

AGENDA MANAGEMENT SHEET

Name of Committee Resources Performance And Development
Overview And Scrutiny Committee

Date of Committee 10th June 2008

Report Title Full Year Directorate Report Card 2007/08
(April 2007 – March 2008).

Summary This report provides an analysis of the Performance and Development Directorate's performance for 2007/08. It reports on performance against the key performance indicators as set out in the Directorate Report Card and on achievement of the Directorate's Business Plan.

For further information please contact:

Billy Webster
 Improvement Support
 Services Manager
 Tel: 01926 41 6100
 billywebster@warwickshire.gov.uk

David Carter
 Strategic Director of
 Performance &
 Development
 Tel: 01926 41 2564
 davidcarter@warwickshire.gov.uk

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

Background papers

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Councillor David Booth, Councillor Bob Hicks and Councillor George Atkinson.....
- Cabinet Member Councillor Peter Fowler and Councillor Heather Timms
- Chief Executive
- Legal
- Finance
- Other Chief Officers Strategic Director of Performance and Development
- 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

Resources Performance and Development Overview & Scrutiny Committee –10th June 2008

Full Year April 2007 – March 2008 Directorate Report Card

Report of the Strategic Director of Performance and Development

Recommendation

That the Resources Performance and Development Overview & Scrutiny Committee:

- Consider and comment upon both the summary and detail of the performance indicators from the Directorate for the full year of 2007/08

1.0 Background

- 1.1 This report presents Resources Performance and Development Overview & Scrutiny Committee with the full year report on the performance of the Performance and Development Directorate.
- 1.2 Three elements make up Directorate performance, these being
- Corporate Report Card – the Directorate has responsibility for co-ordinating some Corporate indicators (Appendix 1)
 - Directorate Report Card – made up of indicators agreed by the Directorate Management Team in consultation with Portfolio holders and Members (Appendix 2)
 - Business Plan Performance – demonstrating performance in delivering the objectives and actions outlined in the Directorate Business Plan (Appendix 4)

2.0 The Report Card Framework

- 2.1 The Report Card Framework marks a significant change from previous performance management approaches. It allows O&S Committees to focus on the issues and areas of greatest importance to the Directorate and provides high level, exception-based, monitoring of our organisational health. In addition it allows Cabinet to consider performance information on a quarterly basis, in alignment with the financial performance reporting programme.

- 2.2 The Directorate Report Card sets out performance measures for the Directorate under the following four headings:
- Performance Results
 - Corporate Health
 - Customer
 - People
- 2.3 The full year end performance report presents actual performance across all indicators for the financial year (April 2007 – March 2008) and therefore, performance against target is being reported as actual results and not as forecast as previously had been the case.
- 2.4. There are two types of measure in the Directorate Report Card:
- **Type 1** – Service area or specialism, led by the Directorate
 - **Type 2** – Contribution to a corporate total *e.g. Sickness absence*
- 2.5 The PWC benchmarking data for 2007/08 has been used to set the full year actual performance in the context of the performance of other County Councils for all the Best Value Performance Indicators within the Directorate Report Card.
- 2.6 To facilitate exception-based reporting; when measuring performance against targets in 2007/08 a zero tolerance has been applied to all measures in the Directorate Report Card.
- 2.7 Where indicators showing a negative trend or low comparative position are reported they will be subject to exception reporting in a similar manner to the Financial Reporting model. In these cases we need to explain the performance and set out the remedial action.
- 2.8 For those indicators reporting over and above target, we need to explain the higher than expected level of performance and this is set out in commentary that supports why year end actual performance is considerably higher than the target set.

3.0 The Directorate's Top Priorities

3.1 The Directorate's top priorities through the year were:




- Preparation for Comprehensive Performance Assessment and New Ways of Working
- Customer Service, especially developing One Stop Shops
- Agreeing the Framework for Localities
- Developing the Public Service Board and Local Area Agreement
- Re-structuring the Council's Human Resources Service

All these priorities have been successfully carried out and they make a major contribution to the Council's Change Agenda, including making all public services within Warwickshire more accessible by, and responsive to, our communities.




4.0 Corporate Indicators

4.1 This report includes 28 Corporate Indicators which are aggregate figures for all directorates i.e. the overall Council performance. These are set out in more detail in Appendix 1 with remedial actions included in Appendix 3.

