

AGENDA MANAGEMENT SHEET

Name of Committee Resources, Performance and Development Overview and Scrutiny Committee

Date of Committee 14 November 2006

Report Title Performance Report Half Year 2006/2007

Summary This report contains performance for the half year 2006/2007 for the Performance and Development Directorate.

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Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers None

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members
- Cabinet Member Councillor Peter Fowler
- Chief Executive
- Legal Strategic Director of Performance and Development - comments included
- Finance
- Other Chief Officers
- District Councils
- Health Authority

Police

Other Bodies/Individuals

FINAL DECISION YES

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

EXECUTIVE SUMMARY

- 1.1 The following report summarises the performance of the Performance and Development Directorate for the half-year 2006/07 (1 April to 30 September 2006).
- 1.2 Performance is set out in terms of Corporate Headline Indicators (CHIs), directorate customer indicators, directorate objectives and financial projections.
- 1.3 The report shows that:-
 - Performance against the Corporate Headline Indicators is on target and the performance trend is level. The only exception is the indicator relating to overall staff satisfaction with WCC as a place to work. Actual outturn was 8 percentage points above target but the overall performance trend is declining. Action is being taken as part of the Culture workstream of the New Ways of Working Programme to identify and implement an improvement plan.
 - Response to letters has been an area for improvement over the last two years. The introduction of revised monitoring arrangements indicates that performance is back on track in relation to this indicator.
 - Performance against the directorate's six objectives is generally on target. The only exception relates to the percentage of public enquiries satisfied at first point of contact where the service is provided by One Stop Shops or within the Customer Service Centre. Management action is being taken to ensure that performance is put back on track.

The current forecast outturn is a £107,000 overspend. Management action is underway in a number of areas within the directorate to address the forecast overspend. However, the directorate still has a number of funding bids to the Modernisation Fund outstanding. If these bids are unsuccessful, then the forecast outturn will be adversely affected.

**Resources, Performance and Development Overview and
Scrutiny Committee - 14 November 2006.**

Performance Report Half Year 2006/2007

**Report of the Strategic Director of Performance and
Development**

Recommendation

The Resources, Performance and Development Overview and Scrutiny Committee is asked to:




- a) Consider the Performance Report submitted by the Performance and Development Directorate for the half year 2006/2007
- b) Endorse any remedial actions
- c) Request any additional information required


Introduction

This half-year performance report, submitted by the Performance and Development Directorate, uses the Corporate Performance Management System traffic lighting and tolerances.

The traffic lighting has one alert to indicate poor performance, one alert to indicate good performance that is on target and within tolerance limits and one alert to indicate high performance beyond target and expectations. The tolerances above and below the targets have also been tightened giving a narrower band to indicate good performance. In this way, any reports (either exception reports or full reports) will clearly show the areas of performance that need addressing and action taken.

The traffic lighting has the following meaning:-

- Green Star () means high performance and significantly exceeding Targets / Milestones.
- Blue Circle () means good performance and meeting Targets / Milestones within pre-defined tolerance limits.
- Red Triangle () means declining performance and missing Targets / Milestones.

A white square () means Objectives / Priorities which have been deferred or superseded and any PIs that do not have enough historic data for Trend indication.







Performance and Development Directorate
PERFORMANCE REPORT FOR HALF-YEAR 2006/07







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2. PERFORMANCE AGAINST KEY PERFORMANCE INDICATORS

2.1 This section shows performance estimated at the half-year for all of the Directorate's key performance indicators. The Service Performance Results relate to corporate headline indicators, on which the directorate leads and the Customer Performance Results show the directorate's performance against the corporate customer care standards.

KEY:

Does Performance meet the Target?		Is Performance Improving?	
	Missed target by more than 5%		Performance declining
	Performance between 2% over target and 5% less than target		Performance level or fluctuating
	Exceeded target by more than 2%		Performance continually improving over last 3 years

Reference	Indicator	Aim of indicator	Actual 2004/5	Actual 2005/6	Target 2006/7	Current Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
Service Performance Results								
CHI	Percentage of residents satisfied with the way the County Council runs things	Bigger is better	60%	58%	58%	58%		
CHI	CPA rating	Bigger is better	Excellent	3 stars	3 stars	3 stars		
CHI	Percentage of staff satisfied overall with WCC as a place to work	Bigger is better	84%	80%	70%	78%		



