

MEETING:	CABINET
DATE:	14 JUNE 2012
TITLE OF REPORT:	INTEGRATED CORPORATE PERFORMANCE REPORT 2011-12
PORTFOLIO AREA:	CORPORATE SERVICES

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To invite Cabinet Members to review performance for the operating year 2011-12 against the Joint Corporate Plan 2011-14.

Key Decision

This is not a Key Decision.

Recommendation

THAT: Cabinet considers performance for the operating year 2011-12

Key Points Summary

- The proportion of performance measures achieving or better than target is 64%, compared to 47.2% last year. The proportion improving against the same period last year is 56.8%; compared to 50.7% last year.
- The majority of projects have been delivered to schedule.

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.
4. The more detailed financial context for this report is set out in the budget monitoring report elsewhere on your agenda. The revenue budget overspent by £236k compared to an anticipated £634k overspend as at the end of February 2012.
5. Faced with a backdrop of continuing reductions in the levels of resources being made available through Central Government, positive progress in delivery of the Joint Corporate Plan has been made through the reorganisation over the past 18 months, and maintained focus on the priorities within the Joint Corporate Plan. This has led to 64% of the performance measures currently reported against within the report achieving target, significantly higher than last year; and a direction of travel that shows, where historical data is available, 56.8% of the measures in the Joint Corporate Plan are improving compared to last year.
6. Broadly 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 HPS to achieve the desired outcomes of the Joint Corporate Plan. These elements are monitored bi-monthly by the Herefordshire Public Services Leadership Team.

Key Considerations

A – Performance against indicators

7. 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. The direction of travel is 56.8%, better than at year-end 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, and comparisons with last year are made against a different indicator set. There are a few performance measures for which performance data is not yet available; some should be available in time for the meeting of this Cabinet and will be added as an addendum accordingly.
8. Performance against the measures in the Joint Corporate Plan can be seen at Appendix 2a. Analysis of the proportion of measures that have achieved target or improved compared to last year is shown in the tables below:

					
Theme	No. of indicators where data is available	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	15	5	4	2	4

		33.3%	26.7%	13.3%	26.7%
Improve health and social care	18	4 22.2%	9 50%	1 5.6%	4 22.2%
Raise standards for children and young people	21	4 19%	3 14.3%	1 4.8%	13 61.9%
Promote self reliant local communities	13	1 7.7%	8 61.5%	0 0%	4 30.8%
Create a resilient Herefordshire	13	7 53.8%	5 38.5%	0 0%	1 7.7%
Commission the right services	9	5 55.6%	2 22.2%	0 0%	2 22.2%
Total	89	26 29.2%	31 34.8%	4 4.5%	28 31.5%

	% of indicators improving compared to last year
Create a thriving economy	3 / 6 50%
Improve health and social care	6 / 7 85.7%
Raise standards for children and young people	4 / 8 50%
Promote self reliant local communities	4 / 9 44.4%
Create a resilient Herefordshire	4 / 7 57.1%
Commission the right services	4 / 7 66.7%
Total	25 / 44 56.8%

9. The above tables show a particular issue with achievement of targets within the area of 'Raise standards for children and young people'. It should be noted that many of the targets in this area are set externally, and are based on historical performance when results in this area were particularly high, meaning that achievement currently is extremely aspirational when you look at more recent performance data. Although based on only a small number of measures, the direction of travel in this area shows that half are improving.
10. Cabinet should be aware that, as reported to them on 12th April as part of the 'Corporate Delivery Plan' report, work is underway to develop a more robust set of performance measures more closely aligned to measuring the outcomes of the Joint Corporate Plan. Progress on the development of these measures will be reported to Cabinet as part of the first

quarter's performance report in July.

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 not only 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.
12. **Places and Communities**

What has gone well?

- The end of year (2011/2012) figures show positive performance against the number of crimes recorded in the County with a reduction on 2010/11 levels achieved. The same can also be said for the number of recorded assaults with less serious injury; this is an in year measure for alcohol related violent offences.
- All performance measure targets in the waste management service have been achieved; in particular we have achieved our waste recycling target of 41%.
- 90 affordable homes have been brought into the market with a further 88 long term empty properties being brought back to use.
- The number of families within temporary accommodation has also been reduced to 74 households, which is below the target level of 78.

