

<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>15 DECEMBER 2011</b>
<b>TITLE OF REPORT:</b>	<b>INTEGRATED CORPORATE PERFORMANCE REPORT – TO END OF OCTOBER 2011</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 seven months of 2011-12.

### **Key Decision**

This is not a Key Decision.

### **Recommendations**

**THAT Cabinet**

- (a) Considers performance to the end of October 2011 and the measures being taken to address areas of under-performance.**

### **Key Points Summary**

- The proportion of performance measures achieving or better than target is 54.4%, compared to 56.5% at the end of August. The biggest variance from the previous report, is the proportion of indicators within the theme of *'Raise standards for children and young people'* currently failing to achieve target. This issue is expanded on in paragraph 13, and remedial action for the relevant indicators explained more fully in Appendix 2b..
- Where comparison with the same period last year is available, 77% of performance measures are showing improvement (58% at the end of August).
- The majority of key projects are being delivered to schedule.
- The nature of indicators selected for the Joint Corporate Plan means that not all have data reported at the same time / frequency. Those that have data available at this point of the year are summarised by priority in paragraphs 7 to 10 below.

- The Leadership Team has identified a number of priority areas where further cross service and multi-agency work is being undertaken to address current performance issues: repeat incidents of domestic violence; housing adaptations; safeguarding; quality schedule in contracts; and adult social care transformation.
- The overall revenue budget position for the Council at the end of October shows a projected £1.552m overspend. The major area of overspend within People's Services is commissioning of adult services, where there is an underlying overspend position and continuing demographic pressures. A recovery plan is in place aimed at balancing the budget over a 2 year period.

## 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.

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. The Joint Corporate Plan 2011-14 has 151 performance measures. Because of the nature of the indicators and the lag in data availability, only 57 have been reported on at the time of this report.
6. 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. Work is underway to improve further the presentation of performance information.

### A – Performance against indicators

7. 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. The directorate updates (paragraphs 12-14) and the delivery of the key projects (paragraph 15) provide Cabinet further assurance that appropriate in year actions are being taken to maintain good performance or improve it where necessary.
8. A large range of data is used to assess the quality of services provided and aid decision making. HPS is committed to ensuring that its performance data is both reliable and accurate. Performance against target is broadly similar to last year. More importantly, albeit based on only a relatively few indicators, the direction of travel is significantly better than last year; 77% compared with 24% at the same period last year, and 50% reported at year-end. When considering the direction of travel it needs to be recognised that the majority of performance measures in the JCP have no historic data to allow a judgement to be made, and comparisons with last year are made against a different indicator set.
9. Quick analysis of the figures illustrate a possible issue with our approach to target setting, with a need to consider whether they are merely aspirational, or are they also achievable. There appears to be a particular issue with target achievement within the priority area of 'Raise standards for children and young people', despite there being a positive direction of travel where historical comparison is possible.
10. Performance is monitored 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	5	0	1 20%	1 20%	3 60%
Improve health and social care	16	4 25%	5 31.25%	1 6.25%	6 37.5%
Raise standards for children and young people	13	0	4 30.8%	1 7.7%	8 61.5%
Promote self reliant local communities	10	0	5 50%	1 10%	4 40%
Create a resilient Herefordshire	8	4 50%	3 37.5%	0	1 12.5%
Commission the right services	5	4 80%	1 20%	0	0
<b>Total</b>	<b>57</b>	<b>12</b>	<b>19</b>	<b>4</b>	<b>22</b>

		21.1%	33.3%	7%	38.6%
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	% of indicators improving compared to last year
Create a thriving economy	-
Improve health and social care	3 / 4 75%
Raise standards for children and young people	4 / 4 100%
Promote self reliant local communities	1 / 2 50%
Create a resilient Herefordshire	4 / 6 33%
Commission the right services	5 / 6 83%
Total	17 / 22 77%

### Directorate summary reports on performance

11. 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. The Leadership Team has identified a number of priority areas where further cross service and multi-agency work is being undertaken to address current performance issues: repeat incidents of domestic violence; housing adaptations; safeguarding; quality schedule in contracts; and adult social care transformation.

