

<b>12 September 2013</b>		<b>ITEM: 6</b>
<b>Corporate Overview &amp; Scrutiny Committee</b>		
<b>Corporate Scorecard Performance Report – Month 3/Quarter 1 (up to end of June 2013)</b>		
Report of: Cllr 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 Public</b>		
<b>Purpose of Report:</b> To advise Corporate Overview & Scrutiny Committee of key performance issues arising from the monitoring of the Corporate Scorecard 2013-14.		

### **EXECUTIVE SUMMARY**

This report provides Corporate Overview & Scrutiny Committee with a summary of performance against the Corporate Scorecard 2013-14, a basket of key performance indicators, as at Month 3/Quarter 1 ie end of June 2013. 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, 32 (82.05%) of these indicators are either meeting or within an acceptable tolerance of their target.

#### **1. RECOMMENDATIONS:**

**That Corporate Overview & Scrutiny Committee:**

- 1.1 Acknowledges and commends services where there is good delivery against priorities.**
- 1.2 Notes the performance in areas of concern and identifies, where it feels necessary, any further areas of concern on which to focus.**
- 1.3 Recommends the areas In Focus to be circulated as appropriate to relevant Overview and Scrutiny Committee Chairs.**

**2. INTRODUCTION AND BACKGROUND:**

2.1 This is the Month 3/Quarter 1 [June] performance report for the Corporate Scorecard 2013/14.

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

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

**Performance Report Headlines**

The headline messages for this report are:

3.1 **Performance against target** - of the 39 indicators that are comparable, at the end of June 2013 (*NB KPIs = Key Performance Indicators*)

	KPIs at end of June 2013	KPIs at end of May 2013
<b>GREEN</b> - Met their target	66.67%	60%
<b>AMBER</b> - Within tolerance	15.38%	16%
<b>RED</b> - Did not meet target	17.95%	24%

3.2 **Direction of Travel (DOT)** - of the 32 indicators that are comparable, at the end of June 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 June 2013	DOT at end of May 2013
<b>↑ IMPROVED</b>	68.75%	52.17%
<b>→ STATIC</b>	12.5%	4.35%
<b>↓ DECLINED</b>	18.75%	43.48%

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 over 80% of KPIs are currently hitting or close to target is encouraging.

**KPIs 'IN FOCUS'**

3.3 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.

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 and Cabinet for their consideration.

**3.4 Average time taken to re-let**  
**RAG Status = GREEN**

<b>Definition</b>	This PI measures how many days on average it takes to re-let a council property. This will depend on the number and type of repairs the property requires, plus the number and complexity of any safety checks required before a new tenant can move in, plus the time taken to identify/process new tenants. A property waiting to be re-let is known as a "void" property.		
<b>Reason for IN FOCUS</b>	This PI has seen significant improvement from over 100 days average during 2012-13 to well below the target profile		
<b>June Actual</b>	<b>YTD Target (June)</b>	<b>Year End Target</b>	
43 days	90 days	35 days	

The impact of the council's successful new allocations policy which prioritises transfers and the number of people downsizing means that the number of re-lets has increased considerably (by around 15%).

At the same time, the service delivery continues to improve indicating a robust and rapid approach in turning voided properties into tenanted homes. The performance is positively above the target set at the start of the year. It is anticipated that this positive trend will continue in the next few months and will meet the 35 days final target in advance of the projected date (i.e. March 2014).

The improved performance is partially a result of the intensive service improvement efforts and resources applied by Thurrock Housing repairs team along with the contractor's effort to improve their performance.

The average re-letting period has consistently and positively decreased since the termination of the former contract with Morrison (average re-let time last year was 109. days). It is likely that the average re-letting period for a property will initially oscillate between 43 & 49 days in the next quarter and then continue the descent to meet the set target of an average of 35 days in the following quarter.

This improved performance is very promising and the service will endeavour to maintain this development.

*[Commentary agreed by Barbara Brownlee]*

**3.5 Major planning applications**

**RAG Status = GREEN**

<b>Definition</b>	This PI measures the percentage of "major" planning applications that are processed by the Planning Department within 13 weeks. A major application is typically one which involves development of more than 1,000m <sup>2</sup> or 10+ dwellings.		
<b>June Actual</b>	<b>YTD</b>	<b>YTD Target (June)</b>	<b>Year End Target</b>
100%	66.7%	65%	65%

There were two major planning applications within this period, both of which were responded to within the timescales.

