42.2%

	% of indicators improving compared to last year
Create a thriving economy	3 / 4 75%
Improve health and social care	4 / 5 80%
Raise standards for children and young people	3 / 5 60%
Promote self reliant local communities	1 / 7 14%
Create a resilient Herefordshire	1 / 5 20%
Commission the right services	2 / 2 100%
Total	14 / 28 50%

Directorate summary reports on performance

11. The following directorate reports provide a more in-depth overview of performance than the review of indicators and projects in appendices 2a and 2b alone. The directorate reports reflect not only on performance against the JCP, but also on other performance issues that may have an impact on delivery of the JCP.
12. **Places and Communities**

What has gone well?

- February figures show positive performance in respect of both the number of crimes recorded in the County and the number of recorded assaults with less serious injury with reductions in the number of both bringing performance back on target and better than at the same period last year. There have also been significant improvements in the percentage of respondents to the crime and safety survey who feel completely/very safe in their local area up to the end of December 2011.
- The target for the number of properties improved as a result of direct action by the Local Authority or Home Improvement Agency has been achieved.
- The number of people killed or seriously injured in road traffic accidents has performed better than target within 2011, with a further reduction in the numbers achieved in 2009 and 2010. The challenge will be to sustain this level.
- There has been a very pleasing increase in street and environmental cleanliness represented by significant percentage decreases in the number of fly-tipping, litter, abandoned vehicles, fly-posting and dog fouling incidents reported.

Examples of projects/schemes currently progressing well are:

- The project to determine the future delivery of Cultural Services is progressing well; three options for the future management of Cultural Services were presented to cabinet in December 2011, with agreement to conduct further activity to consider the options. Overview and Scrutiny Committee took place on 21st February 2012 with a recommendation to pursue of Option 2. The Public consultation ran until 16th March, and will be part of a package of information that will shape the final recommendation.
- An Agreement has been signed to hold a Paralympic Torch Event in Herefordshire over the 24/25/26 August 2012.
- In the area of Regeneration Programmes a significant amount of external funding has been secured for Herefordshire, initial calculations suggest in excess of £2 million, by both voluntary and community sector and statutory partners following the intervention of project development advice and support from the service. Early indications suggest that this figure could increase again before the end of the current financial year.
- The Destination Hereford Project has now begun with the Scheme Elements ready for the official launch of 'Destination Hereford' in April 2012. The Sustainability Team have been successful in a joint expression of interest with the Bulmer Foundation to the Big Lottery's Sustainable Communities Fund and have been awarded £10k to develop a 5 year, £1m bid in order to embed carbon awareness and management across the County.
- In respect of the South Wye Locality Working project; work at Belmont Haywood Country Park continues to progress well while Belmont Pools has been written up as a case study,

that has delivered on a number of levels; including excellent partnership working, improving the local environment and reducing antisocial behaviour. In addition the joint project to set up a National Skills for Construction Academy between Herefordshire Council, Hereford Futures and South Wye Regeneration Partnership is also progressing well.

- Building work is progressing well on the establishment of a Tennis Kiosk and Bike Hire facility on the King George V Playing Fields and is on target for completion at the end of March 2012.

What has not gone so well?

