AGENDA MANAGEMENT SHEET

Name of Committee	**Adult and Community Services Overview and Scrutiny Committee**
Date of Committee	**2nd March 2010**
Report Title	**WCC Review and Refresh**

Summary

The performance management framework of the Council is undergoing a Review and Refresh process, which involves all the performance measures that the Council currently uses to assess its performance. The process seeks to ensure that the right performance measures are selected to reflect the council's priorities, appropriate targets are allocated and targets are set in alignment with resources in 2010/11.

This report presents the proposed measures for inclusion under the Portfolios relevant to the remit of the Committee.

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Would the recommendation decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]

No.

Background papers

N/A

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☐	
Local Member(s)	☐	
Other Elected Members	☒	Cllr May, Cllr Caborn, Cllr Dodd, Cllr Longden
Cabinet Member	☒	Cllr Colin Hayfield, Cllr Chris Saint
Chief Executive	☐	

Legal	☒	Alison Hallworth
Finance	☐	
Other Chief Officers	☒	Graeme Betts
District Councils	☐	
Health Authority	☐	
Police	☐	
Other Bodies/Individuals	☒	Michelle McHugh, Paul Williams

FINAL DECISION

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐
To Council	☐
To Cabinet	☐
To an O & S Committee	☐
To an Area Committee	☐
Further Consultation	☐

Adult and Community Services Overview and Scrutiny Committee

2nd March, 2010

WCC Review and Refresh

Report of the Assistant Chief Executive

Recommendation
- Consider and challenge, where appropriate, the draft measures listed within Appendices A and B using the principles of good target setting and analysis contained within the report.

1.0 Background

1.1 At its meeting on the 21st October 2009, SDLT approved the adoption of a Review and Refresh approach as part of the 2010/13 Corporate Business Plan and Budget process for Warwickshire County Council.

1.2 The first draft of measures and targets were considered by members of the Corporate Performance Group, Directorate Performance Leads and Corporate Leads under the Chairmanship of Cllr Bob Stevens on the 2nd February. This led to a series of changes and principles being developed to strengthen the initial return of measures and targets.

1.3 This paper brings together the revised draft measures relevant to this Committee for inclusion within the respective Directorate Report Cards that have been developed to date. These are listed at Appendix A by Portfolio.

2.0 Approach

2.1 All Directorates were provided with a set of key principles to support them in the Review and Refresh of measures and targets to ensure a consistent and robust approach. This is available on the Performance Management pages of the Warwickshire Intranet.

2.2 The following principles were established to guide the review and refresh process and should form the basis of judging whether the draft measures and targets are sound and are set out below:

Sound measures/targets should:-

- focus on improvement activity by providing a sound evidence base for exception reporting
- enable us to make rational decisions about money and resources
- enable us to manage and monitor our resources effectively

- allow us to communicate to the community and our users what we are trying to achieve and demonstrate what we have achieved,
- aid in motivating staff

3.0   Analysis

3.1   In total 253 measures have been proposed for inclusion in the 2010/11 Corporate Performance Report as part of the Review and Refresh process.

3.2   The measures relevant to this Committee are attached at Appendix A and are presented by Portfolio. The full set of measures can be found on the Performance Management pages of the WCC Intranet which are accessible via the link below:

https://intranet.warwickshire.gov.uk/ourcouncil/PerformanceManagement/Pages/WCCReviewandRefresh.aspx

3.3   Set out below are the high level findings of analysis carried out on the measures:

- The majority of all measures are 'quantity' measures (70%) and the remainder are measures of quality. This highlights a potential imbalance given that the focus should be on outcomes and impact.

- The County Council is a member of the PWC Benchmarking Club. All National Indicators plus some others can be benchmarked through the club. It is questionable whether the benchmarking facility is being fully utilised.

- The collection frequency of the measures is important to maximise the opportunities offered through quarterly reporting. 47% of all measures can only be reported on an annual or on an even less frequent basis. This has obvious implications if reported through a quarterly framework which will show no change quarter on quarter and highlights the need for consistency of approach when reporting these measures.

- A large number of National Indicators (NIs) are not included within the draft suite of measures. The Corporate Performance Group has agreed a set of principles to ensure that statutory measures are monitored and performance managed to the necessary standards. These are:

    – Technical Appendices must be completed for all Nis regardless of whether they are in the Corporate Performance Report;
    – All Nis will be housed on the Warwickshire Hub with updates synchronised in line with quarterly reporting;
    – Clear rationale for all NIs not included will be made available to Members.

4.0 Corporate & Shared Measures

4.1   Since 2007/08, corporate measures have been included as part of the performance reporting process. This suite of indicators is made up of customer satisfaction, budget variance, HR and staff satisfaction measures. The Corporate Performance Group felt a need to further refresh the suite of measures to ensure that they provide a thorough picture of the overall health of the Organisation. It was further felt that the suite should be reframed into:

- Shared measures – Corporate Total and measures broken down by directorates,
- Organisation-wide – A single corporate total figure, but related to the performance of the whole organisation.

