

Corporate Services

Dean Taylor, Deputy Chief Executive and Director

Members of the Cabinet:

JG Jarvis (Chairman), H Bramer, RB Hamilton, AW Johnson,
PM Morgan, RJ Phillips, GJ Powell and PD Price

Your Ref: N/A

Our Ref: Thursday 21 February 2013

Please ask for: Sally Cole, Governance

Direct Line: Services

Fax: (01432) 260249

E-mail: scole@herefordshire.gov.uk

14 February 2013

Dear Councillor,

Cabinet - Supplementary Report

Please find attached a supplementary report that was omitted from the publication of the agenda for the forthcoming meeting (Thursday 21 February 2013, at 2.00 pm). Please bring these papers to the meeting.

8. CORPORATE PERFORMANCE REPORT PERIOD TO END DECEMBER 2012

To invite Cabinet Members to review performance for the period to end December 2012.

Yours sincerely,

Sally Cole, Governance Services

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cc. Members and officers in receipt of Cabinet papers

Working in partnership for the people of Herefordshire

P O Box 240, Brockington, 35 Hafod Road, Hereford HR1 1ZT (DX: (DX 135296 Hereford 3))

Herefordshire Council Main Switchboard (01432) 260000, www.herefordshire.gov.uk

NHS Herefordshire Main Switchboard (01432) 344344, www.herefordshire.nhs.uk

MEETING	CABINET
DATE:	21 FEBRUARY 2013
TITLE OF REPORT:	CORPORATE PERFORMANCE REPORT PERIOD TO END DECEMBER 2012
REPORT BY:	ASSISTANT DIRECTOR, PEOPLE, POLICY AND PERFORMANCE

1. Classification

Open

2. Key Decision

This is not a key decision

3. Wards Affected

County-wide

4. Purpose

To invite Cabinet Members to review performance for the period to end December 2012.

5. Recommendation(s)

THAT: Cabinet considers performance for the period to end December 2012.

6. Key Points Summary

- The majority of projects in the corporate delivery plan are being delivered to schedule.
- For measures where data is available, there is a positive direction of travel.
- In March 2013 Cabinet will receive the proposed delivery plan for the new Corporate Plan 2013/15 approved by Council in November 2012

7. Alternative Options

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

8. Reasons for Recommendations

8.1 To ensure that progress towards achievement of the agreed outcomes, service delivery

targets and organisational health measures is 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.

9. Introduction and Background

9.1 Corporate Performance Report is a regular report, focusing on progress towards achievement of the six priority themes in the Joint Corporate Plan 2011-14 (i.e. improvement measures), and on how well the business is being managed (i.e. operational service delivery and organisational health measures). Progress is measured through the management and monitoring of selected performance indicators and projects.

Broadly based on a balanced scorecard approach, the report provides a summary of performance in the following areas:

- a. Achievement of outcomes sought within each of the 6 priority themes (or in year proxy measures where outcome data is not available in year)
- b. Achievement of Delivery Plan milestones
- c. Service performance by directorate
- d. Corporate customer service performance
- e. Corporate HR performance
- f. Corporate finance performance

10. Key Considerations

10.1 A high level summary of performance in each of the 6 areas above is provided in a 'balanced scorecard' style at appendix A.

10.2 Achievement of outcomes

An exception report is attached at Appendix B. An overview of performance against each of the six priorities are below. Further detail is also included in the directorate commentaries in paragraphs 10.41 – 10.43.

Create a thriving economy

Latest data shows an improvement in the overall employment rate, but lower workplace based earnings.

The Enterprise Zone commissions are progressing well, with the executive team handling a number of serious enquiries from potential entrants.

Significant progress has been made towards the establishment of a National Skills Academy for Construction in the County through the process of embedding jobs and skills opportunities in current and on-going contracts, in line with the National Construction Skills requirements.

Improve health care and social care

Fewer delayed transfers of care from hospital are helping older people to remain at home 91 days after discharge.

Progress has been made on the project around enforcement and housing standards, and the project working with landlords and letting agents. The adaptations project is behind schedule, and a process redesign is under development for implementation in February. Disabled Facilities Grant approvals are currently 18% under profile. The new system will significantly improve timescales and increase flow in the system.

Raise standards for children and young people

Although the target for reducing the number of young people not in education, employment or training has been missed, performance has improved throughout the year and is better than last year.

There has been a rise in the number of young people re-referred to children's social care within six months of receiving a service. This is being reviewed by the information and assessment co-ordinator, and action will be taken in the final quarter when the results of the review are available.

Some of the Integrated Alcohol Harm Reduction Strategy is not being delivered due to the current budget restraints; these include the under age sales test purchasing programme and the responsible licensee monitoring programme.

Promote self reliant local communities

There has been an increase in the number of empty homes brought back in to use, and although the number of affordable homes delivered is slightly behind schedule, performance is better than the same period last year.

In respect of the introduction of the Community Empowered Localities Toolkit, there have been some positive activities to illustrate best practise, e.g. working with communities to reduce speeding. The toolkit, originally scheduled for December, is now expected to be produced in April.

Create a resilient Herefordshire

A meeting took place with partners to discuss the evaluators' comments on the Interreg bid on demand stimulation for broadband, and assistance was received in developing a revised bid for submission by the end of January. £1million capital bid for funding for Broadband has been approved at outline stage; the full bid will now be developed.

A bid to the Homes and Communities Agency was approved and resulted in a grant offer of £395,390 for the refurbishment of 10 traveller pitches at Openfields, Linton, Bromyard.

Targets continue to be achieved in the area of waste, although the percentage of waste landfilled is slightly higher than the same period last year.

Commission the right services

The Rising to the Challenge Transformation Programme, which commenced in 2010, is being closed down and a lessons learnt report will be produced. A new Delivery Board will

be in place from February to oversee the root and branch review changes and budget savings.

The new Commissioning and Commercial Strategy has been through Leadership Team and was scheduled to go to Cabinet in February; this has been delayed to 14 March as there are some additional requirements and a peer review is to be undertaken.

10.3 **Delivery Plan Milestones**

The key headline is that the majority of projects are being delivered to plan, although 15 are currently reported as being behind schedule (5 at the end of September); the majority of projects are rated Blue, as being delivered to schedule. More detailed information is provided at appendix C in relation to those projects that are green or red rated (ahead of or behind schedule), as well as those that are currently rated Blue but may have associated tasks that are Red, but are not presently expected to adversely impact overall delivery of the project.

There are a number of projects in the original corporate delivery plan that are no longer planned to be delivered; these are listed at the end of appendix C. These projects are no longer being delivered for a variety of reasons, including reallocation of resources and refocus of priorities.

10.4 **Service Performance**

10.41 **Places and Communities**

What has gone well?

- a) The Hereford Enterprise Zone is making good progress, a number of enquiries are being already progressed.
- b) Local Enterprise Partnership - good progress is being made with submission of the Growth Plan to the DCLG during December 2012. A delivery plan is being developed over the coming months that will take this work forward.
Officers have been working with colleagues across the borders to explore the potential for a 'Marches Deal' based on the City Deal concept.
- c) Work is progressing well with the Broadband Business Support programme. The Broadband contract has now been awarded; and a number of projects have received community technology grants.
- d) Regeneration Programmes - there have been notable successes in attracting funding to Herefordshire with support being received for key local and regional projects.
- e) There has also been significant progress made towards the establishment of National Skills Academy for Construction in the county. Herefordshire Council is in the process of embedding jobs and skills opportunities in current and on-going contracts, in line with the National Construction Skills requirements. The awarding of National Skills Academy status will result in the developers having a contractual obligation to create of a minimum number of targeted new apprenticeships, work placements and up skilling of existing workforce with support from Construction Skills which is the nationally acknowledged representative of the construction industry in the UK.
- f) Destination Hereford funding will support delivery of the Connect 2 cycleway and bridge to a revised programme which involves completion by summer 2013. A number of other cycle routes are also being progressed

A calendar of promotions and events is being developed for 2013/14 and engagement continues with existing Travel for Work network businesses and signing up all schools

in the county.

Following a successful funding bid to Defra, there are plans to make improvements in the county for park and cycle users.

- g) Waste Management - good performance on projects and well managed changes to collections, especially over the Christmas period. There have been continuous improvements in recycling and there is good performance in reducing the amount of residual household waste. This is as a result of the continued promotion and improvement of recycling services and waste prevention initiatives such as home composting.
- h) The work on the retail quarter is progressing with demolition works nearing completion on the Old Livestock Market site and Garrick House. Work on the foundations has also commenced.
- i) The Link Road project is progressing with a Cabinet Report to be presented in March 2013; to confirm the Compulsory Purchase Order process.
- j) Herefordshire Archive and Records Centre (HARC) - planning permission for the HARC was submitted in October; planning has now been granted and work is now progressing to the next stage.
- k) Sustainability - there continues to be good progress being made in this area with a successful funding application for the Marches Green Deal to enable local residents and businesses to reduce energy costs.
- l) Local Development Framework - progress is continuing on producing a draft Core Strategy to be presented to Cabinet within the quarter.
- m) Local Transport Plan (LTP) - following recent consultation, the Local Transport Plan will be presented to Cabinet within the quarter.

What has not gone so well?

