

<b>13 September 2011</b>		<b>ITEM 5</b>
<b>Corporate Overview &amp; Scrutiny</b>		
<b>CORPORATE SCORECARD PERFORMANCE REPORT – MONTH 3/QUARTER 1 (UP TO END JUNE 2011)</b>		
<b>Portfolio Holder:</b> Cllr Phil Smith; Portfolio Holder for Central Services		
<b>Wards and communities affected:</b>	<b>Key Decision:</b> N/A	
<b>Accountable Head of Service:</b> Chris Stephenson, Corporate Performance Manager		
<b>Accountable Director:</b> Richard Waterhouse, Director of Transformation		
<b>This report is</b> Public		
<b>Purpose of Report:</b> To advise Corporate Overview and Scrutiny of key performance issues arising from the delivery of the Corporate Scorecard 2011-12		

## EXECUTIVE SUMMARY

This report provides Corporate Overview and Scrutiny with a summary of performance against the Corporate Scorecard 2011-12, a basket of key performance indicators, up to end of June 2011. These indicators are 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.

At the end of Month 3, 16 (40%) of these indicators are meeting their target and 50% have improved their performance over last year.

### 1. RECOMMENDATIONS:

**That Corporate Overview and Scrutiny:**

- 1. Acknowledges and commends services where there is good delivery against priorities**
- 2. Notes the performance in areas of concern and identifies, where it feels necessary, any further areas of concern to focus on**

## 2. INTRODUCTION AND BACKGROUND:

- 2.1 This is the Month 3/Quarter 1 [June] performance report for the Corporate Scorecard 2011/12.
- 2.2 Cabinet considered and agreed the Corporate Plan 2011-12 at its meeting on 28 February 2011 and further agreed the Corporate Scorecard at its meeting on 16 March 2011. This is the first performance report to be considered by Corporate Overview and Scrutiny of that Corporate Scorecard. The detail of the report is in Appendix 1.
- 2.3 The Corporate Scorecard enables the Council to focus performance indicators on those strategic objectives which are aligned to the Council's highest level priorities contained within the Corporate Plan, the Medium Term Financial Strategy and the Organisational Development Strategy.
- 2.4 The Corporate Scorecard is constructed using the usual four balanced scorecard quadrants of 'customer services', 'business processes', 'people' and 'finance' and is supplemented by a locally developed fifth "quadrant" which is designed to measure the effectiveness of the Council's Community Leadership role.
- 2.5 Specifically the Scorecard's five segments measure:

**Community Leadership** - Issues that affect the involvement of residents of as a whole or particular communities/groups within Thurrock. This segment monitors the relevant Corporate Plan Priorities and is a sub set of the relevant service scorecards eg. regeneration

**Customer** - Service delivery issues which affect the quality of the service to and the satisfaction of the service user. This segment monitors the relevant Corporate Plan Priorities and is a subset of the relevant service scorecards eg. street cleanliness

**Finance** - Issues which relate to financial and asset management aspects of the Council and based on the MTFS principles: eg level of balances; overall spend to budget on Revenue General Fund / HRA / Capital Programme

**Business Process** - Issues which affect the efficiency and/or effectiveness of service delivery eg: timely complaints management; paying of invoices

**People** - Issues which relate to staff based on the Organisation Development Strategy principles: eg staff turnover; average sickness; staff satisfaction

- 2.7 The Corporate Plan / MTFS has a lifespan of four years and the indicators being measured in this year's Scorecard were deemed to be the foremost corporate issues to be addressed during 2011-12
- 2.8 Contained within the Corporate Scorecard 2011-12 are 18 performance indicators that were also in the 2010-11 Scorecard. These have been retained

due to their continued importance to the Council. The Scorecard and its constituent indicators are shown overleaf:

