

MEETING:	CABINET
DATE:	20 OCTOBER 2011
TITLE OF REPORT:	INTEGRATED CORPORATE PERFORMANCE REPORT – TO END OF AUGUST 2011
PORTFOLIO AREA:	CORPORATE SERVICES AND EDUCATION

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 five months of 2011-12.

Key Decision

This is not a Key Decision.

Recommendations

THAT :

- (a) performance to the end of August 2011 and the measures being taken to address areas of under-performance be considered; and**
- (b) proposed amendments to the Joint Corporate Plan 2011-14 in relation to Theme 2, 'Improve health and social care' be considered.**

Key Points Summary

- The proportion of performance measures achieving or better than target is 56.5%, broadly similar to that at the end of June. Where comparison with the same period last year is available, 58% are showing improvement (33.3% at the end of June).
- The majority of key projects are being delivered to schedule.
- The overall revenue budget position for the Council at the end of August shows a projected £2.75m overspend.
- A refresh of Joint Corporate Plan Theme 2, 'Improve health and social care', is proposed to better illustrate progress in delivering the relevant outcomes.

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 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.

Appendix 3 Proposed amendments to the Joint Corporate Plan 2011-14





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. Work is underway to improve further the presentation of performance information.

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.
7. A large range of data is used to assess the quality of services provided and aid decision making. Herefordshire Public Services is committed to ensuring that its performance data is both reliable and accurate. Cabinet monitors performance against a range of indicators for each of the themes in the Joint Corporate Plan; this is summarised in the next 2 tables and full details are shown in Appendices 2a and 2b for those indicators that are significantly under or over achieving.

					
Theme	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	3	0	2 66.7%	0	1 33.3%
Improve health and social care	14	2 14.3%	5 35.7%	2 14.3%	5 35.7%
Raise standards for children and young people	7	0	3 42.9%	0	4 57.1%
Promote self reliant local communities	9	0	3 33.3%	1 11.1%	5 55.6%
Create a resilient Herefordshire	8	4 50%	3 37.5%	0	1 12.5%
Commission the right services	5	3 60%	1 20%	0	1 20%
Total	46	9 19.5%	17 37%	3 6.5%	17 37%

	% of indicators improving compared to last year
Create a thriving economy	-
Improve health and social care	1 / 1 100%
Raise standards for children and young people	-
Promote self reliant local communities	1 / 2 50%
Create a resilient Herefordshire	2 / 5 40%
Commission the right services	3 / 4 75%
Total	7 / 12 58.3%

8. Performance against target and direction of travel is broadly similar to last year. When

considering the direction of travel it needs to be recognised that the majority of performance measures in the Joint Corporate Plan have no historic data to allow a judgement to be made. It should also be noted that at this period, there are still a relatively low number of measures where data is available to illustrate progress towards delivery of the various outcomes.

9. The People's Services Directorate are proposing a refresh of Joint Corporate Plan Theme 2, 'Improve health and social care', to include revised performance measures and projects, that would better serve to illustrate progress in delivering the relevant outcomes. These proposals are in appendices 3, 3a and 3b.

Directorate summary reports on performance

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

11. Places and Communities

What has gone well?

Performance in the area of Waste Management is pleasing, in particular in increasing reuse, recycling and composting as well as in the reduction of residual household waste.

It is also pleasing to see the positive reductions in carbon usage from Local Authority Operations, this level of performance will need to be maintained in order to meet the challenging target of a 30% reduction in emissions by April 2015. Supported by prudential borrowing, the introduction of a scheme to introduce LED lighting should help in future carbon reduction.

Examples of projects/schemes currently progressing well are:

Overall we continue to see good progress with the delivery of key economic projects delivered by the Directorate. The achievement of Enterprise Zone status with regards to Rotherwas Futures is particularly significant.

The retail quarter development continues to progress with the vacation of the old livestock market site delivered, including the relocation of staff from Garrick to Franklin House, which was successfully managed by Property Services.

