

5th April 2011		ITEM
Corporate Overview & Scrutiny Committee		
Corporate Performance Report – Month 9/Quarter 3 (up to end December 2010)		
Portfolio Holder: Cllr Oliver Gerrish; Portfolio Holder for Central Services		
Wards and communities affected: N/A	Key Decision: N/A	
Accountable Head of Service: Chris Stephenson, Corporate Performance Manager		
Accountable Director: Richard Waterhouse, Director of Transformation		
This report is Public		
<p>Purpose of Report:</p> <p>To advise Corporate Overview & Scrutiny of key pan council performance issues – including the Month9/Quarter 3 monitoring report of the current basket of key corporate performance indicators</p>		

EXECUTIVE SUMMARY

This report provides Corporate Overview & Scrutiny with a summary of performance against key performance indicators up to end of December 2010. These indicators are used to monitor the performance of key priority services in 2010-11 and enable Members and Directors to form an opinion of the performance of these priority services.

As at the end of Month 9, 28 (70%) of these indicators are meeting their target and 52.5% have improved their performance over last year

1. RECOMMENDATIONS:

That Corporate Overview & Scrutiny

- **Notes the latest performance in areas of concern and areas for further focus**
- **Notes the improvement activity that is either currently underway or being commissioned in respect of underperforming indicators.**

2. INTRODUCTION AND BACKGROUND:

2.1 This is the Month 9/Quarter 3 performance report for 2010/11. The detail of the report can be found in Appendix 1.

3.0 Performance Report Headlines

3.1 The headline messages from this report are:

Performance against target - of the 40 indicators that are comparable, at the end of Quarter 3:

- 70% met their target ie GREEN
- 2.5% were within tolerance ie AMBER
- 27.5% did not meet their target ie RED

This is a significant improvement from last quarter [56.82% met their target at Quarter 2]

Direction of Travel - of the 40 indicators that are comparable, at the end of Quarter 3 (based on previous years outturn or position same time last year whichever is most appropriate for the indicator):

- 52.5% improved
- 10% remained static
- 37.5% declined

4.0 Areas for focus for Quarter 3

1) RES010 - % Capital Programme projected to be spent by Y/E Reason for IN FOCUS – currently under target

This figure is broken down between the general fund and the HRA. The general fund is indicating 84% expenditure against budget whilst the HRA is showing 50% spend against budget. In looking more closely at the housing revenue account there are 3 major variances which make up a substantial element of the projected under spend. These are as follows:

Grays High rise cladding project estimated cost of approximately £1m will now be completed during 2011/2012. Significant delays in procuring this project have occurred in relation to potential liability issues, these have now been resolved. The project is currently at the design stage and the tendering process will be commissioned shortly expenditure will however take place during next year and the monies currently held within this financial year need to be carried forward.

£350,000 set aside in 2010/2011 for fire suppression works was not used because there had to be changes to the tender specification. The delays mean tenders will soon be sent out so the majority of the expenditure will be in 2011/12.

Tender returns for reroofing and lift improvement works have been significantly better than expected, resulting in a saving of around £75,000 which is presently being reallocated.

Adverse weather forced delays to the £80,000 health and safety work on Grays South water mains. Further borehole tests are needed before completing the tender documentation. Every effort is being made to spend this money before 31 March 2011.

[Commentary agreed by Chris Stratford]

**2) BV12 – Average sickness absence per employee
Reason for IN FOCUS – Currently under target, further breakdown required**

The target for sickness absence has now been profiled to take account of seasonal variations within last year's figures. Current performance exceeds the target by nearly 2 working days per employee although represents a small improvement over the same time last year. Long term sickness is a significant concern; currently long term sickness stands at 48% (YTD) as a total of all sickness across the Council. This figure has significantly increased each month (in December LT sickness accounted for 960.3 days compared to 754.04 in November) and compares poorly with the public sector national average of 36%.