4.2 The full year Corporate performance against these indicators for 2007/08 is summarised in the tables below against target, and where possible against the PwC Benchmark:

	Full Year Actuals (April – March 08) compared to year end target		
	Year end Actuals that exceed target	Year end Actuals that meet target	Year end Actuals that miss target
			
Total no. of measures	5	5	17
Percentage	18.52%	18.52%	62.96%

*1 indicator remains blank




	Full Year Actuals (April – March 08) compared to year end target PwC best quartile (BVPIs and PAFs)		
	Year end Actual above 2007/08 best quartile	Year end actual meets 2007/08 best quartile	Year end actual below 2007/08 best quartile
			
Total no. of measures	3	0	4
Percentage	33.33%	16.67%	50.00%

4.3 The performance against these Corporate indicators shows that 37% of targets were met or exceeded and 63% had not been met within the timescales. However, of these, all were close to achieving the challenging targets that had been set.

4.4 When compared to the previous year, the results show 55% of indicators having improved and 15% having remained constant.

5.0 Directorate Report Card Indicators

- 5.1 There are 30 measures within the Directorate Report Card. Many of these show Directorate performance against the Corporate indicators referred to in paragraph 4 above. Details are in Appendix 2 with remedial actions included in Appendix 3.
- 5.2 The full year performance for 2007/08 is summarised in the tables below against target:




	Full Year Actuals (April – March 08) compared to year end target		
	Year end Actuals that exceed target	Year end Actuals that meet target	Year end Actuals that miss target
			
Total no. of measures	15	4	9
Percentage	53.57%	14.29%	32.14%

*2 indicators remain blank

- 5.3 The performance of the Performance & Development Directorate Report Card shows that around 68% of targets were met or exceeded. In addition, it is evident that there is underlying strong performance as most targets were close to being achieved and around 84% of them had remained the same as, or improved on, the previous year.
- 5.4 The Customer Results quartile shows the strongest performance, which is appropriate given the nature of the directorate and its corporate lead in this area. The other quartiles showed less positive performance.

6.0 Directorate Business Plan

- 6.1 This report includes performance against the whole of the directorate business plan, of which there are 99 measures. Details are shown in Appendix 4.
- 6.2 The full year performance for 2007/08 is summarised in the tables below against target:

	Full Year Actuals (April – March 08) compared to year end target		
	Year end Actuals that exceed target	Year end Actuals that meet target	Year end Actuals that miss target
			
Total no. of measures	31	53	15
Percentage	31.31%	53.54%	15.15%

- 6.3 The performance against the Business Plan is high, with around 85% of targets being achieved or exceeded.

6.4 Breaking down these results it is clear that all divisions met or exceeded over 75% of their objectives.

7.0 Recommendations

7.1 That the Resources Performance and Development Overview and Scrutiny Committee Overview & Scrutiny Committee:

- Consider and comment upon both the summary and detail of the performance indicators from the Directorate for the full year of 2007/08

David Carter
Strategic Director of Performance
& Development
Shire Hall, Warwick.

APPENDIX 1 – CORPORATE REPORT CARD

Corporate Performance Results									
Indicators			2006/07	2007/08			PwC County Council Benchmark Year End 2007/08		
			Trend Data	Current Performance					
Ref	Description	Aim and Frequency	Actual	Year End Actual ¹ (A)	End of Year Target ² (B)	Year End Actual against end of year target ³ (A) v (B)	2006/07 Ranking ⁴	County Council Best Quartile ⁵ (C)	2007/08 Year End Actual against County Council Top Quartile ⁶ (A) v (C)
BV 3 RC 28 WCC	% Residents satisfied with the way the Council runs things (WCC)	High/Annual	55.4%	57.7%	60%	▲	3 rd /34	> 52%	★
RC 36 WCC	% of calls answered within WCC standard	High/Quarterly	N/A	84%	80%	★	Not part of the PwC Benchmarking data		
RC 37 WCC	% of letters answered within WCC standard	High/Quarterly	N/A	82%	70%	★			
RC 38 WCC	% E-mails responded to within WCC standard	High/Quarterly	N/A	78%	80%	▲			
RC 39 WCC	Mystery Shopping % satisfaction visits	High/Quarterly	82%	85%	85%	●			
RC 40 WCC	Mystery Shopping % satisfaction calls	High/Quarterly	76%	80%	89%	▲			
RC 41 WCC	Mystery Shopping % satisfaction letters	High/Quarterly	61%	57%	65%	▲			
RC 42 WCC	Mystery Shopping % satisfaction e-mails	High/Quarterly	67%	58%	70%	▲			
RC 43 WCC	Public satisfaction with ability to influence decisions affecting the local area	High/Annual	31%	32.3%	32.5%	▲			
RC 84 WCC	% Public enquiries satisfied at first point of contact	High/Quarterly	70%	84%	80%	★			




