

28 June 2011		ITEM 7
Corporate Overview & Scrutiny Committee		
CORPORATE PERFORMANCE REPORT – MONTH 12 (UP TO END MARCH 2011)		
Portfolio Holder: Cllr Phil Smith; 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 Committee of key pan council performance issues – including the Month 12 monitoring report of the 2010-11 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 March 2011. These indicators have been used to monitor the performance of key priority services throughout 2010-11.

At the end of Month 12, 27 (60%) of these indicators are meeting their target and 63.64% have improved their performance over last year.

1. RECOMMENDATIONS:

That Corporate Overview & Scrutiny:

- **Notes the performance in areas of concern and areas for further focus, and how these will be monitored into 2011-12**
- **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 12 [March] performance report for 2010/11. The detail of the report can be found in Appendix 1.
- 2.2 This will be the last report on this particular basket of indicators. Quarter 1 progress against the new corporate scorecard – which measures the Corporate Plan’s critical KPIs in 2011/12 - will be reported to Cabinet and Corporate Overview & Scrutiny Committee in September.
- 2.3 This report focuses on those indicators which have underperformed in the last quarter of 2010-11. Cabinet and Corporate Overview & Scrutiny Committee will receive a further “Annual Performance Report” in September once all the data has been reconciled, which will be a more balanced and positive report, with case studies showing good performance and also some of the areas which require further focus during 2011-12.

3.0 Performance Report Headlines

3.1 The headline messages for this report are:

3.2 **Performance against target** - of the 45 indicators that are comparable, at the end of March 2011:

- 60% met their target i.e. **GREEN**
- 8.89% were within tolerance i.e. **AMBER**
- 31.11% did not meet their target i.e. **RED**

3.3 **Direction of Travel** - of the 44 indicators that are comparable, at the end of March 2011 (based on previous years outturn):

- 63.64% improved
- 9.09% remained static
- 27.27% declined

4.0 Areas for focus for Quarter 4 and how these will be monitored during 2011-12

4.1 **NI117 NEET – Children Not in Education, Employment and Training Reason for IN FOCUS** – missed target
2011-12 Monitoring method – Learning & Universal Outcomes scorecard

Key Improvement Action:

- Recent restructures have led to integrated locality working and this should lead to an improvement as the work becomes more targeted.

Summary of Position:

Overall the NEET figure is higher than seen in the same period last year (6.9% 2010, 8.1% 2011). NEET amongst those aged 17 has seen a slight reduction (6.8% to 6.5%); however the 16 and 18 year age groups have seen a large increase in NEETS (4.3% to 6.3% and 8.4% to 10.4% respectively). The figure used is adjusted NEET. This includes young people whose whereabouts is unknown. For these young people it is assumed that a certain percentage are NEET and this is added to the actual known NEET figure. Targeted work by the service has been successful in reducing the numbers of young people that are 'unknown' from 5.1% to 4.6%.

We have noted the decline in performance and that this is not in line with regional and national trends. An interrogation of the data indicates that the decline is most prevalent amongst the 16 and 18 year old age groups, further analysis will be completed.

This indicator will no longer be part of the Corporate Scorecard for 2011-12 but will continue to be monitored as part of the service scorecard.

Update as at 16th June 2011

No further update – next data due week 20th June

[Commentary agreed by Carmel Littleton]

4.2 NI59 – Initial Assessments - Children

Reason for IN FOCUS – Although did not meet target (YTD), performance during the last part of the year improved significantly

2011-12 Monitoring method – Care & Targeted Outcomes Service Plan, CEF

Key Improvement Actions:

- New process for ensuring timely allocation of initial assessments
- Fortnightly service manager monitoring meetings

Summary of Position

Performance on initial assessments has significantly improved in recent months following actions taken to address identified issues. Procedures are in place to ensure that this performance is sustained: The Initial Referral Team (IRT) has a robust process in place to ensure timely allocation of initial assessments. The service manager for Family Support Services regularly monitors the performance of initial and core assessments through fortnightly performance management meeting.

The challenging target that was set at the beginning of the year has not been met but performance for the last 3 months has greatly exceeded target. When benchmarked against last years figures Thurrock exceeded national average (67%) and statistical neighbours (72%) therefore we consider performance against this indicator to be good and the direction of travel to be very positive.

Update as at 16th June 2011

The improvement in performance seen in the last quarter of the previous financial year has been sustained. This indicator continues to be monitored closely by the Care and Targeted outcomes senior management team.