- a) There has been an increase in the number of repeat incidents of domestic abuse over the last year and it has been identified that a detailed domestic abuse needs assessment needs to be carried out.
- b) There has been an increase in the numbers in temporary accommodation, and is currently higher than target, although use of B&B has been avoided. The impacts of welfare changes on single people appear to be resulting in increased presentations from this group and this will need to be kept under constant review. Whilst the number of households in temporary accommodation is higher than the target of 82 and demand for services is high the service has made significant strides in reducing numbers from a high in excess of 100 earlier in the year. In mid-January the figure was down to 88. The success in avoiding the use of Bed and Breakfast accommodation in meeting our main homelessness duties helps to reduce budget risks normally associated with high levels of demand for homelessness services. The Housing Solutions team are aware of potential impacts of the welfare benefit changes and are monitoring homelessness presentations due to these factors. Local Housing Associations have put in place a wide number of support arrangements for their tenants and homelessness prevention staff will be available to support and other affected individuals as soon as they make enquiries.
- c) During the recent severe winter weather, Herefordshire's gritting and snow clearance teams were out in force; undertaking additional gritting runs and snow clearance. The extent of the snowfall and the number of gritting runs exceeded the financial allowance made in the base budget; on the assumption that no significant further severe weather occurs during the remaining period then it is currently predicted that there will be a small overspend.

What has been done to rectify these problems?

- a) A steering group has been established and will meet on a regular basis to address domestic abuse issues. A new commissioner's plan is being developed to better understand why domestic violence is reoccurring. It is a priority to undertake further research through Understanding Herefordshire to understand what the required interventions are. The role of multi-agency work is developing and a single set of objectives for HPEG are emerging.
- b) There has been continuing success in the approach to 16/17 year olds and preventing homelessness through co-operation between housing officers and the 16+ team. The Herefordshire Children's Safeguarding Board receives an annual report on youth homelessness and has sought to understand more about outcomes for young people. Therefore, during 2013-14, work will focus on better recording of outcomes for 16/17 year olds.
Arrangements are in place when cold weather arrangements are triggered for rough sleepers to be accommodated temporarily this will include either access to the winter shelter or bed & breakfast. The Housing Solutions team are investigating winter shelter provision options for next year are the current St Peters shelter is unable to accommodate women.
- c) There is a risk that if Herefordshire experiences further severe weather that this could significantly impact on the budget position. Regular discussions are taking place between the directorate and Chief Officer of Finance to manage the budget implications.

10.42 People's Services

What has gone well?

Integrated Support Service

- a) Roll out of the Integrated Support Service. This is now up & running and providing intensive support to families. So far 44 young people have started on the youth contract which meets our target. The contract requires young people to be signed up for 6 months, so outcome results will be available in March.

Looked After Children

- b) The campaign to recruit more foster carers continues with regular response and continued assessments, endeavouring to continue increasing the numbers of foster carers. There are now 17 fostering households approved since April 2012, 9 above the target set in the LAC strategy for the year, and still representing a net increase in the number of foster carers, when the number of people leaving foster caring is taken into account. There are also a further 12 assessments being undertaken at this time.

Adults

- c) Delayed Transfers of Care (DTC)/Supporting People to live at Home - the delayed discharges from hospital that are attributable to adult social care target is significantly better than target. The latest benchmarking published data shows that Herefordshire was mid-table with our CIPFA comparators and lowest in the West Midlands when measuring delays per 100,000 population. (ASCOF measure 2 c - NASCIS data for 2011-12). However, it does need to be recognised that good performance in this area may result in increased pressure on adult social care budgets. The number of older people being supported to live at home continues to be better than target.
- d) Deprivation of Liberty (DOL'S) Requests for Authorisation and Safeguarding Adults referrals – DOL's requests have significantly increased in the year and are on track to achieve a referral rate that reflects the national average. This has been achieved

through cultural change and raising of awareness across the workforce and providers and reduces organisational risk for the council which holds the statutory responsibility for authorisation of DOL's. Safeguarding Adults activity continues to increase, that again indicates a raised awareness of the importance of safeguarding adults but does have a subsequent potential impact on capacity within the workforce.

- e) Self-Directed Support (Personalisation) - the performance on self-directed support is continuing to increase, with performance higher than the target set for 2012/13. Although the number of people choosing to take their care as a personal budget has increased, this needs to accelerate further. Having an integrated approach to accommodation/housing and access to universal services is a key building block to managing financial pressure and a service priority. This will require continued changes to practice and culture of staff and the public to embed personalisation. 2013/2014 national guidance is suggesting a target of 70% so Herefordshire is making good progress to reaching national expectations.
- f) Professional Practice – a recent Quality Audit on social work practice demonstrated some safe and good quality practice, though a need to improve recording in some areas. An implementation plan to deliver the recommendations has been implemented and continues to be monitored through the Adults Safeguarding Board
- g) Market shaping – An Open Book review process has commenced with the Residential Market with a high level of commitment and engagement from providers. This will enable the council to ensure that it has a robust and transparent pricing and quality model for the purchase of residential and nursing care going forward.

Public Health

- h) The Q3 position for NHS Health Checks is that 55% of the annual target of eligible people offered and NHS Health Check has been achieved. For the annual target of completed Health Checks, 92% has been achieved. A contract is being issued to ensure catch up of health checks for the lowest performing providers that have identified capacity issues.
- i) There has been an increase in take up of stop smoking service following the Stoptober Campaign and the Cash for Christmas Campaign.

What has not gone so well?

Children's Social Care

- a) Ofsted Inspection of early help & child protection– although Ofsted identified areas of good practice, particularly in the area of early help, there are significant weaknesses in these services and the overall rating was inadequate. The findings have been accepted. Key actions are in the section "*What are we doing about it*".

Adult Social Care

- b) The number of alerts and referrals of Adult Safeguarding continues to increase and reflects a national picture. This impacts on capacity within the workforce, reducing performance in other areas, such as undertaking statutory annual reviews, and completing self-directed support assessments and support plans. This impacts on planned savings which are based on reduced costs of existing care packages and on improved performance in relation to carers' assessment. The arrangements for monitoring performance do not reflect current recording practice meaning that accurate reports cannot be generated. A significant amount of work has been completed through a Rapid Improvement review to identify issues and blockages in the current systems and processes and the cultural changes necessary within all organisations which are part of the adult social care system. This review has involved the Council, Wye Valley and 2Gether NHS trusts and Hoople. Implementation of some of the recommendations will deliver increased productivity, improved practice, improved efficiency in the purchasing process and a better service user experience. Implementation of the

recommendations has been delayed due to capacity issues which are now in the process of being resolved.

- c) We have still to resolve the remaining Frameworki Commitment Accounting risks and issues. This is necessary to give better management information, eradicate data quality problems and ensure accurate and swift payment of invoices from suppliers.
- d) The roll out of a standardised brokerage process across all client groups has been slower than expected, partly due to recruitment to vacant posts. However, delays in getting the adult social care staff within the 2gether NHS Foundation Trust to utilise the adult social care system have also introduced further delay. This is now resolved and direct data entry is due to start in the middle of February 2013.
- e) The reablement model and measuring its impact on outcomes and reducing cost of care is still not fully implemented. This is a key part of prevention and early intervention, which will enable adult social care to contain costs within an increasingly elderly and frail population.

Public Health

- f) The update position is that the number of smoking quitters is 405 as at the 23rd January with Q3 data still incomplete but this remains below target. It is expected that the service will meet the recommendations set in NICE guidance of treating 5% of the smoking population and achieving 35% success with those treated. The catch up plan for achieving the target for 4 week quitters during Q4 entails:
 - i. Ensuring provider and county –wide participation in the No Smoking Day campaign and continuing networking of providers using a quarterly newsletter, providing latest evidence and guidance;
 - ii. Utilising the establishment of Making Every Contact Count (MECC) at Wye valley NHS Trust and 2gether Trust to increase access and take up of stop smoking cessation services following brief advice, a total of 615 people were trained in brief advice up to the end of Q3; and
 - iii. Targets are not expected to be set for 4 week quitters during 2013/14; the indicator within the public health outcomes framework is measuring the percentage improvement in smoking prevalence amongst adults (over 18).

Education

- g) The small schools policy has not been progressed to original timetables.

Child Poverty

- h) The Child Poverty Steering Group has not yet completed the task of considering any specific actions that need to be taken in 2013/2014.

What are we doing about it?

Children's Social Care

- a) An improvement plan is being overseen by the Improvement Board to tackle issues raised by Ofsted. An independent chair has been appointed for this Board and the improvements will be overseen by the Department of Education and the Minister. In brief:
 - i. All of the immediate actions required by the inspectors have been addressed with the full audit of cases having been completed and procedures for child protection enquiries refreshed through workshop events. Monitoring continues to take place of visiting by social workers to children subject to child protection enquiries and that legal advice is sought in a timely way.