Corporate Performance Results									
Indicators			2006/07	2007/08			PwC County Council Benchmark Year End 2007/08		
			Trend Data	Current Performance					
Ref	Description	Aim and Frequency	Actual	Year End Actual ¹ (A)	End of Year Target ² (B)	Year End Actual against end of year target ³ (A) v (B)	2006/07 Ranking ⁴	County Council Best Quartile ⁵ (C)	2007/08 Year End Actual against County Council Top Quartile ⁶ (A) v (C)
BV 2 RC 48 WCC	Equalities Standard level	High/ Annual	2	2	2		12 th /34	> 3	
BV 4 RC 49 WCC	Satisfaction with complaints handling	High/ Annual	36%	33%	36%		9 th /34	> 36%	
RC 50 WCC	Number of adverse Ombudsman complaints	Low/ Quarterly	0	0	0		Not part of the PwC Benchmarking data		
LAA St2 VC	LAA St2i Jointly delivered services – The number of integrated services actively delivered jointly by 2 or more partners	High/ Quarterly	N/A	5	5				
RC 59 WCC	Direction of Travel CPA Score	High/ Annual	2	3	3				
RC 85 WCC	% LAA measures on target to be achieved	High/ Quarterly	N/A	58%	100%				
RC 65 WCC	% CBP actions on target	High/ Quarterly	N/A	Available 5 th June	100%				
RC 66 WCC	% Compliance with the Corporate Governance action plan	High/ Annual	N/A	90%	80%				
RC 67 WCC	% NWOW projects/programmes on target	High/ Quarterly	N/A	76%	85%				
RC 68 WCC	% Staff Satisfied overall with WCC as a place to work	High / Annual	78%	78%	83%				




Corporate Performance Results									
Indicators			2006/07	2007/08			PwC County Council Benchmark Year End 2007/08		
			Trend Data	Current Performance					
Ref	Description	Aim and Frequency	Actual	Year End Actual ¹ (A)	End of Year Target ² (B)	Year End Actual against end of year target ³ (A) v (B)	2006/07 Ranking ⁴	County Council Best Quartile ⁵ (C)	2007/08 Year End Actual against County Council Top Quartile ⁶ (A) v (C)
RC 69 WCC	% Staff clear about what they are expected to achieve in their job	High/Annual	86%	88%	89%	▲			
RC 70 WCC	% Staff satisfied with the recognition they get for doing a good job	High/Annual	57%	59%	66%	▲			
RC 71 WCC	% Staff satisfied with the training & development they receive for their present job	High/Annual	70%	71%	72%	▲			
RC 72 WCC	Communication between Directorates is good	High/Annual	24%	38%	35%	★			
BV 12 RC 73 WCC	No. Working days/ shifts lost due to sickness absence per FTE	Low/Quarterly	9.83	8.51	8	▲	29 th /33	< 7.84	▲
BV 16a RC 74 WCC	% Employees who are disabled	High / Quarterly	2%	0.96%	1.5%	▲	25 th /34	> 2.15%	▲
BV 17a RC 75 WCC	% Employees from BME communities	High / Quarterly	7.1%	4.4%	4.5%	▲	5 th /34	> 3.44%	★
BV 11a RC 76 WCC	Top 5% of earners that are women	High / Quarterly	50.33%	48.40%	50%	▲	4 th /34	> 47.56%	★

Key

Target Symbols

Benchmarking Symbols

	Year end actual to exceed target
	Year end actual to meet target
	Year end actual to miss target (See remedial action section)

	Year end actual above 2007/08 best quartile
	Year end actual meets 2007/08 best quartile
	Year end actual below 2007/08 best quartile (See remedial action section)

1	Year End Actual for 2007/08 (A) (based on period April – March 08) NB . In all cases this will be an actual figure.	5	WCC's 2007/08 position against the total number of comparator county councils
2	End of year target for 2007/08 as set by respective Directorates (B)	6	The County Council best quartile for 2007/08 as taken from the PwC Benchmarking Tool. Where the aim is high, this is the 75 th percentile Where the aim is low, this is the 25 th percentile
3	Alert - Year End actual (A) compared to end of year target for 2007/08 (B)	7	Alert - Year End actual (A) compared against the County Council best quartile (25 th or 75 th percentile) for 2007/08 as taken from the PwC Benchmarking Tool (C)

