

<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>28 JULY 2011</b>
<b>TITLE OF REPORT:</b>	<b>INTEGRATED CORPORATE PERFORMANCE REPORT – QUARTER 1 2011-12</b>
<b>PORTFOLIO AREA:</b>	<b>CORPORATE SERVICES AND EDUCATION</b>

**CLASSIFICATION:** Open

## **Wards Affected**

County-wide

## **Purpose**

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

## **Key Decision**

This is not a Key Decision.

## **Recommendations**

**THAT Cabinet considers performance to the end of June 2011 and the measures being taken to address areas of under-performance.**

## **Key Points Summary**

- A large number of performance measures within the Joint Corporate Plan (JCP) are either reported annually, or quarterly with an inherent time lag in availability of data, meaning in-year judgements can only be made on a selection of indicators. Of those where data is available, over half are currently on track to achieve target.
- The majority of projects are currently being delivered to schedule.
- The overall revenue budget position for 2011-12 for the council shows a projected £2.67m overspend. This is approximately 1.8% of the council's £146.3m million revenue budget (excluding Dedicated Schools Grant funding). This is covered in detail in the budget report elsewhere on your agenda.

## **Alternative Options**

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

## Reasons for Recommendations

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

## Introduction and Background

3. The Integrated Corporate Performance Report is a regular report, focusing on progress towards achievement of the six themes (34 outcomes) in the Joint Corporate Plan 2011-14. Progress is measured through the management and monitoring of selected performance indicators and projects. The appendices to this report include:

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

**Appendix 2a** reporting frequency of measures in the JCP;

**Appendix 2b** exception report for those indicators and projects that are ahead of target; and

**Appendix 2c** 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 (A-F) have been identified to provide an overview of the key issues that enable the Council and NHS Herefordshire to achieve the desired outcomes of the Joint Corporate Plan. These elements are monitored bi-monthly by the Herefordshire Public Services Leadership Team.

### **A – Performance against indicators**

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 only reported annually. These are only reported at the appropriate time in the year. At that time Cabinet can assure themselves that appropriate in year actions are being taken to maintain good performance or improve it where necessary. Appendix 2a lists all of the indicators in the JCP alongside their reporting frequency and an indication of the time-lag in data availability, illustrating when data will be available for future performance reports.
7. The Council uses a range of data to assess the quality of services provided and aid decision making. The Council is committed to ensuring that our performance data is both reliable and accurate. Each quarter the Council monitors performance against a range of indicators for each of the themes in the Joint Corporate Plan; this is summarised in the table on the next page and full details are shown in Appendices 2b and 2c for those indicators that are significantly under or over achieving.

	No. of indicators monitored this quarter				
		More than 10% ahead of target	Achieved or exceeding target by less than 10%	Up to 5% behind target	More than 5% behind target
Create a thriving economy	0	-	-	-	-
Improve health and social care	0	-	-	-	-
Raise standards for children and young people	5	0	2 40%	0	3 60%
Promote self reliant local communities	6	1 16.7%	2 33.3%	0	3 50%
Create a resilient Herefordshire	6	2 33.3%	2 33.3%	1 16.7%	1 16.7%
Commission the right services	1	1 100%	0	0	0
<b>Total</b>	18	4 22.2%	6 33.3%	1 5.6%	7 38.9%

	% of indicators improving compared to last year
Create a thriving economy	-
Improve health and social care	-
Raise standards for children and young people	-
Promote self reliant local communities	1 / 3 33.3%
Create a resilient Herefordshire	1 / 5 20%
Commission the right services	1 / 1 100%
<b>Total</b>	3 / 9 33.3%

As mentioned in paragraph 6 above, the majority of indicators in the JCP are not able to be reported on so soon after the end of the first quarter. More data will be available for the next

performance report, where it should be possible to analyse performance data alongside budgetary, employee and customer information to provide a more meaningful analysis of performance.

### **Directorate summary reports on performance**

8. The following directorate reports provide a more in-depth overview of performance than the review of indicators and projects in appendices 2b and 2c alone. The directorate reports reflect on performance against the JCP, but also on other performance issues that may have an impact on delivery of the JCP.

### **9. Places and Communities**

#### *What has gone well?*

High levels of performance have been maintained for some of the performance measures in the Places and Communities Directorate; for example:

- The number of planning applications processed within a given timescale has fluctuated throughout the quarter; however the year to date outturn is currently blue against the improved targets set for 2011/12.

Examples of projects/schemes currently progressing well are:

- Supporting Employment in the County - an application for the establishment of a Construction Skills Academy has been submitted to the national sector board and indicative outputs are now being agreed that will secure a definitive number of apprentice places during the lifetime of the academy.
- The Broadband Project continues to progress well, the process of procuring a private delivery partner has commenced and a Project Team have been appointed.
- The delivery of the Yazor Brook Flood Alleviation Scheme remains on programme and within budget for completion by the end of March 2012.
- Rotherwas Industrial Estate in Hereford has been selected as the preferred location for the Marches Local Enterprise Partnership bid for an Enterprise Zone.

