

Agenda No

AGENDA MANAGEMENT SHEET

Name of Committee Corporate Services and Community Safety Overview and Scrutiny Committee

Date of Committee 14th July 2009

Report Title Full Year Directorate Report Card 2008/09 (April 2008 – March 2009).

Summary This report provides an analysis of the Performance and Development Directorate's performance for 2008/09. It reports on performance against the key performance indicators as set out in the Directorate Report Card

For further information please contact:

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Would the recommended decision be contrary to the Budget and Policy Framework?

No.

Background papers

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

Other Committees	<input type="checkbox"/>
Local Member(s)	<input type="checkbox"/>
Other Elected Members	<input checked="" type="checkbox"/>	Cllr John Appleton
Cabinet Member	<input checked="" type="checkbox"/>	Cllr Bob Steven, Cllr Heather Timms
Chief Executive	<input type="checkbox"/>	
Legal	<input checked="" type="checkbox"/>	Jane Pollard
Finance	<input type="checkbox"/>
Other Chief Officers	<input checked="" type="checkbox"/>	Strategic Director of Customers, Workforce and Governance

- | | | |
|--------------------------|--------------------------|-------|
| District Councils | <input type="checkbox"/> | |
| Health Authority | <input type="checkbox"/> | |
| Police | <input type="checkbox"/> | |
| Other Bodies/Individuals | <input type="checkbox"/> | |

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

- | | | |
|--|--------------------------|-------|
| Further consideration by
this Committee | <input type="checkbox"/> | |
| To Council | <input type="checkbox"/> | |
| To Cabinet | <input type="checkbox"/> | |
| To an O & S Committee | <input type="checkbox"/> | |
| To an Area Committee | <input type="checkbox"/> | |
| Further Consultation | <input type="checkbox"/> | |

Corporate Services and Community Safety Overview & Scrutiny Committee – 14th July 2009

Full Year Directorate Report Card March 2008 – April 2009

Report of the Strategic Director of Performance and Development

Recommendation

Corporate Services and Community Safety Overview and Scrutiny Committee are recommended to:

- Consider both the summary and detail of the performance indicators within the Directorate Report Card for the full year of 2008/09 (Appendix 1)

1.0 Background

- 1.1 This report presents Corporate Services and Community Safety Overview & Scrutiny Committee with a full year update on the performance of the Directorate Report Card for Performance and Development and is intrinsically linked to the Corporate Report Card which is considered by Cabinet.
- 1.2 All Directorate Report Cards will provide the specialist service based information which support the Council-wide position considered by Cabinet in the Corporate Report card.
- 1.3 After a year of operation the Report Card system has been enhanced and all Directorates will now provide an update on the performance of their Directorate Report Cards to the respective Overview & Scrutiny Committee on a quarterly basis.
- 1.4 The objective of the system is to provide Members with a detailed update on the key performance measures relating to the Directorate, from which Members can be signposted to more detailed reports and information if required.

1.5 This detail and a summary of content are set out in the following sections.

2.0 Content of the Directorate Report Card




- 2.1 As a minimum requirement the Directorate Report Card includes any indicators which are in the Corporate Report Card and are the responsibility of this Directorate either on the basis of our specific service areas or as contributions to a Corporate total.
- 2.2 Recognising the increased role which partnership plays in the delivery of County Council services, all LAA measures relevant to the Committee have been incorporated into the Directorate Report Card, In addition to the relevant measures from the Corporate Report Card all Directorate Report Cards will be made up of other 'local' indicators' which they feel are relevant to their services.
- 2.3 Directorate Report Cards will therefore potentially comprise the following four 'types' of measures:

Type 1	Specialist areas, clearly led by one Directorate which appear in the Corporate Report Card <i>eg. Environment CPA score</i>
Type 2	The Directorate's contribution to the cumulative Corporate figure which appears in the Corporate Report Card <i>eg. Sickness absence</i>
Type 3	Measures specific to the Directorate, as taken from the Directorate Business Plan (Directorate Report Card only)
Type 4	Measures related to the effectiveness of services delivered within the relevant Directorate (Directorate Report Card only)

- 2.4 The content of the Directorate Report Card has been agreed by the Directorate Management Team in consultation with Portfolio holders and Members.