- Significant challenges remain in respect of Repeat Instances of Domestic Violence. Work is underway to investigate the issues and background to performance against this indicator with a number of partners. It will continue to be a focus for discussion at the joint HPSLT/SMT performance meetings. The main focus of the Domestic Abuse forum is to prevent and reduce the risk of domestic abuse and sexual violence. By identifying issues early it is hoped that this will enable people to make positive changes in their lives. The forums role is also about ensuring that victims have access to the right information, advice and support. The forum is responsible for the local delivery of MARAC and any performance and issues. It should be noted that having a high number of repeat cases may not be necessarily negative. It may also evidence that agencies and partners are working well together and that they are getting those high risk cases back into the system quickly.
- Housing market conditions remain extremely challenging and significant effort has resulted in affordable housing delivery despite the broad housing development market having stagnated. The target for 2012/13 is being set with this in mind, however it is likely that the revised in-year target of 90 will be met. Performance on bringing empty properties back into use is positive and the team have been successful in securing funding for empty property work from the HCA in partnership with 2 of our leading RSL's and the HCA remain impressed with our empty property approaches.
- The challenge in the area of Private Sector Housing remains the degree to which the withdrawal of national renewal funding has removed the ability of Handyperson services through the HIA to offer small grants to fund small works of improvement, safety or adaptation. The Private Sector Housing Team successfully bid for £187k funding recently to support vulnerable/older people to stay warm and safe in a partnership with the voluntary sector. Discussions with Peoples Services are exploring what opportunities exist to continue with Handyperson works to support prevention strategies beyond 2011/12.; and we have discussed the recycling of equipment etc.
- The number of households in temporary accommodation are currently still over the target level of 82; however, the Housing Solutions service is performing well in keeping homelessness levels and temporary accommodation usage broadly stable and B+B use is being closely controlled. The focus for the remainder of the financial year will be to reach target of 82 through the continued use of prevention activities.
- In terms of the processing of major planning applications it appears that the target of 70% will not be met. However, we are dealing with small numbers of applications on which often detailed negotiations and legal agreements are required which inevitably prolong the process. The processing of both minor and other planning applications are both performing noticeably better and are both above target to date.

What has been done to rectify these problems?

- In addition to the actions above we review all areas of performance on a regular basis and concerns are raised with assistant directors and service managers to ensure that remedial actions are put in place to ensure we can deliver against agreed or revised targets in agreement with HPSLT, and Cabinet Members.
- As a directorate we continue to review our action plans and targets for the forthcoming period through performance sessions at DMT.

Major Contract/Commissioning Agreements update:

- In terms of performance all former National Indicator and Corporate Plan targets relating to the waste collection and disposal contracts continue to be met. A number of initiatives are underway that lie within the scope of the current waste collection budget and are aimed to reduce landfill costs and pressures on the waste disposal budget. Halo commissioning framework is being developed for 2012-13 to consider performance and funding arrangements. In terms of the Amey Contract the business is now running at 148 days RIDDOR free (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations). The sickness percentage has improved from November to December, mainly as a result of a major focus on both long and short term absenteeism within the business. Improvements to GIS and asset information continue to remain the focus of the business with key data being used to feed into the development of the innovation strategy. Focus will be made on implementing a number of the ideas through the work innovation forum.
- Areas of concern include the risks associated with not securing planning permission of the proposed Energy from Waste (EfW) plant in Worcestershire; Worcestershire County Council's Planning Committee unanimously agreed to approve a "minded to grant Planning Permission" decision for a new 200,000 tonne Energy from Waste plant at Hartlebury in Worcestershire. The Planning Application has been called in by the Secretary of State and the Planning Inquiry was held on the 20th November 2011 at County Hall, Worcester with a decision expected by 23rd April 2012. Outside of this the Contractors continue to meet or exceed the targets contained within the Waste PFI (and relevant variations) for diversion from Landfill. A long list tender process for EPC contractor to build the new EfW plant is currently being evaluated.
- Waste collection and the Amey Service Delivery Partnership are delivering outcomes required and are expected to deliver in accordance with the budgets. Discussions are underway with Amey to consider the future development of the partnership in the light of performance.

13. People's Services

What has gone well?

- Seasonable flu vaccination is the highest in the West Midlands for over 65s and second highest for all other vulnerable groups.
- Progress is being made with personal budgets which now stand at 19%. This means more people in Herefordshire have choice and control over their support. Herefordshire is part of a regional quality initiative to improve the work and impact of personalisation, and the outcomes of that work will be fed into the performance reporting during the spring.
- Service specifications for commissioned services for adults and children have been developed. Providers are now being engaged in this work and the service specifications have improved.