4.2   The majority of the corporate / shared measures are still in development with those currently available presented at Appendix B. Work is underway to develop organisational wide measures to capture information about our levels of customer satisfaction and our approach to HR and Organisational Development:

- **Customer Measures** – The Customer Service and communications Division is currently working with the Environment and Economy Directorate to develop a robust approach to measuring customer satisfaction levels across the Organisation. It is proposed that the methodology is initially piloted within the Environment and Economy Directorate before being rolled out across the Organisation. The approach is being developed to take into account the current lack of customer satisfaction measures which makes cross organisation comparison difficult.

- **Workforce Measures** – A suite of HR measures is in development and being aligned to the Framework for Transformation and Development and the Workforce Plan. It is intended that the final suite will include organisational wide measures as well as measures which can be broken down to individual Directorate level to provide an overall picture of the performance of the Warwickshire County Council workforce.

5.0 Alignment of the Corporate Performance Report to the Corporate Business Plan 2010-13

5.1 This year marks significant change for the business and financial planning process in response to the continuing financial pressures within which the Authority is operating. This has necessitated a more in-depth review of the current Corporate Business Plan (CBP) which is still ongoing. Hence the proposed measures against the draft corporate Business Plan is still work in progress.

5.2 Cabinet has developed its vision for change to respond to the challenges. This will form the basis of the final Plan which will be considered by Full Council on 30th March 2010.

5.3 Subsequently any realignment of measures to the CBP will be undertaken.

6.0 Next steps

6.1 The Review and Refresh process will culminate in Portfolio Holders signing off Directorate Business Plans with the associated measures and targets and supporting Technical Appendices at the end of March to enable publication on the intranet in early April. Between now and this date the draft measures and targets will undergo a series of challenge and scrutiny, the process of which is outlined in the table below.

2nd February	The Corporate Performance Group, Directorate Performance Leads and Corporate Indicator Owners will consider the draft measures and targets returned to date.
16th – 26th February	Portfolio Holder Challenge Sessions to consider the suite of measures relevant to the Portfolio.
24th February	Strategic Directors Leadership Team to challenge suite of measures.
2nd -10th March	Each Overview and Scrutiny Committee considers the draft measures relevant to the remit of the Committee.
Start of April	Portfolio Holders sign off Directorates Business Plans with associated measures and targets and supporting Technical Appendices at the end of March to enable publication on the Intranet for April.

7.0 Recommendation

- Consider and challenge, where appropriate, the draft measures listed within Appendices A and B using the principles of good target setting and analysis contained within the report.

Appendix A – 2010/11 Draft Measures (by Portfolio)

The following table sets out those measures proposed for inclusion in the 2010/11 Directorate Report Cards from which the exception reports to Overview and Scrutiny will be drawn. Please note that this is presented by statutory measures (indicators drawn from the National Indicators Set) and by local indicators.

Those measures which have not been proposed for inclusion have been included in the table for information. Please note that this includes all National Indicators which have not been proposed for inclusion.

Adult Social Care			
Indicator Type	Directorate	Ref	Indicator
Statutory	AHCS	NI013	• Migrants English language skills and knowledge – Successful completion of course (%)
		NI119	• Self-reported measure of people's overall health and wellbeing (%)
		NI120f	• All-age all cause mortality rate – countywide female (Rate per 100,000)
		NI120m	• All-age all cause mortality rate – countywide male (Rate per 100,000)
		NI123	• 16+ current smoking rate prevalence (number of 4 week quitters)
		NI124	• People with a long-term condition supported to be independent and in control of their condition (%)
		NI125	• Achieving independence for older people through rehabilitation/intermediate care (%)
		NI127	• Self reported experience of social care users
		NI128	• User reported measure of respect and dignity in their treatment
		NI130	• Social care clients receiving Self Directed Support (per 100,000)
		NI131	• Delayed transfers of care (per 100,000)
		NI132	• Timeliness of social care assessment – all adults (%)
		NI133	• Timeliness of social care packages following assessment (all adults 18+)
		NI134	• The number of emergency bed days per head of weighted population (Number)
		NI135	• Carers receiving needs assessment or review and a specific carer's service or advice and information (%)
		NI136	• People supported to live independently through social services – all adults (per 100,000)

