

10 January 2012		ITEM 5
Corporate Overview & Scrutiny Committee		
CORPORATE SCORECARD PERFORMANCE REPORT – MONTH 6/QUARTER 2 (UP TO END SEPTEMBER 2011)		
Portfolio Holder: Councillor 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		
Purpose of Report: To advise Corporate Overview & Scrutiny Committee of key performance issues arising from the delivery of the Corporate Scorecard 2011-12.		

EXECUTIVE SUMMARY

This report provides Corporate Overview & Scrutiny Committee with a summary of performance against the Corporate Scorecard 2011-12, a basket of key performance indicators, up to end of September 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 6, 25 (59.53%) of these indicators are meeting their target and 57.15% have improved their performance over last year.

1. RECOMMENDATIONS:

That Corporate Overview & Scrutiny Committee:

- 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 on which to focus.**
- 3. Notes the position in relation to the areas IN FOCUS and the actions in progress.**

2. INTRODUCTION AND BACKGROUND:

2.1 This is the Month 6/Quarter 2 (September) performance report for the Corporate Scorecard 2011/12.

3.0 Performance Report Headlines

3.1 The headline messages for this report are:

3.2 **Performance against target** - of the 42 indicators that are comparable, at the end of September 2011 [brackets denote August's performance]:

- 59.53% met their target i.e. **GREEN** [58.63 %]
- 11.9% were within tolerance i.e. **AMBER** [10.34 %]
- 28.57% did not meet their target i.e. **RED** [31.03 %]

3.3 **Direction of Travel** - of the 28 indicators that are comparable, at the end of September 2011 (based on the previous year's outturn or position at the same time last year whichever is most appropriate for the indicator):

- 57.15% improved
- 7.14% remained static
- 35.71% declined

4.0 KPIs identified by the Performance Board

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, Cabinet and Overview & Scrutiny Committee of delivery.

Where the Performance Board identifies issues that it considers to be of concern or indeed merits the highlighting of good performance it recommends these to the Directors' Board, Cabinet and Overview & Scrutiny Committee for their consideration.

4.2 KPIs identified by the Performance Board as being ‘IN FOCUS’

4.2.1 1C (NI130) Self Directed Payments – Adult Social Care

Definition	This PI measures the number of adults, older people and carers receiving self-directed support – either through direct payments or a personal budget, in the year to 31 st March as a percentage of clients receiving community based services and carers receiving carers specific services aged 19 or over.	
Reason for IN FOCUS	Changed RAG status to RED ie underperforming	
September Actual	Latest Target (April-Sept)	Year End Target
47%	48.5%	55.1%
Benchmark	National Average (2009/10) 13.8%	

Performance at quarter two falls just under target although continues to show an improvement on the previous year. The 2011-12 year-end target of 55% is a challenging one, however this is expected to be met. The Council has a strategy in place with our support agency for direct payments and self-directed support (Essex Coalition of Disabled People) to continue to increase the take-up of direct payments among both service users and carers.

While the take-up of direct payments has increased significantly in the year to date (from 177 to 311), the majority of new payments have been to users who already have existing payments.

Recent improvement actions to increase the take-up of payments among both new service users and those completing a review in addition to providing more direct payments to those who already have one include:

- Allocation of funding to increase options for carers respite breaks and to arrange via direct payments
- Introduction of recovery budgets for mental health clients to be used as direct payments

Performance will continue to be monitored to assess the impact of the above initiatives on performance.

Update as at 9 December 2011

October Actual	Latest Target (April-Oct)	Year End Target
45%	49.6%	55.1%

Performance at October again missed the profiled monthly target. Performance has been affected by low take-up of individual budgets and individual support funds in the year to date and the increase in carers supported. Actual cash payments through direct payments continue to increase and at October stand at 311 up from 177 in April.

The year-end target of 55% is a challenging one. However, at this stage of the year we anticipate it being met with the implementation of improvement actions.

