

<b>11 December 2013</b>		<b>ITEM: 6.1</b>
<b>Cabinet</b>		
<b>Corporate Plan Mid-Year Progress and Scorecard Performance Report – (up to end of September 2013)</b>		
<b>Report of:</b> Councillor Phil Smith, Portfolio Holder for Central Services		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Non-Key	
<b>Accountable Head of Service:</b> Karen Wheeler, Head of Strategy		
<b>Accountable Director:</b> Steve Cox, Assistant Chief Executive		
<b>This report is</b> Public		
<b>Purpose of Report:</b> To provide Cabinet with a mid-year report on the progress and performance of key activities and performance measures in relation to the council's corporate objectives.		

## **EXECUTIVE SUMMARY**

This report combines the performance against the corporate scorecard with progress against the related deliverables/ actions/ projects as outlined in the Corporate Year 1 Delivery Plan, agreed by Cabinet in April 2013. This is used to monitor the performance of key priorities set out in the Corporate Plan and enables Members, Directors and other leaders to form an opinion as to the delivery of these priorities.

This is a new format compared to the main monitoring method for the Corporate Plan which is the corporate scorecard, which with approximately 50 pieces of data, cannot possibly cover all the work and progress that the council and our partners are making.

This mid-year progress report replaces the usual Quarter 2/Month 6 Corporate Performance Report.

At the mid-year point 86.67% of these indicators are either meeting or within an acceptable tolerance of their target and 98.75% of Year 1 deliverables are progressing in line with projected timelines or within tolerance.

### **1. RECOMMENDATIONS:**

**That Cabinet:**

- 1.1 Acknowledges and commends services where there is good delivery against priorities.**
- 1.2 Notes that 98.75% of Year 1 deliverables are progressing in line with projected timelines or within tolerance.**

- 1.3 **Notes the performance and progress in areas of concern and identifies, where it feels necessary, any further areas of concern on which to focus.**
- 1.4 **Recommends the areas In Focus to be circulated as appropriate to relevant Overview and Scrutiny Committee Chairs.**
- 1.5 **Notes the overall positive performance of Thurrock in the ASCOF national framework of performance outcome measures for adult social care.**

**2. INTRODUCTION AND BACKGROUND:**

- 2.1 This is the mid year (Quarter 2) progress and performance report in relation to Year 1 of the Corporate Plan 2013-16. This report combines the performance against the corporate scorecard with progress against the related deliverables/ actions/ projects as outlined in the Corporate Year 1 Delivery Plan, agreed by Cabinet in April 2013.
- 2.2 Appendix 1 provides details on the progress of all the Year 1 Deliverables and associated key performance indicators (which hitherto have been reported to Cabinet in the monthly corporate performance reports).
- 2.3 The Corporate Plan has 5 priorities, each of which has 3 corporate objectives. Therefore Appendix 1 has been produced in an objective-by-objective format, to give an holistic picture of how the council is performing in relation to the overall Corporate Plan priorities. Including the narrative progress summary around deliverables, half way through the year, provides a fuller and clearer picture, rather than the inherent limitations of a defined basket of indicators.

**3. ISSUES, OPTIONS AND ANALYSIS OF OPTIONS:**

This report is a monitoring report for noting, therefore there is no options analysis.

**Report Headlines**

The headline messages for this report are:

- 3.1 **Performance against target** - of the 45 indicators that are comparable, at the end of September 2013 (*NB KPIs = Key Performance Indicators*)

	KPIs at end of September 2013	<i>KPIs at end of June 2013</i>
<b>GREEN</b> - Met their target	66.67%	66.67%
<b>AMBER</b> - Within tolerance	20%	15.38%
<b>RED</b> - Did not meet target	13.33%	17.95%

- 3.2 **Direction of Travel (DOT)** - of the 38 indicators that are comparable, at the end of September 2013 (based on the previous year's outturn or position the same time last year, depending on which is most appropriate for the indicator):

	DOT at end of September 2013	DOT at end of June 2013
↑ IMPROVED	65.79%	68.75%
→ STATIC	7.89%	12.5%
↓ DECLINED	26.32%	18.75%

The performance of the indicators within the corporate scorecard need to be considered against the backdrop of the national austerity measures and reduced resources, and in particular, how these measures impact on the Council's finances and demands for services. However, the fact that nearly 90% of KPIs are currently hitting or close to target is encouraging.