Adult Social Care			
Indicator Type	**Directorate**	**Ref**	**Indicator**
Statutory	AHCS	NI138	• Satisfaction of people over 65 with both home and neighbourhood (%)
		NI139	• The extent to which older people feel they receive the support they need to live independently (%)
		NI140	• Respondents who felt they had received fair treatment by local services (%)
		NI141	• Percentage of vulnerable people who are supported to maintain independent living (%)
		NI142	• Number of vulnerable people who are supported to maintain independent living (%)
		NI145	• Adults with learning disabilities in settled accommodation (%)
		NI146	• Adults with learning disabilities in employment (%)
		NI149	• Adults in contact with secondary mental health services in settled accommodation (%)
Local	AHCS	NI150	• Adults receiving secondary mental health services in employment (%)
		Li403	• Reduce the number of people that fall – People 65+ with fractured neck of femur (per 100,000)
		Li408	• % of adults accommodated in single rooms
		Li402a	• Improve emotional health in the workplace – Policy
		Li402b	• Improve emotional health in the workplace – Training Managers
		Li402c	• Improve emotional health in the workplace – Awareness
		Li409	• % users satisfied with the Home Care Service

Adult Social Care			
Indicator Type	**Directorate**	**Ref**	**Indicator**
Local	AHCS	Li120a	• All age all cause mortality – Males Nuneaton & Bedworth (Rate per 100,000)
		Li120b	• All age all cause mortality – Females Nuneaton & Bedworth (Rate per 100,000)
		Li120e	• All age all cause mortality – Disparity within deprivation quintiles of Warwickshire
		Li400	• Increase the consumption of fruit & vegetables to at least 5 a day (%)
		Li401	• % Increase in 5 week physical activity
		Li415	• Social Care (Adults) APA Score (1=unsatisfactory, 2=fair, 3=good, 4=excellent)
New	AHCS	N/a	• % of users allocated "good" or "Excellent Domicillary Care Agencies • % of users placed in "Good" or "Excellent" Residential or Nursing homes • Outstanding Debt - % debt not recovered within 42 days • Timely Creditor Payments - % invoices paid within 30 days

Adult Social Care– Indicators proposed for deletion/ NIs not proposed for inclusion			
Indicator Type	**Directorate**	**Ref**	**Indicator**
Local	AHCS	Li410	• No. admissions of supported residents aged 65 or over to residential/ nursing care per 10,000 population
		Li411	• Working in partnership to reduce deaths from circulatory diseases in the area of highest mortality – Nuneaton & Bedworth for <75 year olds (per 100,000 population)

Leisure, Culture & Housing			
Indicator Type	**Directorate**	**Ref**	**Indicator**
Statutory	EE	NEW – NI157a	• Percentage of "County Deemed Major" planning applications processed within 13 weeks.
		NEW – NI157b	• Percentage of "County Deemed Minor" planning applications processed within 8 weeks.
		NEW – NI157d	• Percentage of "County Matter" planning applications processed within 13 weeks.
	AHCS	NI008	• Adult Participation in Sport (%)
		NI009	• Use of public libraries (%)
		NI010	• Visits to museums or galleries (%)
		NI011	• Engagement in the arts at local level (%)
New	EE	EE115	• Gypsies & Travellers – Number of unauthorised encampments
		NEW	• Minimum occupation of WCC owned Gypsy and Traveller sites

Leisure, Culture & Housing – Indicators proposed for deletion/ NIs not proposed for inclusion			
Indicator Type	**Directorate**	**Ref**	**Indicator**
Statutory	**EE**	NI155	• Number of affordable homes delivered – gross (Number)
		NI157	• Planning applications determined in 13 weeks (%)

Appendix B – 2010/11 Draft Corporate / Shared Measures

Indicator Type	Directorate	Ref	Indicator
Local	CWG	Li830	• Percentage satisfaction with internal publications and communications (Organisational wide Shared Corporate Measure)
		Li841	• % of staff awareness of the corporate learning and development offer (Organisational wide Shared Corporate Measure)
		Li828	• No findings of maladministration or similar adverse outcomes against the Council from other legal challenges (Shared corporate measure)
		Li316	• % Achievement of WCC Customer Care Standards
		Li317	• % Satisfaction with Mystery Shopping experience rating
		Li331	• % Compliance with the Corporate Governance Action Plan
	RE	Li320	• % End year variance from budget
	CWG	Li321	• No of Adverse Ombudsmen Complaints
		Li315	• % Residents satisfied with the way the Council runs things (Organisational wide Corporate Measure)
		Li318	• % Mystery shopping indicators in the local government benchmarking top 2 quartiles of results (Organisational wide Corporate Measure)
		Li846	• Overall customer satisfaction (Organisational wide Corporate Measure)
		Li333	• Equalities Standard level (Organisational wide Corporate Measure)
		Li831	• % of staff using the intranet (Organisational wide Corporate Measure)
New	CWG	NEW	% staff and Members who believe the Council encourages high standards of conduct (Organisational and Shared Corporate Measures)

Table header: **All Portfolios**