Key Actions:

Steps being taken to both improve performance against this indicator and importantly, to ensure the embedding of a personalised and self-directed approach across the service include:

- Establishing self-directed support champion practitioners at Deputy Manager level in each frontline team to promote a shift in practice and encourage innovation
- Team Managers to review progress monthly through team performance meeting
- A programme of staff surgeries have been set up led by our direct payments support organisation to help build confidence within the practitioners and promote and share innovative use of direct payments and personalised budgets
- Allocation of funding to increase options for carers respite breaks through direct payments expected to generate around 30-40 new users
- Introduction of recovery budgets for mental health clients to be used through direct payments expected to generate a further 40-50 new users
- A User Support Forum has been set up and meets for the first time in December to capture the experiences of people in receipt of self-directed support and to inform service improvement
- Review of self-direct processes in line with recent guidance produced in Think Local Act Personal scheduled for Q4 2011-12 and aims to support the first formal offer to all service users as a direct payment

[Commentary agreed by Roger Harris]

4.2.2 PLA102 –% of Section 106 money committed for spending on investment in infrastructure projects up to the end of September 2011 (Quarter 2)

Scorecard Segment Definition	Community Leadership	
	This PI measures the percentage expenditure of monies that have been received from developers and committed for spending as part of planning consents. (This is an important resource to facilitate regeneration).	
Reason for IN FOCUS	Significantly not meeting target	
September Actual	Latest Target (April - Sept)	Year End Target
17.87%	40%	40%
Benchmark	Local indicator – no benchmark comparison	

Key Actions:

- The management of Section 106 funds is currently a high profile matter that is being reviewed by the Resources Board
- It has been agreed that once the work currently being undertaken to reallocate elements of the S106 'pot' has been completed, that a report to Directors' Board will highlight a new monitoring regime. In essence, that will involve each element of expenditure being allocated to a 'responsible officer', with timescales set for the commencement and completion of the associated works. This will be monitored by the Resources Board.

Commentary

In September this figure reduced further to 17.87%. At end of September monies held (i.e. contributions received and unspent) by Thurrock Council and the TTGDC totalled £6,469,575 of which £1,156,421 was committed to a “project” by a Department/Directorate. This £1,156,421 equates to the 17.87% figure shown for this indicator. This reduction is due to £76k of commitment and £193k of uncommitted being spent.

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 committed 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.

Update as at 9 December 2011

October Actual	Latest Target (April -Oct)	Year End Target
21.86%	40%	40%

In October this figure increased to 21.86%. A draft report has been sent to the Chief Executive to take to Directors Board recommending that Resources Board monitors S106 expenditure in detail.

[Commentary agreed by Andy Millard]

4.2.3 Housing Repairs

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		
		These 3 indicators measure the timeliness of repairs taken to Thurrock’s housing stock and tenants’ perceptions of the quality of the repairs’ service		
Reason for IN FOCUS		Overall not meeting targets, although all have improved in September and LA72 had the best performance so far this year		
PI	Sept Actual	Actual YTD (April - Sept)	Latest Target (April -Sept)	Year End Target
LA72	98.6%	98.15%	99%	99%
Benchmark		Housemark Benchmarking Group Council Average 96.33% (Councils in club only)		
LA73	6.5 days	10.9 days	7.5 days	7.5 days
Benchmark		Housemark Benchmarking Group Council Average 14.8 days (Councils in club only)		
HSG010	90.4%	90.53%	95%	95%
Benchmark		Local indicator – no benchmark comparison		

All three corporate indicators connected with the Housing repairs service have improved in September. In particular, now that the summer backlog of voids has moved through the system, resources have been allocated back to the non-urgent repairs and this is reflected in the improved turnaround times for LA73 – the average time taken in days to complete non-urgent repairs.

As previously reported, the recovery plan had a target date of 3rd October. It is still too early to fully gauge the success of the recovery plan, however early signs are promising and some key progress is noted below. The plan included three main themes.

Key Actions:

- a) **Improved client experiences** – the right jobs being completed on time.
Better call handling by co-locating the repairs line and Housing client team alongside technical staff and the improved processing of jobs and job logging.