### 3.3 Progress against Year 1 Deliverables

NB. The following RAG status' are based on a subjective rating for each deliverable within Year 1 of the Corporate Plan.

	<b>GREEN</b> - progressing as planned	<b>AMBER</b> - some slippage but within tolerance	<b>RED</b> - requires remedial action
<b>Priority 1:</b> Create a great place for learning and opportunity	75%	25%	0
<b>Priority 2:</b> Encourage and promote job creation and economic prosperity	68.42%	31.58%	0%
<b>Priority 3:</b> Build pride, responsibility and respect to create safer communities	76.92%	23.08%	0%
<b>Priority 4:</b> Improve health and well-being	68.75%	25%	6.25%
<b>Priority 5:</b> Protect and promote our clean and green environment	68.75%	31.25%	0%
<b>Overall Total</b>	71.25%	27.5%	1.25%

### 'IN FOCUS' areas

- 3.4 As part of the council's performance management process, the Performance Board - a council wide group of performance leads – reviews the progress of the Corporate Scorecard on a monthly basis to provide assurance to the Directors' Board and Cabinet of delivery. For Month 6, Performance Board also considered the progress against the Year 1 deliverables.

The Performance Board identified the following issues as "IN FOCUS" items:

### 3.5 Exam results

KPI	RAG Status	Direction of Travel	Latest Data (YTD)	Year End Target
Achievement of Level 2 qualification at 19 years old	GREEN	GREEN	82	82
Achievement of Level 3 qualification at 19 years old	AMBER	GREEN	49.1	58

The achievement of both Level 2 and Level 3 qualifications at 19 years old, have improved since last year: Level 2 rose from 77% to 82%, and Level 3 rose from 45.8% to 49.1%.

There has been a rapid improvement at Key Stage 4 in 5 A\*-C including English & Mathematics (60%) to above national average (59%). There has also been good progress from the end of Key Stage 2 to the end of Key Stage 4. The priority is now to narrow the gap between higher and lower achieving schools and academies whilst improving all and improving achievement at higher levels in KS2 and KS4 and progression to 'high admission level' higher education and top level vocational opportunities

*[Commentary agreed by Carmel Littleton]*

### 3.6 Feedback from Carers in Thurrock

RAG Status = **GREEN**

The Personal Social Services Survey of Adult Carers in England is a biennial survey, undertaken by councils to gauge Carers' thoughts and opinions on a number of topics that are considered to be indicative of a balanced life alongside their caring role.

Carers completing the survey were all aged 18 or over, caring for someone aged 18 or over in receipt of services funded wholly or in part by Social Services. Findings from the survey are used to populate a number of measures in the Adult Social Care Outcomes Framework.

Of the four questions put to carers, Thurrock scored very highly in comparison with both the Eastern Region Authorities and our 16 CIPFA comparator authorities. This is a very positive reflection on the work of our services and shows that our ways of working are perceived favourably by carers in Thurrock.

Question	Thurrock Compared to Eastern Region	Thurrock compared to 16 CIPFA comparator authorities*
Carer reported quality of life	1st	3rd
Carer satisfaction with social services	1st	7th
Carers being included or consulted in discussions about the person they care for	1st	1st
Ease of finding information about services	1st	3rd

*[Commentary agreed by Roger Harris]*

**3.7 Stress-related absence**  
**RAG Status = RED**

<b>Definition</b>	The percentage of absence which is attributed to stress related sickness		
<b>Reason for IN FOCUS</b>	This has improved slightly over previous months, although the year to date position is still <b>RED</b> . Corporate Overview and Scrutiny Committee have requested that this indicator is IN FOCUS each quarter for the remainder of 2013-14.		
<b>Sept Actual</b>	<b>YTD (Sept)</b>	<b>YTD Target (Sept)</b>	<b>Year End Target</b>
22.22%	25.58%	21%	15%

3.7.1 Stress and stress-related absences made up 22.2% of all sickness during September (Month 6). This is an improvement on previous months and only just above the in-month profiled target of 21% but it is still a significant challenge to bring down to the 15% target by the end of the year. In the same month last year stress/stress related illness accounted for 19.5% of absence.

