

MEETING:	CABINET
DATE:	15 NOVEMBER 2012
TITLE OF REPORT:	CORPORATE PERFORMANCE REPORT PERIOD TO END SEPTEMBER 2012
PORTFOLIO AREA:	CORPORATE SERVICES

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To invite Cabinet Members to review performance for the period to end September 2012.

Key Decision

This is not a Key Decision.

Recommendation

THAT: Cabinet considers performance for the period to end September 2012.

Key Points Summary

- The majority of projects in the corporate delivery plan are being delivered to schedule.
- For measures where data is available, there is a positive direction of travel.

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 towards achievement of the agreed outcomes, service delivery targets and organisational health measures is 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 Corporate Performance Report is a regular report, focusing on progress towards achievement of the six priority themes in the Joint Corporate Plan 2011-14 (i.e. improvement measures), and on how well the business is being managed (i.e. operational service delivery

and organisational health measures). Progress is measured through the management and monitoring of selected performance indicators and projects.

4. Broadly based on a balanced scorecard approach, the report provides a summary of performance in the following areas:
 - a. Achievement of outcomes sought within each of the 6 priority themes (or in year proxy measures where outcome data is not available in year)
 - b. Achievement of Delivery Plan milestones
 - c. Service performance by directorate
 - d. Corporate customer service performance
 - e. Corporate HR performance
 - f. Corporate finance performance

Key Considerations

5. A high level summary of performance in each of the 6 areas above is provided in a 'balanced scorecard' style at appendix A.

Achievement of outcomes

6. An exception report is attached at Appendix B. An overview of performance against each of the six priorities are below.

Create a thriving economy

The Hereford Enterprise Zone and the work of the Local Enterprise and Business Board remain on track, as are a number of transport related projects, including the Local Transport Plan. There has, however, been an increase in the number of vacant shops in Hereford City, though it is important to note that rates remain below the West Midlands average and are impacted by the national downturn effects on national chains which are closing / downsizing across the country.

Improve health care and social care

The Public Health Transition Plan and the implementation of the Strategic Delivery Plan for Adult Services are each being delivered to schedule.

Latest information in respect of the number of older people still at home 91 days after discharge (2011-12) shows that 94% remain at home.

Raise standards for children and young people

The Recruitment and Retention project in social care is on schedule.

The last quarter has seen an increase in the number of permanent social workers and a decrease in the number of looked after children (per 10,000 population).

Promote self reliant local communities

More affordable homes are being delivered, and empty homes are being brought back in to use. However, there has been an increase in the use of temporary accommodation during the last quarter due to service demands from those at risk of homelessness. A review of allocations, policies and operational approaches is being undertaken to respond to the changing legislation and the demand environment. Processes are in place to minimise the

use of expensive bed and breakfast accommodation in the context of an overall national decrease as this is an expensive solution that should only be used in extreme cases.

There has been a reduction in the level of recorded crime compared to last year, and the number of people killed or seriously injured in road traffic collisions remains at similar levels to last year.

Create a resilient Herefordshire

As reported in the directorate commentary for Corporate Services in paragraph 10 below, there has been a significant increase in the levels of satisfaction with the way the Council runs things.

There are also continued reductions in the levels of household waste produced, and in the amount being sent to landfill. This is complemented by an increase in levels of recycling.

Commission the right services

The Root and Branch Review programme is progressing to schedule, and is now moving in to Phase 2.

The Office Accommodation project is progressing, alongside the Better Ways of Working project, and office moves are due to take place in Plough Lane over the month.

The IM&T Programme, including Digital Channels, is running behind schedule, as is expanded on in Appendix C.

Satisfaction targets for local services other than the Council have been achieved; these include GP (family doctor); local hospital; local dentist; West Mercia Police; and Hereford and Worcester Fire and Rescue Service.

Delivery Plan Milestones

7. The key headline is that the majority of projects are being delivered to plan, although 5 are currently reported as being behind schedule (6 at the end of May); the majority of projects are rated Blue, as being delivered to schedule. More detailed information is provided at appendix C in relation to those projects that are green or red rated (ahead of or behind schedule).

Service Performance

8. Places and Communities

What has gone well?