<b>Corporate Scorecard 2011-12</b>			
<b>Community Leadership</b>			
PUB 110	No of actions taken to tackle anti-social behaviour	CATO 102	Rate of Re-offenders to (number per 10,000 pop)
PUB 111	No of actions taken to deter irresponsible use of alcohol	NI192	% of household waste re-used, recycled and composted
PH 001a	% Smoking cessation in most disadvantaged areas	CUL 400	No of volunteer opportunities (filled/unfilled) a) within or b) supported by the Council
PH 001b	% Smoking cessation amongst routine or manual workers	NI 79	% of 19 year olds with a a) Level 2 and b) Level 3 qualification
PLA 102	% of Section 106/Community Infrastructure Levy (CIL) money which is spent on investment in infrastructure projects	NI 80	% of 19 year olds with a a) Level 2 and b) Level 3 qualification
NI111	Rate of first time entrants Youth Justice System	NI 73	% of young people attaining level 4 and above at KS2 in both English and Maths
<b>Customer</b>			
PLS6	No of library visits per 1,000 population	HSG 010	Overall satisfaction with Housing repairs service
ASC 100	Number of adults receiving short term, intensive support [reablement] to enable them to maintain independent living	RPH01	Proportion of vulnerable households living in decent homes (private sector)
NI135	Carers receiving a service and/or information and advice	LA72	Emergency housing repairs completed on time
NI130	Clients receiving self-directed support	LA73	Average no of days to complete non urgent housing repairs
QoD S0 3	% of adult social care service users who feel safe and secure	HSG 004	– Total no of cases where homelessness is prevented [Per month and YTD]
CEF LAC 9	Rate of Looked After Children (number per 10,000 of population)	NI157 (b)	% of minor planning applications approved in appropriate timescales
CEF CP12	Rate of children subject to a child protection plan (no per 10,000 of pop)	NI157 (c)	% of 'other' planning applications approved in appropriate timescales
LUO 100	% of disadvantaged 2 year olds receiving 10 hours of education a week	NI195	levels of street cleanliness a) Litter b) detritus c) graffiti d) flyposting
NI175	Access to services and facilities by public transport, walking and cycling		
<b>Business Process</b>			
OD400	Average turnaround time for LGO written first enquiries	BV66d	No of evictions
BV08	% invoices paid within 30 day deadline	BV09	The percentage of Council Tax Collected
BV66a	% of rent collected / rent owed	FIN 006	Total debt written off as a % of total debt raised
<b>People</b>			
BV12	Average sickness absence days per employee	BV16a	% of employees who declare themselves to meet DDA
OD 012 (a)	No of sick days attributable to long term sickness	SSQ59	% of staff who would tell people that the Council is a good place to work
OD 012 (b)	% sickness which is long term		
<b>Finance</b>			
FIN 001	Overall spend to budget on General Fund (GF) (£)	FIN 004	Overall spend to budget on Capital Programme (£)
FIN 002	Overall spend to budget on Housing Revenue Account (HRA) (£)	FIN 005	Total Savings achieved year to date (£) [to include income from sale of assets]
FIN 003	Total amount of reserves / balances (£)	FIN 010	Average annual cost per workstation

### 3.0 Performance Report Headlines

3.1 The headline messages for this report are:

3.2 **Performance against target** - of the 40 indicators that are comparable, at the end of June 2011 [brackets denotes May's performance]:

- 40 % met their target i.e. **GREEN** [43.33 %]
- 25 % were within tolerance i.e. **AMBER** [20 %]
- 35 % did not meet their target i.e. **RED** [36.67 %]

This is a low performance and lower than the rate achieved so far this year. This may be attributable to the following reasons:

1. The Corporate Scorecard 2011-12 was developed to focus on those issues that were deemed to be of high importance to the Council during this year. By definition this included areas where there was known under performance that would be challenging to address and improve
2. The target setting process used to develop the scorecard was much more rigorous and challenging than had previously been the case
3. The Scorecard additionally includes a large number of quarterly indicators some of which are new for 2011-12, and this report is their first reporting period

3.3 **Direction of Travel** - of the 24 indicators that are comparable, at the end of June 2011 (based on the previous year's outturn or position at the same time last year whichever is most appropriate for the indicator):

- 50% improved
- 4.17% remained static
- 45.83% declined

### 4.0 KPIs identified by the Performance Board as being 'IN FOCUS'

4.1 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 of delivery. Where the Performance Board identifies issues that it considers to be of concern it escalates these to the Directors Board and Cabinet for their consideration. In this report the Performance Board has concerns about performance in 6 areas:

1. **Regeneration**
2. **Housing Management**
3. **Sickness absence**
4. **Library usage**
5. **Financial management**
6. **Public protection**

# 1 REGENERATION

## 1 indicator in focus:

- PLA102 – the percentage of section 106 money committed for spending on investment in infrastructure projects up to the end of June 2011 (Quarter 1).

<b>Scorecard Segment</b>		<b>Community Leadership</b>	
<b>Definition</b>		This PI measures the percentage expenditure of monies that have been received from developers as part of planning consents. (This is an important resource to facilitate regeneration).	
<b>Reason for IN FOCUS</b>		Significantly not meeting target	
<b>June Actual</b>	<b>Actual YTD (April – June)</b>	<b>Latest Target (April – June)</b>	<b>Year End Target</b>
23.24	23.24	40%	40%

## Key Actions:

- The newly formed Resources Board had been requested to include this issue into its work programme

## Commentary

In considering planning applications the Council and Development Corporation have the capacity to negotiate developer contributions via Section 106 agreements (and others) with developers. Essentially this secures money from the developer for investment in infrastructure to benefit the local community and helps to ensure that local people benefit from development.