[Commentary agreed by Barbara Foster]

4.3 BV12 Average sickness absence days per employee
Reason for IN FOCUS – missed target and was worse than last year
2011-12 Monitoring method – Corporate and service scorecards

Key Improvement Actions:

- New training for all People Managers
- Continuation of Occupational Health initiative into 2011-12
- Implementation of a nurse contact centre

Summary of Position

As anticipated, performance has exceeded the target by over 2 working days. It is also slightly worse than the same time last year, although this is at least partially due to underreporting last year.

Long term sickness is a significant concern; which, whilst high has reduced during the year to a year end figure of 45% of all sickness. However, this still compares poorly with the public sector national average of 36%.

"Promoting Positive Attendance" sessions aimed at people managers and supervisors have been offered since March 2011. These mandatory training sessions have been advertised to all people managers and Directors and Heads of Service are promoting attendance.

Directors Board have prioritised improving sickness and have agreed the continuation of the Occupational Health initiative for 2011/12 and the implementation of a nurse contact centre. Both BV12 Average sickness and Long term sickness have been agreed as KPIs within the 2011/12 Corporate Scorecard.

Update as at 16th June 2011

The final outturn is confirmed at 11.61 days per employee now that all sickness returns have been received and reconciled (provisionally reported as 11.55). Month 1 data for 2011-12 shows that sickness continues to be higher than the profiled target at this early stage in the year, however this is as predicted whilst the actions being taken get embedded and start to have a positive effect.

[Commentary agreed by Jackie Hinchliffe]

4.4 Workforce Diversity indicators

Reason for IN FOCUS – all missed target

2011-12 Monitoring method – BV16a (Disabled employees) will be monitored through the 2011-12 Corporate Scorecard. All other indicators will be monitored by the Diversity Team through the Communities, Libraries and Cultural Services (CLCS) Scorecard.

Key Improvement Actions:

- Implementation of the Single Equality Scheme action plan
- New HR/Diversity Staff Audit to being undertaken in June 2011.

Summary of Position

None of the workforce diversity indicators have met their target. (BV11a %top paid employees who are women; BV11b % top paid employees who are BME; BV16a % Disabled employees; BV17a % BME Employees). However, with the exception of BV11a (% top paid women), all have improved slightly from last years position.

The ability to proactively affect this data is limited due to issues such as the freeze on recruitment, reduction in staff development opportunities and the current restructuring. Now that the Single Equality Scheme has been agreed, the various improvement actions within the Plan can be implemented. These will be monitored through the Communities, Libraries and Cultural Services (CLCS) Scorecard and as part of the Single Equality Scheme and with links to the OD Strategy.

Update as at 16th June 2011

The HR/Diversity Audit was sent out to staff on 31st May 2011 with a deadline of 17th June 2011. The HR/Payroll system will be updated as soon as the returns are being received.

[Commentary agreed by Samson DeAllyn]

4.5 LA72/73 – Housing Repairs

Reason for IN FOCUS – Still under target

2011-12 Monitoring method – Corporate Scorecard and Housing Scorecard

Key Improvement Actions:

- Void Recovery Plan ending Mid June
- Revised procedures for urgent/emergency repairs calls

Summary of Position

Due to the continued high level of voids, officers have agreed a recovery plan with Morrison aimed at reducing the backlog of voids over a 10 week period ending in mid June. Morrison have been requested to supply a minimum number of voids back to the Council over this period to regularize the void position. Intensive monitoring of their performance is currently underway and

the Housing service is satisfied at this time that Morrison will achieve the overall target for mid June.

With regards to urgent/emergency repairs, the Council has revised some of the present procedures employed by Vertex for taking maintenance calls and this is beginning to have the effect of reducing the number of emergency/urgent jobs raised.

Over the medium to longer term, the Council is working with Vertex and Morrison to review the overall operational arrangements and members will be advised of any changes once agreed.

Update as at 16th June 2011

16th June is the deadline for completing the Void recovery plan and all indications so far are that this has been met. A full report is due on Monday 20th June to the Head of Housing, who is attending Corporate Overview & Scrutiny Committee in person to update Members and answer any additional questions.

[Commentary agreed by Chris Stratford]

4.6 NI132 Timeliness of social care assessments
Reason for IN FOCUS – under target throughout year
2011-12 Monitoring method – Adult Social Care Scorecard

Key Improvement Action:

- New operational guidance

Summary of Position

This indicator monitors the percentage of people whose assessment is completed within 28 days. Performance, while improving in quarter four following management action will remain below year end target. Actual in-month performance for March stands at 77% and the indicator will continue to be monitored closely in 2011-12 through the service balanced scorecard.