There has been significant progress over the last period on a number of key projects, these include:

- progression of key enquiries on the enterprise zone;
- the development of a possible Marches Deal to mirror city deals agreed elsewhere in the country alongside work to bring forward a business plan for the Marches Local Enterprise Partnership;
- the continuing success of the new Hereford Livestock market with the prospect of further expansion led and funded by the tenants;
- reallocation of funding to support cycle ways in the Destination Hereford scheme;
- Cabinet approval for next steps on the broadband programme;
- securing planning for energy from waste plant Hartlebury;
- a significant review of the housing allocations policy;

- the commencement of demolition works on the old live stock market, as well as the progression of funding arrangements between Stanhope and British land PLC; and
- consultation on the Local Transport Plan (LTP) is underway and work is continuing to deliver the Core Strategy, the key element of the Local Development Framework (LDF).

What has not gone so well?

Areas that continue to cause concern relate to the increasing pressures on homelessness, and repeat domestic abuse incidents. Further details on the homelessness concern are contained in paragraph 6 above, under the priority of 'promote self-reliant local communities'.

Repeat incidents of domestic violence remain behind target; however the direction of travel is improving. In terms of overall prevalence of domestic abuse in the county, Police recorded Domestic Abuse figures for Herefordshire show a slight reduction, though it is important to note that this still represents 19.4% of total recorded crimes.

What has been done to rectify these problems?

A domestic abuse needs assessment has been discussed and has been considered by HPEG at a meeting on the 5th October 2012. Further detailed analysis is to be undertaken across all agencies in the coming months to agree how this issue can be approached and reduce the incidence of repeat domestic violence. (It is important to note that improved confidence in the reporting system may result in higher levels of reporting).

9. **People's Services**

What has gone well?

- Roll out of the Integrated Support Service. This is now up & running and providing intensive support to families. In September 10 young people started on the youth contract which meets our target.
- Roll out of the Looked After Children's Strategy to the wider children's services, and launch of campaign to recruit more foster carers. This has resulted in 16 new foster care households being approved since April 2012.
- The trend for the take-up of personal budgets continues and is now at 50%.
- Delayed discharges from hospital are very low and the target for increasing the number of older people being supported at home is better than target.
- Significant activity to address the adults services financial pressures – reablement services have expanded and good progress has been made on changing commissioning arrangements and contracts for services which support people to live independently.
- Adoption – on the adoption scorecard, which has been launched by the Government in order to speed up adoption timescales, Herefordshire is ahead of national on the following descriptors –
 - Average time between a child entering care and moving in with its adoptive family – England average 625 days, Herefordshire 589 days.
 - Average time between local authority receiving the court order to place and deciding on a match – England average 171 days, Herefordshire 132 days.
- The catch up plan for implementing NHS Health checks has been effective and results to date are encouraging. By the end of quarter two 12.6% of the year's target of 34% for eligible population invited for NHS Health checks had been achieved and 5.2% of the annual target of 8.6% have received an NHS Health check.

- Quarter 1 (2012-13) data on Child immunisation shows significant improvement across all childhood vaccines uptake under the age of 5 years. Uptake at 1st birthday has achieved the national target of 95% and MMR uptake at 2nd birthday is 91.2%, which is the highest in the last few years. This achievement has been the result of implementation of robust fail-safe protocol for childhood immunisation call-recall system, and reinforcing the role health visitors in childhood immunisation, and strengthening partnership working among the key stakeholders.
- Education Results.
 - The Early Years Foundation Stage Profile saw an improvement in the percentage of children achieving a good level of development from 56% last year to 61% this year.
 - Key Stage One, results have declined slightly from last year's good performance, but are still an improvement on 2010.
 - At Key Stage Two, the percentage of pupils achieving level 4 or above in both English and Maths has increased from 72% last year to 76% this year.
 - At Key Stage Four, 56.1% of students achieved 5 or more GCSEs at grades A* - C including English and Maths. This is a slight decline on last year, but very slightly above 2010.
 - At Key Stage Five, 93.2% of students achieved 2 or more A-Levels, maintaining Herefordshire's steady performance in A-Levels over the past 3 years.

What has not gone so well?

- a) Ofsted Inspection of early help & child protection— although Ofsted identified areas of good practice, there are significant weaknesses in these services and the overall rating inadequate.
- b) Education Performance – although in some key stages there have been improvements on last year, in all key stages Herefordshire now lags slightly behind national averages. Provisional GCSE results show that 56.1% of students gained 5 A* - C including English and Maths. This compares to 58.6% nationally.
- c) The NHS IC Website figures for 2011/12 show 83% of smoking quitters achieved against the target and the latest 2012/13 information shows 139 quitters during Quarter 1 against a target of 215 or 65%.
- d) The numbers of referrals for Adult Safeguarding continue to rise; this is leading to significant pressures on the teams and a corresponding decrease in timeliness.
- e) Demand for adult services continues and there has been slower progress than planned with brokerage services; some planned changes involving conversion of NHS properties; achievement of savings by the main providers; and impact of reviews.