Examples of projects/schemes currently progressing well are:

- The Hereford Enterprise Zone has been established and is now operational.
- The new Hereford livestock market has opened and is successfully trading
- The Yazor Brook flood alleviation scheme in Hereford has been completed and has operated successfully.
- Hereford swimming pool has been successfully refurbished.
- Work on the refurbishment and redevelopment of Grange Court Leominster is now nearing completion.
- The Hereford city centre retail quarter redevelopment is now able to be progressed and hoardings have been erected around the old livestock market site.
- Phase 1 of the Masters House in Ledbury has been successfully delivered, and funding applications are being progressed to enable phase 2 to be delivered.
- Following the decision to remodel delivered library services and our request to Parish Councils to consider establishing community library services, within 6 months we had six community libraries operational, a further three are scheduled to open shortly and more in the pipeline. This is an excellent example of how we can work creatively together and has been recognised by the Cabinet Office as an example of good practice in localism.

What has not gone so well?

- There are challenges that remain around Repeat instances of Domestic Violence, which is the focus of more detailed attention and enquiry. The service area is also managing to maintain good intelligence and partnership working across priority issues.
- A revised timetable for the Local Development Framework (LDF) was approved by Council at its last meeting, in order to allow for responses to the consultation on a Revised Preferred Option to be properly analysed. To enable Cabinet to consider the implications of recent case law and any further consultation required to ensure our LDF process is as

robust as possible, Cabinet will not now be considering the LDF in June, and will receive a report in July to inform future actions.

- Despite some previously recorded challenges in Handy person jobs delivery resulting from the loss of national funding to support private sector renewal the service has managed to sustain significant delivery (although under targeted levels) and therefore continues to contribute strongly to preventative agendas. DFG satisfaction levels (66%) require further investigation as this may be due to delays at OT referral stage currently being explored with People's Services. Performance on e.g. enforcement activity positive and the service has done well to sustain delivery despite the considerable changes in the funding environment.
- Failure to meet the targets in respect of the total number of library visits and also active borrowers in the County can be attributed to a number of factors including site closures and reduced service capacity for periods of time due to refurbishments, and the national and regional decline in visitor numbers continuing the downward trend of the last few years.
- In order to improve these measures in the coming year libraries will be promoted through a number of activities including World Book Night, Community library schemes and school holiday activities for children. The service also now has a SLA in place with customer services as well as having established a number of partnerships e.g. Social Care, Hay and Ledbury Festivals. Finally the service is aiming to increase access by expanding the home delivery service as well as increasing and developing our links to community run library schemes.

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:

- The majority of the performance measures in the Amey contract have been met. The financial performance is on target. A possible contract extension based on performance and VFM measures is currently being negotiated.
- All performance measure targets in the area of Waste Management have been achieved through the FOCSA and Severn Waste Contracts.
- Finally contractors have applied for planning permission for an energy from waste plant at Hartlebury in Worcestershire, which was approved by the WCC planning committee. The Secretary of State has called in the decision; his decision has been deferred from April to July 2012.

13. **People's Services**

What has gone well?

- Seasonable flu vaccination is the highest in the West Midlands for over 65s and second highest for all other vulnerable groups.
- 2011/12 Adults Cost Improvement Programme delivered £2,377k against adjusted target of £2,565k underachieving by £188k (Less than 1%). Monitoring and management arrangements in place for 2012/13 budget transformation plan. Target of £7.9 million

particularly challenging and a number of areas red rated. Charging consultation begins at the end of May 2012.