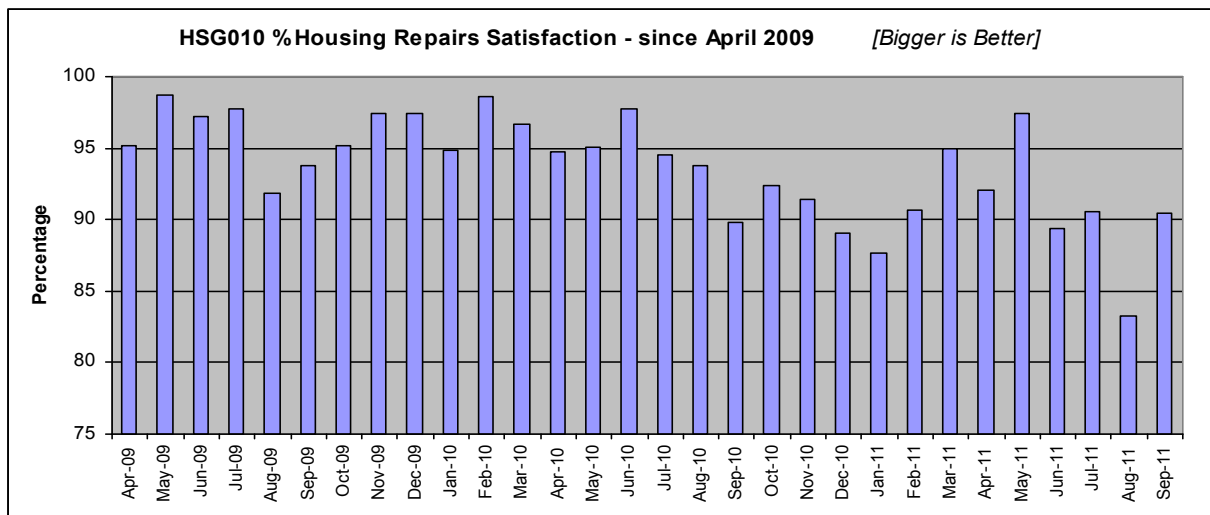
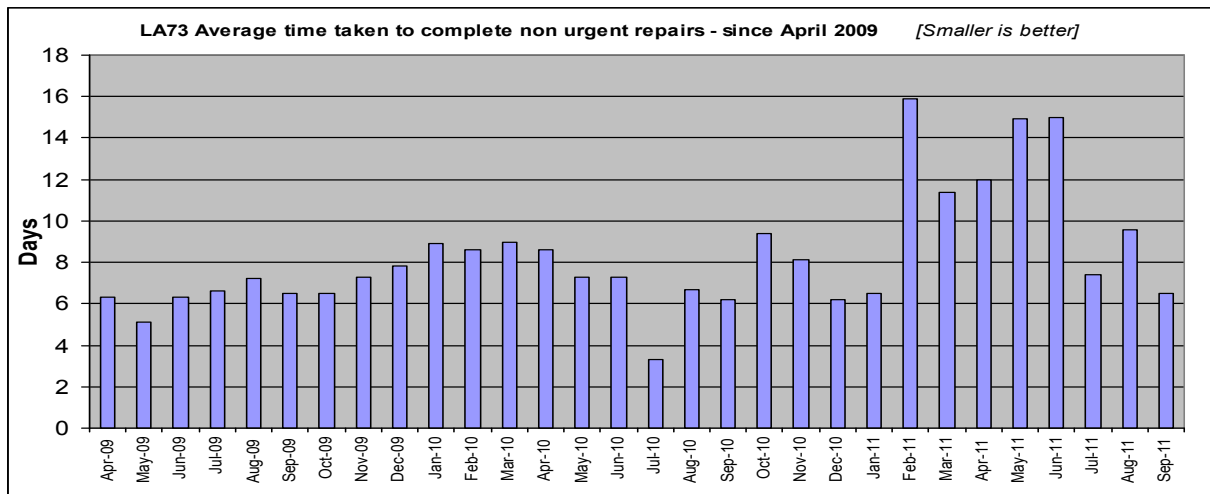
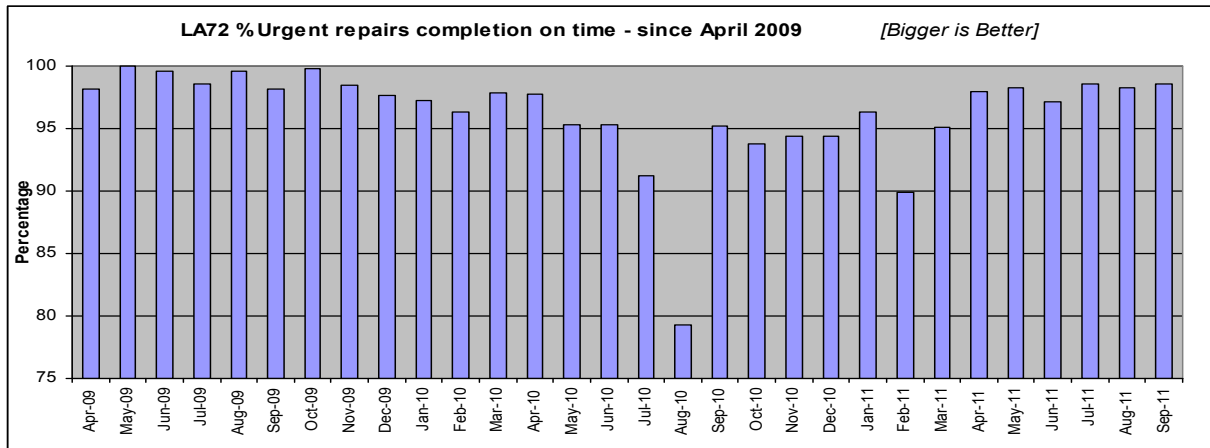
Progress: the co-location took place as planned with the repairs line monitoring team moving across to Alexander House at Lakeside to be closer to the technical staff. In addition, we have significantly increased the number of tenants asked for feedback on their experiences. Analysis of the feedback will be undertaken once the cards are received and results will feature in future reports.