What has been done to rectify these problems?

- a) The findings have been accepted. An improvement plan is being overseen by the Improvement Board to tackle issues raised by Ofsted. An independent chair will be appointed for this Board and the improvements will be overseen by the Department of Education and the Minister.
- b) Education Performance is being tackled both by individual schools, colleges and early years providers and by actions across institutions. One example is the Understanding Barriers to Achievement Project. This project looks at all children across the county who have failed to progress between key stages. Authority staff are currently working with schools to identify the issues that these children face and put plans in place to help tackle these issues. Through the Guiding Principles, the expectations have been raised.

- c) The main providers are being trained to use the new database to increase efficiency. This has affected throughput of clients. The current Stoptober Campaign and a planned back to back 'Cash for Christmas' Campaign is expected to put the service on track to achieve this year's target. It is expected that the Making Every Contact Count (MECC) programme will also generate quitters. Plans for contracting 2013/14 stop smoking services are being progressed alongside the wider work of transition contracting decisions.

The Council motion on the health and wellbeing of staff was passed unanimously, which will also play a part of this target.

- d) An audit has been undertaken and an improvement plan is being developed.
- e) Compensatory savings schemes have been identified; the NHS properties issues have been escalated and discussions are actively being progressed with the main provider to address the barriers to securing savings.

10. **Corporate Services**

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

What has gone well?

- The 'Quality of Life' survey overview report has been completed and published online. The results were fed directly into the qualitative Your Community Your Say events happening in localities. Of particular note is the increase in the overall level of satisfaction with the Council, up from 33% in 2008 to 51% now.
- Following a review of the Council's overall integrated accommodation strategy, work on the Civic Hub has commenced and remains ahead of schedule.
- Auditors have once again given an unqualified opinion on our accounts.
- The Annual Governance Statement and Annual Assurance Statement are both complete, ahead of last year's performance.
- A number of HR policies have been refreshed, including: Managing Attendance, to now include Disability Leave; Managing Change; Alternative Work Register; and Bribery and Gifts.
- Good progress is being made in formulating a draft People Strategy, the next step being to engage the Senior Management Team.

What has not gone so well?

- a) Issues have been identified within a number of IT projects, most significantly the delay in the digital channels project.
- b) Condition surveys for 16 schools were delivered late and not to the required quality by an external provider, leading to poor customer satisfaction and reputational issues.
- c) A number of procurement projects are falling behind schedule as we have insufficient resources within Commercial Services to support the current list of projects.

What has been done to rectify these problems?

- a) Additional resources are being identified and reallocated to remedy the problems with delivery of the digital channels project.
- b) The condition surveys are being redone at no cost.

- c) A number of options are in hand to resource current procurement projects, including a reprioritisation of the work plan and interim support from the Regional Improvement and Efficiency Partnership.

Customer Services

- 11. More detailed information is provided at Appendix D in relation to those performance measures that are included within the Customer Service Report, for which data is currently available.

Performance overall is slightly down on the same period last year. In respect of the measure around abandonment rates, there have been a significantly higher volume of calls; problems with staffing levels, including an increase in sickness (which is being managed through return to work interviews); and a determination to not bring in temporary additional capacity in order to keep down costs. To solve the problem newly recruited branch supervisors will each have a core objective to proactively support the management of customer contact. This will enable swift management decisions to be made to allocate resources across customer services to manage priorities. (A breakdown of the number of calls being received and abandoned is included in Appendix D).

Corporate Workforce Performance

- 12. More detailed information is provided at appendix E in relation to those performance measures that are included within the Workforce Report.

We continue to improve the quality and range of our workforce data to enable performance discussions across the organisation and Directorates. Due to the nature of what the workforce data tells us, directions of travel are not necessarily good or bad so have only been included in respect of the sickness measures. It is important to consider workforce data in the round rather than just looking at the numbers, especially given our aim to retain good people during periods of austerity and financial challenges. We will be addressing this through the new people strategy, for example how we create a flexible environment for people to do their best, or use our reward strategy to enable us to retain the right people with the right skills to deliver great outcomes. The data also enables us to improve our understanding of the workforce structure which means we are better able to plan our workforce requirements.