- ii. The independent audit of 1600 cases included all open cases and cases closed within the last 3 months. There were no cases identified by the external auditors which required emergency action by social workers. The analysis and benchmarking will be reported in the next quarter.
- iii. Additional experienced managers have been added to the teams where management oversight was of concern – Children with Disabilities and the Family Assessment team (FAST). Management oversight in these teams has demonstrably improved and there is now 1 manager to 4 staff ratio in these teams. Line management of the children with disabilities social care service has also been moved to the Council from Wye Valley.
- iv. A new duty system to address timeliness of actions and an improved system for monitoring how quickly children are seen following referral to children’s social care have been implemented in the FAST team.
- v. A System to provide confident assurance that all social workers and social work managers are receiving regular supervision has been developed and will be in place in all social care teams by beginning of February.
- vi. Workshops to refresh staff in key areas of child protection investigation work have occurred and there is a programme of these taking place.
- vii. Whilst steady progress is being made following the inspection the audit has confirmed the significant number of areas requiring improvement:
 - a. The quality and consistency of management decision-making and particularly the quality of case planning.
 - b. Eligibility for service – and understanding of thresholds.
 - c. Improved analysis or enquiry.
 - d. Supervision Skills.
 - e. Co-ordinating and leading interagency working.
 - f. Use of recognised casework practice tools.
- viii. The biggest risk area in the safeguarding service is the high turnover of staff, particularly since the inspection. There are significant numbers of social work vacancies currently advertised and a recruitment campaign for managers planned for next month.
- ix. In addition to this there is considerable additional pressure on the service with numbers of children subject to child protection plans increasing from 177 in September to current figure of 217. Numbers of looked after children have also increased from 215 in September to 225 in December, putting the budget under great pressure and further savings targets set for next year. Whilst this is resulting in pressures in the service, there is now more confidence that the right children are coming into the child protection and LAC systems.
- x. A new Multi-Agency Safeguarding Hub is in development. This is a new arrangement to provide improvements in the way new referrals for social care services will be delivered on a multi-agency basis.

Adult Social Care

- b) Compensatory savings schemes have been identified; one of the projects has resulted in the NHS properties issue being escalated and discussions are actively being progressed with the main provider to address the barriers to securing savings. Monthly performance meetings have been set up so that the issues can be understood fully. These will also address the need to alter the information collected following the launch of the regional safeguarding procedures.

An ‘Open Book Review’ process has commenced that works with residential and nursing providers to ascertain whether the price charged for a placement is fair in light of the costs incurred to the provider. This is considered a core component of market

intervention that will run until June 2013 as it enables discussion with providers about shifting to a more personalised care model. It enables co-production on quality standards and pricing arrangements.

- c) The Frameworki governance structures have been reviewed and a Project Manager is now responsible for the entire programme, not just Commitment Accounting. KPMG also 'commissioned' to review proposed delivery and whether requirements will be met. The technological solution alone will not deliver full commitment accounting to People's Services The Adult Transformation programme has set out to address the business process change that is required to ensure that the right information is entered into FWI to ensure that the right financial sums can be paid by Agresso.
- d) We are currently out to advert for permanent recruitment to the brokerage service and the commencement of brokerage input for mental health is dependent on the interface between 2 IT systems being completed).
- e) Significant activity to address the adults service financial pressures – reablement services have expanded in Wye Valley NHS Trust to encourage self-management and restore independent living. We will review reablement to ensure that outcomes for the public are being achieved and to ensure good value for money.

Public Health

- f) A further stop smoking campaign is planned for No Smoking Day on 13 March. Implementation of the Council's Health and Wellbeing Motion. A Health and Wellbeing task and finish group has been set up as agreed at the January Our People meeting to identify input into the Corporate plan for ensuring progress and reporting performance, ensuring cross organisational involvement.

Education

- g) The recent developments regarding Free Schools, and the decisions by the Secretary of State requires the Council to reflect on its policy and practice, given the potential impact on the sustainability of the current education system and individual schools. This action will not be completed by March 2013 but will be started and carried forward into the next financial year. The new national formula has imposed a funding mechanism on Herefordshire from April 2013. Work on improving educational attainment. The closing the gap pilot project across Y1, 4 and Y8 has highlighted areas for development. Examination of the data shows the need to target children entitled to free schools meals (FSM) in early years and those with English with Additional Language (EAL) pupils at key stage 2 and the engagement of more schools.

Child Poverty

- h) The child poverty strategy includes many elements that are already being delivered by partners. A revised needs assessment for 2012 has been reviewed by the Child Poverty Steering Group with the conclusion that no amendments needed to be made to the strategy itself. The Group will be looking at specific actions in the first part of 2013 with any recommendations made to the Children and Young People's Partnership Forum.

10.43 Corporate Services

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

What has gone well?

- a) Information Management Programme is progressing well and will support our aim of increasing data security and improving management information about employees.

- b) Digital Channels Programme has been stabilised with a clear understanding of what needs to be delivered for the end of the financial year. The Digital Channels programme's scope was to deliver a range of channels for communication; the current deliverable will focus on the Internet only. The Council has delivered a number of improvements to the technologies that underpin the web and intranet. The focus has now shifted from a "big bang" approach to an incremental constant development approach focussing on how residents and employees use the web and the intranet. The council is widening its view of digital channels to include a range of platforms including the social media. It is moving to an approach based around delivering transactions that work for citizens, customers and service users.
- c) The internal audit report for Treasury management has been issued and achieved the highest rating of 'substantial assurance' and there were no recommendations.
- d) The Police and Crime Commissioner Election was delivered on time and in accordance with the statutory timescales. Positive feedback has been received from staff, candidates and election agents.

What has not gone so well?

There are no issues to report in this period.

10.5 Customer Services

More detailed information is provided at Appendix D in relation to those performance measures that are included within the Customer Service Report, for which data is currently available. Recent months have seen a significant customer demand relates to calls generated in relation to Highways due to the bad weather and increase in road defects. As a result the customer service team are holding regular meetings with Amey to seek service improvements. Both services have changed over the last quarter with Amey restructuring its teams, bringing in more IT driven solutions and changes to business processes to improve service to customers.

Call Centre abandonment rates are slightly worse than last year, although call volumes are up by 31%. This is due to surges in calls in relation to severe weather and flooding. In respect of the avoidable contact measure, this is currently under review. Customer Services are beginning to work more closely with Root and Branch reviews to establish measures that are able to support lean systems and business transformation. The key objective is to reduce the peaks of demand that are in the Council's control, for example, simplifying Council Tax recovery and Benefits letters. This concept is eliminating failure demand and supporting the work undertaken in the LEAN projects. If we can work with all services to eliminate the failure demand it will allow more capacity within customer service teams to allocate to the essential services (Value demand) and also provide some contingency to meet the spikes in customer demand generated by forces of nature e.g. floods

The percentage of issues resolved at first contact is lower than target. New reporting tools are nearing completion to monitor this work; for example a significant area of reporting will measure rejected service tickets by agent, providing a framework for coaching and training staff in areas where errors are made, which should improve first time service resolution recording. In addition to the usual customer measures, a table showing a breakdown of the Customer Insight Unit (CIU) cases is also included in the Appendix. Complaints figures are not currently reported corporately. Services receive monthly reports detailing number of complaints, compliments, and FOI requests for their areas. The service reports contain themes and lessons learned (provided by the service's investigating officer) – if the service have provided that information.

The plan is to reinstate the quantitative reporting of complaints and information data for 2013-14 reports. The CIU manager will work with/communicate service areas to ensure

that appropriate lessons learned information is sent back to CIU with the complaint response, in order that reports will contain more valuable information in the future

10.6 Corporate Workforce Performance

The purpose of the Workforce Report is to:

- Give an overview of the corporate workforce activities that has been carried out over the last quarter:
- Provide a summary of the analysis of workforce data that has been collated over the past few months. The detail can be found as an appendix.

Corporate Workforce Activity

- Review of HR Policy framework
- Review of pay and reward policies, practice, benchmarking.
- Re-launched the reducing the pay bill initiative
- Developed a competency framework for Herefordshire Council that includes four domains relating to behaviours, business skills, professional competencies and commissioning.
- Refreshed the performance appraisal framework to include an assessment against competencies and introduced a rating system.
- Recruitment to Lean Systems Thinking development programme.
- Developed a Workforce Strategy for Herefordshire Council that will be presented to Cabinet in March.
- Launched the Employee Opinion Survey across the council – the results have just been circulated to managers.
- “Spot the Boss” week for Children in Need in November was well received and raised £2,428 for the charity!
- Celebrating our People recognition event was held in December.
- Leadership Academy session on Health & Wellbeing
- Working with Children’s services to support improvements required following the Ofsted inspection.

Workforce Data Analysis

The establishment FTE position continues to reduce, whilst there is a noticeable increase in agency workers. The majority of the agency staff are covering permanent posts for reasons of absence or vacancy; only some are additional to establishment. Directors receive regular reports in respect of agency workers within their areas, and continue to assess the business requirement.

The annualised turnover rate has reduced slightly from September, and is now at 10.9%.

The average sickness absence has risen slightly since the last report from 3.04% to 3.29%. We have started work on an employee health & wellbeing plan that will consider appropriate interventions that we can make available to our employees as support and prevention.

10.7 Corporate Finance Performance

A budget report to the end of November was presented to Cabinet on 17th January. An overview of performance is provided at appendix F.

For reference, the overall revenue budget position for 2012/13 shows a £3.7m projected overspend. The 2012/13 budget reflects the overall savings of £10.8m required to meet the

reduced funding levels from central government and budget pressures, particularly on Adult Social Care budgets.

11. Community Impact

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

12. Equality and Human Rights

- 12.1 The corporate delivery plan recognises our Public Sector Equality Duty, and includes a specific project that contributes towards its achievement. Equality Impact Assessments will be carried out as an integral part of decision making in respect of all new projects/policy changes.