- b) **Aligned IT** eg including smoother handoffs between partners, better information flows and exchanges by aligned IT systems

Progress: the interface has been developed and testing is currently underway

- c) **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

Progress: a new national schedule of rates have been introduced which will give us more information around work undertaken



Update as at 9 December 2011

PI	Oct Actual	Actual YTD (April -Oct)	Latest Target (April -Oct)	Year End Target
LA72	99.6%	98.36%	99%	99%
LA73	4.4 days	9.97 days	7.5 days	7.5 days
HSG010	92.1%	90.76%	95%	95%

The performance of LA72 has improved during October to just above target. Analysis from monitoring of performance continues and is being closely reviewed at the next contract meeting at Director level.

The performance of LA73 is steadily improving although with the inclusion of closing orders where work is not completed is distorting the true picture slightly. Once the interface is introduced the information will be collected for just work completed.

Additional Actions

- *Training of repair line staff to reduce the number of emergency orders; although there is a risk of pulling resources off the non urgent work.*
- *A review of the classification of emergency work.*
- *Morrison are realigning the skills of their operatives to meet the various demands of individual trades.*

HSG010 - Customer satisfaction cards are now being sent out for every repair order issued and we are waiting for the data to be returned from tenants. Previously we have a 12.9% return on these cards. We anticipate an improved performance next month. We follow up on all comments relating to poor and dissatisfied service.