- Programme approach in place for KPMG audit recommendations on their whole systems review of adult social care budget and funding decision processes across Hoople, DCEXs, Wye Valley, 2gether and People Services Commissioning. Good support from DCEXs transformation team.
- Resource Allocation System (RAS) introduced in July 2011 and now being embedded resulting in increase in Personal Budgets from 4% pre RAS to just under 40% by April 2012.
- Commissioning of services for children. New processes followed with support from the Centre of Excellence. New staff undertaking this for the first time. Now undertaking similar process for adult services.
- Guiding principles for the Herefordshire Learning Community approved by Cabinet
- Children's budget management is improving. With regard to the Complex Needs Solutions budget this is tightly managed and there are more robust challenge and multi agency solutions. The LAC strategy and edge of care work is providing benefits to children and families as well as assisting with the budget pressures.
- Children's Centre Ofsted inspections have been solid. The Bromyard Children's Centre which is managed by HOPE was rated Good with outstanding features. The Greencroft and Kington Children's Centres were rated Good.
- Under the Trading Services Redress service, £91,704 has been recovered for residents and businesses of Herefordshire who have complained about traders in Herefordshire.
- There have been improvements in outcomes across the Early Years Foundation Stage (moving Herefordshire from the bottom quartile to the national average) and Primary Schools in the published 2011 assessments and tests. 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. For the first time since 2007, the educational performance of children with Special Educational Needs (SEN) has improved faster than those without SEN.
- Integrated work on priority areas of safeguarding have included the launch of the joint 16+ service involving social care and housing to tackle homelessness amongst 16 and 17 year olds, Ofsted's Annual Assessment judging children's services in Herefordshire as performing well and the invest to save foster carer project has exceeded the target approving a further 8 fostering families.
- Reducing the number of delayed transfers of care from hospital has improved significantly over the year, and Herefordshire is now best performing in the region. There has been further improvement in the proportion of people with learning disabilities in employment and the proportion living in settled accommodation.

What has not gone so well?

- a) Although progress continues to be made in relation to childhood immunisation, smoking cessation and health checks, we are not yet at target. Work is being undertaken with the providers to improve performance in these areas.
- b) Vacancies in children's social care and the use of agency workers are still causing budgetary pressures. Due to location, pay, house prices and some issues relating to immigration rules, Herefordshire finds it more difficult than other authorities to attract experienced social workers. Conversely, recruitment of newly qualified social workers is better than many other authorities.

- c) The percentage of young people not in education, employment or training (NEET) stands at 7.2% or 336 16-18 year olds at the end of December 2011. This compares to 6.7% or 314 16-18 year olds in December 2010.
- d) The adult transformation programme and QIPP delivery remains a very high risk overall, though some schemes are forecast to deliver more than first expected (see attached). Further work is being undertaken to assess and manage the 2012/13 budget position, including demographic factors and spend that was not accounted for in 2011/12.
- e) Adults social care performance has deteriorated during the year in relation to the speed of assessments although speed of providing support remains positive.
Performance reporting in adult social care has been problematic due to data accuracy issues in Frameworki and consistency of reporting.

What has been done to rectify these problems?

- a) The Local Medical Committee has agreed to all GP practices operating a standardised Failsafe system to identify children not yet immunised, Wye Valley NHS Trust has improved timeliness of data entry into the child health system and options are being developed for Health Visitors to immunise children whose parents do not respond to repeated requests to bring their child to the GP surgery for immunisation. Following a training event in March all GP Practices covering 93% of the population have now signed a contract and been provided with necessary equipment and software to provide Health Checks and will all have started to offer Health Checks by the end of March 2012. A further 4.2% of the population are covered by practices that do not want to provide Health Checks but are willing to send out the offer of a Health Check at another practice. The barriers to offering Health Checks to the last 2.6% of the population are being explored to find a resolution. There is large variation in the quit rate between providers of smoking cessation support. The focus of activity to improve performance is to improve the quit rate of the poorly performing providers.
- b) In terms of social worker recruitment a clear strategy has been developed in conjunction with Corporate Services to alleviate the pressure over a three year timeframe.
- c) The Council has secured an external grant to fund in-depth research into the NEET population to inform a new action plan for 2012-2013.
- d) Improvement and Transformation Group chaired by the Director of People, with representation from Wye Valley, 2gether and People Services Commissioning is meeting on a monthly basis to assess progress and put in place actions to address slippage. Work programme to improve systems, culture and practice is being developed to address the issues highlighted in the KPMG report, with senior commitment from Hoople, Wye Valley, 2gether and the Council. The Root and Branch review of older people will not only look at the expectations for 2020 but what can be done this year to address spend and service delivery.
- e) Discussions are taking place with Wye Valley regarding investment and where resource can have the greatest effect to improve performance, including enhancing capacity for reviews and brokerage. A revised suite of performance indicators from Frameworki has been agreed and data is being validated to enable accurate monitoring for 2012/13.

