

21 March 2013		ITEM: 5
Corporate Overview and Scrutiny Committee		
CORPORATE SCORECARD PERFORMANCE REPORT – Quarter 3 / MONTH 9 (UP TO END OF DECEMBER 2012)		
Report of: Cllr Phil Smith, Portfolio Holder for Central Services		
Wards and communities affected: ALL	Key Decision: Non-Key	
Accountable Head of Service: Steve Cox, Assistant Chief Executive		
Accountable Director: Steve Cox, Assistant Chief Executive		
This report is Public		
Purpose of Report: To advise Corporate Overview and Scrutiny Committee of key performance issues arising from the delivery of the Corporate Scorecard 2012-13.		

EXECUTIVE SUMMARY

This report provides Corporate Overview and Scrutiny Committee with a summary of performance against the Corporate Scorecard 2012-13, a basket of key performance indicators, as at Month 9 / Quarter 3 ie end of December 2012. 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, 33 (66%) of these indicators are either meeting or within an acceptable tolerance of their target.

Please note that although Corporate Overview & Scrutiny Committee are scheduled to receive a report as to the performance of key performance indicators as at the end of Quarter 3 (ie December), the timing of the meeting has enabled later data to be available in some areas. This has been included for those areas which appear in the covering report.

1. RECOMMENDATIONS:

That Corporate Overview and 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 to other 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 2012/13.

3. ISSUES, OPTIONS AND ANALYSIS OF OPTIONS:

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

Performance Report Headlines

The headline messages for this report are:

3.1 **Performance against target** - of the 50 indicators that are comparable, at the end of December 2012 (*NB KPIs = Key Performance Indicators*)

	KPIs at end of December 2012	KPIs at end of November 2012 (incl. latest quarterly indicators)
GREEN - Met their target	54%	60%
AMBER - Within tolerance	12%	10%
RED - Did not meet target	34%	30%

3.2 **Direction of Travel (DOT)** - of the 41 indicators that are comparable, at the end of December 2012 (based on the previous year's outturn or position at the same time last year whichever is most appropriate for the indicator):

	DOT at end of December 2012	DOT at end of November 2012
↑ IMPROVED	60.98%	38.09%
→ STATIC	7.32%	14.29%
↓ DECLINED	31.7%	47.62%

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 NI117 NEETs
RAG Status = GREEN

Definition	This PI measures the percentage of young people aged 16-18 years old who are not in education, employment or training (NEET). An individual is classed as NEET if they are not one of the following: in full-time education; in work-based learning; in other education or training; in employment; currently residing in a custodial institution; have a deferred place in HR and currently taking a gap year	
Reason for IN FOCUS	This indicator continues to be performing well and is on track to still be GREEN at year end.	
Dec Actual	YTD Target (Dec)	Year End Target
4.9%	6.1%	6.1%

The current position for 16-18 year olds NEET is 4.9% compared to 6.6% in same period last year. (This compares favourably to the national average rate of 6.1% and the rate across our statistical nearest neighbours of 6.4%).

This is a key indicator as this work supports the priorities around learning and opportunity and economic prosperity. To reduce NEET levels a multi faceted approach has been taken that supports young people to develop the personal and social skills and qualities they need for learning, work, and the transition to adulthood and also to help those young people at risk of dropping out of learning or not achieving their full potential to engage and attain in education or training. Alongside this it has been crucial to identify the skills that employers need as this then provides young people with the best opportunities to enter sustainable employment opportunities.

Joint working has increased the number of training and apprenticeship opportunities available in key sectors locally such as logistics and retail by providing a route into these sectors through introductory training in partnership with the Princes Trust and other training organisations along with supported transition into apprenticeships, further training or employment opportunities. There has been a particular focus on young people who are at a higher risk of being NEET with targeted work to support them into apprenticeships whilst supporting employers to enable them to provide ongoing mentoring to young people as they enter the world of work.

A large part of the success in performance this year has been due to the Personal Advisors who work directly with young people to raise awareness of the opportunities available and also provide support to access these, the level of young people who have not had contact with the service has decreased significantly over the last 12 months and over 96% of 16-19 year olds have been in contact with the service in 2012-13. This team was reduced as a part of the last restructure in 2010-11 but the team led by the Engagement Manager has targeted their time to those most in need of support to ensure that performance is improving year on year.

