

20 March 2014		ITEM: 5
Corporate Overview & Scrutiny Committee		
Corporate Scorecard Performance Report – Month 9/Quarter 3 (Up To End Of December 2013)		
Report of: Cllr Phil Smith, Portfolio Holder for Central Services		
Wards and communities affected: All	Key Decision: Non-Key	
Accountable Head of Service: Karen Wheeler, Head of Strategy		
Accountable Director: Steve Cox, Assistant Chief Executive		
This report is Public		
Purpose of Report: 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 9/Quarter 3 ie end of December 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 9, 37 (86%) 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 9/Quarter 3 [December] 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. The headline messages for this report are:

- 3.1 **Performance against target** - of the 43 indicators that are comparable, at the end of December 2013 (*NB KPIs = Key Performance Indicators*)

	KPIs at end of December 2013	KPIs at end of June 2013
GREEN - Met their target	65.12%	66.67%
AMBER - Within tolerance	20.93%	15.38%
RED - Did not meet target	13.95%	17.95%

- 3.2 **Direction of Travel (DOT)** - of the 37 indicators that are comparable, at the end of December 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 December 2013	DOT at end of June 2013
↑ IMPROVED	48.65%	68.75%
→ STATIC	10.81%	12.5%
↓ DECLINED	40.54%	18.75%

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 88% 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 members 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 members for their consideration.

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

Definition	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.		
Reason for IN FOCUS	This indicator has out-performed the year end target position for 3 months, and is expected to continue to do so.		
December Actual	YTD Target (December)	Year End Target	
34.1 days	42 days	35 days	

Average time for re-letting properties continues to be within the aimed target of 35 days for a third month.

Improvements made across Housing through reviewing and a making changes to a number of processes that feed into this target, such as the transfer process and contractor completion process, have all contributed to the continued improvement.

It is anticipated that the service will continue this positive trend in containing the average re-letting period within the profiled targets in the coming months.

[Commentary agreed by Kathryn Adedeji]

3.5 **Sickness Absence**
RAG Status = RED

Definition	BV12 - % of sickness absence days which are attributed to stress/stress-related absence. OD12 – % of sickness which is long term (20 days or more) OD13 – % of absence which is attributed to stress related sickness			
Reason for IN FOCUS	Despite all the initiatives and training put in place, all three sickness related key performance indicators are currently worse than target and are unlikely to meet the year end targets.			
	December Actual	YTD (December)	YTD Target (December)	Year End Target
Average sickness	0.95 days	8.36 days	6.4 days	8.5 days
Long term Sickness	53%	53%	35%	34%
Stress related sickness	24.87%	25%	18%	15%

The position for average sickness per FTE for December (Month 9) is 0.95 days, with a year to date position of 8.36 days. This is worse than the target of 6.4 days and worse than the same time last year which was 6.92 days. This equates to a total number of days sickness this year to date of 12,164 days. The forecast at this stage is 11.15 days against a challenging year-end target of 8.5 days. It is unlikely that we will meet this target. The main reasons for

sickness this month were stress/stress-related absence (24.87%) and hospitalisation/post operative (20%).

Long term sickness (ie over 20 days) in December remained at 53% against a target of 35%. This was made up of 699 days – year to date this is 6420 days. This compares with 38% the same month last year. Although long term sickness makes up over half of the sickness, it is significantly fewer incidences than short and medium term sickness. 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 a quarter of all sickness during December. This is worse than the in month target of 18%. Despite ongoing support and initiatives it is now unlikely that the figure will be able to be brought down to the 15% target by the end of the year.

It should be noted that not all of these individuals identified work issues to be the cause of their stress. The causes of stress are usually multi-factoral, a mixture of personal and work-related issues. In December there were 342 days from 27 individuals, 11 of whom explicitly identified themselves as having "work related stress" (41%). In the same month last year stress/stress related illness accounted for 22% of absence.

Thurrock is not alone in experiencing increased levels of reported stress related absence. Nationally, according to the CIPD/Simply Health Annual Absence Survey Report for 2012, two-fifths of organisations reported an increase in stress-related absence over the past year, rising to half in the public sector.