3.0 Overall Summary of Full Year Performance

- 3.1 There are 29 measures within the Directorate Report Card and for the full year for 2008/09, performance is reported for 28 of these. Of the total number reported there are 3 National Indicators.
- 3.2 The full year performance for 2008/09 is presented in full in Appendix A and summarised in the table below.

	Full Year actuals compared to 2008/09 target						Total
	Full Year actuals exceeding target		Full Year actuals meeting target		Full Year actuals missed target		
							
	Total no. of measures	%	Total no. of measures	%	Total no. of measures	%	Total no. of measures
Performance Results	7	47	3	20	5	33	15
Customer Results	1	33.33	1	33.33	1	33.33	3
Corporate Health	1	50	0	0	1	50	2
People measures	5	62.5	1	12.5	2	25	8
OVERALL TOTAL	14	50	5	18	9	32	28

- 3.3 The performance of the Performance & Development Directorate shows 68% of total targets being realised or exceeded. Of the rest, it is evident that these indicators show underlying strong performance, with those not achieved, 44% have been missed by 5% or less.
- 3.4 The Performance Results quadrant shows 67% of reported indicators realised or exceeding end of year targets.
- 3.5 In the Customer Results the Directorate is performing well, performance against the customer care standards has exceeded the year end target. The Directorate has performed well under the Mystery Shopping exercises and was close to achieving the target set, falling short by 4%.
- 3.6 Our people results are showing underlying strong performance, with 75% of targets being realised and exceeded. Sickness levels are better than the target and have decreased in comparison to last year.

The Directorate has achieved a strong set of staff survey results with 90% of results in the top quartile, despite a slight downturn in overall satisfaction.

- 3.7 Within the Corporate Health quadrant our Corporate Governance Action plan set a challenging target, which at year end has been exceeded. The year end variance from budget is subject to change until the final financial sign off has occurred on.

4.0 Remedial action

- 4.1 In response to Member concerns this year a great emphasis has been placed on the need for robust remedial action in relation to measures which are forecast not to meet target.
- 4.2 The table below summarises the key remedial action which will address underperforming areas and take place between now and the next reporting period, as taken from the table in Appendix A.

Ref	Measure	Responsible Head of Service	Summary of remedial action
LI300	% LAA measures on target	Monica Fogarty	These measures are influenced by the performance of the Local Area Agreement which has recently undergone review and refresh. Targets have now been reviewed and renegotiated with Government Office West Midlands and have been finalised as at 1 st April 2009
NI004	% of people who feel they can influence decisions in their locality	Monica Fogarty	The result is taken from the Place Survey whilst the target relates to the baseline established from earlier BVPI results. National commentators have suggested that these two sets of information are not necessarily directly comparable. The 2008/09 result should be viewed as establishing a new baseline against which future performance can be judged. In light of this, lead officers will be reviewing the targets over the next 4 weeks and will then suggest to GOWM that the matter should be considered within the next LAA refresh. In the meantime work will continue in line with an agreed Partnership Delivery Plan which strongly focuses on the roll out and enhancements of the 30 community forums
LI800	% of service transfers to Customer Service Centre by March 2009	Kushal Birla	The comments, compliments and complaints transfer to the Customer Service was completed on 3rd March 09. Work to transfer the Registration calls is well underway; we initially took Rugby Registrar office on within the CSC. This approach proved to be really