The Department of Health have dropped this indicator because whilst it is important to ensure people get access to services as quickly as possible an assessment can sometimes take longer than 28 days for very good reasons e.g. the poor health of an individual. We have met with all the operational team managers to reinforce the importance of timely assessments and this has been backed up by new operational guidance

Final year end data is subject to validation and is subject to change.

Update as at 16th June 2011

No further update

[Commentary agreed by Roger Harris]

4.7 NI135 Carers Assessments

Reason for IN FOCUS – under target throughout year although improvement at year end

2011-12 Monitoring method – Corporate and Adult Social Care scorecard

Key Improvement Actions:

- New cross-service Steering Group
- Performance Clinic Workshop undertaking a whole systems review
- Development of wider Carers Strategy

Summary of Position

As reported in previous months, we need to expand and improve services to carers in the long-term. Year end performance will miss target. The indicator remains a priority for adult social care and will be monitored in 2011-12 through the corporate balanced scorecard.

A cross-service Steering Group has been established chaired by the Head of Service to oversee performance improvement on this indicator. A Performance Clinic Workshop involving all contributing stakeholders will undertake a whole systems review of performance and agree a short and long term plan in which to deliver improvement in 2011-12/13. This will operate alongside the development of the Carers Strategy and re-modelling of the Carers Centre and out-sourcing of information and advice support services to carers.

Final year end data is subject to validation and is subject to change.

Update as at 16th June 2011

No further update

[Commentary agreed by Roger Harris]

4.8 RES010 Capital Programme

Reason for IN FOCUS – under target

2011-12 Monitoring Method – Financial reports

Key Improvement Actions:

- Directors Board will continue to monitor the management of the 2011/12 programme
- Active management of the programme to ensure no loss of resources and every possible maximisation of resources
- budgets correctly profiled to reflect a realistic programme of expenditure

Summary of Position

The capital spend at the 31st March (for the whole Council) was 66.76% of the approved budget. Broken down between the General Fund and Housing Revenue Account, the General Fund spent 70% of their approved budget and the HRA 54.7%.

Reasons for the underspends are detailed in the Revenue and Capital Outturn 2010-11 report which was presented to Cabinet on 8th June 2011; available at <http://democracy.thurrock.gov.uk/CmisWebPublic/Binary.ashx?Document=17302>

Update as at 16th June 2011

At Cabinet on 8th June the aspect of the Financial outturn report 2010-11 regarding Capital programme was noted with no further questions or concerns raised.

[Commentary agreed by Sean Clark]

5.0 Indicators which have changed RAG status since last month

5.1 “Green” to “Amber”

BV66a Rent Collections

Housing are satisfied that whilst performance did not meet the target of 99.4%, achieving 99.12% still represents top quartile performance for all English Local Authorities. The main reason for the small dip relates to the end of year activities – rent free week period and some ICT closedown issues* – which impacted on total “booked” collections. It is worth noting, however, that the Council rent arrears total fell during 2010-11 and consequently the Council actually collected 101% of its total rent collection amount.

** A system run is carried out at the end of each year to capture the data needed to close down all rent accounts for the year. This usually takes 2 days, but this time the process took 3.5 days. This meant there was less data available to include in the end of year statistics. This was a one-off and was unexpected and should not happen again.*







This indicator is continuing to be monitored as part of the 2011/12 Corporate Scorecard. During 2011-12, in relation to the closure of the Cash Offices, the service will be closely monitoring the impact on collection rates as over £2.9 million was collected via cash and cheques via the cash office by the Housing Service in 2010/11.

[Commentary agreed by Chris Stratford]

5.2 “Red” to “Amber”

NI159 Initial Assessments – Children’s - See commentary above

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	5	0	2
Finance & Corporate Governance	7	0	3	1	3	0	4	1	2
Children, Education & Families	7	0	4	1	2	1	3	1	2
Community Well-being - ASC	5	0	3	0	2	0	4	0	1
-Housing	8	0	4	2	2	0	4	2	2
Sustainable Communities	11	0	11	0	0	0	8	0	3
TOTAL	46	1	27	4	14	2	28	4	12
		PIs available = 45	60%	8.89%	31.11%	PIs available = 44	63.64%	9.09%	27.27%

*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: **Mike Jones**
Telephone and email: **01375 652147** mjones@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