APPENDIX 2 – DIRECTORATE REPORT CARD

Performance Results									
Indicators			2006/07	2007/08			PwC County Council Benchmark Year End 2007/08		
			Trend Data	Current Performance					
Ref	Description	Aim and Frequency	Actual	Year End Actual ¹ (A)	End of Year Target ² (B)	Year End Actual against end of year target ³ (A) v (B)	2006/07 Ranking ⁴	County Council Best Quartile ⁵ (C)	2007/08 Year End Actual against County Council Top Quartile ⁶ (A) v (C)
PD 13	% measures achieved in the Business Plan	High/Quarterly	69%	85%	80%	★	Not part of the PwC Benchmarking data		
PD RC 26	% BVPIs in the top quartile	High/Quarterly	N/A	Not Available	35%				

Customers Results									
Indicators			2006/07	2007/08			PwC County Council Benchmark Year End 2007/08		
			Trend Data	Current Performance					
Ref	Description	Aim and Frequency	Actual	Year End Actual ¹ (A)	End of Year Target ² (B)	Year End Actual against end of year target ³ (A) v (B)	2006/07 Ranking ⁴	County Council Best Quartile ⁵ (C)	2007/08 Year End Actual against County Council Top Quartile ⁶ (A) v (C)
PD 01	% of Customers rating service as good or excellent	High/Quarterly	N/A	96%	88%	★	Not part of the PwC Benchmarking data		
PD	Number of complaints	Low/Quarterly	N/A	17	25	★			
RC 36	% Calls answered within WCC Standards	High/Quarterly	95%	83%	97%	▲			
RC 37	% Letters responded to within WCC Standards	High/Quarterly	86%	98%	75%	★			

Customers Results

Indicators			2006/07	2007/08			PwC County Council Benchmark Year End 2007/08		
			Trend Data	Current Performance					
Ref	Description	Aim and Frequency	Actual	Year End Actual ¹ (A)	End of Year Target ² (B)	Year End Actual against end of year target ³ (A) v (B)	2006/07 Ranking ⁴	County Council Best Quartile ⁵ (C)	2007/08 Year End Actual against County Council Top Quartile ⁶ (A) v (C)
RC 38	% E-mails responded to within WCC Standards	High/ Quarterly	84%	88%	85%	★			
RC39	% Satisfaction with visits – Mystery Shopping	High / Half Yearly	82%	87%	85%	★			
RC 40	% Satisfaction with calls - Mystery Shopping	High/ Half Yearly	74%	84%	78%	★			
RC 41	% Satisfaction with letters - Mystery Shopping	High/ Half Yearly	47%	88%	60%	★			
RC 42	% Satisfaction with e-mails - Mystery Shopping	High/ Half Yearly	61%	79%	65%	★			
RC 84	% Public enquiries satisfied at first point of contact	High/ Quarterly	70%	84%	80%	★			
BV 2 RC 48	Equalities Standard level	High/ Annual	2	2	2	●			
RC 50	Number of adverse Ombudsman complaints	Low/ Quarterly	0	0	0	●			










Corporate Health Results

Indicators			2006/07	2007/08			PwC County Council Benchmark Year End 2007/08		
			Trend Data	Current Performance					
Ref	Description	Aim and Frequency	Actual	Year End Actual ¹ (A)	End of Year Target ² (B)	Year End Actual against end of year target ³ (A) v (B)	2006/07 Ranking ⁴	County Council Best Quartile ⁵ (C)	2007/08 Year End Actual against County Council Top Quartile ⁶ (A) v (C)
PD 08	% Accuracy of budget forecasting	Plan/ Quarterly	N/A	-2.0%	0%	▲	Not part of the PwC Benchmarking data		
RC 60	% End year variance from budget	Plan/ Quarterly	N/A	-5.9%	0%	▲			
RC 65	% CBP actions on target	High/ Quarterly	N/A	Available 5 th June	100%				
RC 66	% Directorate compliance with the Corporate Governance action plan	High/ Annual	N/A	83.3%	80%	★			
RC 67	% NWOW deliverables not achieved and remedial action not put in place	Low/ Quarterly	N/A	0%	0%	●			
PD 11	% satisfied with resources to do the job	High/ Quarterly	85%	84%	88%	▲			

People Results




Indicators			2006/07	2007/08			PwC County Council Benchmark Year End 2007/08		
			Trend Data	Current Performance					
Ref	Description	Aim and Frequency	Actual	Year End Actual ¹ (A)	End of Year Target ² (B)	Year End Actual against end of year target ³ (A) v (B)	2006/07 Ranking ⁴	County Council Best Quartile ⁵ (C)	2007/08 Year End Actual against County Council Top Quartile ⁶ (A) v (C)
PD 04	% improvement in key areas identified in the Improvement Plan	High / Annual	N/A	68%	65%	★	Not part of the PwC Benchmarking data		