Headcount/Full Time Equivalent (FTE)

Whilst there was a reduction of 50 heads (32 FTE) permanent employees over this period, there has been an uplift in agency workers. The net resourcing position when taking this into account is a reduction of 29 heads (no data for Agency FTE). Numbers of people on Fixed Term Contracts (FTC) and Term-time Contracts held over the summer and then dropped off in September. This may be due to the changes/movements that take place at the beginning of the academic year – an assumption that will need to be validated if required.

Costs

The cost of our people resources, be it permanent, temporary or consultancy, accumulate to a significant monthly/annual expenditure. It is critical that we optimise efficiencies when deploying our resources so that we receive the best “return for our investment” i.e. good/high performance aligned to clear objectives, linked to strategic outcomes. The reshaping of the corporate plan will enable us to prioritise and align our employees to ensure that we have the right people in the right place to deliver our goals. A review of our reward strategy will help to shape how we achieve best value from our pay budget.

Turnover

The turnover average over the last 6 months is 11.2% as May, June, July and August had a lower rate – 7%, 11%, 9%, 9% respectively. Most of the leavers in September were resignations from People's Services Directorate (CYP Provider Services). As noted above, there was also a noticeable drop in numbers of term-time and fixed term contracts.

Sickness Absence

The rate has fluctuated over the first five months of the year, although has remained at a lower rate than last year, with latest absence for the period to the end of August being at 2.98%. The main reasons for absence are: Stress & Anxiety (27% of absence days), Musculo-Skeletal (15%), Surgery (14%). Work is starting on an employee health & wellbeing plan to provide additional support and preventative services to employees. We will also work to record absence by short-term and long-term to enable better management of cases and more relevant reporting.

Employees returning to work occasionally do so in a different area / job as part of their rehabilitation back to their substantive post.

Occupational Health offer support to individuals signed-off for reasons of stress, and managers are trained to how to spot stress before an absence happens as part of the Managing Attendance training that they are given.

Employee Profile

Customer Services, CYP Provider Services & Place based commissioning services have the highest % of part-time employees - 58%; 43%; 47% respectively.

Interesting to note that 66% of our workforce is over 40. This potentially reflects a wealth of skills and experience that we have employed within the Council. An opportunity to support our aspiration to grow our economy, retain skills and balance our age profile in Herefordshire could be to explore creative ways to attract the under 30 years talent to Herefordshire that would bring a different dynamic to our organisation and others in Herefordshire.

We have 35 employees who are identified as disabled in Agresso. Agresso self-service has launched across the council which saw an uplift in data completion. We have updated the Attendance Management Policy to include Disability Leave, which may encourage those who have not yet provided this information to us, to do so. This will need to be taken into account over the next few months.

Less than 1 year service

The Council currently has 89 employees with less than 1 year's service. The majority (53% - 47 employees) of these are in the People's Directorate.

Corporate Finance Performance

13. A budget report to the end of September was presented to Cabinet on 18th October. An overview of performance is provided at appendix F.

For reference, the overall revenue budget position for 2012/13 shows a £2.435m projected overspend. The 2012/13 budget includes savings targets of £10.8m, approved in the council's Financial Resource Model as part of the budget setting process. A further target of £5.6m was allocated to adult social care as part of the recovery plan to bring the budget into balance, resulting in a savings plan for adult social care of £7.9m. In addition, there was slippage on the procurement savings programme from 2011/12 of £1.5m plus a top-slice to cover consultancy costs. The £1.5m procurement target includes £483k of social care projects which are being monitored as part of the £7.9m recovery plan.

Community Impact

14. 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

15. The corporate 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

16. None.

Legal Implications

17. None.

Risk Management

18. 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.

The Leadership Team is undertaking a review of corporate risks and part of the refresh of the Corporate Plan. The current strategic risks that are red rated by the Leadership Team are as follows:

- Delivery of a balanced budget as part of the Council's medium term financial plan; mitigation: recovery plans are being developed to address the current projected overspend
- Adoption of a local development framework to ensure effective strategic planning and management of development in the County; mitigation: revised timeline and project plan have been agreed
- Maintaining and effective safeguarding function for both young people and adults; mitigation: improvement plan produced to address the recent Ofsted report recommendations; baseline audit and improvement plan produced to address weaknesses in Adults
- Establishing a sustainable budget for older people's services; mitigation: implementation of the Root and Branch Review proposals for transformational change and improved outcomes

Consultees

19. None.

Appendices

- Appendix A Summary Balanced Scorecard
- Appendix B Delivery Plan Measure Exception report
- Appendix C Delivery Plan Project Exception Report
- Appendix D Customer Service Report

Appendix E Workforce Report

Appendix F Finance Report

Background Papers

- None.