Additional Actions:

- *A report is being prepared to analyse trends across areas of dissatisfaction.*
- *A business case has been submitted to introduce text messaging to increase survey results in general and for the repairs service.*

[Commentary agreed by Linda Sinclair]

4.2.4 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

Scorecard Segment Definition		People		
		These 3 indicators measure the number and percentage of days lost to sickness, per member of staff and to long term sickness		
Reason for IN FOCUS		Despite several initiatives have been consistently under performing for a period of months		
PI	Sept Actual	Actual YTD (April - Sept)	Latest Target (April -Sept)	Year End Target
BV 12	0.93 days	5.22 days	3.91 days	9 days
Benchmark	CIPD Public Sector Average 9.1 days			
OD 12a	630.49 days	3592 days	2599 days	5200 days
Benchmark	Local indicator – no benchmarking comparison			
OD 12b	50%	50%	40%	40%
Benchmark	CIPD Public Sector Average 29%			

Key Actions:

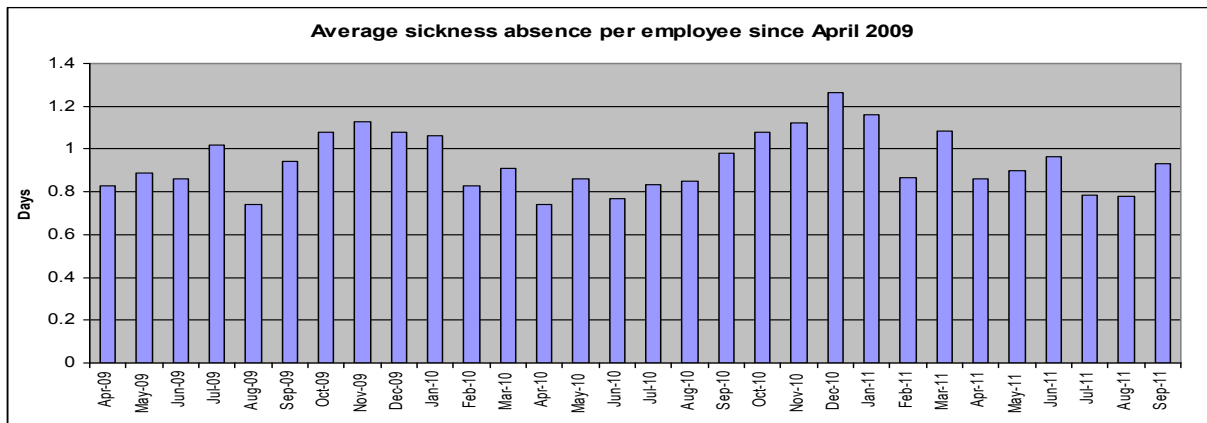
- Stress Analysis Report and Action Plan being produced to go to Corporate Health and Safety Board and Directors Board (CHRECC) in January.
- Ongoing training for people managers in November and additional dates been added in December.
- The Staff Survey being undertaken during November includes some questions regarding Staff Health and Well-Being – the initial analysis of this will be available during December with the full report available during January.

Commentary

Average sickness absence days per employee has increased this month compared to last month, however this is consistent with the trend for September in previous years (see graph below). During September there were 25 new occupational health referrals with 36 cases being closed. The data for September has still been produced using the payroll system with data validation being run along side using the new DHS reporting system. It is anticipated that the data for October will be produced solely from the DHS reporting system.

The highest two reasons for all sickness (long and short term) this month were related to hospitalisation/post operative (17.02%) and stress/anxiety related illnesses (13.24%). In relation to stress related absences, a verbal report to Corporate HR, Equalities Board and Cultural Change (CHRECC) was presented in October and an Action Plan regarding stress will be presented in December. Absence management is now a standing item on the CHRECC agenda.

With regards to long term sickness, this month shows an increase in absence due to long term sickness, despite considerable efforts to manage/close cases. As part of the new DHS Contact Centre initiative a dedicated nurse contact will be allocated for each long term sickness case. Further analysis of long term absence data is being undertaken.



Update as at 9 December 2011

PI	Oct Actual	Actual YTD (April - Oct)	Latest Target (April - Oct)	Year End Target
BV 12	0.86	6.02	4.74	9 days
OD 12a	472.84 days	4064.86 days	3032 days	5200 days
OD 12b	49%	49%	40%	40%

The average sickness absence days per employee remained static during October. During October there were 27 new occupational health referrals with 24 being closed. This leaves a running total of 70.