Reference	Indicator	Aim of indicator	Actual 2004/5	Actual 2005/6	Target 2006/7	Current Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
Customer Results								
CC1	Percentage of telephone calls responded to within 5 rings or 15 seconds	Bigger is better	93%	93%	95%	97%		
CC2	Percentage of letters responded to within 5 working days	Target is best	80%	57%	75%	75%		
CC3	Percentage of emails responded to within 5 working days	Bigger is better	100%	82%	82%	82%		

3. “RED” KEY PERFORMANCE INDICATORS ANALYSIS

3.1 This section contains all Key Performance indicators from the previous section which are shown as having “red” performance status against targets, or improvement trend. These indicators are estimated to miss the March 2007 target, or for performance to show a declining trend.

KEY









Risk to the delivery of WCC Priorities	
High	Major potential impact
Medium	Moderate potential impact
Low	Minimal potential impact
Nil	No impact







Reference	Indicator	On Target?	Forecast performance improving?	Risk to delivery of Corporate Priorities	Remedial Action
CHI	Percentage of staff satisfied overall with WCC as a place to work			Medium	A corporate staff survey has been undertaken in 2005 and 2006. The slight decrease in overall satisfaction may be related to the major restructure that has taken place within the Council over the last 12 months. However, it should be noted that the result is still well above the benchmark satisfaction score for local authorities. As a result of the staff survey, a number of focus groups are being held with staff across the Council to undertake further work on the results and the outcome of these discussions will inform the Council’s overall improvement plan.


















4. PROGRESS AGAINST DIRECTORATE OBJECTIVES

4.1 This section shows forecast performance at the half-year for the Directorate's key objectives, as set out in the Directorate's business plan
















KEY







Does Performance meet the Target?		Will we meet the Milestone?	
	Missed target by more than 5%		Not achieved or delayed by more than 2 months from the target date
	Performance between 2% over target and 5% less than target		Met or delayed by less than 2 months from the target date
	Exceeded target by more than 2%		Met ahead of the target
			Deferred or superseded

Reference	Directorate Objective	Target or Milestone	On Target?
Aim 1	Lead the Council to deliver accessible, responsive and customer-focused services	1. 90% of objectives in the Access & Neighbourhoods workstream of the New Ways of Working Programme completed on time or within agreed tolerances	
		2. Corporate Access Strategy agreed by November 2006	
		3. 80% public enquiries satisfied at first point of contact where the service is provided by a One Stop Shop or within the Customer Service Centre	
		4. 90% public satisfaction with access to Council services through One Stop Shops and the Customer Service Centre	
		5. Feasibility study for neighbourhood pilots agreed by January 2007	
		6. Programme of one-stop shops implementation agreed by October 2006	

Reference	Directorate Objective	Target or Milestone	On Target?
		7. Customer care standards devised and implemented by October 2006	
		8. 90% customer satisfaction with Registration Service	
		9. Monitoring mechanisms for the Coroner's Service developed and agreed by October 2006	
Aim 2	Maximise the potential of the Council and its partnerships to deliver new ways of working	1. Clear, shared vision for the Council agreed by June 2006	
		2. New Council-wide OD Strategy agreed by October 2006	
		3. 90% of objectives in Culture, Planning and Partners workstreams of the New Ways of Working Programme completed on time or within agreed tolerances	
		4. 100% of Programme Reports delivered to the Strategic Directors Management Team within reporting deadlines	
		5. Implementation of the corporate Intranet by November 2006	
		6. Information Governance framework in place by March 2007	
		7. Robust system of measurement, performance baseline and improvement targets in place by September 2006	
		8. Action plan to deliver the Voluntary and Community Sector strategy achieved by March 2007	
		9. Warwickshire Local Area Agreement agreed with Government Office by 31 March 2007	
		10. Disability Equality Scheme and three year action plan developed by December 2006	
		11. 90% customer satisfaction with Business Consultancy achieved by March 2007	
Aim 3	Strengthen the profile of the Council internally and externally	1. 90% of objectives in the Communications workstream of the New Ways of Working Programme completed on time or within agreed tolerances	
		2. Agreed costed programme for signage renewal in place by September 2006	
		3. Advertising spend equivalent of £3m worth of positive, prominent coverage achieved in local press in 2006/7	