People Results




RC 68	% Staff Satisfied overall with WCC as a place to work	High / Annual	78%	80%	80%	
RC 69	% Staff clear about what they are expected to achieve in their job	High/ Annual	86%	86%	88%	
RC 70	% Staff satisfied with the recognition they get for doing a good job	High/ Annual	62%	59%	64%	
RC 71	% Staff satisfied with the training & development they receive for their present job	High/ Annual	70%	66%	72%	
RC 72	Communication between Directorates is good	High/ Annual	15%	23%	38%	
BV 12 RC 73	No. Working days/ shifts lost due to sickness absence per FTE	Low/ Quarterly	9.84	7.92	9	
BV 16a RC 74	% Employees who are disabled	High / Quarterly	2%	0.99%	2%	
BV 17a RC 75	% Employees from BME communities	High / Quarterly	7.1%	8.8%	7.5%	
BV 11a RC 76	Top 5% of earners that are women	High / Quarterly	50.33%	62%	45%	

Key

Target Symbols

	Year end actual to exceed target
	Year end actual to meet target
	Year end actual to miss target (See remedial action section)

Benchmarking Symbols

	Year end actual above 2007/08 best quartile
	Year end actual meets 2007/08 best quartile
	Year end actual below 2007/08 best quartile (See remedial action section)

1	Year End Actual for 2007/08 (A) (based on period April – March 08) NB . In all cases this will be an actual figure.	5	WCC's 2007/08 position against the total number of comparator county councils
2	End of year target for 2007/08 as set by respective Directorates (B)	6	The County Council best quartile for 2007/08 as taken from the PwC Benchmarking Tool. Where the aim is high, this is the 75 th percentile Where the aim is low, this is the 25 th percentile
3	Alert - Year End actual (A) compared to end of year target for 2007/08 (B)	7	Alert - Year End actual (A) compared against the County Council best quartile (25 th or 75 th percentile) for 2007/08 as taken from the PwC Benchmarking Tool (C)

APPENDIX 3 – REPORT CARD REMEDIAL ACTION

Remedial action taken/proposed for all 'Red' Indicators and Milestones & Supporting commentary for "Over Performing" indicators

Ref	Indicator	Reason for Remedial Action			Over Performing (Extreme Green)	Explanation and remedial action
		Negative Performance Against Target	Not Improving	Negative Benchmark		
BV 3 RC 28 WCC	% Residents satisfied with the way the Council runs things (WCC)	Y				Results are based on the Annual Public Satisfaction Survey carried out in Autumn 2007. Results show that whilst just below the target set, satisfaction has improved compared to the results in 2006
RC 38 WCC	% E-mails responded to within WCC Standards	Y				Currently we only measure response to email through the Website, however ICT are to investigate, the feasibility of measuring response times to group emails as well. The outcome of this work will mean that the figures we report will be more robust
RC 40 WCC	Mystery Shopper % satisfaction calls	Y				We are currently reviewing the Customer Care Standards Guidance and in turn the time for responding to telephone calls. As part of the launch of the Customer Care Guidance for staff in the Autumn, there will be lots of promotion of the guidance to raise awareness of the requirements when answering telephone calls.
RC 41 WCC	Mystery Shopper % satisfaction letters	Y				Possible solutions are currently being investigated as to how we can ensure that we are more robust in our method of capturing this information. A number of solutions have been looked at including extending the use of the Corporate Letter template to ensure consistency of approach, writing a web based system for people to log onto when they receive and reply to letters and the more feasible solution is to develop a manual process for capturing the information on a spreadsheet across each directorate but this is similar to the current system

Ref	Indicator	Reason for Remedial Action			Over Performing (Extreme Green)	Explanation and remedial action
		Negative Performance Against Target	Not Improving	Negative Benchmark		
RC 42 WCC	Mystery Shopper % satisfaction e-mails	Y				Results indicate the need for a consistent corporate email signature on all external and internal emails. Directorate Customer Care Leads and their colleagues, our Corporate Equalities & Diversity Officer have been consulted and guidance has also been taken from the RNIB on the size, colour and font for visually impaired people. A standard Corporate Email signature has been designed and will be rolled out across the authority starting with the P& D Directorate. In July 2007, we consulted our Citizens Panel on our Customer Care Standards asking how promptly they expected us to respond to public enquiries and whether the Customer Care Standards we set are what they would expect. In all cases, we met their expectations and in many cases exceeded their expectations. As a result of these results, we have altered our Email response time standard from acknowledge within 1 day to acknowledge within 5 days
RC 43 WCC	Public satisfaction with ability to influence decisions affecting the local area	Y				Results are based on the Annual Public Satisfaction Survey carried out in Autumn 2007. Results show that whilst just below the target set, satisfaction has improved compared to the results in 2006
BV 4 RC 49 WCC	Satisfaction with complaints handling	Y		Y		Results are based on the Annual Public Satisfaction Survey carried out in Autumn 2007. Results show that whilst just below the target set, satisfaction has improved compared to the results in 2006
RC 85 WCC	% LAA measures on target to be achieved	Y				Remedial action on individual indicators will be identified and monitored via the Block and Performance Leads. Where these targets are also part of the LPSA2, the target for the end of the Agreement, rather than the end of 2007/08 has been used.
RC 68 WCC	% Staff Satisfied overall with WCC as a place to work	Y				The targets have only been missed by a small percentage with two missed by 1% and two by 2%. All four results are well above the local government benchmark (one 8% higher, two 10% and one 11%). A number of projects within the New Ways of Working Culture Workstream are now in implementation stage and we anticipate that they will impact very positively on a range of measures of staff perceptions.
RC 69 WCC	% Staff clear about what they are expected to achieve in their job	Y				