13. Financial Implications

- 13.1 None.

14. Legal Implications

- 14.1 None.

15. Risk Management

- 15.1 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.

As reported in the previous quarter's performance report, the Leadership Team has undertaken a review of corporate risks as part of the refresh of the Corporate Plan. There are currently 10 corporate risks on the register that are being managed by the Leadership Team, four of which are currently assessed as **Red** – Significant; the remainder being **Amber** – High Risk.

The financial challenge and capacity to deliver the transformation necessary to both improve outcomes for people and deliver savings remains the most significant risk; performance and delivery monitoring and assurance processes have been strengthened, and the support of the Overview and Scrutiny Committees in the assurance process will be welcomed.

Risk also remains in assuring safeguarding of children and vulnerable adults across the whole system; the improvement plan developed in response to the recent Ofsted inspection of children's safeguarding is being monitored by an independently chaired improvement board and strengthened role of Health & Social Care Overview and Scrutiny Committee; lessons learned from the inspection findings are also be applied across the adult safeguarding system.

16. Consultees

- 16.1 None.

17. Appendices

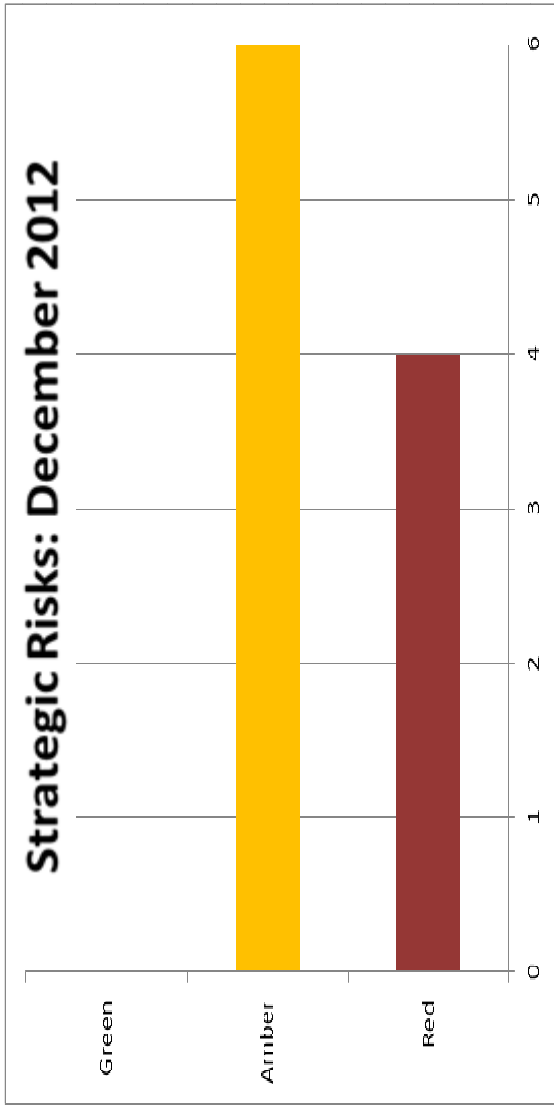
- 17.1 Appendix A Summary Balanced Scorecard
- Appendix B Delivery Plan Measure Exception report
- Appendix C Delivery Plan Project Exception Report
- Appendix D Customer Service Report
- Appendix E Workforce Report
- Appendix F Finance Report

18. Background Papers

- 18.1 None identified.

Summary Balanced Scorecard

KEY		
Measures	Symbols	Projects
More than 10% ahead of target	Green	Ahead of Plan
Achieved or exceeded target by less than 10%	Blue	On schedule
Up to 5% behind target	Amber	N/A
More than 5% behind target	Red	Behind Plan
Getting better	↗	N/A
No change in performance	↔	N/A
Getting worse	↘	N/A
Data or target missing	?	Project not updated
N/A	⏸	Not due to have started



Corporate Plan Priorities		In Year Performance Measures ¹			Projects ²		
		Red	Amber	Blue	Green	? <th></th>	
Create a thriving economy		0	1	2	0	0	
Improve health care & social care		0	0	0	4	0	
Raise standards for children & young people		4	0	2	0	0	
Promote self reliant local communities		1	2	3	2	0	
Create a resilient Herefordshire		0	0	6	2	0	
Commission the right services		0	0	5	0	0	
Total		5	3	18	8	0	

Corporate Plan Priorities		In Year Performance Measures ¹			Projects ²		
		Red	Amber	Blue	Green	? <th></th>	
Create a thriving economy		0	1	2	0	0	
Improve health care & social care		0	0	0	4	0	
Raise standards for children & young people		4	0	2	0	0	
Promote self reliant local communities		1	2	3	2	0	
Create a resilient Herefordshire		0	0	6	2	0	
Commission the right services		0	0	5	0	0	
Total		5	3	18	8	0	

Corporate Plan Priorities		In Year Performance Measures ¹			Projects ²		
		Red	Amber	Blue	Green	? <th></th>	
Create a thriving economy		0	1	2	0	0	
Improve health care & social care		0	0	0	4	0	
Raise standards for children & young people		4	0	2	0	0	
Promote self reliant local communities		1	2	3	2	0	
Create a resilient Herefordshire		0	0	6	2	0	
Commission the right services		0	0	5	0	0	
Total		5	3	18	8	0	

	Service		
	DCE & Corporate Services	People's Services	Places & Communities
Red	0	2	3
Amber	1	0	1
Blue	0	3	0
Green	0	2	0
?	0	0	3
Direction of Travel compared to last year	-	-	-
	-	-	-
	-	-	3
Direction of Travel since last reported	-	2	-
	-	2	-
	-	6	7





Customers ³	
	2
	0
	2
	3
	0
	2
	1
	3
	1
	5
	1

Employees ⁴	
	-
	-
	-
	-
	-
	2
	0
	0
	0
	0
	2


Finance ⁵	
	0
	3
	3
	0
	0
	-
	-
	-
	3
	0
	3

¹ Report at appendix B
² Report at appendix C
³ Report at appendix D
⁴ Report at appendix E
⁵ Report at appendix F

Delivery Plan Measure Exceptions

Key Performance Indicators – Exceptions (Green – 10% or more ahead of target)						
Theme & Measure	Frequency of reporting	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
Improve health care and social care						
LI.PSC.ACO.001 The average number of delayed transfers of care from hospital which are attributable to adult social care per 100,000 population	Monthly	Green		30/11	1.39	3.49
LI.PSC.ACO.002 Percentage of older people still at home 91 days after discharge	Annual	Green		30/06	94	85
LI.PSC.ACO.003 Percentage of people using social care who receive self directed support	Quarterly	Green		31/12	61	45
LI.RADAR.015g Permanent admissions to residential and nursing care homes of older people per 100,000 population	Monthly	Green		31/12	211	535
Promote self-reliant local communities						
LI.HNDE.002 Number of empty properties brought back in to use in Herefordshire	Quarterly	Green		31/12	120	101.25
LI.TRAN.001a Proxy – No. of people killed or seriously injured in road traffic collisions	Monthly	Green		30/09	57	76
Create a resilient Herefordshire						
BV003 Satisfaction – council overall (%)	Every 3 years	Green		30/09	51	34
NI193 Percentage of municipal waste landfilled	Monthly	Green		30/09	55.3	60

Key Performance Indicators – Exceptions (Green – 10% or more ahead of target)						
Theme & Measure	Frequency of reporting	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
		is Better				

Key Performance Indicators – Exceptions (Red and Amber - behind target)						
Theme & Measure	Frequency of reporting	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
Create a thriving economy						
LI.EDEV.006 Gross workplace based earnings	Annual	Amber		31/12	£384.60	£400
<i>In 2012 the median weekly earnings for people who work in Herefordshire were £384.60, a reduction from the £385.10 reported in 2011. Significantly lower than the West Midlands region £469.20 and nationally £507.60.</i>						
Raise standards for children and young people						
NI075 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (%)	Annual – 30/09	Red		30/09	56.5	62
<i>Remedial Action: Currently nine out of the 15 high schools in Herefordshire are Academies and therefore directly monitored by the DFE. The LA has limited regular contact with these schools. Two out of the 6 LA maintained High schools are below the national average in this benchmark of 5+ A*_C including English and mathematics. Results in both schools were affected by the English grading changes between January 2012 and July 2012 which is a national issue. One of these two schools was affected both by this and a serious issue in a new GCSE mathematics course</i>						

Key Performance Indicators – Exceptions (Red and Amber - behind target)						
Theme & Measure	Frequency of reporting	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
<p>which brought the school below the national floor standards and inevitably affected the county averages. All LA maintained schools have been risk assessed against the new Ofsted framework and School Improvement Advisors have been working with individual schools in proportion to needs identified. In the two schools below this national average benchmark additional English consultancy has been brokered by the LA in one and in the other additional support/funding from a National Leader for Education has been secured through the National College. The risk assessment for this school judged that the school had addressed the issue around the mathematics course and was back on track for improvement in 2013. An embryonic project team working on identifying with schools barriers to raising performance to 'narrow the gap' should have an impact over the year on raising performance for underperforming students.</p>						
LI.CYP.LOS.004 Percentage of Young People who receive a service who are not re-referred within 6 months	Quarterly	Red		31/12	50	75
<p>Remedial Action: The re-referral rate has increased, however we need further examination to find out why. The information and assessment coordinator will sample a few of the cases and report back on the reasons.</p>						
NI053i Percentage of infants being breastfed at 6-8 weeks (breastfeeding prevalence)	Quarterly	Red		30/09	46.93	60
<p>Remedial Action: The prevalence rate at 6-8 weeks is behind target at the end of Quarter 2 (latest data). Delivery of a number of Public Health projects should see improved rates in the final half of the year.</p>						
NI117 16-18 year olds who are not in education, employment or training (NEET)	Quarterly	Red		30/09	6.2	4.7
<p>Remedial Action: Latest data December 2012. Total cohort size 5855 years 12-14 adjusted NEET is 6.2% (303 young people) not known 10.1% (589) 3.5% (64) year 12 4.5% not known</p>						

