

MEETING:	CABINET
DATE:	17 FEBRUARY 2011
TITLE OF REPORT:	INTEGRATED CORPORATE PERFORMANCE REPORT – QUARTER 3 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 nine months of 2010-11.

Key Decision

This is not a Key Decision.

Recommendations

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

Key Points Summary

- A large number of indicators are only reported annually but at different times, so in-year judgements can only currently be made on a selection of relevant indicators. Of the 77 indicators where data is available this quarter, 52 are on track to achieve target, although the number currently behind or failing to achieve target has risen slightly to 25 (24 at Quarter 2).
- The majority of key projects are being delivered to schedule (85 of 96 projects), although 11 are currently behind schedule (5 at the end of Quarter 2).
- The overall revenue budget position for 2010-11 for the council shows a projected £2.2m overspend. This is approximately 1.5% of the council's £143m revenue budget (excluding Dedicated Schools Grant funding).

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

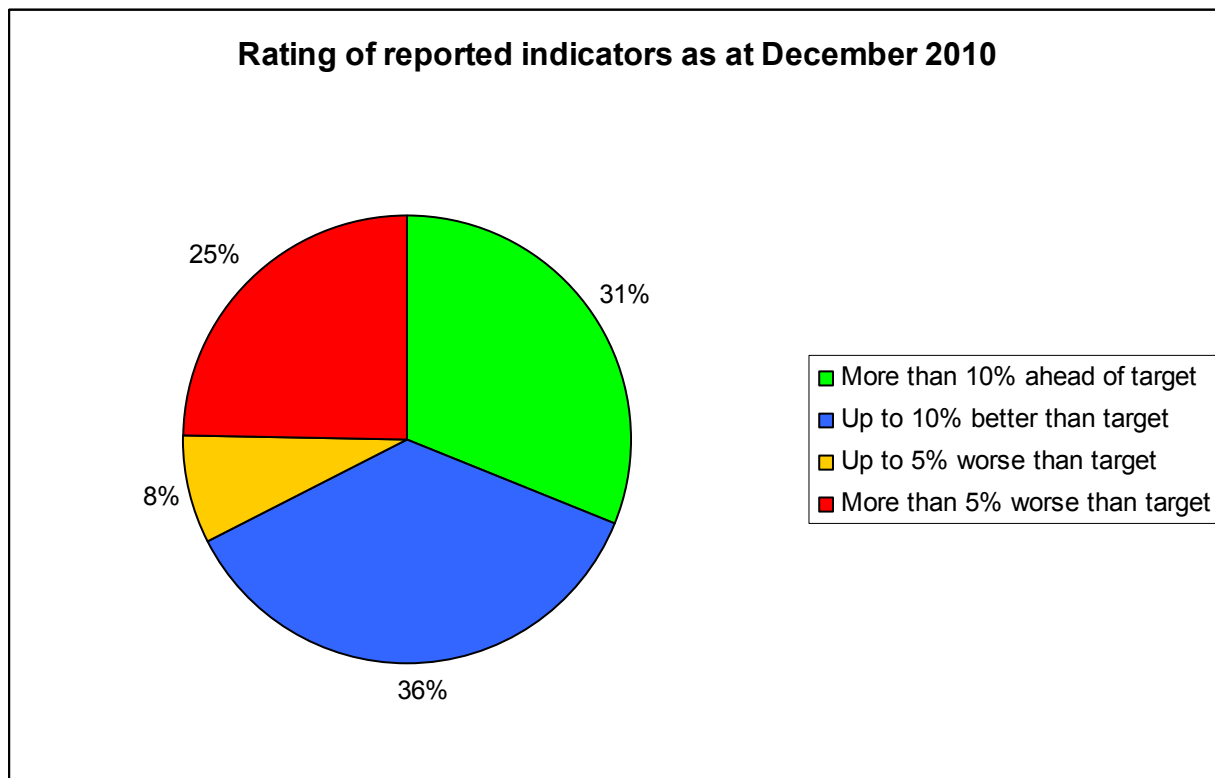
5. Based on a balanced scorecard approach, the following six elements (A-F) have been identified to provide an overview of the key issues that enable the Council to achieve the desired outcomes of the Joint Corporate Plan. These elements are monitored bi-monthly by the Joint Management Team (JMT).

A – Performance at the end of December

6. The nature of the indicators selected for the Joint Corporate Plan means that not all have data reported at the same time / frequency. In particular, some indicators are reported annually. These are only reported at the appropriate time in the year. At that time JMT can assure themselves that appropriate in year actions are being taken to maintain good performance or improve it where necessary.

Because of the reporting of indicators at different times / frequency, data is available for more indicators for this report than for the previous report. Of the 77 indicators for which 2010-11 performance data is available now, 24 (15 at Quarter 2) are currently performing significantly better than target (Appendix 2a), and 25 (24 at Quarter 2) have failed to achieve or are behind target (Appendix 2b). The rest are on target. Annually reported indicators that were presented

in the previous report (such as the examination results) have been removed from the appendices of this report, but have been accounted for in the count of Red, Amber, Blue and Green indicators below.



7. *Economic Development and Enterprise*: processing of planning applications remains on track to achieve their targets; but, latest figures for the % of the working age population claiming out of works benefits is marginally behind target.
8. *Healthier Communities and Older People*: there are examples of good performance and also areas that require continued attention. The number of adults supported to live independently through social services is ahead of target and continues to improve. In contrast, the assessment of new social care clients within the agreed four week period remains marginally behind target which would be a risk if this under performance continued or grew; as reported on page 16 in *Appendix 2b*, improved operational performance reports will allow managers to target areas for future improvement.
9. *Children and Young People*: the previous performance report highlighted the disappointing examination results in the Early Years Foundation Stage and Key Stage 1 and 2. Additional indicators have been reported this quarter; notably the results for looked after children. Results for looked after children achieving Level 4 in English, and similarly in Maths, have both exceeded target, showing an improvement on the previous year; although achievement of 5 A*-C GCSEs (or equivalent) at KS4 (with English and Maths) has not met target. As reported last quarter, a number of strategies are being implemented to improve results and reduce the risk in this priority area.

