

MEETING:	CABINET
DATE:	16 SEPTEMBER 2010
TITLE OF REPORT:	INTEGRATED CORPORATE PERFORMANCE REPORT - QUARTER 1 2010-11
PORTFOLIO AREA:	CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To provide Cabinet with an overview of performance against the Joint Corporate Plan 2010-13 for the first quarter of 2010-11 using content from Performance Plus (P+), the electronic performance management system being used by Herefordshire Public Services.

Key Decision

This is not a Key Decision.

Recommendations

THAT Cabinet

- a. **considers performance to the end of June 2010 and the measures being taken to address areas of under-performance, noting that a more comprehensive report will be presented in October; and**
- b. **considers the recommendations of Overview and Scrutiny Committee to review the indicators in the Local Area Agreement, and take the opportunity to review the indicators and projects that are in the Joint Corporate Plan 2010-13, using the forthcoming review of the Joint Corporate Plan 2010-13 to do this.**

Key Points Summary

- This report is a transitional one moving from reporting performance against the Annual Operating Statement to managing performance against the Joint Corporate Plan. Thus both the format of the report and the measures of performance being used differ from previous reports to Cabinet. In addition, the move away from centrally imposed national indicators will allow more local freedom to set measures and targets that are important to Herefordshire.

During the months ahead the format and process will be refined. The views of Cabinet members, individually or collectively, are a crucial part of this development process and will be very welcome.

- A large number of indicators are reported annually, so in-year judgements can only currently be made on a selection of indicators. Of those where data is available, the majority are on track to achieve target (24 on or ahead of target; 13 behind target).
- The majority of projects are being delivered to schedule (90 on or ahead of schedule; 8 behind schedule).
- PerformancePlus (P+) is a new system for the organisation, and is yet to be fully implemented. Population of the system with additional historical data in the coming period will ensure that an even fuller presentation of performance is available for the next performance report. It is intended that future reports are based on current information to a schedule agreed by Cabinet rather than rigid quarterly reporting. The Joint Management Team monitors performance on a regular basis and Cabinet Members are updated by Directors on key issues as appropriate

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 2010-13, 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 quarterly report, focusing on progress towards achievement of the seven themes (39 outcomes) in the Joint Corporate Plan 2010-13. Progress is measured through the management and monitoring of selected performance indicators and projects, using our performance management system, 'PerformancePlus' (P+). The appendices to this report include:
 - Appendix 1 a key to what the symbols used in P+ represent, and a list of outcomes;
 - Appendix 2a exception report for those indicators and projects that are ahead of target; and
 - Appendix 2b exception report for those indicators and projects that are behind target.
4. The more detailed financial context for this report is set out in the budget monitoring report elsewhere on your agenda. The key financial headlines are included in the commentary in the scorecard below.

Key Considerations

5. Based on a balanced scorecard approach, the following six elements have been identified to provide an overview of the key issues in enabling the Council and NHS Herefordshire to achieve the desired outcomes of the Joint Corporate Plan. These elements are monitored bi-monthly by the Joint Management Team

