

MEETING:	CABINET
DATE:	20 JUNE 2013
TITLE OF REPORT:	CORPORATE PERFORMANCE REPORT 2012-13
REPORT BY:	ASSISTANT DIRECTOR, PEOPLE, POLICY AND PERFORMANCE

1. Classification

Open

2. Key Decision

This is not a key decision

3. Wards Affected

County-wide

4. Purpose

To invite Cabinet Members to review performance for the operating year 2012-13.

5. Recommendation(s)

See cover report recommendation a

6. Key Points Summary

- The proportion of performance measures achieving or better than target is 63.4%, compared to 58.8% last year. The proportion improving against the same period last year is 58.2%; compared to 56.4% last year.
- The majority of projects in the corporate delivery plan are or have been delivered to schedule.

7. Alternative Options

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

8. Reasons for Recommendations

- 8.1 To ensure that progress towards achievement of the agreed outcomes, service delivery targets and organisational health measures is understood. Further, to ensure that the

Further information on the subject of this report is available from Jenny Lewis, Assistant Director People, Policy and Partnerships

reasons for important areas of actual or potential under-performance are understood and are being addressed to the Cabinet's satisfaction.

9. Introduction and Background

9.1 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. organisational health measures). Progress is measured through the management and monitoring of selected performance indicators and projects. Following Council's approval in November 2012 of a refined Corporate Plan for 2013/15 and the subsequent decisions taken by Cabinet in April 2013 and at Council in May 2013, future performance reporting will be focused on a smaller number of critical areas of the council's activity.

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
- b. Achievement of Delivery Plan milestones
- c. Corporate customer service performance
- d. Corporate HR performance

10. Key Considerations

10.1 A high level summary of performance in each of the areas above is provided in a 'balanced scorecard' style at Appendix 1.

10.2 Achievement of outcomes

Performance against the measures in the Corporate Delivery Plan is included in the background paper 'Delivery Plan measures'. An overview of performance against each of the six priorities is below. Further detail is also included in the directorate commentaries in paragraphs 10.41 – 10.43.

Create a thriving economy

Latest data shows that the overall employment rate is remaining steady, but lower workplace based earnings.

There are increasing numbers of people of working age population that are qualified to Level 2, Level 3 or Level 4 equivalent.

Improve health care and social care

The inequality gap in life expectancy for men shows a positive reduction, but the gap for women has widened.

Fewer delayed transfers of care from hospital are helping older people to remain at home 91 days after discharge.

People using social care who receive self-directed support continues to rise, achieving target.

Raise standards for children and young people

Although the target for reducing the number of young people not in education, employment or training has been missed, performance has improved throughout the year and is better than last year.

There has been a rise in the number of young people re-referred to children's social care within six months of receiving a service.

The proportion of primary school children recorded as obese is better than last year.

The overall Ofsted profile of schools has improved during the year with very low number of schools requiring improvement.

Promote self-reliant local communities

There has been a fall in numbers using Halo, local authority museums and h.Art compared to last year.

An increased number of affordable homes delivered and empty properties brought back in to use have been delivered during the year, but there has also been a rise in the number of households in temporary accommodation.

There has been a positive reduction in the amount of recorded crime in Herefordshire; as to, the repeat incidents of domestic violence.

Create a resilient Herefordshire

There was an increase in satisfaction levels with the Council as reported through the Quality of Life Survey compared to the last survey in 2008, although overall satisfaction with the way the Council runs things is still only 51%.

There are less people that believe people from different backgrounds get on well together than when last surveyed in 2008. This has been influenced by the economic downturn, and the local and national media focus on immigration. There have also been a number of cases of attacks on people of different faith groups. The No Prejudice in Herefordshire campaign and the MIRA project have been instrumental in ensuring that migration is seen in a positive light.

Commission the right services

Satisfaction with GPs, local hospital, local dentist, West Mercia Police and Hereford & Worcester Fire and Rescue Service all improved.

10.3 Delivery Plan Milestones

The key headline is that the majority of projects have or are being delivered to plan, although 9 are currently reported as being behind schedule; the majority of projects are rated Blue, as being delivered to schedule. It should be noted however that the timetable for many projects has been amended during the year to reflect the reduced resources available to meet the original plan.

The list of projects rated **Red** in the Corporate Delivery Plan is included in the background paper 'Delivery Plan projects'.

10.4 **Service Performance**

10.41 **Places and Communities**

What has gone well?

Strong performance is being seen in the area of cultural and leisure services overall.