- The Ageing Well project (undertaken in conjunction with the Office for Public Management) has commenced in Bromyard, identifying locality solutions for older people.
- Children's budget management is improving. With regard to the Complex Needs Solutions budget this is tightly managed and there is more robust challenge and multi agency solutions. The LAC strategy and edge of care work is providing benefits to children and families as well as assisting with the budget pressures.
- Timeliness of core assessments and initial child protection conferences in children's social care has now improved following focused action to address performance concerns.
- Children's Centre Ofsted inspections in this quarter have been solid. The Bromyard Children's Centre which is managed by HOPE was rated Good with outstanding features. The Kington Children's Centre was rated Good.
- The Community Safety Partnership and Health & Wellbeing Board have agreed to have a single alcohol harm strategy for Herefordshire.
- Under the Trading Services Redress service, £87,428 has been recovered for residents of Herefordshire who have complained about traders in Herefordshire.
- There have been improvements in outcomes across the Early Years Foundation Stage and Primary Schools in the published 2011 assessments and tests.
- Pupil Referral Unit provision is improving and the executive head teacher role across pupil referral units has been very successful.

What has not gone so well?

- a) Although progress continues to be made in relation to childhood immunisation, smoking cessation and health checks, we are not yet at target. Work is being undertaken with the providers to improve performance in these areas.
- b) The number of children with Child Protection Plans continues at its high level. This has workload and cost implications for all agencies. There has been a 60% increase in the number of children subject to Child Protection Plans. Although there has been a rise nationally, the number of children in the Herefordshire Child Protection system is 50% higher than statistical neighbours. There has also been a 23% increase in looked after children over the last three years, which is just below the national average, but is 20% higher than statistical neighbours. The most recent national data is being analysed, although it is clear the growth in looked after children is also a national trend.
- c) A Care Quality Commission Inspection of the Adult Placement Scheme, managed by Wye Valley Trust, found that service users support plans had not been kept under review.
- d) Vacancies in children's social care and the use of agency workers are still causing budgetary pressures. Due to location, pay, house prices and some issues relating to immigration rules, Herefordshire finds it more difficult than other authorities to attract experienced social workers. Conversely, recruitment of newly qualified social workers is better than many other authorities.
- e) The percentage of young people not in education, employment or training (NEET) stands at 7.2% or 336 16-18 year olds at the end of December 2011. This compares to 6.7% or 314 16-18 year olds in December 2010.

- f) The adult transformation programme and QIPP delivery is still a very high risk. The NHS transition changes are having an impact on the local commissioning arrangements, with a potential negative impact in areas such as senior capacity for Safeguarding Board work.

What has been done to rectify these problems?

- a) The Local Medical Committee has agreed to all GP practices operating a standardised Failsafe system to identify children not yet immunised, Wye Valley NHS Trust has improved timeliness of data entry into the child health system and options are being developed for Health Visitors to immunise children whose parents do not respond to repeated requests to bring their child to the GP surgery for immunisation. Benchmarking data is being sent regularly to all practices to identify those practices that are not achieving the failsafe system standards, and poor performance is being followed up with the individual practices concerned. Following a training event in March all GP Practices covering 93% of the population have now signed a contract and been provided with necessary equipment and software to provide Health Checks and will all have started to offer Health Checks by the end of March 2012. A further 4.2% of the population are covered by practices that do not want to provide Health Checks but are willing to send out the offer of a Health Check at another practice. The barriers to offering Health Checks to the last 2.6% of the population are being explored to find a resolution. There is large variation in the quit rate between providers of smoking cessation support. The focus of activity to improve performance is to improve the quit rate of the poorly performing providers. A No Smoking Day social marketing campaign has been developed to run in March, and national Quit Kit campaigns are being locally enhanced.
- b) Substantial analysis of the issues contributing to the rise in the number of children subject to child protection plans and looked after has been undertaken. This has led to a greater, and shared, understanding of the issues across all agencies. The Herefordshire Safeguarding Children Board has commissioned an action research project to understand and address the issues. The report will be available by the end of April. Both Safeguarding Adults and Children Boards are developing their approach to system wide performance improvement and will be ensuring that safeguarding features more strongly within the coming year's integrated needs assessment, in order to address these trends.
- c) An action plan to improve the quality of the Adult Placement Scheme has been developed by Wye Valley Trust, agreed with Care Quality Commission and monitored in the Section 75 review meetings. Joint reviews with Social Workers and Adult Placement support workers have commenced and are being prioritised by outstanding review date.
- d) In terms of social worker recruitment a clear strategy has been developed in conjunction with Corporate Services to alleviate the pressure over a three year timeframe.
- e) The Council has secured an external grant to fund in-depth research into the NEET population to inform a new action plan for 2012-2013.
- f) In relation to financial management arrangements, whilst some changes have been made, KPMG have completed their analysis of systems within the Council, PCT, Hoople, 2gether and Wye Valley to enable a more robust improvement plan to be drawn up to take effect from April 2012. Action is being taken to maximise the use of uncommitted monies to offset pressures. Joint planning is taking place between the HealthCare Commissioners, the Council and providers to build on the changes to reablement, enablement, neighbourhood teams and market development this year, to ensure the ongoing implementation delivers the very challenging financial requirements facing the council and the NHS, whilst ensuring quality and dignity in care is not compromised.