The Herefordshire Branding Project is progressing well. This includes communicating the various opportunities and potential of the county, as well as the creation of a concept which can be used as part of a wider campaign. The brand was launched to the press on 6th October at Hampton Court and will be carefully managed over the next few months. Work will continue in order to bring on board key businesses and brand champions.

Work on the delivery of the Localities Strategy, as well as reviews of cultural services delivery are also progressing well.

The Broadband Project continues to make good progress, 8 companies submitted PQQ (pre-qualification questionnaire) with 6 companies proceeding to the next stage.

The delivery of the Yazor Brook Flood Alleviation and Connect 2 Greenway schemes remains on programme for completion by the end of March 2012 and spring 2013 respectively.

What has gone not so well?

Despite the Councils efforts to promote the use of public transport there has been a failure to meet targets relating to bus patronage. In light of increasing pressures on the subsidized bus network a high level public consultation was undertaken to capture the public's views and

priorities for this network. The results will inform the council's decision on how to prioritise its services in the future.

An increasing number of the domestic abuse cases heard at the Multi Agency Risk Assessment Conference (MARAC) are repeat cases. As a result a forum meeting was convened in August where this was discussed. Further actions are taking place in order to try and reduce the occurrence of repeated domestic abuse.

The level of crime in the County is also currently higher than target, however this is in line with seasonal expectations and a re-profiling of the target may take place in order to reflect this. The Integrated Offender Management Group is making good progress with the selection progress for prolific and priority offenders.

Concerns remain around the affordable homes delivery target and work is being undertaken by the Housing Needs and Development Service Manager in order to produce a revised target. All options are being considered to increase delivery by reviewing partners, negotiating with developers and promoting affordable single plots.

The project in relation to the construction/delivery of the link road from Edgar Street to the bottom of Aylestone Hill has been delayed. A detailed review of funding opportunities has been conducted and will be considered as part of the Capital Programme.

What has been done to rectify these problems?

See above for detailed actions against each measure/project.

In addition 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 Herefordshire Public Services Leadership Team, and Cabinet Members.

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

Major Contract/Commissioning Agreements update:

From a financial perspective all projected outturns for the major Places and Communities Commissioning agreements are currently in line with what was originally agreed, which is very pleasing.

In terms of performance, all former National Indicator and Joint Corporate Plan targets relating to the waste collection and disposal contracts are being met. With regards to the Amey Contract, a new reporting system has been implemented, which should improve the service to local parishes by working with them to identify defects within their Parishes. All projects and outcomes for the Courtyard are on target for quarter 1.

Areas of concern include the risks associated with not securing planning permission of the proposed Energy from Waste plant in Worcestershire; the planning inquiry for this will take place on the 20th November. Outside of this the Contractors continue to meet or exceed the targets contained within the Waste PFI (Private Finance Initiative) (and relevant variations) for diversion from landfill. A long list tender process to build the new Energy for Waste plant is also currently being evaluated by the contractor. Another area of concern is the number of people using Halo facilities in the County as this is currently below target; work is taking place to increase joint working between Herefordshire Council and Halo with regards to customer feedback and also marketing in order to further improve the service and increase usage. Usage of gym and swim facilities is currently above target.

12. Peoples Services

Commissioning

What has gone well?

- Work to build on the launch of personalisation and resource allocation system.
- Some delivery lines of the cost improvement programme.
- Joint approach to the challenges of the QIPP (Quality, Innovation, Prevention and Productivity framework) and Adult Social Care Cost Improvement Programme, led by the Deputy Chief Executive.
- Initial work of interim programme director of adult social care has provided leadership and focus to key areas of the joint corporate plan and transformation agenda.
- Support for schools choosing academy status.
- Successful start of the academic year in terms of admissions (percentage of parents getting their first choice of school) and transport arrangements.