Key Performance Indicators – Exceptions (Red and Amber - behind target)						
Theme & Measure	Frequency of reporting	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
<p>5.5% (95) year 13 6.4% not known 9.8% (144) year 14 19.2% not known December 2011 comparison 7.6% adjusted NEET years 12-14 (394) young people cohort 5853 Not Known 6.5% (378). The % of NEET has decreased from 6.8% in August 2012 to 6.2% in December 2012 and the % unknown have decreased from 15.8% to 10.1% which is good - However in December 2011 although NEET % was higher the % and number of not knows was significantly lower at 6.5% than in December 2012 10.1%. This is a new team and the team are working towards decreasing the not known. National guidance for RPA and CCIS data reporting requirements will be published in January. LAs have asked for support from the DFE for national data feeds from provider systems, JCP and UCAS to support tracking duties especially at age 18 and 19.</p>						
Promote self reliant local communities						
LI.CULT.004 Number of visits to local authority museums	Bigger is Better	Monthly	Amber	31/12	126,168	131,000
Remedial Action: User figures down on target: suggest profiling is incorrect, not taking into account Ledbury seasonal closure.						
LI.HNDE.001 Number of affordable homes delivered	Bigger is Better	Quarterly	Amber	31/12	34	35
Remedial Action: The number of affordable homes is just under target: profile suggests that target is achievable.						
LI.HOUS.001 Temporary accommodation	Smaller is Better	Monthly	Red	30/09	93	82
Remedial Action: There is an increase in the number of single people presenting and requiring assistance to due to the changes in benefits which is making it more difficult for them to secure accommodation. The team are working to minimise the use of temporary accommodation.						

Delivery Plan Project Exceptions

Projects – Exceptions (Green – ahead of schedule)		
Project	Latest Rating	Responsible Officer
Create a thriving economy		
CYP.PROJ.16 Implementation of new Integrated Support Service arrangements	Green	McMillan, Debbie
PAC.PROJ.01 Residents and businesses to access better broadband across Herefordshire	Green	Silver, Natalia
TRAN.PROJ.03 Deliver Road Safety Education and Training Programme (ETP)	Green	Burgess, Steve
Improve health care and social care		
HWS.PROJ.02 Public Health Transition	Green	Shassere, Elizabeth
Raise standards for children and young people		
CYP.PROJ.08 Development of Phase 2 of Looked After Children (LAC) Delivery Plan	Green	Clay, Stephanie
Promote self-reliant local communities		
SAFE.PROJ.13 Reduce re-offending through effective partnership working	Green	Bridges, Nina
TRAN.PROJ.03 Deliver Road Safety Education and Training Programme (ETP)	Green	Burgess, Steve
Create a resilient Herefordshire		
TRAN.PROJ.03 Deliver Road Safety Education and Training Programme (ETP)	Green	Burgess, Steve
Commission the right services		
LEGL.PROJ.05 Improve management of performance through the intelligent and proactive use of data	Green	Hermon, Erica

Projects – Exceptions (Red – behind schedule)			
Project	Latest Rating	Responsible Officer	Due Date
Create a thriving economy			
HWS.PROJ.05 Implementation of the Integrated Alcohol Harm Reduction Strategy 2012/13	Red	Merry, Alison	31/03/2013
<i>Remedial Action: Only 1 under age sales activity undertaken in December, and no further activities planned due to lockdown on mileage and issues in relation to working out-of-hours. Similarly, the responsible licensee monitoring programme has had to be stopped for the above reasons.</i>			
PSHG.PROJ.04 Adaptations	Red	Bradley-Lloyd, Denise	31/03/2013
<i>Remedial Action: Major adaptations redesign process under development for implementation in February. Currently DFG approvals 18% under profile, with OT referrals 21% under profile. The new system will significantly improve timescales and increase flow in the system, certainly for 80% of all major adaptations.</i>			
Improve health care and social care			
PSHG.PROJ.04 Adaptations	Red	Bradley-Lloyd, Denise	31/03/2013
<i>Remedial Action: Major adaptations redesign process under development for implementation in February. Currently DFG approvals 18% under profile, with OT referrals 21% under profile. The new system will significantly improve timescales and increase flow in the system, certainly for 80% of all major adaptations.</i>			
Raise standards for children and young people			
HWS.PROJ.05 Implementation of the Integrated Alcohol Harm Reduction Strategy 2012/13	Red	Merry, Alison	31/03/2013
<i>Remedial Action: Only 1 under age sales activity undertaken in December, and no further activities planned due to lockdown on mileage and issues in relation to working out-of-hours. Similarly, the responsible licensee monitoring programme has had to be stopped for the above reasons.</i>			
PSC.PROJ.01 Develop and agree & implement the plan for the vision and guiding principles	Red	Hough, Andy	31/03/2015
<i>Remedial Action: Lead manager for the project has left the organisation and an interim has now been appointed, who will now take the work forward. Revised timescale needs to be put in place.</i>			

PSC.PROJ.02 Develop and implement a strategic school policy and funding mechanism	Red	Baird, Chris	31/10/2012
<i>Remedial Action: The small schools policy has not been progressed to original timescales. The recent developments regarding Free Schools, and decisions by the secretary of state requires the LA to reflect on its policy and practice. This action will not be completed by March 2013 but will be started and carried forward into next financial year. The new national formula has imposed a funding mechanism on Herefordshire from April 2013.</i>			
Promote self-reliant local communities			
HOUS.PROJ.01 Promote access to the private rented sector	Red	Thomas, Jane	31/03/2013
<i>Remedial Action: Currently determining the offer to be promoted.</i>			
SAFE.PROJ.03 Produce and introduce the Community Safety Empowered Localities Toolkit	Red	Bridges, Nina	31/12/2012
<i>Remedial Action: Progressing, with some positive activities to illustrate best practise. For example: working with communities re: speeding, and MYLO - a diversionary activity and early positive intervention for young people. Community Safety Empowered Localities Toolkit expected to be produced in April 2013.</i>			
Create a resilient Herefordshire			
WAMA.PROJ.03 Reduce the tonnage of municipal waste landfilled	Red	Wood, Richard	31/03/2015
<i>Remedial Action: On 13 December 2012 Cabinet approved proposals to consider different options to finance the Hartlebury Energy from Waste plant. Approval for preliminary work to be undertaken to enable the planning permission for the facility was also given.</i>			
Commission the right services			
CFC.PROJ.06 Commissioning Strategy	Red	Powell, David	29/03/2013
<i>Remedial Action: The Commissioning and Commercial Strategy has been through Leadership Team and was scheduled to go to Cabinet in February - this has been delayed to 14 March as there are some additional requirements from the leadership team and a peer review is to be undertaken.</i>			
CSC.PROJ.04 Customer Organisation Project : CRM Integration	Red	Lind, Simon	31/05/2013
<i>Remedial Action: This activity covers integration of CRM to Back Office systems. Progress was delayed whilst assessing the Information Management considerations through late summer / early autumn, and constrained resources has hampered progress. The integrations required will be agreed as part of the new Making Every Contact Count delivery plan</i>			

LEGL.PROJ.04 Enable improved management of performance	Red	Hermon, Erica	01/04/2013
<i>Remedial Action: More relevant performance indicators need to be developed for each team in legal services, together with their use of P+.</i>			
LEGL.PROJ.06 Improve the Team's understanding of performance and gain ownership for improvements	Red	Hermon, Erica	31/03/2013
<i>Remedial Action: Team objectives will be set on the appointment of Group Solicitors.</i>			
LEGL.PROJ.08 Ensure processes and procedures remain relevant and efficient	Red	Hermon, Erica	31/03/2012
<i>Remedial Action: The Practice Manual is awaiting update by the Legal Practice Manager.</i>			
REST.PROJ.01 Resilience Group Work Programme	Red	Hermon, Erica	31/08/2012
<i>Remedial Action: A revised risk template has been developed in P+ but is yet to be presented and signed-off by the Resilience Group.</i>			