The reasons for not achieving the level of spend hoped for are complex and in many instances outside of the control of the Council. For this figure to reach 100%, it would mean that all s106 income received was spent immediately after it arrived from developers. However, this is never realistic as often projects are reliant on pots of money from a number of different sources. These are not necessarily received at the same time from all developers. Therefore a project often cannot start until all monies are available and the money already received is ring-fenced until it can be used.

In most cases agreements signed by Thurrock Council have a 10 year period to spend the money once received; those signed by the Development Corporation normally have a 5 year timeframe.

Planning Services update Directorates quarterly and whenever any new income is received which relates to their specific capital projects.

The Chief Executive has instigated and manager a project involving a housing officer focussing on expenditure of s106 funds which will result in significant sums being spent or reclaimed from previous appropriate expenditure.

**Update as at 30<sup>th</sup> August 2011**

***In July this figure reduced further to 18.5%. This reduction is due to income received by the Council & the Development Corporation (TTGDC) of which the majority received was £1,128,153 for Highways for the widening of Oliver Road, West Thurrock. Now that this money has been received a project brief can now commence with an anticipated implementation of 2012/13 and once this is confirmed this value will be changed to show as a commitment.***

**2 HOUSING MANAGEMENT**

**3 indicators in focus:**

- **LA72** - the percentage of emergency repairs (Right to repair) to Thurrock’s council housing that have been completed within the set target
- **LA73** - the average time taken, in days, to complete non urgent repairs to Thurrock’s council housing
- **HSG010** - tenants’ satisfaction with the quality of the repairs made

Scorecard Segment Definition		Customer		
Reason for IN FOCUS		These 3 indicators measure the timeliness of repairs taken to Thurrock’s housing stock and tenants’ perceptions of the quality of the repairs’ service		
		Not meeting target, although LA72 is improving		
PI	June Actual	Actual YTD (April – June)	Latest Target (April – June)	Year End Target
LA72	98.3%	98.15%	99%	99%
LA73	14.9 days	13.45 days	7.5 days	7.5 days
HSG010	89.4%	92.97%	95%	95%

**Key Actions:**

The Council has put in place a recovery action plan that involves its partners, Vertex and Morrison, together with the Housing Service. This action plan is focussed on 3 key areas:

1. **System improvements** – e.g. including smoother handoffs between partners, better information flows and exchange
2. **Improved client experience** – the right jobs being completed on time, better call handling alongside technical staff and improved processing of VOID properties to ensure they meet the new VOID standard.
3. **Cost effectiveness of service** – more robust management of the contract and pricing of jobs to ensure the Council pays the right price for the right job

**Update as at 30<sup>th</sup> August 2011**

***There was an improvement in all of these indicators in July, in particular, turnaround time for non urgent repairs reduced significantly from 14.9 days in June to 7.4 days in July. The Action Plan between the partners is continuing and it is being monitored closely at all levels.***

### 3 SICKNESS ABSENCE

#### 3 indicators in focus:

- **BV12** - the average number of working days, or shifts, lost due to sickness absence per individual member of the Council’s workforce
- **OD12 a** - the total number of days lost, across the whole council, that are due to long term sickness
- **OD12 b** - the total number of days lost, across the whole council, that are due to long term sickness as a percentage of all sickness days lost

<b>Scorecard Segment Definition</b>		<b>People</b>		
<b>Reason for IN FOCUS</b>		These 3 indicators measure the number and percentage of days lost to sickness, per member of staff and to long term sickness		
		All not meeting target and despite several initiatives have been consistently under performing for a period of months		
PI	June Actual	Actual YTD (April – June)	Latest Target (April – June)	Year End Target
BV 12	0.92 days	2.68 days	1.84 days	9 days
OD 12a	578.06 days	1772 days	1300 days	5200 days
OD 12b	48%	48%	40%	40%

#### Key Actions:

- Continuation of the Occupational Health Review
- New Nurse Contact Centre Pilot beginning in August
- Absence Management Training for People Managers
- Ongoing liaison between HR Advisors and Heads of Service reviewing individual cases

#### Commentary

The contract with Premier Occupational Health has been extended for a further year to provide continued support to managers and staff on health matters. During this year the service will be monitored and reviewed to look at alternative solutions that will be more cost effective and provide a long term solution.