3.7.2 It should be noted that not all of these individuals identified work issues to be the cause of their stress. The causes of stress are usually multi-factoral, a mixture of personal and work-related issues. In September the figure related to 280 days from 22 individuals, 9 of whom explicitly identified themselves as having "work related stress" (40%).

3.7.3 Thurrock is not alone in experiencing increased levels of reported stress related absence. Nationally, according to the CIPD/Simply Health Annual Absence Survey Report for 2012, two-fifths of organisations reported an increase in stress-related absence over the past year, rising to half in the public sector.

3.7.4 There continues to be a multi-pronged approach to dealing with sickness absence. The latest actions include:

- Ongoing analysis of stress risk assessments undertaken specifically in relation to work related stress
- HR Advisors are working with HOS/managers to actively manage cases
- A detailed analysis of stress absence was presented to Corporate Overview and Scrutiny Committee in September. For more information that report can be found on CMIS. Monitoring and scrutiny will continue through the quarterly Corporate Performance Report
- Star Chambers are being held with Services to analyse staff that have sickness levels that have hit triggers and agree action plans'
- Finally, the council hosted a Healthy Living Week in November which was dedicated to supporting staff and addressing key health issues. The main theme of the week was 'Healthy living and Stress Management'.

*[Commentary agreed by Jackie Hinchliffe]*

### **3.8 Access to services for people with learning disabilities** **RAG Status = RED**

“Delivery of South Essex Health Improvement Implementation Plan improving access to services for people with learning disabilities” is a key deliverable within Corporate Priority 4 – Improve health and well-being. This has been assessed by the service as being **RED** (i.e. requiring remedial action) at this half way point during the year.

- 3.8.1 This action relates to ensuring that the infrastructure is in place for learning disabled people to be able to access mainstream services and achieve equality of opportunity. Initially, this will be achieved through the application of the Learning Disability Health Check.
- 3.8.2 80% GP practices have signed up to carrying out the LD Health Check 2013/14 – close monitoring will take place to ensure that those signing up are carrying out the checks
- 3.8.3 An alternative has been put in place for patients of those GP practices who have not signed up, to ensure that everyone entitled to a health check can receive one.
- 3.8.4 The Health and Wellbeing Board have the application of LD health checks as a standing agenda item until it is confident that checks are being carried out This action will remain ‘red’ rated until those entitled to a LD health check are confident that they can receive one.

*[Commentary agreed by Roger Harris]*

### **3.9 Adult Social Care Outcomes Framework**

The Adult Social Care Outcomes Framework (ASCOF) is the national framework of performance outcome measures for adult social care. It consists of 21 outcomes measures and 2012/13 was the second full year of collection.

Thurrock’s overall performance is positive. In 2012-13 Thurrock improved on 61% of measures compared to 2011-12. Thurrock also performed better than the national average on 62% of measures; better than our statistical nearest neighbours comparator group on 67% of measures and better than the Eastern region average on 57% of measures. Thurrock achieved particularly strong results in respect of the four measures taken from the 2012-13 survey of carers (1D, 3B, 3C, 3D) – see section 3.6 above.

A summary table showing Thurrock’s performance on all measures for 2011-12 and 2012-13 and comparisons against national, statistical nearest neighbours and the eastern region is attached as Appendix 2. The results will be presented in further detail to the Health and Well-Being Overview and Scrutiny Committee in February.