Projects – Exceptions (Blue – on schedule, but with current tasks that are Red)			
Project	Latest Rating	Responsible Officer	Due Date
Create a thriving economy			
EDEV.PROJ.01 Hereford Enterprise Zone	Blue	Webster, Nick	31/03/2015
<i>Remedial Action: Enterprise Zone commissions are progressing well; interest from potential entrants remains strong with the executive team handling 6 serious queries. Progressing new study work to determine land and servicing information on a plot by plot basis. A new Chair has been appointed and will have first Board meeting in December, as yet it is unclear what implications this appointment will have for the scheme delivery but the Chair will obviously have a view on operations. Cabinet papers for Budget and Governance arrangements have been considered by Leadership Team and are to be viewed at Leaders Briefing in December with a view to being taken to the January Cabinet meeting for approval.</i>			
SPRG.PROJ.01 Local Development Framework	Blue	Nicholson, Dave	28/02/2013
<i>Remedial Action: Progress continuing on producing a draft Core Strategy. Work in resolving water quality issues of River Wye SAC and associated work on Sustainability Work and Habitats Regulations Assessment means that February 2013 is now the target date for putting the draft plan before Cabinet.</i>			
Raise standards for children and young people			
CYP.PROJ.13 Community Budgets: Families that need extra help	Blue	McMillan, Debbie	31/03/2013
<i>Remedial Action: ISS been delivering interventions since Sept. Too early to publish evaluation as typical intervention is for 12 weeks.</i>			

Projects – Exceptions (Blue – on schedule, but with current tasks that are Red)			
CYP.PROJ.14	Edge of Care Service	Blue	O'Mahony, Kathy 31/03/2013
<i>Remedial Action: Formal evaluation of the effectiveness of the service behind schedule.</i>			
PSC.PROJ.03	Implement the child poverty strategy	Blue	Granthier, Philippa 31/03/2013
<i>Remedial Action: The child poverty strategy includes many elements that are already being delivered by partners. A revised needs assessment for 2012 has been reviewed by the Child Poverty Steering Group with the conclusion that no amendments needed to be made to the strategy itself. However, the group has not yet completed the task of considering any specific actions that need to be taken in 13/14 - hence why this RAG rating has turned to red. The Group will be looking at this in the first part of 2013 with any recommendations made to the Children and Young People's Partnership Forum.</i>			
Promote self-reliant local communities			
HNDE.PROJ.01	Communities have a range of housing options which meet their local needs	Blue	Thomas, Jane 31/03/2013
<i>Remedial Action: Work continues to promote a range and mix through major development schemes and more localised. The ability to deliver SPD affordable housing jointly with planning services is delayed awaiting the outcome of the LDF.</i>			
HNDE.PROJ.02	Have a thorough understanding of current and future housing need and requirements	Blue	Thomas, Jane 31/03/2013
<i>Remedial Action: LHMA draft received and pending further information from the viability assessment being undertaken by planners. The service is engaging with People's Services on the development of needs based housing plans for specific client groups, essential to developing appropriate housing solutions. Needs assessment approaches generally are being reviewed in partnership with Policy and Performance to deliver intelligence within the context of reduced resources.</i>			
SPRG.PROJ.01	Local Development Framework	Blue	Nicholson, Dave 28/02/2013
<i>Remedial Action: Progress continuing on producing a draft Core Strategy. Work in resolving water quality issues of River Wye SAC and associated work on Sustainability Work and Habitats Regulations Assessment means that February 2013 is now the target date for putting the draft plan before Cabinet.</i>			
Commission the right services			
EHRP.PROJ.01	Development of Herefordshire Partnership Plan	Blue	Trachonitis, Carol 31/03/2013
<i>Remedial Action: Behind schedule in developing Communication Strategy with HPEG, linking the strategy with locality and corporate. Still awaiting locality communications strategy.</i>			
LEGL.PROJ.02	Improve staff morale	Blue	Hermon, Erica 31/01/2013
<i>Remedial Action: Team priorities will be defined on completion of recruitment to legal restructure and engagement with client departments on their future capability and capacity requirements of legal services.</i>			
LEGL.PROJ.09	Customer/client relationships are fostered and improved	Blue	Hermon, Erica 31/03/2013

Projects – Exceptions (Blue – on schedule, but with current tasks that are Red)		
<i>Remedial Action: New legal services recommendations awaited from updated KPMG report.</i>		
PPP.PROJ.09 IM&T Programme	Blue	Lewis, Jenny
<i>Remedial Action: Project manager required to complete outstanding work for switchboard. Issues with the current release of the updated/upgraded GIS.</i>		

Projects to be removed from the Corporate Plan:

Project	Reason for removal
Create a thriving economy	
REGP.PROJ.16 Realisation of Higher Education (HE) Gateway Project	A decision by the Royal National College not to use the Blackfriars site means that this project is no longer being delivered
Improve health care and social care	
DCS.PROJ.02 Clinical Commissioning Group Commissioning Support Arrangements	No SLAs agreed.
Commission the right services	
EHRP.PROJ.02 Community Resources Project	Due to the withdrawal of funding this project has been stopped
CSC.PROJ.07 Digital Channels Project	Although many of the actions in the delivery plans for these projects have been completed, it is no longer intended that they be delivered
CSC.PROJ.08 Personalisation & Choice Project	due to refreshed priorities within Customer Services and Communications. Current priorities show a shift towards a greater emphasis on answering more customer enquiries first time, a channel shift, further co-location of staff, a review of opening hours and making every contact count. These will be reflected in the projects that are included in the 2013-14 delivery plans.
CSC.PROJ.09 Reputation Management & Communications Strategy	Some tasks in these projects will remain, and will be subsumed within other projects, such as the monitoring of Digital Channels through the IM&T Programme. The Making Every Contact County delivery plan will incorporate the new proposed tasks.

Customer Services – Key Performance Indicators							
	Frequency of reporting	Performance (Year to Date)	Do T since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)	
LI.COP.002 Website take up service % failure rate	Monthly (3 month lag)	Green	?	Jun-12	0	19	
LI.CUS.011a Call Centre Abandonment %	Monthly	Red	↓	Dec-12	15.7	4	
<i>Remedial Action: Performance is broadly consistent with last year, although call volumes are up by 31%. Abandonment rates are up due to surges in calls in relation to the severe weather and flooding.</i>							
LI.CUS.012 Avoidable Contact (%)	Monthly	Blue	↓	Sep-12	17	17	
LI.PCIU.001 % satisfaction with complaint handling	Monthly	Blue	↑	Dec-12	100	95	
LI.PCIU.002 % of complaints received that are referred to the ombudsman (LA)	Monthly	Green	↔	Dec-12	0	3	
LI.PCIU.004 % of complaints that are referred to the ombudsman that are upheld (LA)	Monthly	Green	↑	Dec-12	0	3	
LI.CUS.009 % of issues resolved at first contact (ytd)	Monthly	Red	↓	Sep-12	54	68	
<i>Remedial Action: Customer Services reporting tools are near completion. A significant area of reporting will measure rejected service tickets by agent. This will provide a framework for coaching and training staff in area where errors are made, which should improve first time service resolution.</i>							

Breakdown of Customer Insight Unit cases

Type	November 2012	In SLA *	YTD	In SLA *
Access to Health Record	0	NaN	1	100 %
Comment	1	100 %	14	79 %
Complaint	16	88 %	67	78 %
Compliment	12	100 %	83	54 %
Concern	6	83 %	25	80 %
Enquiry	9	67 %	38	71 %
Environmental Information Regulations	1	100 %	4	100 %
Freedom of Information	30	97 %	152	84 %
Ombudsman	0	NaN	1	0 %
Service Request	0	NaN	4	75 %
Total	75	91 %	389	75 %