Diagnostic Health Solutions have been awarded the Nurse Contact Centre contract to provide an enhanced absence management solution. From 1 August 2011 sickness absence will be reported directly to the nurse contact centre through a dedicated 24 hour free phone number. A Nurse Advisor will take the call and will talk to the member of staff in order to find out the reason for their absence.

This is initially a one year pilot with an option of a further 1 year during which a further report will come back to Directors' Board on progress. This will deliver the following:

- Real time absence reporting to a qualified nurse contact
- Real time management information which will enable managers to manage staff absence better
- A contractual guaranteed reduction in absence by 10%
- Trigger mechanism to Manager, Human Resources and Occupational Health as and when this is needed
- Reminders where managers have not completed return to work interviews and referrals
- Health advice to employees and their families
- The go live date is scheduled for the 1<sup>st</sup> August with training scheduled from the middle of July for line managers

The two highest recurring reasons for all sickness (short and long term) in June were related to stress/anxiety related illnesses (18%) and hospitalisation/post operative recovery (15%), both of which tend to require longer periods of time off, which correlates with the relatively high long term sickness statistics.

Human Resources continue to support managers with sickness management and offer advice on stress management support tools such as encouraging the use of the Employee Assistance Programme and attendance at stress awareness courses. Any stress-related absence, regardless of length of absence, automatically triggers a referral to Occupational Health to enable relevant support to be offered to employees as soon as possible.

**Update as at 30<sup>th</sup> August 2011**

*Average days sickness in July reduced slightly compared with June but were still higher than this time last year. However, the overall year end projection is forecasting an improvement on last year [approximately 10.52 days], albeit above the target of 9 days.*

*Long term sickness cases reduced by 10 in July, with 10 new and 20 closed. However the actual number of days lost to LTS increased slightly possibly due to the timing. The highest two reasons for all sickness (short and long term) this month were related to stress/anxiety related illnesses [17%] and hospitalisation/post-operative [13%]. Any stress related absence, regardless of length of absence, automatically triggers an Occupational Health referral. With the introduction of the Nurse Contact Centre on 1st August, all long term sickness cases will be allocated a dedicated case nurse contact so we may see an improvement next month.*

**4 LIBRARY USAGE**

1 indicator in focus:

- PLS6 No of library visitors per 1,000 population

<b>Scorecard Segment</b>	<b>Customer</b>
<b>Definition</b>	This PI measures the number of physical visits, by an



		individual to Thurrock’s libraries, per 1,000 population. This helps the Library Service management measure the effectiveness of its service offer.	
<b>Reason for IN FOCUS</b>		Not meeting target	
<b>June Actual</b>	<b>Actual YTD (April – June)</b>	<b>Latest Target (April – June)</b>	<b>Year End Target</b>
515.1	1384	1755	7022

**Key Actions:**

- Library Service management is closely monitoring usage trends at all libraries to determine whether this is a permanent trend or whether library usage will recover as customers find different ways to access the service

**Commentary**

Performance in June was an improvement on the previous two months. A significant number of former users of Chafford Hundred Library were school children who now receive their library service from the school library so have not lost this library resource.

Furthermore other former users of Chafford Hundred (adults and families) are now relocating to the libraries at Belhus, Grays and Blackshots, evidenced by increased numbers of users from the Chafford Hundred postcode area. In addition there has been an uptake of usage of the mobile library service.

The Library Service has also experienced operational challenges in the staffing of all libraries due to unfilled vacancies and some long-term sickness.

**Update as at 30<sup>th</sup> August 2011**

*July’s footfall rose to 575.9 (per 1,000 population) which is 1960 cumulatively year to date. It is likely to increase again in August with the school holidays and the “Summer Reading Challenge” initiative.*

**5 FINANCIAL MANAGEMENT**

**1 indicator in focus:**

- **BV08 - Payment of Invoices on time**

<b>Scorecard Segment</b>		<b>Business Processes</b>	
<b>Definition</b>		This PI measures the percentage of invoices for goods and services that were paid by the Council to its suppliers within 30 days of being received by the Council.	
<b>Reason for IN FOCUS</b>		Still significantly under target, although improvements have been made over previous months	
<b>June Actual</b>	<b>Actual YTD (April – June)</b>	<b>Latest Target (April – June)</b>	<b>Year End Target</b>
91%	89.7%	97%	97%

## Key Actions:

- The newly formed Resources Board had been requested to lead and include improving the invoice payment processes as part of its work programme

## Commentary

The payment of invoices has been a problem performance area for some time. One of the austerity measures that were introduced in 2010 restricted the authorisation of invoice payments to heads of service. Whilst this had the impact of helping to reduce expenditure it had a negative impact on the speed of invoice payment. This restriction has been relaxed and additional members of staff are now able to authorise invoice payment and improvements are beginning to be made.

