

<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>25 NOVEMBER 2010</b>
<b>TITLE OF REPORT:</b>	<b>INTEGRATED CORPORATE PERFORMANCE REPORT – QUARTER 2 2010-11</b>
<b>PORTFOLIO AREA:</b>	<b>CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES</b>

**CLASSIFICATION:** Open

### **Wards Affected**

County-wide

### **Purpose**

To provide Cabinet with an overview of performance in the first half of the year against the Joint Corporate Plan 2010-13.

### **Key Decision**

This is not a Key Decision.

### **Recommendations**

**THAT Cabinet considers performance to the end of September 2010 and the measures being taken to address areas of under-performance**

### **Key Points Summary**

- Those indicators where data is only reported annually are not included in these reports until the appropriate time. In-year judgements in this report are made on the basis of those indicators where data is available. Of the 63 indicators where data is available, 37 are on track to achieve target, although the number currently behind or failing to achieve target has risen to 26 (13 at Quarter 1).
- The majority of key projects are being delivered to schedule (91 of 96 projects), although five are currently behind schedule (8 at the end of Quarter 1).
- The overall revenue budget position for the Council shows a projected £2.4m overspend.

### **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 regular 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;
- Appendix 2b exception report for those indicators and projects that are behind target; and

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 (A - F) have been identified to provide an overview of the key issues that enable the Council and its partners to achieve the desired outcomes of the Joint Corporate Plan. These elements are monitored bi-monthly by the Joint Management Team (JMT).

### **A - Performance at the end of September**

6. The nature of the indicators selected for the Joint Corporate Plan means that not all have data reported on a regular basis. In particular some information is reported annually. These are only reported at the appropriate time in the year. At this time Cabinet Members can assure themselves that appropriate in year actions are being taken to maintain good performance or improve it where necessary.

Data is available for more indicators for this report than for the previous report. Of the 63 indicators for which 2010-11 performance data is available now, 15 (12 at Quarter 1) are currently performing better than target (Appendix 2a), and 26 (13 at Quarter 1) have failed to achieve or are behind target (Appendix 2b). The rest are on target.

7. 10 of the indicators that are behind or failed to achieve target are within the outcome of 'Children and Young People achieve standards'. Many are annual indicators.

Although many of the examination results are still provisional, they show a mixed picture. Results are disappointing in the Early Years Foundation Stage and whilst Key Stage 1

and 2 results show some improvement, these are not yet at the rate of national improvement. A number of strategies are being implemented to improve future results and reduce the risk in this priority area. The focus is on improving the quality of governance to ensure that leaders in schools are challenged and supported to drive improvements in standards.

Initial assessments for children's social care are also currently behind target, following identification of a number of premature closures of cases during the recent inspections which have been re-examined. To reduce the risk in this priority area; a review team and action plan were immediately established, and the forecast for the remainder of the year is one of improved performance.

The percentage of children becoming subject to a Child Protection Plan for a second or subsequent time is ahead of target and continues to improve on last year.

8. There are examples of good performance within the theme of Healthier Communities and Older People and also areas that require continued attention. The assessment of new social care clients within the agreed four week period is currently marginally behind target which would be a risk if it were to continue and grow. In contrast the number of adults supported to live independently through social services is ahead of target.
9. The positive trend of reducing accidents on our roads has continued during the first nine months of this year, and current performance shows that the stretch target is likely to be achieved. The percentages of major and minor planning applications processed within best practice times are also ahead of target.
10. The deficit between the number of affordable homes delivered and the target reported in September remains. There is a probability that the target may not be achieved, not least as a consequence of the recession. Measures have been taken to increase delivery in the remainder of the year, and regular monitoring is taking place. However consideration will be given to adopting a more realistic target for the rest of the year.

In contrast, the number of households living in temporary accommodation is better than target, and also better than the same period last year.

11. Performance in supporting the local economy is not yet consistent. While the Council is paying invoices promptly and identifying changes to customers housing and council tax benefits quickly; the processing of these changes is currently behind target.