More robust management and improved processes now ensure sickness is reported appropriately and long term sickness is actively dealt with, however this has resulted in an increase in referrals to OH. In addition, the transfer in of the Waste Service has impacted upon our performance, detailed analysis of this is underway and a further update on the progress of this analysis will be shared in the next report. This needs to remain a priority to ensure investment in absence management reflects in performance.

This was supported by the Directors Board decision of 9th February where it was agreed to continue the enhanced OH service for a further year as well as other specific issues to address sickness.

[Commentary agreed by Jackie Hinchliffe]

**3) NI59 Children's Social Care initial assessments
Reason for IN FOCUS – Currently under target**

The low performance against this measure has been investigated and several contributory factors identified. Actions have now been taken to address these issues. Actions include:

- Replacement of ineffective agency staff
- New management arrangements
- Improved monitoring of performance at both team and individual basis

Managers have now cleared the outstanding cases and are robustly monitoring timescales.

Early signs of improvement have been noticed as 80% of assessments were carried out within 10 days. [The timescale for this indicator being within 7 days]. A performance report run on 3rd February has shown performance within 10 days to have risen to 83% - this is above target.

With only 3 months left of this performance year it is not likely that we will reach the target of 78% but looks as if performance will be above the National average for last year (67%) and above the average performance of our statistical neighbours (71%)

[Commentary agreed by Barbara Foster]

**4) NI132 - % Timeliness of social care assessments (28 day assessments)
Reason for IN FOCUS – Currently under target**

Performance for this indicator has remained below target and the previous year's outturn. The reported performance level can be attributed to two factors. Firstly, data entry errors caused by inconsistent entry of data. Secondly, IT system errors have limited the ability to report on performance against new assessments. A recovery plan has been developed and is monitored fortnightly. The following steps have been implemented:

- Revised performance guidance and supporting information has been developed with, and circulated to, all staff from December 2010. It clarifies and emphasises the requirement on staff to comply with data entry criteria specified in the guidance.
- For the remainder of this financial year all new assessments are subject to individual tracking. Assessment completion is being monitored to check compliance with data entry criteria for assessment end dates.
- Increased resource shifted to provide floor-walking front-line and performance support across all Teams. This resource provides advice and guidance in respect of use of IT system, interpretation of performance guidance and resolves concerns with data entry
- Workload management via System Worktrays. Through Worktrays, Managers can prioritise, rank, monitor and allocate assessments (and other work such as reviews). The Worktrays also include built in automatic 28 day target flags on all new assessments to provide a further quality check.
- A further modification has been scheduled with our IT System Supplier to remove the automatic end date field and to enforce a mandatory field that workers have to enter a completion date in before the assessment can be progressed. This will have the effect

of removing any inconsistency over the data entry and dates used in reporting.

- Service improvement practice standards have been revised in line with the guidance for this indicator. A programme of audits is undertaken on a monthly basis across Teams to monitor compliance against the standards
- All crisis' and emergency referrals continue to be fast-tracked through assessment and commissioning to ensure that support services and packages are implemented for the client without delay.

The reporting and recording needs to be improved and guidance sent out to staff in December should result in an improved year end performance.

[Commentary agreed by Roger Harris]

**5) NI135 - % Carers receiving needs assessment/review/specific carers service (services to carers following an assessment)
Reason for IN FOCUS – Currently under target**

Social Care needs to expand and improve our services to carers. As with previous months, performance on this indicator is currently missing target. A recovery plan is in operation for this indicator and performance is monitored fortnightly. This includes a number of short-term actions alongside the longer-term improvements identified in the Carers Strategy. The recent adult social care budget consultation also included consultation on the future role of the carers centre and provision of information and advice services to carers.