Reference	Directorate Objective	Target or Milestone	On Target?
		4. 10% improvement in reader satisfaction with Warwickshire View	★
		5. 50% of readers answering 'yes' to the question: " W4W helps me focus on the County Council's contribution to making Warwickshire a better place to live."	●
		6. 100% of key campaigns successfully delivered by March 2007	★
		7. 25% increase in overall visits to the website by March 2007	★
		8. 80% of respondents in customer survey rating design2print as 'excellent' or 'very good'	●
Aim 4	Promote and deliver corporate and community governance across the Council and partnerships	1. 90% of objectives in the Community Governance workstream of the New Ways of Working Programme completed on time or within agreed tolerances	●
		2. Community governance framework established by December 2006	●
		3. Council's constitution reviewed and changes implemented by March 2007	●
		4. 75-80% of 2005/2006 recommendations of the corporate governance audit and action plan implemented by the deadlines set	●
		5. No findings of maladministration by the Local Government Ombudsman or adverse outcomes from Judicial Review proceedings or other legal challenges brought against the Council where the client has acted in accordance with legal advice	●
		6. At least 50% of recommendations from scrutiny reviews implemented	▲
		7. Review of scrutiny and area committees undertaken and proposals agreed by Council by November 2006	●
		8. 90-95% of agendas and reports set out within five clear working days of the meeting	▲
		9. 70-80% of members with individual learning plans by March 2007	●
		10. 70-80% of members attending in-house and external training in accordance with their identified priorities by March 2007	●
		11. CPA score for risk management/internal control 3 out of 4 or better	●

Reference	Directorate Objective	Target or Milestone	On Target?
		12. 90% or more of 2006/07 internal audit plan completed	
Aim 5	Develop the Council's people to deliver customer facing services	1. 90% of objectives in the HR workstream of the New Ways of Working Programme completed on time or within agreed tolerances	
		2. Statement of principles governing HR management framework and required standards of HR practice within the Council recommended to HR Programme Board by September 2006	
		3. Ten HR performance indicators recommended to HR Programme Board by September 2006	
		4. Performance against the ten HR performance indicators on target by March 2007	
		5. Equal pay review of posts on Scale 3 or below completed by April 2007	
		6. Reliable evidence of absence management performance gained by December 2006	
		7. 1000 employee health checks delivered by March 2007	
		8. HRMS functionality in recruitment, learning management and self service implemented by March 2007	<input data-bbox="1832 912 1883 949" type="checkbox"/>
		9. Learning and development programme to support New Ways of Working developed by December 2006	
		10. Professional development and career management plan for HR staff throughout the County Council developed by June 2006	
		11. HR requirements of Level 3 of the Equality Standard delivered by March 2007	
Aim 6	Develop the capacity of the directorate to deliver its mission	1. 5% increase in the percentage of staff agreeing with the statement "I am satisfied with the recognition I receive for doing a good job"	
		2. 5% increase in the percentage of staff agreeing with the statement "I am encouraged to find better ways of doing things"	
		3. 5% increase in the percentage of staff agreeing with the statement "I am satisfied with the training and development I receive for my present job"	
		4. Balanced scorecards and supporting processes implemented across all divisions by October 2006	

Reference	Directorate Objective	Target or Milestone	On Target?
		5. 100% of cost centres with no more than 5% variation between period 11 forecasts and final outturn	
		6. 100% of external invoices paid within 30 days or within suppliers' terms	
		7. 90% of directorate corporate governance action plan completed within the deadlines set	
		8. 80% customer satisfaction with the quality and timeliness of the HR advice and information provided	
		9. 80% overall customer satisfaction with directorate support services	
		10. 5% efficiency savings across the directorate as a result of maximising our resources	