Ref	Indicator	Reason for Remedial Action			Over Performing (Extreme Green)	Explanation and remedial action
		Negative Performance Against Target	Not Improving	Negative Benchmark		
RC 70 WCC	% Staff satisfied with the recognition they get for doing a good job	Y				The targets have only been missed by a small percentage with two missed by 1% and two by 2%. All four results are well above the local government benchmark (one 8% higher, two 10% and one 11%). A number of projects within the New Ways of Working Culture Workstream are now in implementation stage and we anticipate that they will impact very positively on a range of measures of staff perceptions.
RC 71 WCC	% Staff satisfied with the training & development they receive for their present job	Y				
BV 12 RC 73 WCC	No. Working days/ shifts lost due to sickness absence per FTE	Y		Y		The process of capturing, recording and reporting sickness absences has been strengthened. The improvement of absence related standardised processes in the HR Service Centre are expected to add to the upward trend and this will continue over the year ahead. a) The training of managers in relation to the new absence procedures will be built into the corporate learning menu as a mandatory requirement. b) The standard performance management approach will be enhanced by the production of improved management absence figures. The Overview & Scrutiny Committee will receive quarterly reports. c) The Council's approach to absence management is being refined as part of the ongoing review and the Overview & Scrutiny committee will receive quarterly reports d) The Council's approach to positive health promotion is being refined in line with the outcomes from the Promoting Well-Being Research study.
BV 16a RC 74 WCC	% Employees who are disabled	Y		Y		It is likely that the low figures relating to disability are due to under-reporting. The definition of disability under the DDA is widely drawn and there is strong anecdotal evidence to suggest that many employees who have a disability have chosen not to declare this. The new recruitment form requires all applicants to declare a disability and if appointed this will be automatically transferred into the database. Existing employees have been asked to declare disability status in a recent data checking exercise.

Ref	Indicator	Reason for Remedial Action			Over Performing (Extreme Green)	Explanation and remedial action
		Negative Performance Against Target	Not Improving	Negative Benchmark		
BV 17a RC 75	% Employees from BME communities	Y				The year end figure is slightly lower than expected due to a minor alteration in the method of calculation bringing the indicator in line with the statutory definition. However, for 2007/08 the target has only been missed by 0.1% and the result remains well above the top quartile entry point of 3.44% for PwC County Council Benchmark.
BV 11a RC 76 WCC	Top 5% of earners that are women	Y				These targets have been missed by a small percentage. Since the overall size of the group (top 5%) is small this indicator is likely to fluctuate as senior appointments vary during the year. As there is a variance between the number of women and ethnic minority employees in the top 5% between Directorates, the Strategy Equalities and Diversity Group are developing targets for individual Directorates with the aim of improving our overall Corporate position.
RC 36	% Calls answered within WCC Standards	Y				For RC 36, a target of 97% has not been reached, with performance currently at 83%. For RC38, an exceptionally high target of 100% has not been reached, and performance sits at 88%. Performance in these areas is not as it should be, and work is being done to increase the awareness of these 'standards' that exist, and that all staff must deliver. In addition, the current measures and targets for these elements are being reviewed as it is difficult to accurately measure the response rates. For examples, manual processes are used for letter correspondence, whilst current technology does not adequately support the breakdown or assessment of answering calls, with voicemail or 'third party' pick-up not being recorded. Another issue has been the sharp rise in email communications, which was not so prominent when targets were initially set, therefore requiring a review in standards in line with customer expectations (i.e. recent customer consultation shows that customers are willing to wait longer for emailed correspondence given it's prevalence in modern society). Although some targets will not be achievable (emails), the raising of awareness, combined with highlighting sound, and minimum, standards of working practice will inevitably support these performance measures and drive up performance in these areas to bridge the gap highlighted at this half year point.