- The complex process for recording and reporting carers' data in IAS system has been simplified as part of a system upgrade and with updated guidance to staff carrying out assessments it is anticipated that this will enable improved recording of data and an upturn in performance for this indicator
- Carers information held within the Carers Centre has been reconciled with that held within our IT System. Following from this a new reporting framework for information and advice services provided through the current Carers Centre is being developed
- To streamline completion and recording of carers assessments, from January 2011, all assessments are now undertaken via the Community Solutions Team and no longer carried out at the Carers Centre

The Carers Strategy aims to reach out to more carers and in so doing, expand the range of services on offer for carers. It includes a range of actions based around the following themes - recognising and assessing carer needs, improving information and communication provision, developing joint agency working and ensuring that service provision for

cares in future is carer-led. This has been discussed at Scrutiny Committee and will go out to formal consultation in the near future.

Work to improve this indicator will be a Key Service Priority in 2011/12. Those carers in contact with the Council get a good service but Adult Social Care not reaching as many carers as we should and the review of the carers centre and the proposed carers strategy are designed to address this.

[Commentary agreed by Roger Harris]

**(6) LA72 - % of relevant repairs completed in Government time limits
LA73 – Average time taken to complete non-urgent repairs
Reason for IN FOCUS – Problems with data reporting**

The performance of the repairs service is subject to a high level improvement plan involving the Council and our partners Morrison and Vertex. This improvement plan will address the areas of weakness and develop solutions to achieve our shared ambition of a significantly better response to tenants.

The Corporate Director has met with the Chief Executive of Morrison on 17th February and agreed the key elements of the improvement plan. The improvement plan will address areas of challenge with this service. Including

- Customer interface point and reason for repair
- IT interface including reduction of multiple handoffs
- Improve communication

The repairs improvement plan will have clear milestones and will be regularly monitored. A briefing session in conjunction with our partner(s) for all Members will be organised in March in order to keep Members informed on progress.







[Commentary agreed by Lorna Payne]

5.0 Indicators which have changed RAG status since last month

5.1 “Red/Amber to Green”

BV10 NNDR – The performance of this indicator has steadily continued to increase over the past few months and compared to this time year, the service has collected the equivalent of £892k more than at the same point in 2009/10.

6.0 The full summary of performance is set out below:

Area	No. of PIs	Performance against Target				Direction of Travel			
		No. of KPIs unavailable for comparison (na)	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 2009-10 	No. Unchanged since 2009-10 	No. Decreased since 2009-10 
Corporate Health/ Change & Imp.	8	1	2	0	5	1	4	0	3
Finance & Corporate Governance	7	0	3	1	3	0	6	0	1
Children, Education & Families	7	3	3	0	1	3	2	1	1
Community Well-being - ASC	5	0	3	0	2	0	2	0	3
-Housing	8	2	6	0	0	2	2	0	4
Sustainable Communities	11	0	11	0	0	0	5	3	3
TOTAL	46	6	28	1	11	6	21	4	15
		PIs available = 40	70%	2.5%	27.5%	PIs avail = 40	52.5%	10%	37.5%

*Please note it is possible to have a different number of indicators comparable against "Direction of Travel" than "Against Target" because

- 1) For some indicators we only have one year's worth of data and therefore cannot compare Direction of Travel
- 2) Some indicators have not had targets set by individual services. Another potential reason is that if an indicator is new or has had its definition amended; the service may use the first year to establish a baseline.

7.0 IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT

7.1 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.

8.0 IMPLICATIONS

8.1 Financial

Implications verified by: **Meinir Hall**
Telephone and email: **01375 652147** mhall@thurrock.gov.uk

This is a monitoring report and there are no direct financial implications arising. However any recovery planning commissioned by the Council may well entail future financial implications.

8.2 Legal

Implications verified by: **Jamie Hollis**
Telephone and email: **01375 652442** jhollis@thurrock.gov.uk

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

8.3 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 report provides commentary on the performance of diversity indicators, within the Appendix, showing details of performance for each indicator. The appendix describes the actions taking place to address underperforming diversity indicators.

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

There are no other relevant implications.

Report Author Contact Details:

Name: Sarah Welton
Telephone: 01375 652019
E-mail: swelton@thurrock.gov.uk