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?

- Improvements continue to be made to our ICT systems with a new financial system now in place, better management of on line procurement and an increasing level of self service on financial and human resources transactions.
- The introduction of a new customer relationship management system means that more customer enquiries are being resolved at the first point of contact; we have also seen a sharp decline in the number of customer calls that we receive which are avoidable, due to improved self service through the website. The Council's website also received a top rating four stars in the annual "Better Connected" survey, putting Herefordshire in the top 20 in the country
- Progress has been made in developing shared services. The Council received £1.3m of savings in the year through our shared services initiative with the PCT and Wye Valley Trust. Hoople Ltd is now one year old and is already establishing a national reputation for innovation, being recently commended in the Municipal Journal Awards.
- The new web content management system, Beta.herefordshire.gov.uk, is now live and publicly available listing the full waste and recycling service. The web page content has been changed to a more user friendly format. Feedback from the general public on the changes has been very positive. This feedback has also helped inform the implementation of further web pages.
- An internal audit of the treasury management function has provided a **Substantial Assurance** Audit Opinion, which is the highest level of assurance. It concluded that the Council has a good control framework in place, clear and effective high level controls and robust day to day operational controls.
- Work is continuing between Council and NHS colleagues on managing the transition from the PCT to the new Clinical Commissioning Group and the transfer of public health responsibilities. This involves significant change for employees. In parallel, the local support services offer to the clinical commissioning group, based on our current integrated services within the Council and Hoople is being developed in conjunction with other NHS functions at a national and cluster level.
- A number of engagement sessions across the organisation have helped to shape the structure and approach to the Root and Branch Reviews. Over the next 18 months we will look at everything that we do and ask fundamental questions about why we do things.

What has not gone so well?

- a) The public satisfaction rating of locality engagement events was not as good as expected. This was largely due to a short timescale for advertising and an adequate process for agreeing questions and formatting of information not being in place.
- b) A deterioration in the results from the 2011 Employee Opinion Survey.

What has been done to rectify these problems?

- a) A new consultation policy and guidance is currently in draft and will be used in conjunction with the engagement strategy for the Root and Branch Reviews from April onwards.
- b) Action planning is taking place across all Directorates and corporately to address the critical issues and make improvements.

B – Delivery of projects

15. The majority of projects are being delivered to plan, although five are currently reported as

being behind schedule; the majority of projects are rated Blue, as being delivered to schedule. As part of the ongoing development of delivery plans, projects for 2012-13 will be developed with a more robust set of tasks so that progress and their future impact on the relevant outcome can be more accurately reported. The projects are listed in Appendix 2b.

C – Finance

16. The Budget Report is a separate item on the agenda. The revenue budget overspent by £236k compared to an anticipated £634k overspend as at the end of February 2012. The £236k will be met by a transfer from the general fund working balance. Repayment will be factored into future years' budgets.
17. The most significant overspend related to commissioning of adult services. This had been anticipated and included in budget monitoring reports throughout the year. The final figures on adult social care were an overspend of £5.54m. Even so the directorate managed to make a considerable level of savings as part of its overall recovery plan. The position was mitigated by savings within other services, resulting in an over spend within Directorate budgets of £2.9m.

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

18. Service Delivery

Organisational Reputation (Council 40%, PCT 65% approval rating) Performance against both measures are derived from annual/ bi-annual surveys. On-going 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 continues to be on track. Of note throughout 2011-2012 are the results of the Herefordshire Matters survey, the changes to the corporate communications processes – core brief and EnCore, key communications messages and the re-focus of activities to support the organisational values.