Ref	Indicator	Reason for Remedial Action			Over Performing (Extreme Green)	Explanation and remedial action
		Negative Performance Against Target	Not Improving	Negative Benchmark		
PD 08	% Accuracy of budget forecasting	Y				A target of 0% has not been reached, with performance currently at -2.00%
RC 60	% End year variance from budget	Y				A target of 0% has not been reached, with performance currently at -5.9%
PD 11	% satisfied with resources to do the job	Y				A target of 88 has not been reached, with performance currently at 84%
RC 69	% Staff clear about what they are expected to achieve in their job	Y				A target of 89% has not been reached, with performance currently at 86%
RC 70	% Staff satisfied with the recognition they get for doing a good job	Y				A target of 66% has not been reached, with performance currently at 59%
RC 71	% Staff satisfied with the training & development they receive for their present job	Y				A target of 75% has not been reached, with performance currently at 66%
RC 72	Communication between Directorates is good	Y				A target of 35% has not been reached, with performance currently at 23%
BV 16a RC 74	% Employees who are disabled	Y				A target of 2% has not been reached, with performance currently at 0.99%. The recruitment process is being delivered in a way which supports the aim of this performance measure. There is an issue around the 'definition' of this and if people are willing to describe themselves as disabled when their disability is not significant or noticeable. Work is being done to ensure the definition is suitable and that people are supported and therefore amenable to describing themselves in this way

APPENDIX 4 – BUSINESS PLAN RESULTS




















Aim 1 - A Council that delivers excellent customer experience	
Performance Targets	Status
At least 80% public enquiries satisfied at first point of contact where the service is provided by a One Stop Shop, within the Customer Service Centre or on the web and other electronic channels	★
Develop a consistent methodology for measuring the target (80% of enquiries resolved at first point of contact) within the authority by May 2008	●
Programme of One Stop Shops and agreed Customer Service Centre roll out implemented by April 2008	●
At least 90% public satisfaction with access to Council services through One Stop Shops, the Customer Service Centre, Reception and the Registration Service	★
Develop a consistent methodology for measuring compliance with the customer care standards within WCC by March 2008	●
Develop a Coroner's Service in partnership with Coventry City Council by December 2007	★
Develop a joint Customer Service & Access strategy and joint customer care standards with Warwickshire Direct Partnership by March 2008	●
New corporate complaints procedure produced by March 2008	★
Methodology to enable customer satisfaction with the way in which complaints are handled to be measured developed by March 2008	★
Methodology to improve reporting of compliments across all directorates developed by March 2008	★
70% of staff aware of ITS (measured through survey in May 2008)	●
90% of staff and service users of ITS fully satisfied with the service	★
Basis of the ITS service reviewed and the results available by June 2008	●
Unit transaction costs for the Customer Service Centre established by September 2007	★
Unit transaction costs for the One Stop Shop established by April 2008	▲
100 % of scheduled, corporate consultation exercises conducted and results published to agreed timescale, scope and budget	★












Aim 2 – A Council that modernises public service	
Performance Targets	Status
Level 2 of the Equality Standard reaffirmed by March 2008	●
100% of Year 1 targets for Gender and Disability achieved by March 2008	●
100% of the year 1 targets in the Local Area Agreement implemented	▲
At least 75% of VCS / Town and Parish Council infrastructure organisations feel positively engaged with WCC	●
Agreed localities identified in each area of Warwickshire by April 2008	●
At least 75% of elected Members feel fully supported in fulfilling their community leadership role	●
Revised Information Strategy in place by September 2007	★
Information Governance Framework in place by December 2007	★
Document/records project implemented by March 2008	★
At least 90% customer satisfaction with Business Consultancy	★


Aim 2 – A Council that modernises public service	
Performance Targets	Status
At least 50% of Business Consultancy work undertaken in direct support of New Ways of Working Programme	★
At least 80% of elected Members satisfied with the quality of performance reporting	▲
CPA scores maintained with upward trajectory on Direction of Travel assessment during 2007/2008	★
100% of objectives within the New Ways of Working programme delivered, or remedial action taken to address performance as part of the management framework	●
100% of projects implemented within the culture change workstream	●
Development packages for Strategic Directors Management Team/Cabinet implemented from June 2007 onwards	●
Front Line First Project defined and action plan agreed by October 2007	★