### 12. Places and Communities

#### *What has gone well?*

- The 2010/11 outturn for the reoffending rate of prolific and priority offenders was released in September and shows very pleasing performance with convictions reducing to only 62 against a target of 114.
- There is also pleasing progress in the area of street and environmental cleanliness, in which the number of incidents reported, is currently lower than in previous years in all areas. In particular large reductions are being achieved against reported incidents of litter (and other waste issues not recorded as fly-tipping), abandoned vehicles, fly-posting, graffiti, and dog fouling. This shows that the activity being carried out by the Community Protection Team is having a positive influence on behaviours as well as being indicative of a general improvement in street cleanliness.

Examples of projects/schemes currently progressing well are:

- Herefordshire Art Week was completed successfully and all outcomes and targets were

achieved, including visitor numbers of 27,416 (target 20,300). Other highlights include 2,952 visitors attending the exhibition of 43 Hereford Artists work at the Museum and Art Gallery, as well as an increase in visitor numbers of around 70% at the Courtyard as a result of the Talking Clay Exhibition.

- Within Economic Development the rural grants team have now issued the final 2 grants of the Farm Health Grant Scheme, this takes the total to 60 overall, double what was originally anticipated. We have also secured regional growth funding to continue the successful redundant building grants programme.
- In the housing service approximately 28 potential new housing units have been identified. Work is progressing well for the city centre living project; with the first scheme commencing on site and is due to complete summer 2012.
- Work on the delivery of the Localities Strategy, as well as reviews of cultural services delivery also continue to progress well.
- The delivery of the Yazor Brook Flood Alleviation scheme is now set to complete ahead of schedule, at the end of November 2011.
- Planning permission has been successfully achieved for the redevelopment of the old livestock market in Hereford, which will provide a new cinema, department store shops and restaurants.

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

- The percentage of repeat domestic abuse cases heard at the Multi Agency Risk Assessment Conference (MARAC) continues to rise. This could clearly have an impact on the children of those involved in the cases. A number of pieces of work are currently underway, which include: a selection of repeat and non-repeat cases are being analysed and a preliminary report will be available for the Domestic Abuse Forum on 1st December; and work to establish possible causes / trigger factors, such as alcohol and financial pressures, that would inform future prevention actions. We will also ensure that children of domestic abuse are cross referenced with child protection processes.
- Progress remains slow with regards to the delivery of affordable homes due to the current economic market, however new enquires are beginning to come forward and negotiations starting to take place. In addition to the number of affordable homes already delivered, work has also commenced on a further 20 properties. Although confirmation is awaited from the Homes and Communities Agency as to the number of affordable homes that are currently underway nationally, an article in last week's Inside Housing reported that the national figure was 454.
- Numbers are also below target in all indicators relating to the adaptation of properties in the private sector, it is clear that the loss of regional housing pot funding and corporate Capital support is having an impact in this area, which were traditionally funded through these routes. Charging has been implemented to seek to raise income levels to subsidise the service but overall job requests and completions remain below historic levels. Alternative routes to funding are being sought as the work of the Handyman Service directly contributes to prevention strategies and the support of older/vulnerable people to remain living independently. There is a risk that reduced funding for this Handypersons Service will lead to an increased risk of falls and therefore hospital admissions. The Commissioning, Public Health and Housing Services will meet to try to address this risk.

#### *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 HPSLT, and Cabinet Members.

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

*Major Contract/Commissioning Agreements update:*

- From a financial perspective all projected outturns for the major Places & 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 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 (and relevant variations) for diversion from Landfill. 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 HC 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.

13. **Peoples Services**

***Commissioning***

*What has gone well?*

- Framework agreement and changes to searching arrangements for fostering and residential provision now in place, leading to reduced costs, better value for money and a wider choice of options for children and young people.
- Relationship with providers improving through the development of commissioning approaches.
- Introduction of care funding calculator for adult services to introduce greater clarity and transparency around costs.
- Integrated work on priority areas of safeguarding:
  - Launch of the joint 16+ service involving social care and housing to tackle homelessness amongst 16 and 17 year olds.
- Ofsted Annual Report judging children's services in Herefordshire as performing well.
- Invest to save foster carer project has exceeded the target approving a further 8 fostering families which will reduce the need for more costly agency placements counter to national profile.
- For the first time since 2007, the educational performance of children with SEN has improved faster than those without SEN.
- Improvement at Foundation stage has moved Herefordshire from near the bottom of the

bottom quartile to approximately 50 out of 103 local authorities.