14. Corporate Services

An overview of performance for Finance, Customers and Employees appears in Sections C, D and E. For other areas of Corporate Services:

What has gone well?

- The Customer Relationship Management System (CRM) is now live and this has immediately reduced costs. The new system provides us with a flexible platform, which is easier to integrate to back office IT systems. The integration of front and back office systems will allow further cost reduction as business processes are streamlined.
- The new web content management system, Beta.herefordshire.gov.uk, is now live and publicly available listing the full waste and recycling service. The web page content has been changed to a more user friendly format. Feedback from the general public on the changes has been very positive. This feedback has also helped inform the implementation of further web pages.
- An internal audit of the treasury management function has provided a **Substantial Assurance** Audit Opinion, which is the highest level of assurance. It concluded that the Council has a good control framework in place, clear and effective high level controls and robust day to day operational controls.
- Work is continuing between Council and NHS colleagues on managing the transition from the PCT to the new Clinical Commissioning Group and the transfer of public health responsibilities. This involves significant change for employees. In parallel, the local support services offer to the clinical commissioning group, based on our current integrated services within the Council and Hoople, is being developed in conjunction with other NHS functions at a national and cluster level.
- A new telephony system for the customer services centre which will support a faster response time for customers has been selected. The work on the new telephony system, together with the Single Active Directory for the Intranet and Electronic Document Management systems, are key foundations enabling more flexible ways of working for staff with much lower ratios of workstations to people – this is a key pre-requisite for the accommodation project.
- A number of engagement sessions across the organisation have helped to shape the structure and approach to the Root and Branch Reviews (see separate report on the Cabinet agenda).

What has not gone so well?

- a) The public satisfaction rating of locality engagement events was not as good as expected. This was largely due to a short timescale for advertising and an adequate process for agreeing questions and formatting of information not being in place.
- b) A deterioration in the results from the 2011 Employee Opinion Survey.

What has been done to rectify these problems?

- a) A new consultation policy and guidance is currently in draft and will be used in conjunction with the engagement strategy for the Root and Branch Reviews from April onwards.
- b) Action planning is taking place across all Directorates and corporately to address the critical issues and make improvements.

B – Delivery of projects

15. The majority of projects are being delivered to plan, although four are currently reported as being behind schedule. These are listed in Appendix 2b.

C – Finance

16. As at 29 February 2012 the overall revenue budget position for 2011/12 shows a £634k projected overspend, which is approximately 0.4% of the council's £146.3m revenue budget (excluding Dedicated Schools Grant funding). Any potential overspend will put pressure on the council's reserves.