Aim 3 - A Council that strengthens its reputation	
Performance Targets	Status
At least 70% satisfaction with the website experience (baseline)	★
25% increase in web usage by April 2008	★
Business case for switching on a Warwickshire Portal by April 2009 approved and adopted by WCC and the Warwickshire Direct Partnership not later than March 2008	▲
At least 80% of public enquiries satisfied at first point of contact	★
At least 58% of public residents satisfied overall with the Council (baseline 57.3% 2005/2006)	●
At least 70% beneficial mentions achieved in media coverage	★
Adverse media coverage pushed down below 12%	★
At least 80% of the public recognise the WCC and Warwickshire Direct brands (results due by June 2008)	●
At least 70% of staff say that internal communications is good or very good	▲
At least 35% of staff are satisfied with the statement "Communications between directorates is good"	★
Programme of key campaigns identified by May 2007 and reviewed quarterly	●
100% of key campaigns delivered successfully to customers satisfaction by March 2008	●
At least 70% of design and print work managed centrally	▲
At least 85% of customers rate the service as good or excellent	★
At least 32.5% of residents feel they can influence decisions affecting thier local area	▲

Aim 4 – A Council that leads by example	
Performance Targets	Status
No findings of maladministration by the Local Government Ombudsman or adverse outcomes from Judicial Review proceedings or other legal challenges brought against the Council	●
At least 80% of the key measures in the 2007/8 project plan for VisualFiles achieved	●
At least 85% customer satisfaction with the quality and value for money of legal services	★
Satisfactory review of LAA governance arrangements after agreement of new LAA in June 2008	●

Aim 4 – A Council that leads by example	
Performance Targets	Status
Amended Constitution in place by December 2008	
Corporate governance audit completed by January 2008	
Corporate governance action plan agreed by April 2008	
At least 90% of the agreed WCC internal audit plan delivered	
At least 85% of staff and 85% of Councillors believe that the Council encourages high standards of conduct	
At least 75% customer satisfaction with the quality and value for money of internal audit services	
Statement of Internal Control approved by Council by July 2007	
CPA score for risk management / internal control at 3 out of 4 or better	
Business continuity plans in place for priority services by July 2007	
Member Development Strategy agreed by May 2007	
At least 90% of Members with individual learning plans by May 2007	
100% of individual learning plans in place being successfully implemented by March 2008	
100% of agendas sent out at least five clear working days before each meeting	
At least 90% of reports sent out at least five clear working days before each meeting	
At least 70% member satisfaction with Member Services	
At least 55% reduction in Member printing and postage costs in 2007/2008 based on 2006/2007 budget	
At least 80% of scrutiny review recommendations accepted	
At least 70% Member satisfaction with the impact of the scrutiny function	
At least 70% customer satisfaction with the quality and value for money of O/S services	

Aim 5 - A Council that is a great employer	
Performance Targets	Status
Results of Phase 1 of pay and conditions review implemented by September 2007	
Equal pay audit in relation to Phase 2 of pay and conditions review conducted by April 2008	
Removal or consolidation of such allowances associated with Phase 1 of the pay and conditions review by May 2007	
Further progress reviewed in September 2007	
Review of essential car user allowances completed by October 2007	
Sickness absence management procedure reviewed by June 2007 and implement recommendations of that review	
Quarter on quarter improvement in absence figures across the Council maintained, with an overall absence figure for 2007/2008 not exceeding 9 days per employee	
75% of respondents in agreement with the statement "I am able to strike the right balance between my home and work life"	
Maintain or improve upon accident levels during 2007/2008	
Self service to managers in HRMS Phase 2 delivered from May 2009	
Co-location of the HR Service Centre by September 2007	

Aim 5 - A Council that is a great employer	
Performance Targets	Status
Service standards in the HR Service Centre agreed and published by September 2007	
100% compliance with mandatory recruitment/contractual processes achieved by December 2007	
Revised HR transformational role in directorates implemented by October 2008	
Implement agreed modules/workshops and master classes for the Leadership Team from June 2007 onwards	
Establish external/internal mentoring arrangements for the Leadership Team from June 2007 onwards	
Implement workshops for new middle managers from June 2007 onwards	
Implement development programme workshops for new middle managers from July 2007 onwards	
Implement the agreed action plan arising from the Adult Learning Inspectorate Report according to specified time table	
Produce long term proposals for operating the Workstep programme from April 2008 onwards	
Produce accurate evidence of the proportion of our workforce with disabilities by September 2008	

Aim 6 - A directorate that is fit for purpose	
Performance Targets	Status
At least 3.5% efficiency gains	
Establishment and reporting lines reviewed and new monitoring system in place by February 2008	
Value for Money Reviews completed by October 2007	
All cost centres balanced by April 2008	
At least 95% achievement of internal customer care standards	
Average post project review score of 3	
At least 90% of key process deadlines achieved	