- The changes to the Music Service commenced in September. It is progressing well. For the first time in some years there are no gaps in the range of instrument tuition requested and provided.
- Shadow Health and Wellbeing Board development and progress on track.
- The target for the number of people stopping smoking has been achieved for the first time since 2008, following the formation of a new network of providers for smoking cessation support, and a wider choice of services.
- Combined action by the police, licensing team and trading standards has led to a fall in hospital admissions of under 18 year olds caused by drinking too much alcohol.

*What has not gone so well?*

- Slow progress with some transformation schemes in Adult Social Care, leading to slower delivery of budget plan.
- Numbers of children with Child Protection Plans and in care continues at previously high levels, which are higher than comparator authorities. This brings significant financial and staffing pressures in a number of organisations.
- Transitions between children and adult services requires focused attention both in strategic planning terms and in the experience that children and young people and their families have.
- Pupil Referral Units are not yet providing 25 hours per week education to 100% of students which means some children are not receiving full time education.
- Childhood immunisation rates are one of the lowest rates in the region. This has implications for the outbreak of infectious diseases.

*What has been done to rectify these problems?*

- Schemes have been re-profiled and additional capacity and skills brought in, in some areas.
- Different schemes have been identified. This remains an area of significant budget challenge for the Council.
- Safeguarding Board has commissioned further analysis to determine why numbers of children with Child Protection Plans is so high and identify multi-agency action to address this.
- The recruitment and retention work in social care continues to ensure the Council has enough high quality social workers.
- Significant cost mitigation action being taken.
- Clear plan in place to achieve 25 hours per week PRU provision and effective performance management in place.
- Public Health team working directly with GP surgeries and the Health Visiting Services. Opportunities for Children's Centres to play a more proactive role are also being investigated.

#### 14. **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?*

- Management of the Trade Union action on the 30<sup>th</sup> November went well with the support of the Resilience Team, Human Resources, Communications and all Service Areas. The planning and co-ordination on the day ensured that people were kept informed and that services ran smoothly. The potential for future industrial action will be monitored, and the learning points from this action will be used in preparation for any future industrial action and for our business continuity plans..
- Work has commenced to scope the approach and identify resources required to ensure the effective management of changes to the employment model. Key changes will include public health transition, PCT disestablishment, s75 secondment arrangements, Hoople wave 2, Cultural Services, Property Services and Regulatory Service Reviews.
- Local Government Boundary Commission have attended meetings with the Member Working Group set up to progress a response to the review of the Council's electoral arrangements, administrative boundaries and structure. Further improvements to Member Support and Information are in train, including piloting a new regular Ward Member Briefing.
- Partnership consultation events were organised for the first time for the 9 locality areas during November; topics covered were: health and well being, clinical commissioning group and budget priorities. These events set the context for a number of key issues and asked high level questions aimed at seeking opinions on a number of principles. The opportunity to discuss the issues and provide feedback was provided in the second part of the event. This approach was developed as part of an ongoing commitment to community involvement and engagement in decisions about future services.
- Annual Accounts have been approved by the Audit and Governance Committee and given an unqualified opinion by the Audit Commission
- Home point service was successfully integrated into Customer Services in October 2011. The service is now provided from Franklin House.
- Successful Herefordshire Autumn Partnership Forum event held on 17<sup>th</sup> October 2011 communicating to wider partners our successes through joint working initiatives whilst linking this to discussions about further improvement opportunities through the locality structures.

*What has not gone so well?*

- A high number of complaints have been received from residents following the receipt of their voter registration form. In previous years the pre ticking of the opt out section of the form carrying forward the electors request to be included in the edited register was permitted. Legislation is quite clear that electors must now make the decision to opt out annually.
- Some residents haven't been able to find planning applications that they have been looking for.