LICS2 Time taken to answer telephone queries -15 secs (70%). Outturn for the year was below target due to the disruption encountered around Christmas with the replacement of the CRM system. This impacted on capacity in the contact centre. However, performance year on year was significantly better overall with 61.4% of calls being answered in 15 secs or less, compared to 57% in 2010/2011.

LICS6 % of Issues resolved at first contact (YTD) (65%) Outturn for this indicator has remained at the 57.25% level, also due to the changes with the CRM system. This has resulted in changes to the way in which the data is collected and whilst the Customer Organisation project has demonstrably improved processes, the transitional 3 month phase since December 2011 has impacted on the ability to acquire all of the necessary information. Further work being undertaken within the customer organisation and digital channels projects will result in this situation improving considerably.

LI.ICT.PI.03 Better Connects annual audit of website (3*) Performance for this indicator was significantly higher than expected and the annual audit for the Council's current website was 4*. Herefordshire was in the top 20 overall nationally and 3rd regionally. Feedback from the assessment would appear to indicate that the forthcoming changes to the website will put the Council in a very strong position for the 2012/2013 assessment.

Service Quality

For LICS4 'Overall satisfaction with the service provided' (80%) The latest performance

figures showed an outturn of 79%, which is marginally below year on year comparison. Standardised access to service information will be expected to improve this position further as the customer organisation changes become further embedded. Later in 2012 a range of self-service capability will also become available which should help improve satisfaction in this area further.

LICIU1 Satisfaction of complaint handling (90%) High performance in this area (100%) should be tempered with a low return rate for questionnaires. However, the 'Making experiences count' complaints process continues to be successful in the elimination of complaints being unnecessarily escalated- both the Local Government and Health and Parliamentary ombudsmen have not found in favour of a complainant since the new process was adopted in January 2010. This would appear to confirm performance in this area.

For LICS2 'Whether you felt listened to and understood' (90%) and LICS3 'Politeness and courtesy of staff' (98%) Both indicators have shown a year on year increase in performance, although they have not achieved the annual target. The latest figures show an 87% and a 95% performance.

Service Failure

LICS5 – Reduction in avoidable contact (20%) The final performance figure for this indicator was 18%, which is a continuation of the strong performance throughout the year. The work being undertaken by the customer organisation and digital channels projects should help improve this figure further. For example, the customer organisation project has achieved system integration between the council's CRM system and the Amey works management system, enabling customer service officers to track service requests in real time. Further developments of this functionality will eventually enable customers to track service requests directly, thereby reducing the need to contact the council for updates.

Number of complaints escalated to the ombudsman (5%) Performance was 1.1% which is a direct result of the flexibility and effectiveness of the 'making experiences count' complaints method.

LICS7 Call Centre Abandon Rate (5%) This figure was also affected by the customer organisation project. However, performance in 2011/2012 has been better than the previous 2 years, which indicates a significant improvement in the management of the operation of the contact centre. This downward trend is expected to continue as the new telephony system becomes integrated into the CRM system, enabling further flexibility in the working practices within the call centre.

E – Employees

19. The key headline is that sickness levels have decreased.

F – Risks

20. Key performance risks are covered in the directorate reports in paragraphs 11-13 above.

Community Impact

21. Delivering the Joint Corporate Plan is central to achieving the positive impact the Council wishes to make across Herefordshire and all its communities.

Equality and Human Rights

22. The amalgamated delivery plan recognises our Public Sector Equality Duty, and includes a specific project that contributes towards its achievement. Equality Impact Assessments will be carried out as an integral part of decision making in respect of all new projects/policy changes.

Financial Implications

23. None.

Legal Implications

24. None.

Risk Management

25. 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

26. None.

Appendices

27. 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 the end of year performance data, where available, for all performance measures in the Joint Corporate Plan for which data is still collected and reported upon; and

Appendix 2b the end of year position for all projects in the Joint Corporate Plan.

Background Papers

- None.