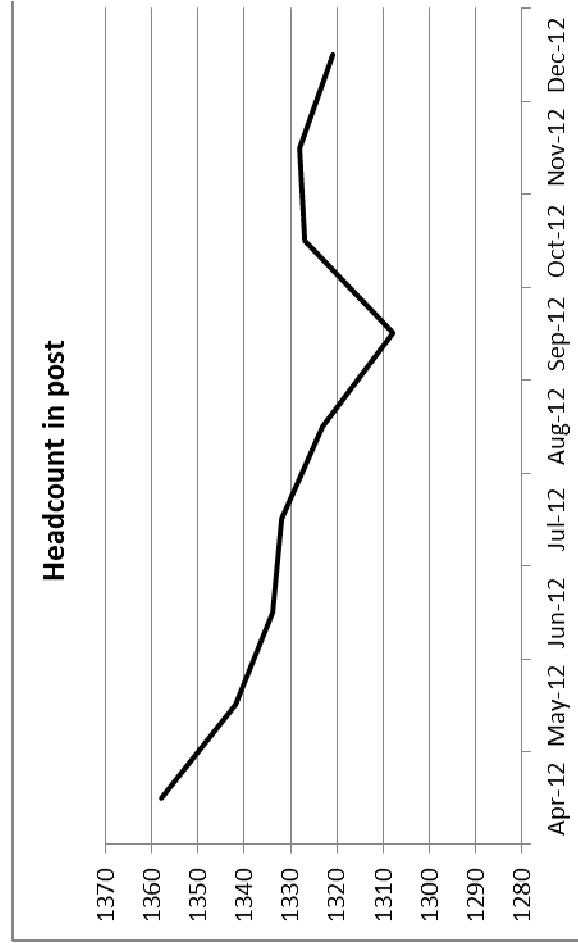
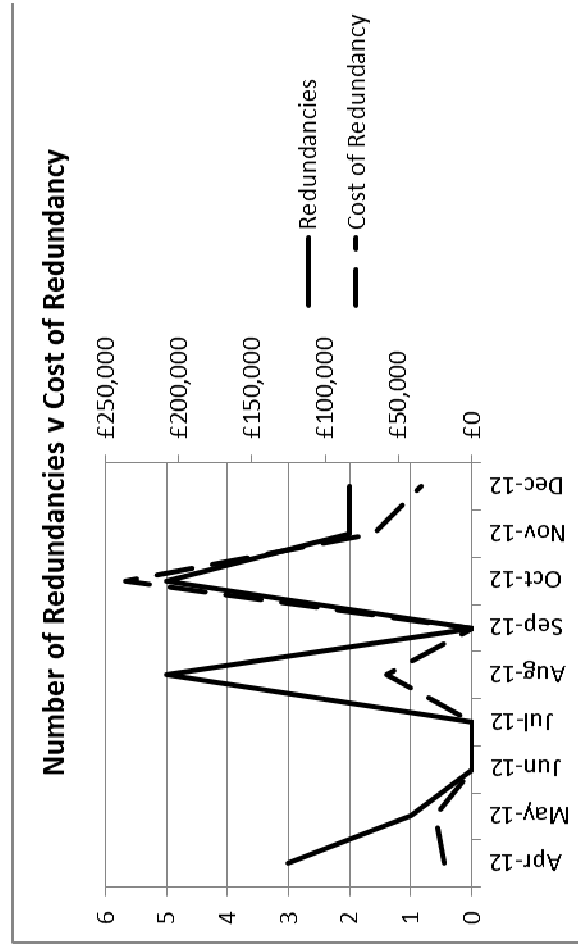
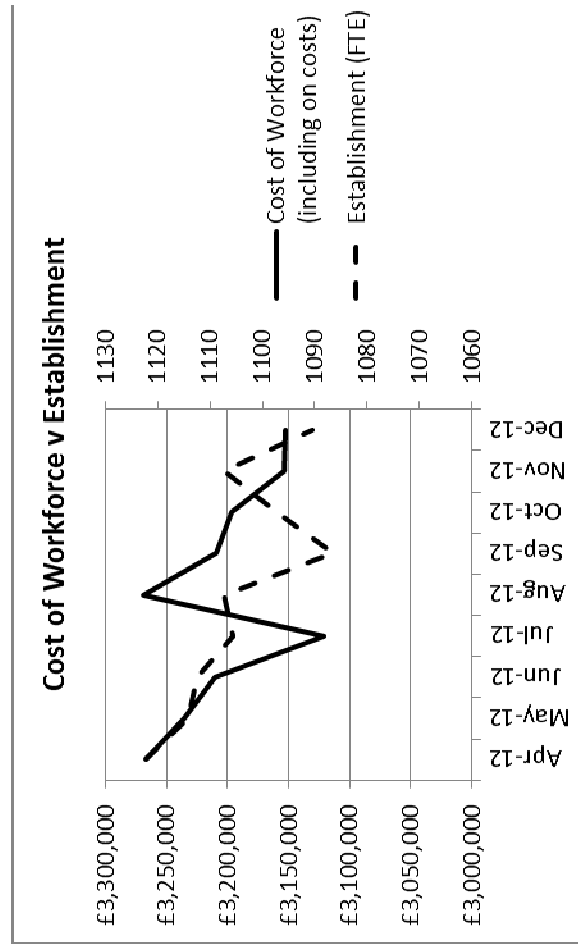
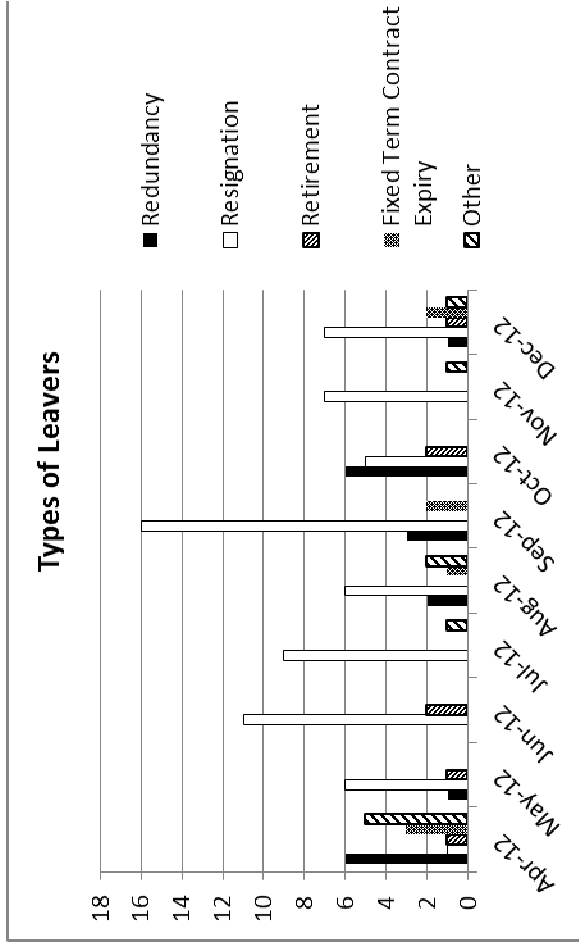
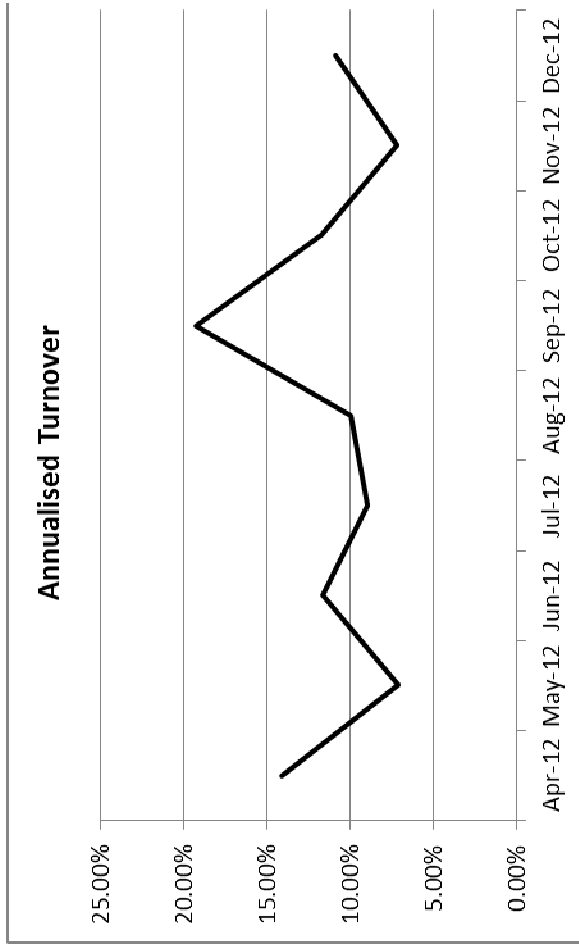
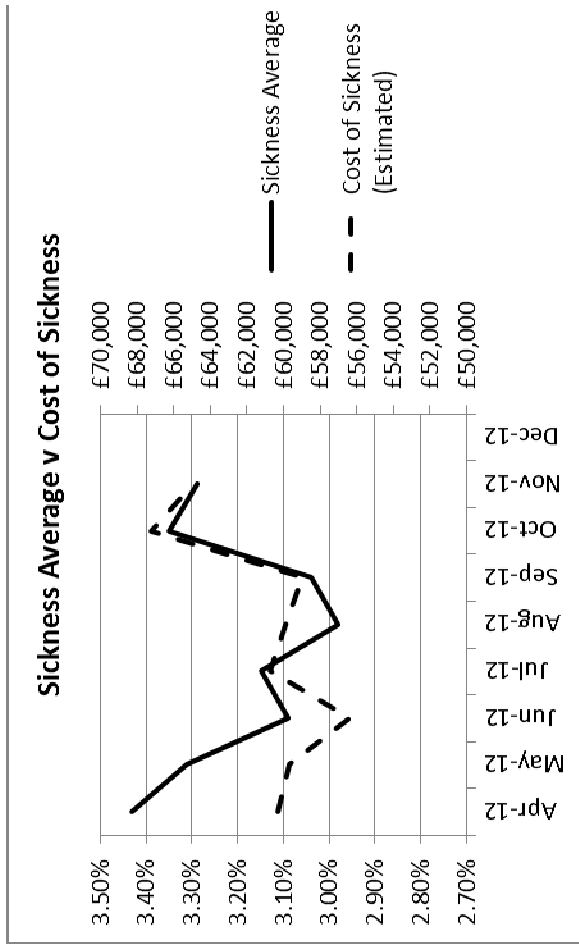
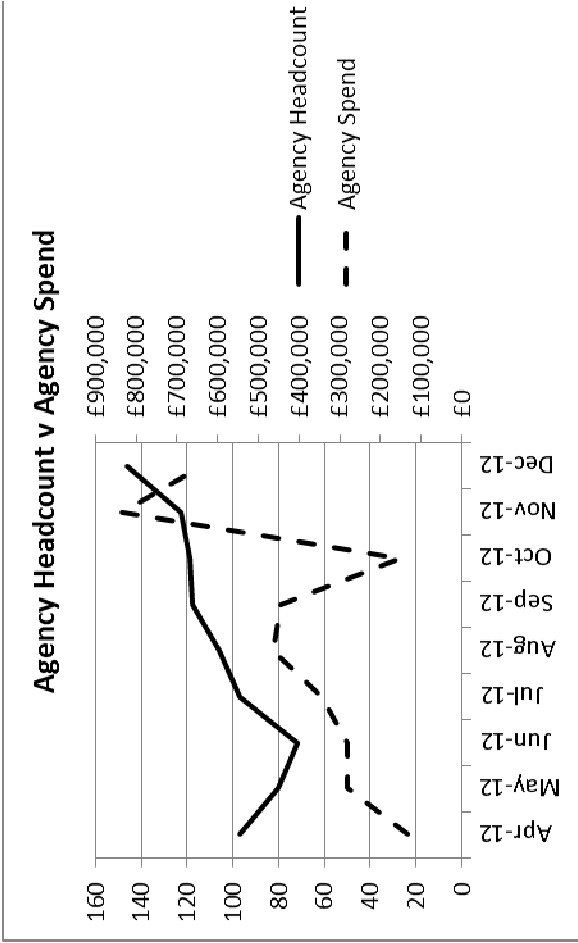
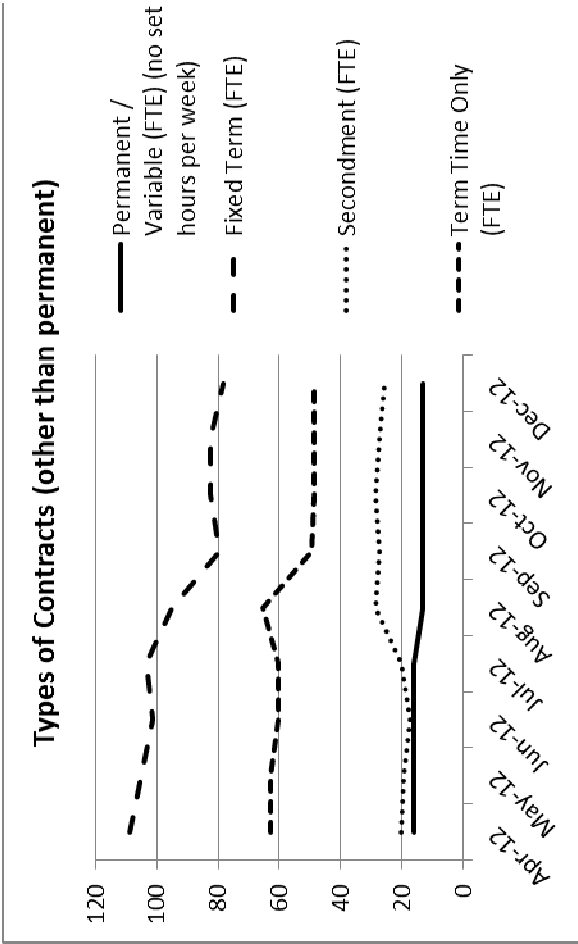
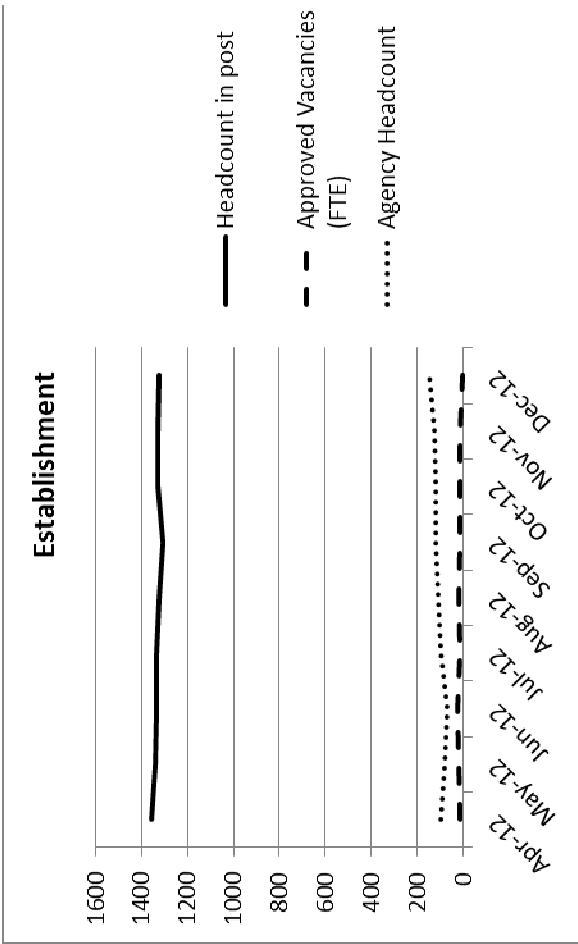
* % of Investigations where the Case Closed Date is before the Case Due Date, or the Case Due Date has not yet passed. See column headed "Within SLA?" below.