Markets and street trading in the county are operating well and the open markets are well supported with an increasing number of traders in Hereford City. However, the number of traders attending some of the market towns has seen some decline.

Waste management is performing well overall; the amount of residual household waste is expected to better its performance compared to the previous year. The Authority is doing well in both minimising the amount of waste produced to landfill by the introduction of a range of waste prevention initiatives and promotion of the kerbside recycling service.

Housing Solutions has improved against its target figure for households in temporary accommodation, completing a generally improving performance position with 79 in temporary accommodation as at 31st March. The number of affordable homes delivered in the county has also exceeded target with 61 delivered to 31st March.

Housing enforcement and related activity is operating well overall. A particular improvement has been seen in Disabled Facilities Grant completion timescales.

There has been strong performance in the area of Community Protection. One example is fly tipping which has fallen by 25% in over the last 5 years.

Following previous reports of an increase in domestic abuse repeat cases, a detailed needs assessment has been completed and presented to the Herefordshire Partnership Executive Group and a Domestic Abuse Action Plan is being implemented.

Examples of projects/schemes currently progressing well are:

The Hereford Enterprise Zone is making good progress. The Secretary of State has agreed to the authorisation of the Local Development Order.

Positive work is being undertaken with colleagues in Planning and Highways to progress the Model Farm site.

A draft Business Plan was submitted in March to the Local Enterprise Partnership, the Business Board and to the Department for Communities and Local Government. The Board is now meeting monthly.

Work is progressing well with the Broadband Business Support programme. EU Business Support has been awarded to Herefordshire.

The Destination Hereford funding supports the delivery of Connect 2 to a revised programme which involves completion by summer 2013. Sustrans support this revised programme. A calendar of promotional campaigns is currently being developed to promote healthier and more sustainable travel choices in the county.

The draft Core Strategy is currently out to public consultation until 22nd April. The Western corridor for the relief road route is included in the draft Core Strategy.

The Local Transport Plan is now complete and has been approved by Cabinet.

Good progress is being made in the area of carbon management with several initiatives taking place. For example, rolling out LED street lights across the county, a Solar PV project and the schools energy programme.

What has not gone so well and what are we doing to rectify it?

Whilst the percentage of the Herefordshire population claiming out of work benefits is above the target level, it is showing a slight improvement in terms of direction of travel. The local rate is better than regional and national rates. Local projects such as The Tudorville Project in Ross and two skills academies (construction and retail) have been set up to provide training, apprenticeships and work experience to assist people into work.

The latest outturn to March 2012 for net additional homes provided shows that the target was not achieved due to the general economic situation which has depressed the housing market.

There was a year-on-year reduction in the number of visits to local authority museums during 2012-13 and as such we did not meet the target.

The latest annual figures (2010) indicate that there has been a 5% increase in countywide CO₂ emissions per head. Key projects and initiatives are progressing to address this and the countywide CO₂ strategy will continue to develop in 2013/14.

Rise in domestic abuse / violence amongst new communities. We continue to work with partner organisations, in particular the Police, housing and community safety to combat this rise.

Major Contract/Commissioning Agreements update (as per last update):

Legal agreement negotiations are ongoing with Worcestershire to develop a joint Energy from Waste plant for Herefordshire and Worcestershire remains of importance for future waste management needs. Cabinet agreed in December to pursue alternative options for the financing of the project to improve value for money. A Cabinet report is being developed for consideration in September 2013.

10.42 People's Services

What has gone well?

Integrated Support Service

Roll out of the Integrated Support Service. This is now up & running and providing intensive support to families. Youth contract provision: so far, 60 young people have started on the youth contract, which meets our target. 20 of these young people have re-engaged with education or training. 4 of these have remained in this positive destination for at least 6 months and a further 25 are also in positive destinations but have yet to meet the 6 month point. The Troubled Families initiative has been successfully introduced and has secured the year one reward grant; we are working with families to reduce incidents of crime and anti-social behaviour, improve school attendance and address employment issues.

Schools

The overall Ofsted profile of schools has improved during the year with very low numbers of schools requiring improvement.

Public Health

The catch up plan for Herefordshire regarding invitations going out to people who are eligible for an NHS Health check has produced good results. At the end of December 18.8% of the eligible people had been offered an NHS Health check, this being the third best performance within PCTs in the West Midlands and compares to the England level of 11.7%. Uptake is also good at 45% but this needs to be improved alongside a national campaign running this year, directed at increasing uptake to 75%. Of the 6,666 people who have received an NHS Health Check 685 people have been identified at high risk of

vascular disease. Early treatment and management of these patients will contribute to achieving health improvement outcomes.