The highest two reasons for all sickness (long and short term) in October were stress/anxiety related illnesses (17.5%) followed by hospitalisation/post-operative (13.44%).

In relation to stress/anxiety related illnesses a report with proposals is being presented to CHRECC and Directors Board in January. This report will include a full list of recommendations and an action plan.

At a directorate level Sustainable Communities has consistently been the highest average this year, peaking in October at 1.69 average days per employee. This is largely due to a figure of 3.14 days for the Waste Team alone. Work continues between the service, HR and OH to reduce these levels.

[Commentary agreed by Jackie Hinchliffe]

4.2.5 Capital Programme

Scorecard Segment	Finance	
Definition	This PI measures the percentage of the Council's Capital Programme that has been spent at any quarterly monitoring period during the year	
Reason for IN FOCUS	Significantly not meeting target	
September Actual	Latest Target (April - Sept)	Year End Target
15%	35%	90%
Benchmark	Local indicator – no benchmark comparison	

Key Actions:

- Services reviewing their spend projections.
- Meetings between services, procurement and legal are taking place to identify ways of speeding up the timescale for procurement.
- Ongoing close scrutiny by the Resources Group and the Capital Management Group.

Commentary

As reported to Cabinet on 9 November, the capital spend at the end of September (for the whole Council) was 15% of the approved budget. Broken down between the General Fund and Housing Revenue Account (HRA), the General Fund spent 16.82% of the approved budget and the HRA spent 9.19%.

Officers have been instructed to revisit their spend profiles and be more realistic as a significant proportion of the adverse variance is from poor projecting. This issue is being taken forward by the Resources Group and the Capital Management Group.

Update as at 9 December 2011

No further update as this is a quarterly indicator.

[Commentary agreed by Sean Clark]

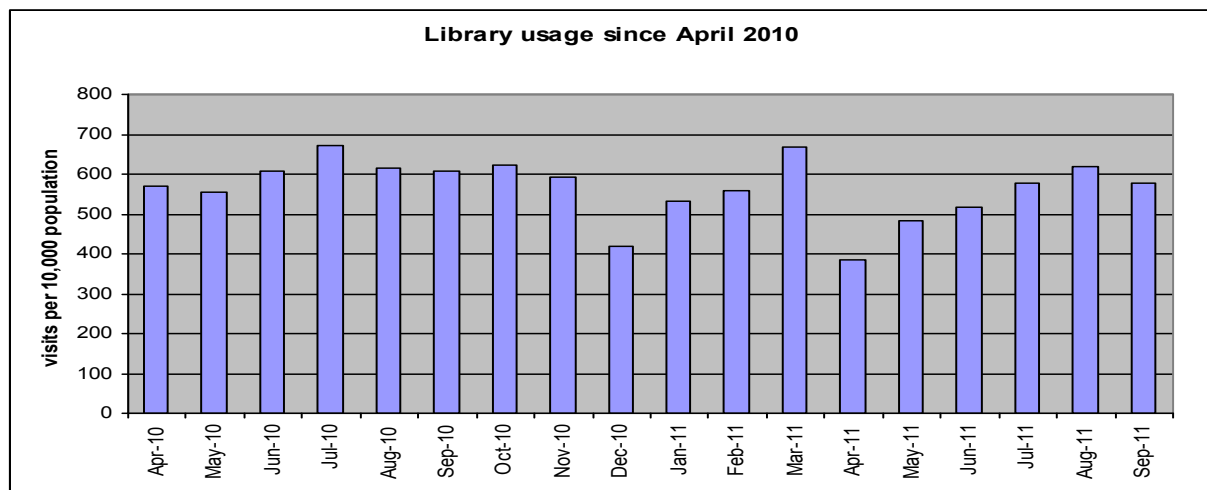
4.2.6 PLS6 No of library visitors per 1,000 population

Scorecard Segment	Customer		
Definition	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.		
Reason for IN FOCUS	This indicator has consistently been under target throughout the year.		
September Actual	Actual YTD (April - Sept)	Latest Target (April -Sept)	Current Year End Target
577.6	3156.3	3,511.02	7022
Benchmark	Unitary Average 4773		

During the first half of this financial year, this indicator has consistently been under target. This is partially due to the original target for this indicator being set prior to the closure of one of the borough's libraries - Chafford Hundred.