Workforce Report

Data Type		Comment
Headcount/Full Time Equivalent (FTE) Establishment FTE Headcount Full Time Equivalent (FTE) Agency headcount	Data variance from Apr 2012 to Dec 2012 1,122.31 to 1,090 (-31.83) 1,358 to 1,321 (-37) 1,107.3 to 1,085.4 (-21.83) 97 to 146 (+49)	<p>The establishment FTE position continues to reduce, whilst there is a noticeable increase in agency workers. The gap between establishment FTE and actual FTE is 10FTE and would account for some of the temporary resourcing requirements.</p> <p>There will continue to be a shift between permanent and agency workers to enable the priorities identified in the Corporate Plan to be delivered, as it is important to have the flexibility in the resourcing model to ensure that we make best use of our resources at all times. Directors regularly review the business requirement for agency staff in each area.</p> <p>Agency worker split across directorates as follows: 55 Corporate Services, 75 People's directorate and 16 in Places & Communities.</p> <p>Within People's Services there are 35 agency staff that have been employed to assist in the delivery of the children's improvement plan; these include 31 additional temporary roles and 4 replacements. The majority of the agency staff are covering permanent posts for reasons of absence or vacancy; only some are additional to establishment.</p>
Costs Workforce Cost Agency Spend	April to Dec = £28.8mil Monthly average = £3.2mil April to Dec = £3.5mil Monthly average = £397K	<p>Workforce costs include basic salary, national insurance, superannuation and other workforce costs e.g. overtime and allowances.</p> <p>The monthly agency average cost has increased from £324K as at September. November and December agency costs were in excess of £400K (£482K in Nov and £418K in Dec).</p>

TOTAL COST	Apr to Dec = £32.3mil Monthly average = £3.6mil	The total monthly average across workforce and agency costs increased slightly from £3.5mil (Apr-Sep) to £3.6mil (Apr-Dec).
Turnover Annualised Turnover (No. of leavers in month divided by No. of people employed in month, x 12)	April to December 2012 14.1% (Apr) 11.6% (Jun) 19.2% (Sep) 10.9% (Dec)	The average annualised turnover from April to December is 10.9% During this period, a total of 112 people have left the organisation. The main reasons recorded for people leaving were resignations (61%) and redundancy (17%) There was also a noticeable drop in numbers of term-time and fixed term contracts (reduction of 30 FTC since April) in September.
Sickness Absence Sickness absence % Cost of sickness absence (in financial terms)	April – November 2012 Average rate across this period is 3.2% Approx. £60,000 per month 2,317 days lost to absence in Sep, Oct and Nov.	The main reasons for absence are: Stress & Anxiety (23.4% of absence days – reduction from 27% last quarter) and Surgery (14%). 46% of absence days lost are in the People's directorate; 21% Corporate Services; and 32% Places and Communities We have started work on an employee health & wellbeing plan that will consider appropriate interventions that we can make available to our employees as support and prevention. Absence reporting by individual is now available for each Directorate.
Employee Profile Full-time / Part-time Gender Age profile	Data as at Sept 2012 60% FT / 40% PT Male - 31.5% Female - 68.5% 11.5% under 30 years 22% aged 31–40 years 29% aged 40–50 years 30% aged 50–60 years 8.5% aged 60+ years	The 40% part-time ratio is closely relative across all 3 directorates. The gender split is higher than average in the People's directorate with 77% of the workforce female. Corporate Services has 68% female and Places & Communities is 57.5% female. Interesting to note that 66% of our workforce is over 40. This potentially reflects a wealth of skills and experience that we have employed within the Council that is of great value. An opportunity to

Disability	3% (40 employees)	<p>support our aspiration to grow our economy, retain skills and balance our age profile in Herefordshire could be to explore creative ways to attract the under 30 years talent to Herefordshire that would bring a different dynamic to our organisation and others in Herefordshire.</p> <p>We have 40 employees who are identified as disabled in Agresso. Agresso self-service has launched across the council which gives employees the opportunity to update their personal details including their ethnicity, disability status, religion, etc. There is further work to increase the completion rates to gain a more meaningful data set.</p>
Less than 1 year service	7.95% (105 employees) of the council workforce.	<p>The majority (61 employees) of these are in the People's Directorate which equates to 10.4% of People's workforce. Corporate Services has 13 employees (4.45%) and Places & Communities has 31 employees (7.1%) with less than 1 year service.</p>



Finance Report

Finance Key Performance Indicators					
Measure	DoT since last period (end of September)	Performance (period)	Budget	Projected (over) or under spend	Date
Forecast outturn against budget:			£'000	£'000	
Deputy Chief Executive and Corporate Services		Blue	21,545	1,013	
People's Services		Amber	72,406	(6,288)	
Places and Communities		Amber	36,487	663	
Borrowing		Blue	16,072	450	
Investments			(352)	(90)	
Other central		Blue	(2,799)	509	
Overall		Amber	143,359	(3,743)	