Performance at the end of June (Q1 2010-11)
<p>At this period of the year there are few indicators for which in-year performance data is available. Where current data is available, improved performance is being achieved, in particular, within the theme of Children and Young People, where all but one indicator is achieving or ahead of target.</p> <p>The positive trend of reducing accidents on our roads has continued during the first six months of this year, and current performance shows that we are on course to achieve our stretching LAA target.</p> <p>Performance in the area of supporting the economy is mixed; the Council is demonstrating support locally by prompt payment of invoices and identification of changes to customers housing and council tax benefits, although the processing of those changes is behind target.</p> <p>Achieving high levels of customer and citizen satisfaction is one of our 39 key outcomes; current performance shows a reduced level of satisfaction of people making a request for service through Info, and a continued high level of customer contact that could be avoidable. These issues will be addressed in future months through the implementation and delivery of a number of key projects as part of the Transformation Programme.</p>
Projects at the end of June (Q1 2010-11)
<p>The majority of projects are being delivered according to schedule. However, within the theme of Economic Development and Enterprise, there are three projects, including the Edgar Street Grid, that are behind schedule, awaiting decisions on future funding arrangements.</p> <p>The national Place Survey (known locally as the Herefordshire Quality of Life Survey), from which many of the indicators concerned with community perceptions have been provided, has been scrapped. Given the importance of some of the information this provided, consideration is being given to a more relevant, cost effective survey tailored to local needs.</p>
Finance at the end of June (Q1 2010-11)
<p>At the end of June the Council's overall Revenue Budget position for 2010-11 showed a projected overspend. In order to address the forecast position, the relevant directorates are required to deliver robust recovery plans, which are monitored by JMT. Treasury management to reduce the cost of loans may mitigate the overall position to a limited extent but the recovery actions by individual directorates must succeed to balance the overall Revenue Budget.</p> <p>The most significant overspend relates to Integrated Commissioning, in part carried forward from 2009-10 but also because activity levels continue to increase. The underlying reasons for this are being addressed as part of the current budget review process</p> <p>A more detailed report for the end of July is a separate item on this Cabinet Agenda.</p>

Customers at the end of June (Q1 2010-11)

The customer insight unit has now been substantively established. This innovation has been cost-neutral. To date, it would appear that there have been no complaints received by Herefordshire council since January 4th 2010 which have been escalated to the Local Government Ombudsman.

Work is underway to review any opportunities to improve service delivery, in accordance to the principles of the Organisational Design principles and within the framework of the Customer Focus workstream of the Herefordshire Transformation programme. This will lead to proposals for improvements to a range of customer-facing services.

A new basket of indicators which reflect the Customer Agenda have been developed and agreed. These are all regularly discussed between customer services officers and their service area counterparts as part of the regular liaison meeting framework which has been established since April 2010.

Employees at the end of June (Q1 2010-11)

Staffing levels within the Council and NHS Herefordshire remain constant. Sickness rates are similar to last year, and are either close to or achieving target.

Future service planning and recruitment and retention initiatives are being developed to address the long-term continuity issue of 25% of Council staff and 30% of NHS Herefordshire staff being over 50.

Risks at the end of June (Q1 2010-11)

Effective risk management is demonstrated by maintaining up-to-date, clear and accessible risk registers that are used to help manage risks and to construct an overall assurance framework.

The current process for updating and recording risk registers relies on directors and heads of service ensuring that there is a process in place for physically reviewing and updating risk registers. In addition escalating risks so that they are managed at the appropriate level is also necessary, but requires a sound adherence to the process.

The Deputy Chief Executive has commissioned a review in order to highlight gaps in our approach and make recommendations for improvements.

One of the recommendations is that we should accelerate the use of Performance Plus for risk reporting, which will assist Directors and Heads of Service in this endeavour.

The current Corporate Risk Register contains eight risks all of which require the appropriate director to review and update.

6. At its meeting on 17 June 2010, Cabinet asked that the Overview and Scrutiny Committee (OSC) consider and make recommendations on the Local Area Agreement (LAA) targets and priorities. OSC considered the LAA at its meeting on 2 July, and recommended in principle that the LAA targets be retained. However, OSC also recommended that Cabinet consider whether any of the targets could sensibly be amalgamated or joined up to those used by the PCT and only keep those that can realistically be achieved. The LAA indicators are currently included within the Joint Corporate Plan 2010-13. Cabinet may wish to take the opportunity to review the selection of indicators and projects during the forthcoming review of the Joint Corporate Plan 2010-13.

Community Impact

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

Financial Implications

8. None.

Legal Implications

9. None.

Risk Management

10. By highlighting progress against the Council's 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

11. None.

Appendices

- Appendix 1 - Key to symbols and list of Joint Corporate Plan themes and outcomes
- Appendix 2a - Exception report (Green indicators and projects)
- Appendix 2b - Exception report (Red and Amber indicators and projects)

Background Papers

12. None.