The main group of users of Chafford Hundred library (i.e. school children) still have access to the library service as a school facility however these children are no longer eligible to be included in the formal calculation for this indicator.

Although, this indicator is currently lower than the target set, performance is similar to this time last year and, taking into account the library closure, is performing relatively well, particularly over the last three months.



Update as at 9 December 2011

October Actual	Actual YTD (April -Oct)	Latest Target (April -Oct)	Current Year End Target
617.9	3774.2	4096.19	7022

Although still under target cumulatively year to date performance since July has been strong, and the in month October figure has hit target.

Key Actions:

- Despite the reduction in the number of libraries the service continues to look for new initiatives to increase library visits.
- Former Chafford Hundred Library members now travel to Belhus and Grays, as well as the new Friday afternoon 1 hour mobile stop at the Beacon Centre.
- We work with partners in Corringham and Tilbury and host Christmas events – Corringham Winter Fayre, Tilbury Lights.
- Booktime sessions have been running across the Borough, and more than 1000 people have been engaged.
- We have run five Christmas Card design sessions using IT in Libraries
- The Let's Talk Libraries consultation took place between 19 September and 3rd October 2011. Information and feedback gained from this survey will continue to inform library service provision.

[Commentary agreed by Angela Hogg]

5.0 Indicators which have changed RAG status since last reporting period

5.1 From “RED” to “GREEN”

CUL400a Volunteer opportunities within the Council

Definition	This PI measures the total number of volunteer opportunities that are created by the Council to enable local people to work in council departments	
September Actual	Latest Target (April -Sept)	Year End Target
130 active (filled)	125	150
Benchmark	Local indicator – no benchmark comparison	

Key Actions:

- Liaison with HR to manage the volunteer placements
- Support for services to provide new opportunities
- Training Sessions for staff
- Production of a Volunteer Handbook
- Briefing sessions promoting the initiative

The September figure is 130 active (filled) and 25 unfilled placements – giving a total of 155 placements.

Community Development continues to work with HR to ensure high quality volunteer management, whilst supporting services to develop new placements. Two staff training sessions have been delivered to 12 staff members to promote the Council's volunteer guidelines and encourage more placements. We have developed a Volunteer Handbook for new volunteers. This will be available to potential volunteers via the Council's website as we develop on-line promotion of our opportunities.

Currently, monitoring only reflects volunteers directly recruited to the council via HR but we will be developing ways in which to reflect active citizens such as street representatives and active tenants.

The type of placements include library IT facilitators; museum volunteers; youth offending panel members and Special Educational Needs Parent Partnership volunteers, but other areas are also being explored and encouraged. A new Strategy Statement and recruitment guidelines have been agreed with HR in consultation with key volunteer managers. A series of briefing sessions were run in February and September for services to encourage further Council services to get involved.

Update as at 9 December 2011

No further update as this is a quarterly indicator.

[Commentary agreed by Natalie Warren]

6.0 The full summary of performance at Quarter 2 (April – September 2011) 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 n/a	No. Improved since 2010-11 ↑	No. Unchanged since 2010-11 →	No. Decreased since 2010-11 ↓
Community Leadership	13	3	5	2	3	8	2	2	1
Customer	18	0	12	2	4	4	9	0	5
Business Process	6	1	3	1	1	1	4	0	1
People	5	1	1	0	3	1	1	0	3
Finance	5	0	4	0	1	5	0	0	0
TOTAL	47	5	25	5	12	19	16	2	10
		PIs available = 42	59.53%	11.9%	28.57%	PIs available = 28	57.15%	7.14%	35.71%

*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**
mxjones@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: **David Lawson**
 Telephone and email: **01375 652087**
dlawson@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 diversity profile with regard to employees who have a disability, average and long term sickness. The appendix describes the actions taking place.

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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