

Cabinet Committee on Performance Improvement

Meeting to be held on 11 December 2014

Electoral Division affected: All

Quarterly Corporate Performance Monitoring and Improvement – Quarter 2 2014/15 Report

(Appendix 'A' refers)

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Executive Summary

Corporate Performance Monitoring for quarter 2 2014/15 (July - September 2014) details that 68% of the total number of Directorate Key Performance Indicators, reported across each of their quarter 2 Quality of Service Reports, are performing relatively well and are on track/target and/or improving.

Monitoring reveals 5 areas of work/performance should be highlighted to the Cabinet Committee, for further information, explanation and (in some cases) future examination. These performance areas are:

- Blue Badge application complaints have increased from 0.11% to 0.39% (target 0.25%) from quarter 1 to quarter 2. Recovery Plan set out at Appendix 'A'.
- The proportion of Children Looked After (CLA) with an up-to-date Health Assessment (following a request at the last meeting of the Cabinet Committee, a further report containing information regarding current performance and actions being taken to address the issues identified in this area is provided at item 6 of this agenda).
- CLA educational attainment and school attendance. A progress report is scheduled to be presented to the next Cabinet Committee meeting once the provisional results are validated.
- Deprivation of liberty (DoLs) applications. The criteria changed significantly in March 2014 following the Supreme Court ruling in respect of Cheshire West and Surrey Councils. As a consequence the number of LCC DoLs applications per month has risen from an average of 23 in 2013/14 to 213 in 2014/15.
- Customer Access. The quarter 2 average call waiting times for social care

telephone enquiries is significantly longer than in quarter 1.

The above 3 performance areas are scheduled to be reviewed and scrutinised at future meetings of the Cabinet Committee on Performance Improvement.

Recommendation

The Cabinet Committee on Performance Improvement is asked to:

- (i) Comment on the reported performance for quarter 2; and
- (ii) Review, comment and advise on the information and actions set out at Appendix 'A'.

Background and Advice

Corporate performance has previously been reported against a suite of measures which best represent and monitor the County Council's delivery of the objectives and priorities in our Corporate Strategy – known as the corporate scorecard.

The previous corporate strategy had a timescale up to April 2013 and, although a new 'Strategic Direction' document was approved by Cabinet on 5 September 2013, additional details in relation to specific performance measures have yet to be detailed and are currently being developed.

However, in continuing to undertake regular corporate monitoring of performance across the authority as a whole, and produce quarterly reports and analysis of corporate performance, other arrangements have been implemented.

Each Directorate now produces a quarterly Quality of Service report, which gives an overview of performance against agreed headings and parameters. In addition to monitoring and providing progress updates against budgets, projects and other future developments, each Directorate's Quality of Service report gives details of performance against their Key Performance Indicators for that quarter.

This amalgamated suite of indicators for quarter 2 has been used to provide a corporate overview of performance report.

Monitoring across these quarter 2 indicators reveals 68% are performing relatively well, and are on track/meeting targets and/or improving.

Five areas of work/performance are highlighted to the Cabinet Committee for further/future information, explanation and examination. These are:

- Blue Badge application complaints have increased from 0.11% to 0.39% (target 0.25%). Improvements made in how complaints are handled should reduce the number of complaints in the coming months. Processing times have also increased from 1 week to 3 weeks from quarter 1 to quarter 2. Recovery Plan set out at Appendix 'A'.

- The proportion of CLA with an up-to-date Health Assessment. This has increased to 65.5% when compared with the previous quarter end (quarter 1 - 52.5%). However, the current quarter end figure was still way below the 2012/13 average for Lancashire (85.1%) and this is still a cause for concern as until now the figures for this indicator had been reducing every month since December 2013 (further information regarding current performance and actions being taken to address the issues identified in this area is provided at item 6 of this agenda).
- CLA educational attainment and school attendance. A progress report is scheduled to be presented to the next meeting of the Cabinet Committee once the provisional results are validated.
- Deprivation of Liberty (DoLs) applications. The criteria changed significantly in March 2014 following the Supreme Court ruling in respect of Cheshire West and Surrey Councils. As a consequence the number of DoLs applications per month has risen from an average of 23 in 2013/14 to 213 in 2014/15. The total from Apr-Sep 2014 was 1275, of which approximately 954 were as yet unallocated cases.

Reports are scheduled to form part of the agenda for the next meeting of the Cabinet Committee on 28 January 2015 to update the Committee on CLA educational attainment and school attendance and to seek assurances regarding improvements in both DoLs application processes and performance.

- Customer Access. The average call waiting times for social care telephone enquiries is significantly longer than in quarter 1 (128 seconds for social care compared with 90 seconds last quarter). This is due to the number of vacant posts in both the Contact Centre and Customer Access Social Care. It takes approximately 12 weeks to fill a vacancy; after this, new starters are in training for 5 weeks. Work is being undertaken to address this in quarter 3 including additional recruitment activity and the introduction of an Out of Hours Service (from 17 November).

A report is scheduled for a future meeting of the Cabinet Committee when the impact of the new Out of Hours working and additional recruitment will have time to be seen (Out of Hour working already having an improvement on call answering performance - albeit only 1 week in to starting).

Consultations

Members of Management Team(s) have previously received the information in this report.

Implications:

This item has the following implications, as indicated:

Risk management

No significant risks have been identified in relation to the proposals contained within this report.

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Report to the Cabinet Committee on Performance Improvement - 'Quarterly Corporate Performance - Quarter 1 2014/15 Report	1 October 2014	Michael Walder, Corporate Policy & Performance Team, (01772) 533637
Report to the Cabinet Committee on Performance Improvement - 'Quarterly Corporate Performance - Quarter 4 2013/14 Report	9 June 2014	Michael Walder, Corporate Policy & Performance Team, (01772) 533637.
Report to the Cabinet Committee on Performance Improvement - 'Quarterly Corporate Performance - Quarter 3 2013/14 Report	4 March 2014	Michael Walder, Corporate Policy & Performance Team, (01772) 533637
Report to the Cabinet Committee on Performance Improvement - 'Quarterly Corporate Performance - Quarter 2 2013/14 Report	28 November 2013	Michael Walder, Corporate Policy & Performance Team, (01772) 533637