			useful in terms of learning and we are now working on refining the process as a consequence. Once we have completed this work we will be looking to introduce a single telephone number covering all but marriages which will support wholesale migration. We are a good way through making these changes and see this change of focus as a really positive move not only for the organisation but most importantly for the customer. The remaining 4 transfers require further negotiations over funding and resources implications with the clients, these are School Transport, School Meals Integration, School Admissions and the remainder of libraries.
LI802	% implementation of One Stop Shop programme action plan delivered by March 2009	Kushal Birla	The Lillington and the Stockingford OSSs have been delivered. Proposals for the Rugby OSS have been agreed. The OSSs in Alcester and Stratford opened in June 2009 and the Business Case for the Leamington OSS will be delivered later this year.
LI322	Direction of Travel CPA Score	Monica Fogarty	We have maintained our overall direction of travel in the final CPA inspection. CPA has now been replaced by the CAA framework and as part of this, the Direction of Travel assessment no longer exists. From April 2009, each council will be subject to an organisational assessment consisting of Use of Resources & Managing Performance Theme.
LI317e	Satisfaction with Mystery shopping exercise rating (PD Directorate only)	Directorate Management Team	Improvement plans have been compiled by the appropriate services. These services and improvements have recently been reassessed through the Spring 2009 Mystery Shopping wave and will be reassessed again in the Autumn 2009 wave.
LI329e	% Year end variance from budget	Directorate Management Team	This is the projected Q4 figure going to Cabinet on 28 May 2009. The Final Outturn Report is going to Cabinet on 9 July. Most of the overspend was planned against reserves.
LI334e	% Satisfaction that the County Council is a good employer (PD Directorate only)	Directorate Management Team	Overall the staff survey results have shown positive improvements with 66% response rate (highest in the Council) - 86% of results equalled or increased compared to 2007-90% of results were in benchmarking top quartile. Having been considered by the staff panel and DMT, Heads of Service are drawing together improvement plans for their divisions' based on the surveys results.
LI818	% staff receiving an appraisal (Directorates Only)	Directorate Management Team	Management information has been circulated to remind managers of gaps in returns.

5.0 Recommendations

Resources, Performance and Development Overview and Scrutiny Committee are recommended to:

- Consider both the summary and detail of the performance indicators within the Directorate Report Card for the full year of 2008/09 (Appendix 1)

David Carter
Strategic Director of Customers,
Workforce & Development
Shire Hall, Warwick.
July 2009




Performance & Development Full Year Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI300	% LAA measures on target	Bigger is Better	Quarterly	N/A	71.00	74.00	▲	These measures are influenced by the performance of the Local Area Agreement which has recently undergone review and refresh. Targets have now been reviewed and renegotiated with Government Office West Midlands and have been finalised as at 1st April 2009
NI001	% of people who believe people from different backgrounds get on well together in their local area	Bigger is Better	Biennial	N/A	80.90	80.00	★	

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI004	% of people who feel they can influence decisions in their locality	Bigger is Better	Biennial	N/A	28.00	33.00	▲	The result is taken from the Place Survey whilst the target relates to the baseline established from earlier BVPI results. National commentators have suggested that these two sets of information are not necessarily directly comparable. The 2008/09 result should be viewed as establishing a new baseline against which future performance can be judged. In light of this, lead officers will be reviewing the targets over the next 4 weeks and will then suggest to GOWM that the matter should be considered within the next LAA refresh. In the meantime work will continue in line with an agreed Partnership Delivery Plan which strongly focuses on the roll out and enhancements of the 30 community forums
NI006	Participation in Regular volunteering (%)	Bigger is Better	Biennial	N/A	25.90	-	-	2008-09 baseline is now established and targets have been set for 2009-10 and 2010-11

	Year End forecast to exceed target		Year End forecast to meet target		Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI328	Use of Resources CPA Score	Bigger is Better	Annually	4	4.00	4.00	<div></div>	

	Year End forecast to exceed target		Year End forecast to meet target		Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI800	% of service transfers to Customer Service Centre by March 2009	Bigger is Better	Quarterly	N/A	16.00	83.00	▲	The comments, compliments and complaints transfer to the Customer Service was completed on 3rd March 09. Work to transfer the Registration calls is well underway; we initially took Rugby Registrar office on within the CSC. This approach proved to be really useful in terms of learning and we are now working on refining the process as a consequence. Once we have completed this work we will be looking to introduce a single telephone number covering all but marriages which will support wholesale migration. We are a good way through making these changes and see this change of focus as a really positive move not only for the organisation but most importantly for the customer. The remaining 4 transfers require further negotiations over funding and resources implications with the clients, these are School Transport, School Meals Integration, School Admissions and the remainder of libraries.