The key area of concern continues to be the People's Services Directorate, with a projected £4.6m overspend. The major area of overspend within People's Services is commissioning of adult services, where there is an underlying overspend position and continuing demographic pressures.

A detailed report on financial outturn appears elsewhere on today's agenda.

D – Customers (*Corporate Plan indicators identified in bold*)

17. **Service Delivery**

Organisational Reputation (target: Council 40%, PCT 65% approval rating): Performance against both measures are derived from annual/ bi-annual surveys. On-going performance therefore needs to be measured by proxy. In this instance this is progress against the Organisational Communications and Reputation Management Strategy action plan. Progress against each of the 6 sections of the plan continues to be on track.

Better Connects annual website audit (target: 4* rating): Herefordshire Council has achieved the highest 4* rating in the 2011 survey, and we are now in the top 20 nationally. This was significantly higher performance than was expected and was the result of the implementation of a targeted action plan throughout autumn of 2011. The commentary provided in the assessment report indicated that some areas of the website such as the jobs on-line section could still be improved. All of the areas identified are being addressed through the digital channels project.

LICS02 % of calls answered within 15 seconds (target: 70%): Performance continues to be consistent throughout the year. As with a number of indicators, new data has not been available since the December CRM transition. However, the most up to date data indicates that performance is comparable to that year on year. With performance in the contact centre continuing to improve due to a series of management actions, it is expected that the direction of travel for this indicator will remain positive to the end of the year.

LICIU1 Satisfaction of complaint handling (target: 90%): The number of satisfaction surveys returned is low, however, all have been positive and performance is therefore currently 100%. This can be attributed to the work of the Customer Insight Unit acting and advocating on behalf of complainants to get issues resolved quickly and definitively. Work is underway to increase the overall level of returns.

18. **Service Quality**

LICS4 'Overall satisfaction with the service provided' (target: 80%): Year on year performance of this measure is marginally lower in this period. Analysis of the reasons cited by customers for this answer is underway. Where issues are clearly identified, customer service managers will work with service managers to rectify the problems through the review of information and service delivery processes.

LICS2 'Whether you felt listened to and understood' (87%) and LICS3 'Politeness and courtesy of staff' (95%): Performance in both areas year on year is favourable. A formal training package to improve service quality will be rolled out later in the year.

19. Service Failure

LICS7 Call Centre Abandon Rate (target: 5 %): Performance in the year to date is circa 6.4%. Changes in management in the central customer services teams, support on the new CRM system and strengthened performance management are expected to restore performance to target levels by the end of the year

LICS5 – Reduction in avoidable contact (target: 20%): There has been a significant improvement year to date compared with 2010/2011, where performance was regularly around 30% or more. The most recent data indicates that performance is 17.59%. Further improvements to processes through the Customer Organisation project should maintain this level of performance.

Number of complaints escalated to the ombudsman (target: council 5%, PCT 5%): Performance against this measure is strong with just 1.93% of complaints escalated to the local government ombudsman and 2.84% to the Health and Parliamentary Ombudsman. This demonstrates an increase in performance compared to previous years. No complaints have been upheld by either ombudsman since January 2010.

E – Employees

20. The key headline is that there has been a slight increase in sickness levels, although the target is still being achieved.

F – Risks

21. Key performance risks are covered in the directorate reports in paragraphs 12-14 above.

Community Impact

22. Delivering the Joint Corporate Plan is central to achieving the positive impact the Council wishes to make across Herefordshire and all its communities.

Equality and Human Rights

23. It is considered that there are no implications in relation to public sector equality duty.

Financial Implications

24. None.

Legal Implications

25. None.

Risk Management

26. By highlighting progress against the Joint Corporate Plan, 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.

Consultees

27. None.

Appendices

Appendix 1 a key to what the symbols used in Appendices 2a and 2b represent and a list of the themes and outcomes with lead directors

Appendix 2a exception report for those measures and projects that are ahead of target; and

Appendix 2b exception report for those measures and projects that are behind target

Background Papers

- None.