The current total of people stopping smoking for 4-weeks stands at 512 quitters for 2012/13, the final number will not be known until mid-June. The quit rate is currently running at 43% which is slightly above the average rate. It is clear that the two campaigns run over the year have had a positive effect, but the effect of the No Smoking Day campaign in March will not be known until June.

Adult Social Care

An Adult Social Care Business Change programme has been established to deliver in year savings and a different approach to adult social care in Herefordshire. Key areas of work include:

- Next stage integration for Wye Valley NHS Trust and 2gether NHS
- Framework I – Agresso integration
- Self-Directed Support acceleration

Work has started to measure more closely the impact of personalised care and improve the experience of users. This is being done through applying the "Making It Real" assessment. Herefordshire is working towards signing up to the national "Making it Real" partnership.

The Frameworki Adults delivery plan has now been agreed and, prioritisation is being made for work on the 2Gether workflow and adult safeguarding. Support being given to the Self Directed Support project due to the reworking of the assessment process.

Children's Social Care

Improvement Plan

The actions within the plan are being progressed and these are being overseen by the Improvement Board. The independent chair has recently written his first update report to the Minister and his judgement indicates that progress is being made satisfactorily.

Fostering Inspection

Ofsted inspected our Fostering Service in Jan 2013 and the outcome was that overall the service was adequate with some 'good' elements. Parts of the service were recognised as having made improvements since the last Ofsted inspection of arrangements to safeguard children, which bodes well for our improvement journey.

Duty System

A new duty system was implemented in the social care referral and assessment team in January 2013. This has led to more effective management of new contacts and referrals. In February 100% of all contacts had a decision on them within 24 hours. The number of cases which require a social care assessment are also reducing which is leading to more manageable case loads for some social workers.

Assessment Issues

We have had an historical issue with a backlog of out of date assessments which through a concerted strategy was resolved by the end of the year. Similarly, a significant improvement in the timeliness of Core Assessments has been achieved this quarter with 84% being completed within the 35 day timescale required.

Supervision

We can now evidence that social care staff in Children's services are receiving regular supervision within the agreed timescales. We now need to ensure that all workers are

receiving supervision which is high quality and reflective. These issues will be measured through our new auditing process.

What has not gone so well and what are we doing to rectify it?

Adult's Social Care

Community based Reablement work has not been recorded in Frameworki but information on the number of referrals is now being provided - about 33 cases per week are currently referred to neighbourhood teams for Reablement. Work is on-going to ensure timely data recording.

The Financial Sustainability Project – The saving plan is high risk based on scale and pace of change required. Project leads have been identified to ensure accountability and robust project management approach. Work continues to support the creation of the project plans for each of the savings to ensure a robust project management approach is taken across the Adult Social Care Business Change programme. Actions have been agreed to progress the resolution of historic disputed invoices, although new disputed invoices are still occurring. Action is being taken to understand why this is happening and to take steps to address it.

Children's Social Care

Performance in the recording of visits to looked after children and those subject to child protection plans requires some improvement.

Some improvements have been made in performance reporting. To strengthen this further, there is development work taking place with Frameworki to provide service management reports and information to improve casework. Accuracy will be improved through better recording and reporting facilities which are currently being implemented and will be available to teams on an incremental basis and finally by end of June, 2013.

The recruitment of permanent social workers has had some success however, there is still heavy reliance on agency staff particularly at front and middle management levels. Work is continuing to develop a robust approach that will reduce the reliance on agency staff and make Herefordshire an employer of choice over the next two years.

Education

The small schools policy has not been progressed to original timetables. The developments regarding Free Schools, and the decisions by the Secretary of State has resulted in the cabinet reflecting on policy and practice. This action will not be completed by March 2013 but will be started and carried forward into the next financial year.

Work on improving educational attainment was focussed on the Closing the Gap project. This work identified that the children who have the biggest gap in educational attainment compared to other children are those who are entitled to Free School Meals aged up to 5 and children with English as an Additional Language between the ages of 8 – 11. The project is identifying actions to address this and ways of involving more schools in the work.

Child Poverty

The Child Poverty Steering Group reviewed the actions and impacts of a variety of work for a more focussed plan for the 2013-14 year.

10.43 Corporate Services

An overview of performance for Customers, Workforce and Finance are included in paragraphs 10.5 - 10.7. For other areas of Corporate Services:

What has gone well?