The major projects division that came from the Development Corporation has now been fully merged through the restructuring process with the development management team. This new integrated approach will maintain a high standard of performance in all types of planning applications.

*[Commentary agreed by David Bull]*

**3.6 Sickness Absence**  
**RAG Status = RED**

<b>Definition</b>	<b>BV12</b> - percentage of sickness absence days which are attributed to stress/stress-related absence. <b>OD12</b> – percentage of sickness which is long term (20 days or more) <b>OD13</b> – percentage of absence which is attributed to stress related sickness			
<b>Reason for IN FOCUS</b>	Despite all the initiatives and training put in place, all three sickness related key performance indicators are currently worse than target			
	<b>June Actual</b>	<b>YTD (June)</b>	<b>YTD Target (June)</b>	<b>Year End Target</b>
BV12 Average sickness	0.92 days	2.78 days	2.2 days	8.5 days
OD12 Long term Sickness	53%	53%	36.5%	34%
OD13 Stress related sickness	26.96%	26.96%	24%	15%

The position for average sickness per FTE for June (Month 3/end of quarter 1) is 0.92 days, with a year to date position of 2.78 days. This is worse than the target of 2.2 days and worse than the same time last year which was 1.87 days. This equates to a total number of days sickness this year to date of 4015 days compared to 2640 days this time last year. The forecast at this stage is 11.13 days against a challenging year-end target of 8.5 days.

The main reasons for sickness this month were stress/stress-related absence (26.96%), hospitalisation/post operative (15.36%) and back/neck injuries (13.3%). Heads of Service with HR support continue to monitor each sickness

case within their teams on a monthly basis to identify issues and causes of action.

Long term sickness (ie over 20 days) in June (Month 3) was 53% against a target of 34%. This was made up of 806 days. This compares with 286 days (38%) the same month last year. HR and OD are currently reviewing all LTS cases from both a client and practice perspective to ensure all actions are being managed appropriately.

Stress and stress-related absences made up 26.96% of all sickness during June (Month 3). This is worse than the in month target of 24% and a significant challenge to bring down to the 15% target by the end of the year. In June this figure related to 358 days from 26 individuals, 15 of whom explicitly identified themselves as having "work related stress" (58%). In the same month last year stress/stress related illness accounted for 15.8% of absence made up of 136 days. Any absence reported as being stress/stress-related triggers an automatic trigger in DHS to managers to refer to Occupational Health.

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

- reviewing the absence policy to look at: the management of long term sickness; trigger management; reviewing monitoring periods; and the flexibility of occupational health referrals.
- Further work needs to be undertaken on the alignment of corporate and DMT sickness reports, the possibility of the targeted use of additional protocols in "hotspot" areas and additional training for both managers and HR colleagues in the best utilisation of our live sickness reporting system "Attendance Manager". There will also be greater emphasis on compliance monitoring to ensure existing procedures are being followed, in particular regarding return to work interviews, trigger management and stress risk assessments.
- Stress risk assessment workshops continue to be held for managers;
- 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 report has been commissioned by Corporate Overview and Scrutiny Committee specifically looking at analysing the causes of stress absences. This will be presented in September.

*[Commentary agreed by Jackie Hinchliffe]*

### 3.7 Indicators which have changed RAG status since previous month

In addition to those indicators which feature in the IN FOCUS section, the following indicator changed RAG (RED, AMBER, GREEN) status since previous month:-

#### 3.8 From "AMBER" to "GREEN"

## Number of Apprentices in the council

<b>Definition</b>	One of the key elements for the apprenticeships scheme is that it both directly and indirectly helps towards other priorities within the corporate plan and 14-19 strategy and to three other indicators within the corporate scorecard which have been separated proposed. The link with NI117(NEET) is self explanatory. Regarding the link with Level 2 and 3 qualifications at 19, one of the aims of Thurrock’s scheme is that by the time they finish their apprenticeship they will have gained a Level 3 qualification. This will give those young people additional options whether they are work or higher education related.		
	<b>June Actual</b>	<b>YTD Target (June)</b>	<b>Year End Target</b>
	18	16	64

Following a successful programme in 2012, Environment has recently recruited 11 new apprentices. The Learning & Skills Team has been actively working with a number of new managers within the Council to stimulate interest in the recruitment of an apprentice. A managers supporting pack has been developed. Progression to a Level 3 programme remains a key priority and the Team is also exploring opportunities to engage with the National Apprenticeship Service Level 4 programmes, thus supporting the raising aspirations agenda across the Council.