	Year End forecast to exceed target		Year End forecast to meet target		Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI802	% implementation of One Stop Shop programme action plan delivered by March 2009	Bigger is Better	Quarterly	N/A	50.00	83.00	▲	The Lillington and the Stockingford OSSs have been delivered. Proposals for the Rugby OSS have been agreed. The OSSs in Alcester and Stratford opened in June 2009 and the Business Case for the Leamington OSS will be delivered later this year.
LI803	% customer satisfaction with the services offered by Customer Service and Access	Bigger is Better	Quarterly	N/A	96.10	90.00	★	
LI804	% of staff believe the Council encourages high standards	Bigger is Better	Annually	N/A	91.00	85.00	★	
LI805	New pay structure agreed by March 2011	Bigger is Better	Quarterly	N/A	1.00	1.00	●	
LI806	HR advisory centre model implemented and in place and key appointments	Bigger is Better	Quarterly	N/A	1	1	●	The Advisory staff have all moved into the new model.
LI807	% of staff receive core brief	Bigger is Better	Annually	N/A	88	85	★	Increase of 19% since 07/08 staff survey result
LI808	Improved reflection of the council brand in media coverage through:% of coverage relating directly to priorities and themes	Bigger is Better	Quarterly	N/A	82	80	★	

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI809	800 plus votes on the Intranet Poll every week.	Bigger is Better	Quarterly	N/A	900	800	★	
LI342	% Public enquiries resolved at first point of contact - Contact Centre	Bigger is Better	Quarterly	94.07	83	80	★	
LI322	Direction of Travel CPA Score	Bigger is Better	Annually	3	3	4	▲	We have maintained our overall direction of travel in the final CPA inspection. CPA has now been replaced by the CAA framework and as part of this, the Direction of Travel assessment no longer exists. From April 2009, each council will be subject to an organisational assessment consisting of Use of Resources & Managing Performance Theme.

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Customer Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI316e	% Achievement of WCC Customer Care Standards (PD Directorate only)	Bigger is Better	Quarterly	91	93.00	92.00	★	
LI317e	Satisfaction with Mystery shopping excersise rating (PD Directorate only)	Bigger is Better	Annually	84.5	81.00	85.00	▲	Improvement plans have been compiled by the appropriate services. These services and improvements have recently been reassessed through the Spring 2009 Mystery Shopping wave and will be reassessed again in the Autumn 2009 wave.
LI321e	Number of adverse Ombudsman complaints (PD Directorate only)	Smaller is Better	Quarterly	N/A	0.00	0.00	●	

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Corproate Health								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI329e	% Year end variance from budget	Plan is Best	Quarterly	-5.9	6.36	0.00	▲	This is the projected Q4 figure submitted to Cabinet on 28 May 2009.The Final Outturn Report is going to Cabinet on 9 July. Most of the overspend was planned against reserves.
LI331e	% Compliance with Directorate Governance action plan	Bigger is Better	Quarterly	83.3	95.00	90.00	★	

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

People Measures								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI334e	% Satisfaction that the County Council is a good employer (PD Directorate only)	Bigger is Better	Annually	84.04	83.00	86.00	▲	Overall the staff survey results have shown positive improvements with 66% response rate (highest in the Council) -86% of results equalled or increased compared to 2007-90% of results were in benchmarking top quartile. Having been considered by the staff panel and DMT, Heads of Service have complied improvement plans for their divisions' based on the surveys results.
LI335e	% Staff satisfaction that Appraisal was of benefit (PD Directorate only)	Bigger is Better	Annually	50.26	57.00	56.00	★	
LI336e	% of all benchmarkable staff satisfaction questions in the top quartile of all local authorities (ORC Benchmark) (PD Directorate only)	Bigger is Better	Annually	N/A	90.00	90.00	●	
LI337e	No. Working days/ shifts lost due to sickness absence per FTE (PD Directorate only)	Smaller is Better	Quarterly	7.92	5.54	8.00	★	

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

People Measures								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI338e	% Employees who are disabled (PD Directorate only)	Bigger is Better	Quarterly	0.99	2.38	1.50	★	
LI339e	% Employees from BME communities (PD Directorate only)	Bigger is Better	Quarterly	8.8	10.00	5.00	★	
LI340e	Top 5% of earners (senior management posts) that are women (PD Directorate only)	Bigger is Better	Quarterly	62	61.76	55.00	★	
LI818	% staff receiving an appraisal (Directorates Only)	Bigger is Better	Annually	91.04	81	93	▲	Management information has been circulated to remind managers of gaps in returns.

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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