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

- Reviewed absence policy to look at the management of long term sickness, trigger management, reviewing monitoring periods and the flexibility of occupational health referrals. The launch of the new policy has been facilitated through sickness briefings.
- Ongoing analysis of stress risk assessments undertaken specifically in relation to work related stress and the development of team risk assessments
- HR Advisors are working with HOS/managers to actively manage cases
- A detailed analysis of stress absence was presented to Corporate Overview and Scrutiny Committee in September. For more information that report can be found on CMIS. Monitoring and scrutiny will continue through the quarterly Corporate Performance Report
- Star Chambers have been held with Services to analyse staff that have sickness levels that have hit triggers and agree action plans'
- Finally, the council hosted a Healthy Living Week in November which was dedicated to supporting staff and addressing key health issues. The main theme of the week was 'Healthy living and Stress Management' and the

New Year, New You campaign is running throughout January and February.

[Commentary agreed by Jackie Hinchliffe]

3.6 General Satisfaction of Tenants

RAG Status = RED

Definition	This PI measures the percentage of tenants who, when surveyed by an independent company, declared their general satisfaction with their home/area as being good or excellent.		
Reason for IN FOCUS	This PI continues to be under the challenging target and is unlikely to improve sufficiently to meet the year-end target.		
December Actual	YTD Target (December)	Year End Target	
69.3%	68.5%	75%	

Satisfaction with the service continues to be stable around 68-69%. Various reasons are believed to affect this including the perception lag in relation to the former housing repairs contract (current performance and satisfaction for which has improved considerably) and the current homes conditions. The service is aware of this and Cabinet will know that a significant level of investment has been made towards a major homes improvement scheme over the next 5 years. This level of satisfaction is likely to steadily increase as investments in the Homes Transformation programme take shape.

This performance is lower than the target set at 75%. Available benchmarking information shows this to be lower than the London Borough of Hammersmith and Fulham at 72% and Stevenage at 85% but better than the 2008 Thurrock Place Survey results of 64% satisfaction. The service will continue to monitor satisfaction with the neighbourhood in 2014/15 and will maintain the 75% target.

Whilst various efforts are made to increase the performance it is unlikely that the year-end target will be met this year.

[Commentary agreed by Barbara Brownlee]

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 **RED** to **GREEN**

Waste send to landfill

Definition	This PI measures the percentage of municipal waste sent to landfill. The definition of municipal waste is as for the Landfill Allowance Trading scheme. "Sent to landfill" includes both collected residual waste sent directly to landfill, waste collected for recycling but subsequently rejected to landfill and residual waste sent to landfill after an intermediate treatment (e.g. MBT).		
December Actual	YTD Actual (December)	YTD Target (December)	Year End Target
15.9	21	24.8	19

An increase in the tonnages of waste reported has meant that unless additional capacity is made available at the Energy From Waste plant, this indicator may not achieve target, despite currently being within the in year profiled target.

A significant source of this increased tonnage has been linked to unauthorised trade and non-resident use of the Council's Civic Amenity site at Linford, and procedures now in place to address this appear to be successful. We are in discussion with the facility operators and should have clarity regarding additional capacity early in February 2014.

[Commentary agreed by Mike Heath]

3.9 From **GREEN** to **AMBER**

% Housing Repairs Satisfaction

Definition	This PI measures the level of satisfaction from tenants with regard to the housing repairs service they receive. This is collected via an external, independent survey agency. The survey is undertaken at the point at which the "job" has been completed.		
December Actual	YTD Target (December)	Year End Target	
78.9%	78.3%	80%	

Satisfaction is below target for the first time since July. Initial analysis shows that can be largely attributable to a decrease in repairs completed on the first visit however there are a number of factors that contribute to this.

To improve this figure the current service provider is undertaking a resource realignment set to be completed by February. The realignment will allow improved planning and allocation of resources to those repairs that, at diagnosis, are likely to require more than trade to achieve a permanent fix.