*[Commentary provided by Vivien Cutler]*

### 3.9 From “**GREEN**” to “**AMBER**”

#### Permanent admissions to residential/nursing homes

<b>Definition</b>	This PI measures the rate of admissions to residential and nursing homes per 100,000 population. This measure gives an indication of effectiveness of our local interventions in reducing/ delaying this level of care.		
	<b>June Actual</b>	<b>YTD Target (June)</b>	<b>Year End Target</b>
	35	35	140

**NB. target profile is subject to adjustment once final outturn for 2012-13 has been confirmed.**

This indicator measures the rate of new permanent admissions into residential care as a proportion of the population aged 18+. It provides an indication of the overall success of adult social care and partners in keeping vulnerable people out of more costly care placements as a result of increased use of earlier intervention and preventative support.

There are two parts to the indicator – the first measures the rate of admissions for adults aged 18-64 and the second part the rate of admissions for adults aged 65+. These are then combined to give the overall rate of admission. The

overall quarter one rate is 35 admissions per 100,000 population aged 18+. This is within the target profile for this point in the year and performance in minimising admissions for people aged 18-64 remains strong.

However, the status is marked as **AMBER** due to the continued pressures at Basildon and Thurrock Hospital and the forthcoming winter period which will place additional pressures on the service in meeting the challenging year-end target - particularly in minimising admissions for people aged 65+, as people are placed with increasingly complex conditions. In the quarter there were 42 permanent admissions (39 people aged 65+ and 3 aged 18-64). This profile is higher than the pattern in the same period in the previous year.

The overall total number of people in a residential placement continues to be maintained at a stable level. The service continues to keep this indicator under scrutiny.

*[Commentary provided by Rhodri Rowlands]*

From “**GREEN**” to “**RED**”

### 3.10 % Housing Tenants general satisfaction

<b>Definition</b>	This PI measures the overall satisfaction of housing tenants. Although the cohort being used is housing tenants, the information will also be used as a barometer for wider resident satisfaction with the area in which they live.	
<b>June Actual</b>	<b>YTD Target (June)</b>	<b>Year End Target</b>
69%	75%	75%

This is a new indicator and a target of 75% was set in line with the industry standard. The first survey indicates a 69% level of satisfaction. It is important to note that the process surveys tenants views on tangible services provided (eg repairs, caretaking..) and intangible ones such as their feelings about being listened to and being kept informed. Views on some of the tangible services include: 84% satisfaction with caretaking services; 82% of tenants rate repairs contractor as excellent or good; 81% satisfaction with the neighbourhood; 80% of tenants are overall happy with the quality of the repairs carried out by contractors.

*[Commentary agreed by Richard Parkin]*

From “**RED**” to “**GREEN**”

### 3.11 Major planning applications

See 3.5 above

3.12 The full summary of 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	1	3	4	0	3	3	2	0
Encourage and promote job creation and economic prosperity	6	0	6	0	0	2	3	0	1
Build pride, responsibility and respect to create safer communities	8	3	4	0	1	4	4	0	0
Improve health and well-being	7	2	4	1	0	3	4	0	0
Protect and promote our clean and green environment	7	4	1	0	2	4	2	0	1
People / Organisational Development	6	2	1	0	3	2	1	0	3
Financial & Business Processes	10	1	7	1	1	2	5	2	1
<b>TOTAL</b>	<b>52</b>	<b>13</b>	<b>26</b>	<b>6</b>	<b>7</b>	<b>20</b>	<b>22</b>	<b>4</b>	<b>6</b>
		<b>PIs available = 39</b>	<b>66.67%</b>	<b>15.38%</b>	<b>17.95%</b>	<b>PIs available = 32</b>	<b>68.75%</b>	<b>12.5%</b>	<b>18.75%</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 monthly 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 This monitoring report is 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: **Mike Jones**  
Telephone and email: **01375 652772**  
**mxjones@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 commentary is 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: **David Lawson**  
Telephone and email: **01375 652087**  
**davidlawson@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.

**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):**

- Not applicable

**APPENDICES TO THIS REPORT:**

- Appendix 1 – Corporate Performance Report 2012-13 Month 3/Quarter 1

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