Initial assessments for children's social care remain behind target, although performance has improved slightly in the last couple of months. As reported in *Appendix 2b* on page 17, a new

model of working has been introduced in the team and an upward trajectory of improvement is forecast to the end of the year.

The provisional performance for the % of 16-18 year olds not in education, employment or training (NEET) shows a worse picture than in the previous year, due in part to the current economic climate. The embedding of Connexions into the local authority and being restructured to locality working should improve the position in future. The validated figure for this indicator should be available in March.

10. *Safer Communities:* reducing accidents on our roads continues to move in a positive direction, and each of the three indicators in this area should achieve their target when year-end results are available towards the end of February.

Although not included within the appendices, it is worth noting that the number of anti-social behaviour incidents recorded by the police is now better than target, having been worse than target for the first eight months of the year.

11. *Stronger Communities:* the target for the number of affordable homes delivered has been reduced from 170 to 120 for the year. However, the revised target still remains challenging, and although an additional 14 homes were delivered in the third quarter, performance remains worse than target. A number of actions have been identified in *Appendix 2b* on page 19, including continued awareness of affordable housing through the use of leaflets, website and liaison with parish councils.

In contrast, the number of households in temporary accommodation is better than target and the same period last year, although there has been a slight increase during the quarter.

12. *The Environment:* the amount of residual household waste collected is better than target at the end of November, averaging below 50 kg per month for the year, with recycling rates currently achieving target.

Following completion of the second survey to measure standards of street cleanliness, each of the four indicators are achieving their targets, with levels of fly-posting being significantly better than its target.

13. *Organisational Improvement and Greater Efficiency:* performance in the identification of changes to customers housing and council tax benefits continues to be better than target. Processing of new claims and changes is also improving, although currently behind target.

B – Projects at the end of December

14. The majority of projects are being delivered to schedule, although there has been a rise in the number behind target, largely due to the withdrawal of external funding, such as progress with the Hereford Futures Scheme; or the impact of national policy, such as the need to consider the Localism Bill in the progression of the Local Development Scheme and the production of the Local Transport Plan.

A number of projects have been rated **Red** for this period, based on a slippage in a milestone, often the delivery of a single task. An example of this is the Engagement and Delivery Strategy, where the only milestone to date has been to seek consideration of the strategy by

the Children's Trust Management Group. This task has been delayed until January, resulting in the **Red** rating; once considered, it should be possible to deliver the project to the agreed schedule.

C – Finance at the end of December

15. The overall revenue budget position for 2010-11 shows a projected £2.2m overspend. This is approximately 1.5% of the council's £143m million revenue budget (excluding Dedicated Schools Grant funding). In order to address the forecast position the delivery of recovery plans is required by the relevant Directorates.

The most significant overspend relates to Integrated Commissioning, the overspend in part has carried over from last year, but activity levels continue to increase. Other service deficits are being mitigated by the recovery plans, although the winter weather has seen a dramatic increase in some costs since the last forecast.

D – Customers at the end of December

16. There are a number of customer related projects in the Rising to the Challenge transformation programme. These are:

Customer Experience: The overall positive direction of travel is ongoing. There has been a significant improvement in engagement across the organisation through the service level agreement framework process during the last quarter. This will result in more constructive action in relation to the satisfaction performance indicators. There are some areas where further action is required to address concerns from customers. In particular in the previous quarter a perception that services do not respond quickly enough have become apparent - services particularly affected are environmental health and trading standards and highways. Both service area management teams are seeking ways to address these issues with Customer Services staff.

Service Failure: The headline indicator in the section is NI14. The positive trend for this indicator is ongoing - however, the issues identified in relation to Customer Experience are an undoubted contributing factor to the lack of significant progress, as customers follow up on queries. Further work by customer service managers in relation to managing expectations at the point of contact should begin to impact in the next quarter.

However, there has been a continuing improvement in contact centre performance, through more innovation in capacity management. However, the improved response to the impact of the winter weather has had a paradoxical effect on the headline abandonment rate, as callers have hung up once the information they were seeking was provided through the call management queue system.

Service Transformation: The Customer Organisation project has gathered momentum in the last quarter. The procurement process for a replacement CRM system has been completed and two major service areas have been engaged regarding service transformation. Both services (Libraries and Revs/Bens) will need to agree front-back office delivery arrangements before any major organisational changes happen.

E – Employees at the end of December

17. There has been a slight increase in sickness absence within the Council in the last two months, although performance is still on course to achieve target.

The vacancy management process, where all vacancies must be advertised internally in the first instance, has resulted in a steady decrease in vacancies being advertised externally.

F – Risks at the end of December

18. Key performance risks are described in section **A-E** above.

Community Impact

19. 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

20. None.

Legal Implications

21. None.

Risk Management

22. By highlighting progress against the Joint Corporate Plan, including the major risks to achievement and how they are being mitigated, this report is an essential component of the Council's management of risks.

Consultees

23. None.

Appendices

Appendix 1	Key to symbols and list of Joint Corporate Plan themes and outcomes with lead directors
Appendix 2a	Exception report (Green, for those indicators and projects that are ahead of target)
Appendix 2b	Exception report (Red and Amber, for those indicators and projects that are behind target)

Background Papers

- None.