*What has been done to rectify these problems?*

- A help line was set up to explain the reason for the voter registration form change.
- A revised planning application section will go live shortly, which should mitigate some issues.



## *Rising to the Challenge Update*

Rising to the Challenge (RTTC) is 12 months in to a 2 to 3 year programme. RTTC is not just about the current set of projects but also about the ethos of how we progress performance improvement across Herefordshire Public Services (HPS). A review has been undertaken to ensure appropriate resources are focussed on the right priorities to achieve the required transformation and performance improvement.

The review has identified that a significant amount of work is being undertaken across HPS and improvements achieved including; savings through OD1-3, Agresso technical implementation, Customer Organisation with the transferring of specialist staff into the contact centre, for example: reducing the Revenues & Benefits call abandonment rate from 70% to 17% in 3 weeks.

Following the review we have refocused the programme, governance and reporting arrangements to ensure ongoing delivery of the programme. But if we are to meet the significant social and financial challenges ahead, it is clear that we need to undertake a “root and branch” review of everything that we do over the next two years or so.

The aims and approach for the root and branch review will be agreed with the Cabinet early in the New Year as part of the budget process.

### **B – Delivery of projects**

15. 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 12-14 above.

Of those that are behind schedule, 6 are within the theme of ‘Improve Health Care and Social Care’. Some of the projects within this area, such as delivery of QIPP, CIP and Personalisation are reflected in the Risk Register, although further clarity is required to consider what impact failure to deliver these projects will have achieving the relevant JCP outcomes.

### **C – Finance**

16. As at 31st October 2011 the overall revenue budget position for 2011/12 shows a £1.552m projected overspend. Whilst this is approximately 1% of the council’s £146.3m revenue budget (excluding Dedicated Schools Grant funding), any potential overspend will put pressure on the council’s reserves.
17. The key area of concern continues to be the People’s Services Directorate, with a projected £4.7m overspend. The major area of overspend within People’s Services is commissioning of adult services, where there is an underlying overspend position and continuing demographic pressures. A recovery plan is in place aimed at balancing the budget over a 2 year period.

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

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

18. **Service Delivery**

**LI.ICT.PI.03 Better Connects annual audit of website**): using the related action plan as a proxy, performance continues to improve as all the possible actions supporting the anticipated audit criteria are achieved. The audit will happen before all of the requisite changes through the Digital Channels project come into effect and so it is likely that the 2011/2012 target will be

missed.

*LI.CS.02 Time taken to answer telephone queries (15 seconds):* Performance in this area has dipped due to some significant staffing shortages. This has been the consequence of sickness and the need to support the customer organisation project. The position will improve as the Customer Organisation Project will deliver a new CRM system at the beginning of December which will relieve some of the pressures.

### **Service Quality**

*LI.ICT.PI.02 % user satisfaction rating from monthly website take-up (85.5%)* services performance was good as users reported satisfaction with the information provided on the council's website. This may be attributed to the impact of the Digital Channels Project which is resulting in content being revised across all service areas.

*LICS4 Overall satisfaction with the service provided (YTD) (85%):* there is strong year on year performance of 90% against target, even though there is a small year on year decrease. This may be the result of the changes being implemented in the service.

### **Service Failure**

*LICS5 Avoidable Contact (20%):* this measure continues to show strong performance of 14.3%. This is due to the ongoing focus on this measure and the continual improvement measures being implemented through the SLA review process. Once issues are identified and rectified the improvements are sustainable and have a cumulative effect. Previous improvements include revision of the content of correspondence - providing more accuracy and changes to processes, making things easier for customers.

## **E – Employees**

19. Sickness absence within the Council and NHS Herefordshire is currently better than target, at 3.31% and 2.51% respectively. Work is underway to bring forward additional key workforce measures for future reports.

## **F – Risks**

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

## **Community Impact**

21. 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**

22. None.

## **Legal Implications**

23. None.

## **Risk Management**

24. 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**

25. None.

## **Appendices**

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| 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 | 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  |

## **Background Papers**

26. None.