[Commentary agreed by Carmel Littleton]

Update as at 8 March 2013

Jan Actual	YTD Target (Jan)	Year End Target
4.9%	5.7%	6.1%

January data shows that the positive levels have been maintained. The improvement over the year is a reflection of the targeted work by the team across the year.

3.5 1C (NI130) Self Directed Support
RAG Status = GREEN

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 carer’s specific services aged 18 or over	
Reason for IN FOCUS	This indicator continues has been above target for the last three months and is on track to still be GREEN at year end.	
Dec Actual	YTD Target (Dec)	Year End Target
61.4%	45%	60%

The service improvement plan is now showing a strong improvement in performance. One of the key actions was to review the service user denominator base. Those service users in receipt of only 'basic' services (which includes meals on wheels, pendant alarms (excluding assistive technology) and basic equipment items (non-maintainable and reviewable)) have therefore been excluded from the denominator base. The denominator base is now consistent with other council’s practices.

The consequence of this action is reflect a true picture of our performance on this indicator to 61.4% as at the end of December (Quarter 3). The service expects to see this level maintained through the remainder of the year. The indicator continues to be monitored closely by senior management.

The service is continuing to implement the improvement plan to seek further improvement through extending direct payments for carers, increasing mental health recovery budgets for mental health users and exploring the feasibility of implementing additional individual service funds.

[Commentary agreed by Roger Harris/Les Billingham]

Update as at 8 March 2013

Jan Actual	YTD Target (Jan)	Year End Target
60.4%	51%	60%

January data shows that the positive levels have been maintained and indeed the target for year end has already been reached. The service expects to see this level maintained through the remainder of the year.

3.6 PH001 Smoking Cessation
RAG Status = GREEN

Definition	<p>There are two smoking cessation performance indicators in the corporate scorecard. These PIs measure the percentage of the total number of “smokers” registered on the NHS Cessation Programme who have not smoked for at least 4 weeks and</p> <p>a) living in the most disadvantaged areas of Thurrock b) who have a “routine/manual” job</p> <p>“Routine & manual” occupation examples include: electrician, gardener, labourer, bar staff, driver, catering assistant, cleaner etc and are targeted because of the high prevalence of smoking by people employed in these areas.</p>		
Reason for IN FOCUS	Levels of smoking cessation in both of these groups are above target		
	September Actual	YTD Target (Sept)	Year End Target
a) Most disadvantaged areas	38%	30%	30%
b) Routine and Manual	39%	33%	33%

Please note this data is reported a quarter in arrears due to the nature of the indicator (e.g. time needed for follow up and support visits to confirm status). Therefore, information is based on data at the end of September 2012.

Ahead of the transfer of public health responsibilities to the Council in April 2013, the Council and Public Health teams have been working jointly throughout 2012-13.

PHO001a Smoking Cessation in most disadvantaged areas of Thurrock

The figure is based on the total number of quitters from Thurrock. Of 1413 people setting a quit date in Thurrock during the first 6 months of the year there were a total of 586 quitters. Of these 586 quitters 221 (38%) were from the 20% most deprived areas of the borough - a key focus group. The levels of smoking vary across the borough but are largely linked to deprivation levels. The aim is for the more deprived areas to have increased access to NHS commissioned stop smoking services in order to reduce this health inequality.

The Local Stop Smoking Service train and support GP practices and pharmacies to deliver stop smoking services meaning there are multiple providers for this service. Contracts for 2012-13 with GPs and Pharmacists were offered with increased contractual levers for underperformance. A web based computer system, Quit Manager, has been introduced which will allow the Local Stop Smoking Services access to real time information from subcontractors as well as the numbers of people accessing the service which will make this data available to the Vitality more quickly in future and allow them to alert the commissioner to underperformance and risks to the target.