#### **B - Projects at the end of September**

12. The majority of projects are being delivered according to schedule. Withdrawal of external funding has impacted on a number of the projects that are currently behind schedule (Appendix 2b). For instance; progress with Hereford Futures Scheme continues, although parts of the project, such as the link road, will be progressed as funding becomes available.

#### **C - Finance at the end of September**

13. A more detailed report is a separate item on this Cabinet Agenda.
14. In summary however; at the end of September the Council's overall revenue budget position for 2010/11 shows a projected £2.4m overspend. This is approximately 1.7% of the Council's £143m million revenue budget (excluding Dedicated Schools Grant funding).
15. The key areas of concern are Integrated Commissioning Directorate, with a projected £3.8m overspend and the Children and Young People's Directorate, with a £1.0m projected

overspend. Both directorates have produced recovery plans. The delivery of the recovery plan is essential to mitigate the effect of the overspending rolling into in 2011/12. This is more pressing than at any previous time given initial analysis of the Comprehensive Spending Review and its impact on future years funding.

#### **D - Customers at the end of September**

16. Achieving high levels of customer and citizen satisfaction is a key outcome in the Joint Corporate Plan. Currently there is a reduced level of satisfaction of people making a request for service through Info by Phone and a continued high level of customer contact that could be avoidable. However this national indicator (NI14 avoidable contact) continues to travel in a positive direction, albeit less quickly than anticipated. Initial actions to improve the position are being concentrated in the higher volume contact areas. This will take some time to work through into positive performance. For example, the project which developed electronic applications for various licences is undoubtedly making a small difference to performance in this area. This will increase as take-up of the electronic service increases.
17. There are a number of customer related projects in the Rising to the Challenge transformation programme. These are:  
Customer Experience: A positive, but weak direction of travel has been seen in most of the indicators since the last report. Of particular note is the work that has started in relation to reputation management. A working group made from representatives from across Herefordshire Council has now been established to develop a strategy. Broader representation from HPS is also being sought. A preliminary report has already been made to JMT.

The Service Level Agreement (SLA) between Customer Services and service areas will be reviewed. It is imperative that front and back office staff own the customer experience satisfaction measures jointly and therefore jointly own the actions required to improve performance.

The reporting system for complaints and compliments is currently being improved. Highways and transportation appear to see the highest number of complaints and this issue will be discussed at the next SLA meeting in November.

18. Service Failure: Overall there are significant improvements year on year in the performance of Info by 'Phone. The current performance of just under 11% abandoned calls is a marked improvement on the underlying performance of approximately 30%. There is still room for improvement.
19. Service Transformation: Funding for the Customer Organisation project has now been acquired. It has therefore been possible to anticipate some (small) positive progress in relation to these measures. The project is in its very early stages whereby quick wins are being identified with the intention of making a positive impact on performance in this area before the end of March 2011.

#### **E - Employees at the end of September**

20. Sickness levels with the Council are better than target. A new vacancy management process has been implemented, and the number of posts advertised has reduced in the Council. Turnover rates within the Council remain lower than target.

#### **F - Risks at the end of September**

21. Key risks are described in the performance section on the previous page.

In order to make the reporting of risk more transparent and provide detailed assurance to Cabinet; a Partnership Assurance Framework (PAF) is being developed containing high level partnership risks both internal and external for review by Herefordshire Partnership Steering Group, PCT Board, Cabinet and JMT.

The PAF is the key document which will be used in future to identify risks against the Joint Corporate Plan; it maps out the key controls in place to manage them, gaps in controls, and describes sufficiently the assurances.

The PAF will ensure that:

- High level partnership risks are reviewed on a timely basis at the appropriate level;
- Partnership working arrangements are further embedded;
- Corporate governance arrangements are enhanced; and
- Our public engagement is demonstrated by having the PAF discussed at public meetings.

## **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.

## **Financial Implications**

23. None.

## **Legal Implications**

24. None.

## **Risk Management**

25. 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**

26. None identified.

## **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**

27. None identified.