

# INTEGRATED PERFORMANCE REPORT

## PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

7TH SEPTEMBER 2006

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### Wards Affected

County-wide

### Purpose

To note performance to the end of **July 2006** against the Annual Operating Plan 2006-07, together with performance against revenue and capital budgets and corporate risks, and remedial action to address areas of under-performance. The report also covers the progress being made against the Council's Overall Improvement Programme, which includes the Joint Area Review (JAR) Action Plan, the Adult Social Care Improvement Plan and the Herefordshire Connects programme.

### Key Decision

This is not a Key Decision

### Recommendation

**THAT performance to the end of July 2006 be noted, and remedial action to address areas of under-performance be considered.**

### Reasons

The Council's current Corporate Plan sets out the Council's objectives, priorities and targets for the three years 2006-09. The Annual Operating Plan (AOP) is the detailed action plan for the first of these years, 2006-07, and has been updated for the purpose of these reports to include the indicators in the Local Area Agreement (LAA) and Herefordshire Community Strategy (HCS). This report summarises progress in the first **four** months of this operating year, including action being taken to address under-performance.

### Considerations

#### *Progress against the Annual Operating Plan*

1. Performance has been monitored for each indicator using the following system:

		<b>G</b>	Achieved, or on track to be achieved, on schedule
		<b>A</b>	Not on track
		<b>R</b>	Not achieved, or not expected to be achieved, or no targets/milestones identified

2. This section summarises progress against the AOP 2006-07, now incorporating the LAA and LPSA2G, for the period 1<sup>st</sup> April 2006 to 31<sup>st</sup> July 2006. Details on each of the indicators marked as **R** or **A** are given in **Appendix A (1)**.
3. For the **full** set of strategic performance indicators **19** of **89** have been marked as **R**, compared to 45 to May.
4. A significant amount of work has taken place since the previous report to the end of May, which was considered by Cabinet on 29<sup>th</sup> June, in an attempt to ensure that all the performance templates include targets, milestones and a sufficiently robust action plan. The reduction in the number of indicators marked as **R** to **19** (from **45** in May) demonstrates the progress made in developing the templates, however 14 of the 19 are marked **R** because of continuing weaknesses in the template. Templates for those indicators marked as **R** are in **Appendix A (2)**.
5. In addition to the above analysis, the following 2 sections show progress against the LPSA2G and LAA, both of which are included in the **full** set of strategic performance indicators.

#### The Local Public Service Agreement (LPSA2G)

6. As at the end of July **7** of **27** LPSA2G indicators were **R**. This is a reduction from the **14** indicators that were **R** in the report to end May. 3 of the indicators, the number of people in receipt of pension credit; the number of unscheduled hospital bed days; and satisfaction with homecare services have yet to have targets set for this year. The other 4 indicators marked **R** relate to 'the number of residents aged 19+ achieving a Level 2 or 3 qualification' have targets set, but as yet do not have a robust action plan, which would allow a judgement to be made as to the likelihood of achieving the target.

#### The Local Area Agreement (LAA)

7. At the end of July there were **18** of **69** indicators marked **R** compared with 42 indicators in the report to end May. (These include the LPSA2G indicators.)
8. Of the **18** indicators marked as **R**, 4 are under the theme of *healthier communities and older people*; 4 under *economic development and enterprise*; and 10 under *safer and stronger communities*.

#### The Herefordshire Community Strategy (HCS)

9. As reported in the last report (to end May), the majority of indicators for the HCS have now been identified and work is underway to agree with partners the final indicators,

targets and action plans. It is intended that the majority of HCS indicators should have agreed targets and action plans in time for the next report to September. Once this work has been completed, reporting against all of the HCS indicators will be included in future integrated performance reports.

### ***The Council's Overall Improvement Plan***

10. The Council's Overall Improvement Plan following the 2005 Corporate Assessment and Joint Area Review was approved by Cabinet at its meeting on 20<sup>th</sup> April 2006.
11. The latest exception report is attached at **Appendix B**.