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

- Significant budget challenges across the health and social care economy, particularly for adults, including significant cost pressures due to back dated packages being identified.
- Some areas are losing staff and therefore capacity or experiencing significant levels of sickness.

What has been done to rectify these problems?

- Work led by the Deputy Chief Executive to ensure a single approach across QIPP (Quality, Innovation, Prevention and Productivity framework) and Adult Social Care.
- Engagement of regional support to develop our transformation approach.
- Budget assurance work to ensure, following the transfer of services to 2gether and Wye Valley NHS Trust, there is clear budget accountability and robust budget management processes.
- Review of all cost improvement programmes and QIPP (Quality, Innovation, Prevention and Productivity framework) programmes. Work underway to establish alternatives to address budget shortfall.
- Work underway to establish clear vision, principles and actions for adults in Herefordshire to be used in development with members, clinical commissioning group and other partners.

Children & Young People

What has gone well?

- Significant improvements in early years and primary performance, according to the provisional 2011 examination results. Improvement in the Early Years Foundation Stage Profile has been one of the biggest in the country. Achievement in Key Stage 2, English and Maths in Herefordshire is above the national average, indicating an upward trend which, if continued, will move Herefordshire primary schools into the upper quartile of performance nationally.
- Continuing good engagement of local stakeholders in the 7 locality Multi-Agency Groups resulting in early intervention and prevention services being implemented for vulnerable children and young people.

- Work to address social worker recruitment with corporate support

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

- Timeliness of initial assessments continues to be below target although there is a slow improvement trend.
- Continuing high number of contacts to children's social care not resulting in a social care service.
- Slippage on the delivery of a number of service specifications within the Women, Children and Families Commissioning Programme.
- Increase in the number of a high costs agency placements for looked after children as a result of 3 young people remanded to local authority care.
- Some Initial Child Protection Conferences not taking place within 15 working days of the strategy meeting.

What has been done to rectify these problems?

- Work to address social worker recruitment being taken up with support from the Directorate of the Deputy Chief Executive and Corporate Services.
- Co-location of an officer from the Family Protection Unit with the Family Assessment and Safeguarding Team to more effectively filter and screen contacts from the police.
- Roll out of targeted training to professionals on the Levels of Need policy (threshold criteria) to ensure that thresholds are clearly understood and applied.
- Re-assessment of the service specifications expected to be produced leading to a prioritised programme of specifications that can be delivered in the current financial year.
- Targeted assessment of 3 young people remanded to local authority care to consider their longer term needs and whether they can be cared for in a family environment. Ongoing work to review residential placements to ensure value for money.
- Revised, streamlined process and setup for initial and review child protection conferences developed for consideration by Herefordshire Safeguarding Children Board Steering Group in October 2011.

Public Health

What has gone well?

- Smoking cessation performance has improved and is now on target and the QIPP (Quality, Innovation, Prevention and Productivity framework) financial savings target for reducing smoking related hospital admissions is achieving above target.
- Environmental Health has piloted an out of hour's noise complaints team on Friday and Saturday nights over the summer period. The initial evaluation suggests it has been a successful service development. Consideration is being given to establishing the service on a permanent basis.
- MRSA performance has improved and is well within target, but an outbreak of Clostridium difficile (C diff) means there have been a high number of Clostridium difficile (C diff) cases. Outbreak control measures have been taken and the number of new cases of Clostridium difficile (C diff) has been brought back within a revised target.

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

- The NHS constitution includes an entitlement to a free NHS Health Check once every five years for people age 40-74, and there is a requirement to establish an NHS Health Check programme in Herefordshire. The national annual target is to offer a health check to 18% of the eligible population and is expected to be delivered as a 5-year programme that will result in 90% of the eligible population offered a health check. The plan to implement the programme in Herefordshire is being finalised and the first offers of a Health Check will be made in October with full roll out of the scheme by January 2012, and 36% of the eligible population being offered a Health Check by March 2013.
- Alcohol admission rates are rising year on year, and alcohol harm reduction is the initial focus for the shadow Health and Wellbeing Board (HWBB) with the intention of agreeing an integrated strategy for alcohol harm reduction in December to inform 2012/13 commissioning plans. The licensing team, trading standards team, police and third sector have been involved in the integrated needs assessment being carried out to inform the strategy development.