5. “RED” OBJECTIVES ANALYSIS

5.1 This section contains all objectives from the previous section shown as ‘red’ or deferred or suspended.

Ref	Directorate Objective	Target or Milestone	On target?	Risk to delivery of Corporate Priorities	Remedial Action
Aim 4.6	Promote and deliver corporate and community governance across the Council and partnerships	At least 50% of recommendations from scrutiny reviews implemented	▲	Medium	Based on the number of recommendations made between April and September 2006, 19% have been implemented. Implementation is, in many cases, dependent on external agencies, specifically in relation to health scrutiny and therefore outside of the direct control of the Council.
Aim 4.6	Promote and deliver corporate and community governance across the Council and partnerships	90-95% of agendas and reports sent out within five clear working days of the meeting	▲	Medium	There have been delays in the receipt of reports from directorates that has impacted on the deadlines for sending out agendas and reports. Work is ongoing with directorates to improve performance
Aim 4.12	Promote and deliver corporate and community governance across the Council and partnerships	90% or more of 2006/07 internal audit plan completed	▲	Low	A number of factors have impacted on performance during the half year, particularly the time needed on investigations and the levels of sickness. The current forecast is that less than 90% of the plan will be completed. As in previous years, remaining jobs will be prioritised and a revised plan prepared
Aim 5.8	Develop the Council's people to deliver customer facing services	HRMS functionality in recruitment, learning management and self service implemented by March 2007	□	Low	Despite the completion of Payroll Phase 1, work on Phase 2 (recruitment, self service, learning management) will progress once the recent organisational changes have been accurately reflected in the HRMS system. It is expected that Phase 2 will commence in April 2007.

Ref	Directorate Objective	Target or Milestone	On target?	Risk to delivery of Corporate Priorities	Remedial Action
Aim 6.3	Develop the capacity of the directorate to deliver its mission	5% increase in the percentage of staff agreeing with the statement "I am satisfied with the training and development I receive for my present job"	▲	Low	This result was taken from the 2006 staff survey. The target was 83% and the actual result was 70% (compared with the 2005 figure of 78%). The reasons for the drop are unclear and further work is being undertaken with groups of staff in the directorate to understand the reasons, in order to inform the directorate's overall improvement plan
Aim 6.6	Develop the capacity of the directorate to deliver its mission	100% of external invoices paid within 30 days or within suppliers' terms	▲	Low	The current performance for the year to date is 90%. Period 6 showed that 94% of invoices were paid within deadlines. The target of 100% will not be achieved but management action is being taken to ensure that the directorate's performance improves to at least 95% by the year-end.

6. ANALYSIS OF BUDGET POSITION

- 6.1 The Performance and Development Directorate's budget for 2006/2007 is £6,662,000, against which it is currently forecasting a £107,000 overspend at year-end. The summary of projected variations is set out in the table below, together with the management action that the directorate will be taking over the remaining months of the financial year. However, the directorate still has a number of funding bids to the Modernisation Fund outstanding. If these bids are unsuccessful, then the forecast outturn will be adversely affected.

Description	Revised budget	Project over / (under) spend	Reason	Management Action	Projected over / (under) spend after management action	Service consequences
	£'000	£'000			£'000	
Corporate Human Resources	1,463	(32)	This underspend arises from the delay in spend on the management costs for the pay & conditions review.	Review whether costs will be needed to continue the project next year.	0	No service consequences
Customer Service and Access	2,777	80	The overspend relates to the Coroner service, with £33k relating to a prior year's debt for post mortem work. The balance of £47k relates to anticipated pressures across the Coroner's service, which is demand driven.	Strict monitoring of the anticipated overspend with a view to bringing it down to a manageable level.	0	No service consequences
Improvement and Support Services	1,055	(75)	The underspend relates to Judges House; £47k in respect of income relating to 2005/06 but received in 2006/07. The balance of £28k relates to miscellaneous savings and anticipated inflationary increase in Court Service income.	Underspend will be used to offset overspends elsewhere in the directorate	0	No service consequences
Law and Governance	215	118	Part of this overspend relates to the post of Overview and Scrutiny Manager. In addition, Legal Services are forecasting an overspend of approximately £60k.	Funding for the Overview & Scrutiny Manager will be determined during the year pending resolution of Modernisation funding issues. Legal Services will monitor their budgets closely during the remainder of the year to ensure that expenditure and income are in balance.	0	No service consequences
Other budgets	1,259	16	Other minor variations	Overspend will be absorbed within other budgets	0	No service consequences
TOTAL	6,769	107			0	

7. CONCLUSION

- 7.1 The half-year performance report for Performance and Development Directorate is attached and the Committee is asked to consider the report, endorse any remedial actions and request any additional information required.

DAVID CARTER
Strategic Director of
Performance and
Development

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24 October 2006