Work continues on the implementation of the Oracle Financial System upgrade which will enable better connection between purchasing and payment processes and this should further improve the promptness of paying the Council's creditors.

### *Update as at 30<sup>th</sup> August 2011*

*The figure for July was 90% - still below target. The next meeting of the Resources Board is on the 21<sup>st</sup> September when this issue will be discussed in more detail.*

## 6 PUBLIC PROTECTION

### 1 indicator in focus:

- **PUB 110** - the number of actions taken by the Public Protection team to tackle anti social behaviour

<b>Scorecard Segment</b>		<b>Community Leadership</b>	
<b>Definition</b>		This indicator measures the number of actions taken by the Council's Public Protection team to tackle anti-social behaviour	
<b>Reason for IN FOCUS</b>		Not meeting target	
<b>June Actual</b>	<b>Actual YTD (April – June)</b>	<b>Latest Target (April – June)</b>	<b>Year End Target</b>
55	109	150	600

## Commentary

This indicator is made up of a number of measures, all but one of which is reactive. The team continue to work proactively to try and educate and reduce anti-social behaviour and environmental crime and will take action where appropriate. Work will be carried out using previous years' data to try and

profile the indicator more accurately. We remain confident that the target set can be met.

**Update as at 30<sup>th</sup> August 2011**

*An additional 59 actions took place in July, taking the running total so far this year to 168 actions. Work continues to deal reactively with requests which come in and to work proactively across the service and with partners to organise operations to tackle environmental crime and Anti Social Behaviour. Work carried out will mean we come in on target at the years end.*

**5.0 Indicators which have changed RAG status since last month**

**5.1 From “*AMBER*” to “*RED*”**

**5.1.1 HOUSING SERVICE**

**1 Indicator:**

- **HSG010 Housing Repairs satisfaction**

See commentary in section 4 above

**5.2 From “*RED*” to “*AMBER*”**

**5.2.1 WORKFORCE PROFILE**

**1 Indicator:**

- **BV16a Employees with a disability**

<b>June Actual</b>	2.64%	<b>Target</b>	3%
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This indicator has seen a dramatic rise over the past month due to the HR Diversity Audit which has just been undertaken. There are still some returns to be returned and logged, and further analysis needs to be undertaken, however it would appear at this stage that, as anticipated, there were some employees who had not declared themselves as having a disability as defined by the Equality Act.

This gives the Council a better evidence base as to the level of disability within its workforce. From this, services now need to work with the Corporate Diversity Team, Human Resources and Occupational Health to ensure that individuals are appropriately supported.

**Update as at 30<sup>th</sup> August 2011**

*July’s figure shows that the profile has increased again to 3.13% and is now above the target*

6.0 The full summary of performance is set out below:

Scorecard Segment	No. of PIs (not inc. Annual KPIs)	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 <b>n/a</b>	No. Improved since 2010-11 	No. Unchanged since 2010-11 	No. Decreased since 2010-11 
Community Leadership	13	1	4	3	5	8	3	1	1
Customer	18	(4)	7	4	3	4 (+4)	5	0	5
Business Process	6	1	3	1	1	1	3	0	2
People	5	1	0	1	3	1	1	0	3
Finance	5	0	2	1	2	5	0	0	0
<b>TOTAL</b>	<b>47</b>	<b>3 (+4)</b>	<b>16</b>	<b>10</b>	<b>14</b>	<b>19 (+4)</b>	<b>12</b>	<b>1</b>	<b>11</b>
		<b>PIs available = 40</b>	<b>40%</b>	<b>24%</b>	<b>35%</b>	<b>PIs available = 24</b>	<b>50%</b>	<b>4.17%</b>	<b>50%</b>

NB [brackets] denotes not yet due (eg. Thrice yearly indicators)

\*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, but are still being monitored as have strategic importance to the Council.

## 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 652772** [mjones@thurrock.gov.uk](mailto: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](mailto: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: **Jane Potheary**  
Telephone and email: **01375 652472** [jpothecary@thurrock.gov.uk](mailto:jpothecary@thurrock.gov.uk)

This is a monitoring report and there are direct diversity implications arising. The report provides commentary on the diversity profile with regard to employees who have a disability. The appendix describes the actions taking place to address 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.

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