#### *What has not gone so well?*

- Delivery of affordable homes is currently below target with challenges associated with funding availability and general housing market downturn affecting delivery against overall target. However, it is early in the financial year and the position may improve subject to announcement of HCA funding allocations following the recent bidding round.
- The number of households in temporary accommodation has increased within the last 6 months but remains better than target (blue). This reflects increased presentation of homeless households which is repeated nationally.
- The project in relation to the construction/delivery of the link road from Edgar Street to the bottom of Aylestone Hill has been delayed and alternative capital funding options are being explored.
- Work has been continuing throughout the year in respect of the proposed waste treatment plant in Worcestershire. The planning application has now been called in by the Secretary of State; this will delay the project by at least 6 months.

#### *What has been done to rectify these problems?*

We review all areas of performance on a regular basis and concerns are raised with assistant directors and service managers to ensure that remedial actions are put in place to ensure we can deliver against agreed or revised targets in agreement with HPSLT, and Cabinet Members.

Initiatives are being developed to reduce the number of households presenting themselves as requiring assistance for homelessness. Homelessness prevention activities continue to increase for the team. In addition to this, work is continuing to monitor and reduce the numbers placed in bed and breakfast accommodation; which had seen a slight increase as part of the overall trend. The service is focussing particularly on increasing the use of the private rented sector in line with best practice guidance with increasing success.

As a directorate we continue to review our action plans and targets for the forthcoming period through performance sessions at DMT.

## 10. Peoples Services

### **Adult Social Care**

*What has gone well?*

- Adult Social Care Transformation – Although our performance is still below national expectations, re: NI130 (% of adults and older people receiving self-directed support who are supported to live independently), work with Impower to develop the customer journey alongside the implementation of a new Resource Allocation System has transformed the approach.
- Nearly 600k of savings has been delivered on the ASC Cost Improvement Plan in May and June.

*What has not gone so well and how are issues being addressed?*

- Performance across both stroke indicators is improving; however, it still remains short of the national thresholds. New local expectations have been agreed through the unplanned care work stream.
- Although the numbers accessing dentistry over a 2 year period has increased achieving the vital signs trajectories remains challenging.
- Chlamydia Screening (Staying healthy work stream) – A review of sexual health services which included the delivery of Chlamydia screening as part of the core business within the Contraception and Sexual Health Clinic has been completed and a draft service specification for provider services and GP practices, has been developed this is currently under consultation. It is expected that implementation will be from April 2012.

### **Children & Young People**

*What has gone well?*

- Unannounced Inspection in June which showed that there are no longer any priority action actions and one area of strength with the multi agency groups.
- Adoption Inspection which rated the service as good.

*What has not gone so well and how are issues being addressed?*

- Implementation of the Women, Children and Families Commissioning Programme - slippage on delivering new service specifications for community based health services. Due to be delivered by July 2011, timescale slipped to August 2011.

- Implementation of phase 2 of Locality MAG development - slippage on opening of all multi agency offices due to issues with building contractors (Leominster and Bromyard specifically) and outstanding furniture order.
- Supporting the development of school and setting leadership at all levels in Herefordshire - slippage on formally launching Herefordshire Learning Community (to September 2011) and commissioning of CPD for primary and secondary senior leaders.
- Percentage of initial assessments completed in 10 working days (target is 75%, performance is 50.4%). This shows some progress.
- Reduction in the percentage of contacts not resulting in a social care service (target 30% reduction; performance is 20%). Work is being undertaken with the agencies in order to ensure effective filtering takes place. It is anticipated that once a multi-agency desk is available, screening will be more effective.

### **Public Health**

#### *What has gone well?*

- Primary Care based `Intervention and Brief Advice` training - all primary care sites / GP Surgeries have been provided with a three hour comprehensive continuing professional education session covering the - rationale behind & practice of - conducting a brief intervention around alcohol for their practice population, whether new or existing patients. Over 30 Nurse Practitioners, Practice Nurses & Health Care Assistants have received the education & training which concluded for this round on 29<sup>th</sup>. June. This is part of the national approach to make `every contact count` by enhancing the public health skills of the health & social care workforce.
- Accident & Emergency Dept – Alcohol Related Data Collection Scheme - during this period this scheme has been established as a provider of high quality information which has allowed ever closer collaboration between public health agencies ( health improvement, licensing & trading standards etc ) & police, GIS mapping- council colleagues, to clarify potential problem areas in terms of selling & consuming alcohol. Action has been taken to rapidly deal with emerging irresponsible / illegal sales issues to tackle problems earlier with resulting reduction in potential harm.
- Positive feedback on the Crucial Crew event.
- Big Chill licence granted; this will attract large numbers of visitors to the county and should attract positive media attention.