PH001b Smoking Cessation amongst routine / manual workers

This figure is based on a total number of 4 week quitters for this time period (April – September 2012) of 586 people. 229 of those quitters (39%) were routine/manual workers which is a key focus group. This is above the end of year target of 33%. Vitality target services to those in routine and manual groups and have been working with businesses and workplace to achieve this figure to tackle the health inequality that exists.

There is a large seasonal variation with people quitting smoking in the ‘New Year’ and so the most activity is often seen by stop smoking services during January and February which will start to show by the year end figures. In addition to this the Department of Health launched ‘Stoptober’ this year which shows in the increased numbers of people setting a quit date during quarter 2.

[Commentary provided by Beth Capps]

Update as at 8 March 2013 - No further update as this is a quarterly measure

3.7 PH002 Obesity Reduction

RAG Status = GREEN

Definition	This PI specifically measures the percentage of attendees (adults) who attend a weight management course with a BMI of 25+ at the start of the course, who lost 5% of their original weight by the completion of the course		
Reason for IN FOCUS	The level of success of these weight management courses is above target		
	Sept Actual	YTD Target (Sept)	Year End Target
	75% (BMI 25-30 at start) [35% (BMI 30+ at start)]	50%	50%

Please note this data is reported a quarter in arrears due to the nature of the indicator (e.g. time needed for follow up and support visits to confirm status). Therefore, information is based on data at the end of September 2012.

Along with smoking cessation, reducing levels of obesity in Thurrock is one of the top health improvement priorities for Thurrock. Adult (16+) obesity is higher in Thurrock compared to our geographical neighbours. The data above refers to a specific group of people that participate in the commissioned ‘Healthy4 Life’ course which includes a weight management component. Other initiatives include

- planning rules to benefit a healthier lifestyle; eg limiting fast food outlets.
- use of parks/green spaces and other areas for physical activity and sport.
- sustainable transport plans, promoting and enabling active travel.
- working with local businesses and partners to increase access to healthy food choices
- provision and use of allotments for the growing of (healthy) food.
- ensuring people feel safe to travel actively, use parks and open spaces
- Asset Based Community Development – utilising local strengths and assets in communities to support the promotion and uptake of healthy lifestyles.

One specific project being developed is the 'Get Healthy, Get Into Sport Project' which is a joint project with Barking and Dagenham using Sport England funding. The project will target overweight and obese individuals in target areas of high obesity and deprivation and will provide funded sessions with local sports clubs.

[Commentary provided by Beth Capps]

Update as at 8 March 2013 - No further update as this is a quarterly measure

3.8 FIN004 Capital Programme
RAG Status = AMBER

Definition	This PI measures the Council's Capital Programme that has been spent at quarterly monitoring periods during the year.	
Reason for IN FOCUS	This indicator is slightly under target	
Dec Actual	YTD Target (Dec)	Year End Target
61%	65%	90%

The percentage spend (against forecast budget) at Month 9 is 61% (for both General Fund and Housing HRA). Broken down into departments, this spend can be further analysed as stated detailed in the table below. In most cases where there has been less capital programme spend than anticipated it is an issue of profiling the spend. Support is continuing with services to help understand the timing of expenditure related to these programmes.

Officers are being challenged on the profiling of their programme for 2013-14 onwards as it is this that gives the impression of slippage, not true slippage in the delivery of the programme.

	£ Spend to date	Annual Budget (£)	%	2012/13 Projection	Comment
Learning & Univ. Outcomes	8,579	18,304	74%	11,552	
Adult Social Care	11	111	10%	111	- a number of projects have been identified to make further improvements to Collins House. It is anticipated these will start and complete in this financial year.
Transformation	2,291	5,564	57%	4,003	- a number of projects are ongoing (ie works to Civic Offices and Thameside Complex)
Environment	2,302	5,308	46%	4,960	- vehicle replacement programme (demand lead) and purchase of wheelie bins spend is low this year, compared to the forecast budget. More work needs to be done on profiling for 2013-14
Planning & Transportation	2,252	5,422	43%	5,254	- a number of schemes need to reflect more accurate profiling of spend
Housing General Fund	1,453	3,822	58%	2,524	
Finance & Corp. Governance	4,017	4,193	96%	4,028	
Chief Exec Delivery Unit	365	753	75%	488	
Housing Rev. Account	4,039	12,622	47%	8,622	- a review of the programme was started in September, which halted the existing programme (except for emergency works). The existing programme was not offering value for money through the procurement process. Results of the review have been reported to Cabinet and a new 5 year programme will be presented to Cabinet at its February meeting