- The Accommodation Strategy is progressing, with Legal Services and Resilience moving to Union Street in the last quarter, and work continuing on the Civic Hub. A large number of staff moves have been completed as we reduce the number of buildings being occupied and deliver the Better Ways of Working programme.
- “The Digital Strategy” and the delivery plan to achieve it were approved by Cabinet. Progress is being made on key aspects of the work including improved information management, a shift to digital communication channels and the interfacing of systems.
- The “Workforce Strategy” and delivery plan was agreed by Cabinet. Progress is being made with the HR policy changes and reducing the pay-bill initiative. Lean and systems thinking philosophies put to practice in process redesign and a focus on improving the number and quality of staff appraisals.
- New Commissioning and Commercial Strategy approved by Cabinet on 14th March.
- On 1st April responsibility for local Social Fund activity was successfully transferred from Department of Work and Pensions to the council. The council now provides this important local welfare provision for vulnerable people within an overall cash limit following Government’s transfer of responsibility to local authorities.

What has not gone so well and what are we doing to rectify it?

The council's commitment to improving Data Protection compliance has been recognised during the recent visit from the Information Commissioner's Office auditors. The draft report reflects the limited assurance status of where we are in our delivery plan but recognises that the plan will address the shortfalls including an Information asset register and our Information Governance eLearning modules which are now available. These activities are critical to our Information Governance improvement plan which has included the establishment of the Information Governance (IG) function in November 2012. A central register was set up in July 2012 to capture IG incidents and we now have 80 of which 21 are open, 3 self-reported to the Information Commissioners Office (ICO) and a further 3 which potentially will be reported. The ICO auditors noted that the profile of the IG team was high enabling a good level of incident reporting. A significant number of reported incidents are from Children’s Services and the auditors also recognised the work that they have been doing with the IG team to improve.

10.5 Customer Services

The year 2012/13 has been a difficult one for customer services. The number customers contacting customer services has increased significantly this year compared to 2011/12 by 23.5%. This has been managed within the resources available and has had an impact at times on the level of service delivered. Despite this, telephone abandonment rates have remained at around 14% (missing target), with 85% of customers responding that they were satisfied with the service provided.

There have also been a number of factors during the last quarter of the year that have created very high spikes in customer demand and consequently service performance has suffered. The key issues that have arisen are flooding and heavy snow, these created significant demand on service with customers not only seeking advice but also progress chasing. Also during February and March 2013 significant changes to Council Tax and Housing Benefits legislation increased demand significantly, for example contact increased by 29.5% between February and March. Whilst additional resources were introduced to cover these peaks these issues still impacted on performance for resolving issues at first contact and the speed of answering calls in the Contact Centre. There was also a slight fall in the percentage of respondents who when asked if staff were polite and courteous said yes.

10.6 Corporate Workforce Performance

The full time establishment position continues to reduce, whilst there is a noticeable increase in agency workers. The majority of the agency staff are covering permanent posts for reasons of absence or vacancy; only some are additional to establishment. The use of agency workers is effective when the demands of the service require a more flexible approach to resourcing. However the dependency upon agency workers in some services areas due to recruitment and retention issues is presenting significant challenges for maintaining service standards hindered by regular changes in staff. These issues are being addressed in the specific service areas focussing on all aspects of recruitment and retention.

The annualised turnover rate has increased significantly from December, and is now at 32.76%. A contributing factor to this was the number of staff either TUPE transferred (Out) or who opted to leave under the Councils mutually agreed exit policy during March. This is an indicator that will continue to run at a higher level than previously as a result of reducing budgets and service changes. The Council has committed to continuing to optimise ways of reducing costs and managing staff reductions whilst minimising compulsory redundancies.

The average sickness absence has fallen slightly since the last report from 3.95% to 3.65%. Plans have been developed and implemented to provide additional support to staff to assist their health and wellbeing and reduce absence levels.

10.7 Corporate Finance Performance

The year-end budget report appears elsewhere on the agenda.

The overall revenue budget position for 2012/13 shows an overspend of £2,282,000.

11. Community Impact

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

12. Equality and Human Rights

- 12.1 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.

13. Financial Implications

- 13.1 None.

14. Legal Implications

- 14.1 None.

15. Risk Management

- 15.1 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 financial challenge and capacity to deliver the transformation necessary to both improve outcomes for people and deliver savings remains the most significant risk. Risk also remains in assuring safeguarding of children and vulnerable adults across the whole system.

16. Consultees

16.1 None.

17. Appendices

17.1 Appendix 1 Summary Balanced Scorecard

18. Background Papers

18.1 Delivery Plan measures
Delivery Plan projects
Customer Service measures
Finance measures
Workforce Report