[Commentary agreed by Kathryn Adedeji]

3.10 **NEET – Not in Education Employment or Training**

Definition	This PI measures young people aged 16-19 years old who are NOT in education, employment or training (NEET). EET includes full time education, work-based learning, other education or training, employment, currently residing in a custodial institution, have a deferred place in HE and currently taking a gap year.	
	December Actual	YTD Target (December)
	5.5	5.2
		Year End Target
		5.7

NEET 5.5% (6.6% at the end of December 2012)
 Unknown 0.3% (6.4% at the end of December 2012)
 In Learning 83.6% (81.2% at the end of December 2012)

Despite falling slightly below the in month target for December, the service has since had its figures confirmed to have reached the year end target and are better than statistical neighbours. This has been achieved by identified tracking of the cohort and close working relationships with local businesses to secure a range of employment opportunities - thus meeting the needs identified by young people.

A range of bespoke training opportunities has been developed and/or commissioned to support the vulnerable groups of learners to re-engage. These have included traineeships to provide opportunities to re-engage in sector specific areas e.g. logistics and health and social care.

A key area of work has been around identifying opportunities for young people with learning disabilities. We currently have 8 young people on a supported internship programme and one of those has recently secured employment with training.

The service is working with the travelers service and have recently supported a young person to gain accreditation and they have identified a progression pathway.

[Commentary agreed by Carmel Littleton]

From **GREEN** to **RED**

3.11 % General satisfaction of tenants

See 3.6 above

From **AMBER** to **GREEN**

3.12 Older people still at home 91 days after discharge from hospital

Definition	This PI measures the proportion of older people still at home 91 days after discharge from hospital.	
	December Actual	YTD Target (December)
	90%	90%
		Year End Target
		90%

This indicator measures the proportion of people who were discharged from hospital in a three month period with the intention of reablement /rehabilitation who remain independent after a 91 day period. The indicator is a proxy measure of the effectiveness of hospital discharge planning and the effectiveness of rehabilitation and reablement services in keeping people independent and out of hospital or residential care. Managing demand and reducing the need for more costly care such as residential placement is a key part of the service's focus on early intervention and prevention support.

The quarter three measures people discharged between July and September 2013 and their status after 91 days between October and December 2013. As expected, during the latest quarter, we have seen more people entering into reablement services following planned discharge from hospital than in the previous year. This is expected as adult social care and health continue to strengthen arrangements for integrated service delivery. Against this backdrop, performance of 90% in the quarter remains in line with last year's outturn of 89% and remains better than national and comparator group averages.

[Commentary agreed by Roger Harris]

3.13 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	5	2	1	0	4	1	0	3
Encourage and promote job creation and economic prosperity	6	0	5	0	1	2	2	0	2
Build pride, responsibility and respect to create safer communities	8	2	3	3	0	3	4	1	0
Improve health and well-being	7	0	6	1	0	2	3	1	1
Protect and promote our clean and green environment	7	0	6	0	1	0	5	0	2
People / Organisational Development	6	2	1	0	3	2	1	0	3
Financial & Business Processes	10	0	5	4	1	2	2	2	4
TOTAL	52	9	28	9	6	15	18	4	15
		PIs available = 43	65.12%	20.93%	13.95%	PIs available = 37	48.65%	10.81%	40.54%

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, and some indicators do not have targets.

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**
dlawson@thurrock.gov.uk

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

7.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Telephone and email: **01375 65930**
reprice@thurrock.gov.uk

This monitoring report contains an overview of performance against Corporate Scorecard measures from which there are diversity implications arising. The Corporate Scorecard contains measures that help determine the level of progress the authority has made towards meeting wider diversity and equality ambitions. It contains targets and action plans that include reducing sickness absence (and particularly those absent due to 'work-related stress'), reducing youth unemployment and increasing attainment, supporting independent living and vulnerable adults, enabling and promoting volunteering in the council and its communities and increasing access to services. The report contains individual commentary from respective corporate leads to highlight progress and actions taken to address underperformance or maintain and improve achievements alongside year end targets.

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 9/Quarter 3

Report Author Contact Details:

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