[Commentary agreed by Sean Clark]

Update as at 8 March 2013

No further update as this is a quarterly measure

3.9 NI157a Major Planning applications

RAG Status = RED

Definition	This PI measures the percentage of “major” planning application that are processed by the Planning Department within 13 weeks. A major application is typically one which involves development of more than 1,000m ² or 10+ dwellings		
Reason for IN FOCUS	This indicator is now RED and is unlikely to be able to recover sufficiently before the end of the year.		
Dec Actual	April – Dec YTD	YTD Target (Dec)	Year End Target
50%	68.57%	75%	75%

Cumulatively this year to date there have been 35 major planning applications determined, 24 of which have been determined within target timescales.

The drop in December is due to three planning applications, where the complexity of such prevented the 13 week deadline being met.

The nature of Major Applications is that they are normally more complicated than other planning proposals due to their scale and the number of interested parties/stakeholders. As the number of applications is relatively small any "dip" has a significant impact on the overall percentage. Moving forward, the way in which major applications are managed is being examined so as to ensure improved performance moving forward.

[Commentary agreed by David Bull]

Update as at 8 March 2013

Jan Actual	April – Jan YTD	YTD Target (Dec)	Year End Target
66.67%	68.52%	75%	75%

Cumulatively up until end of January there have been 38 major planning applications determined, 26 of which have been determined within target timescales.

3.10 HSGRPH01 Proportion of vulnerable households living in decent homes (in the private sector)

RAG Status = RED

Definition	This PI measures the percentage of vulnerable families in Thurrock who live in private sector rented housing that meets the national Decent Homes Standard		
Reason for IN FOCUS	This indicator is now RED		
Dec Actual	April – Dec YTD	YTD Target (Dec)	Year End Target
68.4%	67.87%	68.4%	69%

This KPI measures direct intervention work only i.e. where the private housing service have been made aware by a private tenant or owner occupier that their property has severe housing hazards e.g. poor electrics, no heating/hot water. The private housing service subsequently use their formal powers to remedy the situation to remove/reduce those identified hazards. Direct intervention may range from the service of a formal housing act notice or provision of a financial assistance offer. To date 225 households have been directly assisted.

A vulnerable household is defined by the private housing service as someone having a low income/disability.

There is, however, a range of indirect intervention work being progressed, in line with the private housing enforcement concordat. An example of indirect intervention is where a private housing officer has mediated between a private landlord and tenant to resolve a problem, or where a landlord has acted on the informal advice given by the service, without having to take further formal action.

So far this year indirect intervention has resulted in 132 cases informally being resolved and 169 housing hazards being reduced. Both types of intervention work impact on improving vulnerable residents homes.

[Commentary agreed by Richard Parkin]

Update as at 8 March 2013 - No further update as this is a quarterly measure

3.11 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:-

3.12 From “**AMBER**” to “**RED**”

NI157a Major Planning Applications

See above Section 3.4

3.13 HSGRPH01 Vulnerable Decent Homes

See above Section 3.5

3.14 From “**RED**” to “**GREEN**”

CUL400a Volunteering – Internal

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.	
Dec Actual	YTD Target (Dec)	Year End Target
236	167	174

This indicator is now meeting the in-year target and has, indeed, exceeded the year end target. However, the nature of this indicator is that it is a snapshot of a particular date in the year (ie this data is the actual number of volunteers as at 31 December 2012). It is possible that numbers could drop during the last three months of 2012-13, although this is not expected to be significant, if at all, due to the amount of engagement work undertaken by the team.

Work has continued to consolidate the Council's volunteer programme and during quarter 3 a workshop was held with volunteer managers to re-launch a revised approach to recruiting volunteers. This process is now available online and will help to speed up the recruitment of volunteers to available placements.