13. **Corporate Services**

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

What has gone well?

- A Direction has been received from the NHS Pensions Agency for the transfer of NHS Employees to The Shared Services Partnership; the transfer will take place on 1 November 2011.
- There have been a number of Property related achievements:
 - Asset Transfer of former Bulmer's Bowling Club Pavilion to Herefordshire Cricket Limited for development of County Centre of Excellence (completed);
 - Phase 1 of Hereford Leisure Pool refurbishment completed, phase 2 to commence end October;
 - Hereford Centre opened on 8th August – deadline achieved; and
 - Multi-agency offices (CYPD) all complete.
- The Organisational Design Project continues to meet its objectives:
 - Corporate timeline on track;
 - Corporate reviews progressing – although improved clarity is required with regards to key milestones against which progress can be monitored; and
 - Change Champions playing a key role.
- Herefordshire's work on Equalities and Human Rights has been showcased at the Equality and Human Rights Commission in London in respect of the development of our Human Rights Charter and future delivery of outcomes. The European Fundamental Rights Agency is also maintaining an interest in the work of the team.

What has not gone so well?

- Delivery of effective Health and Safety provision remains a corporate risk given demand and recruitment difficulties.

- Significant objections to the proposed staff car parking proposals have been raised by the Trade Unions. Change Champions are also highlighting this as an issue impacting upon staff morale.
- Unison are balloting their members about whether they are prepared to take strike action over the proposed revised national pension arrangements. Other Trade Unions are awaiting the outcome of national negotiations that are scheduled to conclude on 31 October 2011. The Unison ballot ends on the 3rd November 2011 and the results should be available shortly afterwards. The impact of potential strike action on the 30 November 2011 is being assessed with a focus on our critical services.

What has been done to rectify these problems?

- The new Resilience Forum has provided a new corporate focus for health and safety. Recruitment of a Health and Safety Adviser is underway.
- Further engagement of Trade union members, staff and managers is proposed in order to establish the best way of achieving the objectives set for this initiative.
- The risk associated with industrial action to be added to the risk register and mitigation actions taken forward through the resilience group.

B – Delivery of projects

14. The majority of projects are being delivered to plan, although nine are currently reported as being behind schedule. These are listed in Appendix 2b and, where applicable, also referred to in the directorate commentaries in paragraphs 11-13 above.

Of those that are behind schedule, 5 are within the theme of 'Improve Health Care and Social Care'.

C – Finance

15. As at 31st August 2011 the overall revenue budget position for 2011/12 shows a projected £2.75m overspend. This is approximately 1.9% of the council's £146.3m revenue budget (excluding Dedicated Schools Grant funding).

The key area of concern continues to be the People's Services Directorate, with a projected £3.39m overspend, which is being addressed.

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

The Audit Commission anticipates issuing an unqualified opinion on both the statement of accounts for 2010/11 and the Council's arrangements for securing value for money by the statutory deadline of 30 September 2011. The Audit Commission has not identified any material or significant issues. Significantly there are no important weaknesses in internal control and it has been noted that proper arrangements are in place to secure value for money.

In 2010/11 the Council was required for the first time, to prepare financial statements under International Financial Reporting Standards (IFRS) and The Audit Commission commented that this project was very well managed.