#### *What has not gone so well and how are issues being addressed?*

- Smoking Quitter numbers continue to be disappointing i.e. not in line with expectations.
- MMR uptake is low. A multi-prong strategy is being developed to identify and immunise children in particular MMR vaccine.
- HPV immunisation uptake is below the target. An action plan has been developed including running mop-up clinics across the county to increase HPV uptake rate.

## 11. **Corporate Services**

#### *What has gone well?*

A number of important property projects have been progressed, including:

- The livestock market has been completed and will be officially opened in early August. First livestock sale held on 22<sup>nd</sup> June.

- Work on the Hereford Leisure Pool is progressing on time and this major piece of work ensures the pool is improved.
- Annual accounts presented on time to the Audit & Governance Committee and have been signed off by the Chief Finance Officer.
- Asset transfer of Ross Sports Centre was completed on 30<sup>th</sup> June to a local management group.
- The Agresso system was delivered on time to the council and is now in operation with further modules to follow.
- The third phase of the Organisational Design (OD3) commenced on 19 July 2011. This project is on track to reduce management costs by 25%, and, together with the corporate support reviews and other initiatives to reduce the pay bill will deliver significant savings during 2011/12

As part of our commitment to employee engagement and development:

- Launch of Aspire ILM level 5 – complete Leadership Pathway is now in place offering formal and informal opportunities at all levels in HPS.
- Change Champions programme is gaining momentum in support of the Rising to the Challenge Programme.

*What has not gone so well?*

- There is a growing requirement for maintenance of our properties and this is placing budgets under pressure.
- Business continuity issues in Design and Maintenance Section.
- Growing demands for Health & Safety advice and support.

*What has been done to rectify these problems?*

- A process is underway to identify a suitable strategic partner for property services. This will enable business continuity and maintenance support to be addressed by drawing on resources in a larger organisation.
- Health and Safety resources are being addressed.
- The Directorate has a new integrated monthly performance report which enables us to focus on the key issues at an early stage.

## **B – Delivery of projects**

12. At this stage of the year some of the projects are still due to start. However, of the large numbers that have the majority are on plan, although eight are currently behind schedule. These are listed in Appendix 2c and, where applicable, also referred to in the directorate commentaries in paragraphs 9-11 above.

## **C – Finance**

13. As at 31<sup>st</sup> May 2011 the overall revenue budget position for 2011/12 shows a projected £2.67m overspend. This is approximately 1.8% of the council's £146.3m million revenue budget (excluding Dedicated Schools Grant funding). The most significant overspend relates to commissioning of adult services, which relates to the inherent overspend within adult social care base budget plus increasing service pressures.

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

## **D – Customers**

### **14. Service Delivery**

This area measures the effectiveness of existing service delivery channels and progress against the modernisation of how the services are delivered

In relation to the website indicators good progress can be evidenced. There is a strong, well defined action plan to measure how effective the website is in delivering services. The annual Better Connected audit is key and although this is an annually measured indicator, progress against the supporting action plan will be a good proxy. The Digital Channels project is fundamental to success in this area too. There are changes to the measure this year, which may disadvantage overall performance, but at this point, it is hoped that this will be reconciled.

Regarding the contact centre, the ongoing high levels of performance seen in the previous year have been sustained and have resulted in much stricter performance targets for 2011/2012. The headline figures for abandon rate and percentage of calls answered in 15 seconds were both on target.

#### **Service Quality**

There have been some mixed results in this area. It should be noted that the measures used demonstrate performance for the whole organisation where there is Customer Service coverage (and therefore performance is not just attributable to Customer Service Centres or the contact centre). Ownership of the indicators in this area is required by both front and back office services and the quarterly SLA review meetings are a key element in managing improvements to this subset.

#### **Service Failure**

The headline indicator in this section is 'Avoidable Contact' where significant improvements are being seen month on month (and towards the latter part of the last financial year). Further improvements to this indicator require fundamental improvements to whole-system processes and the Customer Organisation Project team are key to this.

Regarding complaints - the measures have changed to demonstrate the effectiveness of complaint management, rather than overall numbers received. To date, performance against these indicators is on track.

## **E – Employees**

15. The relocation of a number of staff to The Shared Services Partnership has led to a recalculation of the sickness absence figure, which is currently better than target. There are no further issues to report at this stage.

## **F – Risks**

16. Key performance risks are described in section **A** above. Further improvements have been made to risk management processes. The first meeting of the new Resilience Group takes place on 28 July.



## Community Impact

17. 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

18. None.

## Legal Implications

19. None.

## Risk Management

20. 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

21. None.

## Appendices

- Appendix 1** a key to what the symbols used in Appendices 2a and 2b represent and a list of the themes and outcomes with lead directors.
- Appendix 2a** reporting frequency of measures in the JCP
- Appendix 2b** exception report for those measures and projects that are ahead of target; and
- Appendix 2c** exception report for those measures and projects that are behind target.

## Background Papers

22. None.