[Commentary agreed by Natalie Warren]

Update as at 8 March 2013 - No further update as this is a quarterly measure

**3.15 From “GREEN” to “RED”
CEDU020 16 – 24 year old workforce**

Definition	This PI measures the percentage of the Council’s workforce which is between 16 and 24 years old.		
	Please note: Since November, this indicator includes employees who work for the council in areas managed by Serco as well as Thurrock Council staff.		
Dec Actual	YTD Target (Dec)	Year End Target	
4.48%	4.64. %	5%	

In December, performance against this indicator has declined (from 4.61% in November to 4.48% in December). December's target has increased to 4.64% which means this is no longer RAG-rated as green. Based on the total "headcount" in December, in order to have hit the target in December, there needed to be at least 105 16-24 year olds working for the Council, whereas the actual number was 101. Assuming the overall staff headcount does not change significantly, in order to reach the target of 5% by year end there will need to be 113 16-24 year olds - an additional 12 individuals.

The year end target is 5%. This was set based on the desire to increase the levels of young employees from 3.6% (2011-12 outturn) and to help monitor the effectiveness of initiatives to encourage Thurrock’s young people into the Council. Encouraging younger recruits helps towards a number of key issues faced by the Council. It supports the Council’s work to improve training opportunities for young people (eg apprenticeships) and reduce youth unemployment. It also supports the Council’s succession planning against a back drop of nearly 40% of employees being over 50 years old. The approximate profile for Thurrock as a whole for this age group is 12%. The Council is not however targeting to increase the workforce profile to this extent, because it is also encouraging Thurrock’s young people into further education and training.

[Commentary agreed by Samson DeAlyn]

Update as at 8 March 2013

Jan Actual	YTD Target (Jan)	Year End Target
4.49%	4.75%	5%

This indicator continues to be under-target. 4.49% relates to 102 members of staff aged between 16 and 24 years old. In order to hit the in-month target of 4.75% it needed to reach 107 people.

3.16 From “RED” to “AMBER”

CEFLAC09b Rate of Looked After Children

Definition	This PI measures the rate of looked after children in Thurrock who are aged 19 and under (rate per 10,000 population).		
	<i>This indicator is an activity monitor rather than a traditional performance indicator. As such it cannot usefully be analysed independently of other Child Protection/Looked After Children indicators.</i>		
	Dec Actual	YTD Target (Dec)	Year End Target
	66	61	61

The number continues to rise and fall due to court cases being concluded on a monthly basis. We have begun a reviewing exercise with the older looked after children. Over the last 6 months the numbers appear to have stabilised, compared to the period last year where the numbers rose dramatically.

[Commentary agreed by Jo Olsson]

Update as at 8 March 2013

Jan Actual	YTD Target (Jan)	Year End Target
67	61	61

Over the last 4 months the numbers of looked after children have remained reasonably stable at between 255 and 257.

This month has seen an increase in the numbers of adolescents (children/young people aged 13-17) becoming looked after. Out of a total of 9 children becoming looked after 6 of those were adolescents aged 13-17.

The increases in adolescents for this month are due to cases where they have been known to the local authority previously and the placements at home have broken down. Within this cohort it includes those young people that are accommodated under the ‘Southwark Judgement’ (law obliging Council Children’s Services to provide accommodation and support to homeless 16 and 17 year olds).

Of the 9 children that became subject to looked after plans in January, 2 of those were also ended in the same period.

3.17 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 (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 2010-11 ↑	No. Unchanged since 2010-11 →	No. Decreased since 2010-11 ↓
Community Leadership	20	0	16	1	3	4	11	2	3
Customer	21	(4)	6	1	10	4 (+4)	6	0	7
Business Process	4	(1)	1	1	1	(1)	1	0	2
People	6	0	2	2	2	0	5	0	1
Finance	4	0	2	1	1	1	2	1	0
TOTAL	55	(5)	27	6	17	9 (+5)	25	3	13
		PIs available = 50	54%	12%	34%	PIs available = 41	60.98%	7.32%	31.7%

* [brackets denote number not yet due (eg. Quarterly 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.

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: Billy Masters
 Telephone and email: **01375 652472**
bmasters@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 9 / Quarter 3

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