### 3.10 The full summary of Corporate Scorecard KPI performance is set out below:

Corporate Priority	No. of PIs (not inc. Annual KPIs)	Performance against Target				Direction of Travel			
		No. of KPIs unavailable for comparison (n/a) *	No. of KPIs at Green ✓	No. of KPIs at Amber ⇄	No. of KPIs at Red ✗	No. of KPIs unavailable for comparison (n/a) *	No. Improved since 2012-13 ↑	No. Unchanged since 2012-13 →	No. Decreased since 2012-13 ↓
Create a great place for learning and opportunity	8	3	4	1	0	4	4	0	0
Encourage and promote job creation and economic prosperity	6	0	5	1	0	2	2	0	2
Build pride, responsibility and respect to create safer communities	8	1	6	1	0	2	6	0	0
Improve health and well-being	7	0	5	2	0	1	5	1	0
Protect and promote our clean and green environment	7	1	4	0	2	1	5	0	1
People / Organisational Development	6	2	1	0	3	2	1	0	3
Financial & Business Processes	10	0	5	4	1	2	2	2	4
<b>TOTAL</b>	<b>52</b>	<b>7</b>	<b>30</b>	<b>9</b>	<b>6</b>	<b>14</b>	<b>25</b>	<b>3</b>	<b>10</b>
		<b>PIs available = 45</b>	<b>66.67%</b>	<b>20%</b>	<b>13.33%</b>	<b>PIs available = 38</b>	<b>65.79%</b>	<b>7.89%</b>	<b>26.32%</b>

Please note it is possible to have a different number of indicators comparable against "Direction of Travel" than "Against Target" because for some indicators we only have one year's worth of data and therefore cannot compare Direction of Travel

**4. REASONS FOR RECOMMENDATION:**

4.1 This monitoring report is for noting, with a further recommendation to circulate any specific areas to relevant Overview and Scrutiny for further consideration.

**5. CONSULTATION (including Overview and Scrutiny, if applicable)**

5.1 Performance monitoring report are considered on a quarterly basis by Corporate Overview and Scrutiny Committee and where there are specific issues relevant to other committees these are further circulated as appropriate.

**6. IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT**

6.1 This monitoring report will help decision makers and other interested parties, form a view of the success of the Council's actions in meeting its political and community priority ambitions.

**7. IMPLICATIONS**

**7.1 Financial**

Implications verified by: **Sean Clark**  
Telephone and email: **01375 652010**  
**sclark@thurrock.gov.uk**

This is a monitoring report and there are no direct financial implications arising. Within the corporate scorecard there are some specific financial performance indicators, for which details are given within the report. With regard to other service performance areas, any recovery planning commissioned by the Council may well entail future financial implications, which will be considered as appropriate.

**7.2 Legal**

Implications verified by: **Daniel Toohey**  
Telephone and email: **01375 652049**  
**daniel.toohey@bdtlegal.org.uk**

This is a monitoring report and there are no direct legal implications arising.

**7.3 Diversity and Equality**

Implications verified by: **Samson DeAlyn**  
Telephone and email: **01375 652472**  
**sdealyn@thurrock.gov.uk**



This is a monitoring report and there are direct diversity implications arising. The Corporate Scorecard contains measures that help determine the level of progress with meeting wider diversity and equality ambitions, including sickness, youth employment and attainment, independent living, vulnerable adults, volunteering, access to services etc. Individual commentary is given within the report regarding progress and actions. The Corporate Plan Year 1 Delivery Plan also has some direct references to equality and diversity, for which there is commentary within the report.

7.4 **Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental**

There are no other relevant implications.

**BACKGROUND PAPERS USED IN PREPARING THIS REPORT (include their location and identify whether any are exempt or protected by copyright):**

- Corporate Year 1 Delivery Plan and Corporate Scorecard 2013-14 report – agreed by Cabinet in April 2013 – available on CMIS.

**APPENDICES TO THIS REPORT:**

- Appendix 1 – Mid Year Corporate Progress and Performance Report 2013-14
- Appendix 2 – Adult Social Care Outcomes Framework Performance data

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