Finally, the Audit Commission reached an unqualified conclusion stating that the Council had adequate arrangements to secure economy, efficiency and effectiveness in the use of resources

D – Customers (*Corporate Plan indicators identified in bold*)

16. **Service Delivery**

Organisational Reputation (Council 40%, PCT 65% approval rating) – Performance against both measures are derived from annual/ biannual surveys. Ongoing performance therefore needs to be measured by proxy. In this instance this is progress against the Organisational Communications and Reputation Management Strategy action plan. Progress against each section of the 6 sections of the plan is broadly on track. Of note, the review of Herefordshire Matters which has begun through feedback requested through the last edition. Initial results show an approximate 75% approval rating

This area is also primarily affected by *LICS02 ‘% of calls answered within 15 secs’ (57.3%)*. Here performance has held up well with that of the same period last year. There have been a number of contributing factors to the under-performance to date, including the move to the new contact centre and a delay in the issue of council tax reminders. Further improvements to the performance management processes are planned which should gain additional performance. For *LICS 06 ‘% of issues resolved at first contact (60%)*. Performance is broadly in-line with that of the same period last year. The Customer Organisation/ Digital Channels projects will have a positive impact on performance in this area. For *LICS1 ‘Did you get the outcome you wanted’ (87%)* a small number of returns has skewed performance in period – however some clearly identifiable issues have contributed to performance which will be addresses through the SLA review process.

Service Quality

LICS5 – Reduction in avoidable contact (20%): There has been a significant improvement year to date compared with 2010 / 2011 where performance was regularly around 30% or more. Current performance is 19.98%. Customer satisfaction surveys will be reviewed at SLA meetings to ensure a consistent approach is taken to reducing avoidable contacts.

For LICS4 ‘Overall satisfaction with the service provided’ (80%) - There is some detailed analysis of the reasons cited by customers for this answer underway. Where issues are clearly identified, customer service managers will work with service managers to rectify the problems through the review of information and service delivery processes

LICIU1 Satisfaction of complaint handling (90%) - The number of satisfaction surveys returned is low however, all have been positive and performance is therefore currently 100%. This can be attributed to the work of the Customer insight Unit acting and advocating on behalf of complainants to get issues resolved quickly and definitively. Work is underway to increase the overall level of returns.

LI.ICT.PI.03 Better Connected annual audit of website (3*) – The digital channels project will result in the implementation of many elements which will contribute to the achievement of target. However, for 2011/2012 the audit will likely occur just before the new website gets implemented. Nevertheless an action plan has been developed to attain the highest possible score – following the recently announced changes to the measurement of this audit.

For *LICS2 ‘Whether you felt listened to and understood’ (87%)* and *LICS3 ‘Politeness and courtesy of staff’ (95%)*. Performance in both areas year on year is favourable. A formal training package is currently being developed for roll out later in the year, which will address these areas of service quality.

Service Failure

Number of complaints escalated to the ombudsman (council 5%, PCT 5%) – Performance against this measure is strong with just 0.5% of complaints escalated to the local government ombudsman and 5% to the Health and Parliamentary Ombudsman. This demonstrates an increase in performance for the council in particular, compared to previous years.

For *LICS7 Call Centre Abandon Rate (8.9%)* performance year on year has been quite strong. However, the clear decreasing trend in performance has been the result of the factors described above. Year-to-date performance is circa 6.4%. These specific issues are being addressed and it is expected that performance will return to target levels within the financial year.

E – Employees

17. Currently only sickness absence within the Council and NHS Herefordshire is reported in the Integrated Corporate Performance Report; this is currently better than target.

F – Risks

18. Further improvements have been made to risk management processes, and key performance risks are described in section **A** above.

Community Impact

19. Delivering the Joint Corporate Plan is central to achieving the positive impact that Herefordshire Public Services 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 management of risks.

Consultees

23. None.

Appendices

Appendix 1	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	Exception report for those measures and projects that are ahead of target; and

Appendix 2b	Exception report for those measures and projects that are behind target
Appendix 3	Proposals from People's Services Directorate for refreshing Theme 2 of the Joint Corporate Plan
Appendix 3a	Current Joint Corporate Plan Theme 2
Appendix 3b	Proposed Joint Corporate Plan Theme 2

Background Papers

24. None.