### ***The JAR Performance Improvement Action Plan***

12. An update on progress against the JAR Performance Improvement Action Plan was presented to Cabinet on 13th July 2006.
13. Changes made to the Child Concern Model, including the thresholds for the involvement of qualified social workers, have had a positive impact with the level of child referrals having already reached the target level for March 2007. As a consequence, the workload within the Duty Team has increased. The recruitment and retention of permanent qualified social work staff remains a major challenge. Work is continuing through Human Resources in order to improve recruitment. In the interim, qualified social work agency staff have been used to ensure that the workload can be managed and children are safeguarded. Staff from other teams are also assisting in this process.
14. Tenants have now occupied the two additional units of accommodation for Care Leavers. Purchase of a third additional unit for Care Leavers is being finalised.
15. The Institute of Public Care (IPC) has been engaged by the Council to help improve performance management in Children and Young People's Services. The IPC have commented positively on the level of engagement from the project group in setting up the project, and the constructive and candid perspective of managers from across Children and Young People's Services, about the need for improved performance management. The IPC's report is scheduled to be received in October.
16. The occupational therapy team are continuing to meet the locally set 12-week assessment target.
17. The Children and Young People's Forward Delivery Plan was finalised at the end of July and will be submitted to the Children and Young People's Partnership Board for approval at its meeting on 11th September 2006.
18. The first meeting of the GOWM Challenge and Support Board took place on the 16th August. The meeting was positive and the Board will meet again in September in order to formally agree its success criteria. The Minister will receive a progress report on the Board's work at the end of September with a further report being provided at the end of December. If progress is satisfactory against the success criteria, the Board will conclude its work by 31<sup>st</sup> March 2007.

### ***Revenue Budget and Capital Programme Monitoring***

19. Details of the **revenue budget** position are at **Appendix C**.
20. At this early stage of the year, the key concern remains the potential overspending on Adult Social Care. Whilst some contingency funding has been made available to mitigate this problem (which the Medium Term Financial Management Strategy proposes should be increased), the position is under continued active management.
21. Details of the spending on the **capital programme** are at **Appendix D**.
22. The revised forecast for 2006/07 totals £60,671,000, which is an increase of £23,656,000 above the original forecast. This increase is mainly due to the inclusion of additional budgets reported separately to Cabinet for Corporate Accommodation (£4,603,000); Herefordshire Connects (£8,503,000); and additional ICT network enhancement costs (£2,000,000).

### ***Corporate Risk monitoring***

23. **Appendix E** contains the corporate risk log, which shows the current key risks facing the Council in terms of operations, reputation and external assessment.
24. The safeguarding children risk remains at a high level, although DfES has now accepted, following a review, that our safeguarding systems are now adequate. Many developments are taking place in this area, many utilising expert external advice, to improve overall performance (see paras. 13-19).
25. An emerging risk is the Herefordshire Connects programme. Whilst progress is being made on procurement and governance, planning the realisation of the cash benefits will assume increasing importance as investment is made. The savings required under the programme (£5.8 million of which are scheduled to be realised in 2007-08) are central to the Medium Term Financial Management Strategy.
26. To mitigate the risk of these cash benefits not being realised, the Council is having to assess its current capacity to manage and deliver such significant change.
27. The social care needs analysis is due to report shortly on Older People and Adults with Learning Difficulties. This is intended to provide a clear picture of the risks facing the Council in the long term with its care commitments, together with costed options to improve services whilst maximising efficiency savings.
28. Crucial to the management of these and other risks is the programme of improvements to the Council's performance management arrangements, which are at the heart of the Council's Overall Performance Improvement Plan (see paras. 11 and 12). Key developments include the roll out of the new Performance Improvement Cycle and the tightening of the Chief Executive's regular performance review meetings with individual Directors and the Head of Human Resources.

**Alternative Options**

None.

**Risk Management**

Effective performance reports and their follow-up are an essential element in the management of risks.

**Consultees**

Relevant internal officers have been consulted. No external consultation has been necessary, although partners have been involved in developing the performance indicator templates for the LAA, and will continue to be involved in developing templates for the Herefordshire Community Strategy.

**Background Papers**

None identified.