

AGENDA MANAGEMENT SHEET

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

Date of Committee 11th November 2008

Report Title Mid-year Directorate Report Card 2008/09 (April – Sept 2008).

Summary This report provides an analysis of the Performance and Development Directorate's performance at the mid-year point 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
- Local Member(s)
- Other Elected Members Cllr David Booth and Cllr George Atkinson
- Cabinet Member Cllr Peter Fowler and Cllr 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 and Performance and Development Overview & Scrutiny Committee – 11th November 2008

Mid year Directorate Report Card (April – Sept) 2008/09

Report of the Strategic Director of Performance and Development

Recommendation

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 at the mid-year point of 2008/09 (Appendix 1)

1.0 Background

- 1.1 This report presents Resources, Performance and Development Overview & Scrutiny Committee with the mid-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:




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|---------------|---|
| 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 at the mid-year point for 2007/08, performance is reported for **27** of these. Of the total number reported there are **3** National Indicators .

3.2 The performance at the mid-year for 2008/09 is presented in full in Appendix A and summarised in the table below.

| | Mid year forecast compared to 2007/08 target | | | | | | Total |
|----------------------|---|------------|---|------------|---|------------|-----------------------|
| | Mid year forecast exceeding target | | Mid year forecast meeting target | | Mid year forecast missed target | | |
| |  | |  | |  | | |
| | Total no. of measures | % | Total no. of measures | % | Total no. of measures | % | Total no. of measures |
| Performance Results | 3 | 21% | 9 | 64% | 2 | 14% | 14 |
| Customer Results | 0 | 0% | 3 | 100% | 0 | 17% | 3 |
| Corporate Health | 0 | 0% | 0 | 0% | 2 | 100% | 2 |
| People measures | 5 | 63% | 1 | 13% | 2 | 25% | 8 |
| OVERALL TOTAL | 8 | 30% | 13 | 48% | 6 | 22% | 27 |

3.3 The performance of the Performance & Development Directorate shows underlying strong performance with 78% of targets being realised or exceeded. Of the rest, it is evident that these indicators show underlying strong performance, with difficult target levels being close to realisation.

3.4 The Performance Results area shows strong performance with 85% of reported indicators currently exceeding end of year targets.

3.5 In the Customer Results the Directorate is performing well, improving its performance against the customer care standards while mystery shopping comments are also on target and show an increase on last years performance.

3.6 Our people results are showing underlying strong performance, with sickness well below target, and a strong set of staff survey results with 90% of results in the top quartile, despite a slight downturn in overall satisfaction.

3.7 The Corporate Health Results show managers are working to reduce our forecast budget overspend, and this forecast has reduced since last quarter. Our Corporate Governance Action set challenging targets and is now nearing completion.

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 |
|--------|--|-------------------------------------|--|
| LI334e | % Satisfaction that the County Council is a good employer <i>(Performance and Development Only)</i> | Directorate Management Team | 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 <i>(Performance and Development Only)</i> | Head of Human Resources | Management information has been circulated to remind managers of gaps in returns and will be updated at quarter three to monitor progress. |
| PD 1 | % of service transfers to Customer Service Centre by March 2009 | Head of Customer Service and Access | CSC manager holding ongoing negotiations over funding and resource implications with client Directorates. |
| PD 7 | New pay structure agreed by April 2009 | Head of Human Resources | Options for completion of "phase 2" to will presented to Cabinet in January 2009. |
| LI329e | % Year end variance from budget <i>(Performance and Development Only)</i> | Directorate Management Team | Managers and Heads of Service have been asked to deliver efficiencies to balance the budget by year end. Regular monitoring is in place. |
| LI331e | % Compliance with Directorate Governance action plan <i>(Performance and Development Only)</i> | Head of Law and Governance | 18 out of 21 actions have been completed. Of the outstanding work, one action has been completed, and the two further actions (Directorates Risks and FOI policy) completed and awaiting sign off. |

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 at the mid-year point of 2008/09 (Appendix 1)

David Carter
Strategic Director of Performance
and Development
Shire Hall, Warwick.
October 2008

Appendix A – Directorate Report Card (April – Sept 2008)

Performance and Development Mid Year Report Card 2008-9

| Customers | | | | | | | | | |
|------------|--|-------------------|----------------------|---------------------------------------|----------------------------------|--------------------------|---------------------------|---|--|
| Indicators | | | | | 2008 - 2009 | | | | SMART Remedial Action (To be carried out by Next Reporting Stage) |
| | | | | | Current Performance | | | | |
| Ref | Description | Aim | Collection Frequency | Baseline (2007-2008 Year End Actual) | Qtr 2 Actual (cumulative) (A) | Qtr 2 YE Forecast (B) | End of Year Target (C) | Qtr 2 YE Forecast against End of Year target (B) v (C) | |
| LI316e | % Achievement of WCC Customer Care Standards <i>(Performance and Development Only)</i> | Bigger is Better | Quarterly | 91.00 | 92.00 | 92.00 | 92.00 | ● | |
| LI317e | Satisfaction with Mystery shopping exercise rating <i>(Performance and Development Only)</i> | Bigger is Better | Quarterly | 84.50 | 85.00 | 85.00 | 85.00 | ● | |
| LI321e | Number of adverse Ombudsman complaints <i>(Performance and Development Only)</i> | Smaller is Better | Quarterly | 0.00 | 0.00 | 0.00 | 0.00 | ● | |

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|  | Year end forecast to exceed target |
|  | Year end forecast to meet target |
|  | Year end forecast to miss target (see remedial action) |




Performance and Development Mid Year Report Card 2008-9

| People | | | | | | | | | |
|------------|--|------------------|----------------------|---------------------------------------|----------------------------------|--------------------------|---------------------------|---|--|
| Indicators | | | | | 2008 - 2009 | | | | SMART Remedial Action (To be carried out by Next Reporting Stage) |
| | | | | | Current Performance | | | | |
| Ref | Description | Aim | Collection Frequency | Baseline (2007-2008 Year End Actual) | Qtr 2 Actual (cumulative) (A) | Qtr 2 YE Forecast (B) | End of Year Target (C) | Qtr 2 YE Forecast against End of Year target (B) v (C) | |
| LI334e | % Satisfaction that the County Council is a good employer <i>(Performance and Development Only)</i> | Bigger is Better | Quarterly | 84.04 | 83.00 | 83.00 | 86.00 | | <p>Overall the staff survey results have shown positive improvements with 66% response rate (highest in the Council)</p> <p>-86% of results equalled or increased compared to 2007</p> <p>-90% of results were in benchmarking top quartile</p> <p>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.</p> |
| LI335e | % Staff satisfaction that Appraisal was of benefit <i>(Performance and Development Only)</i> | Bigger is Better | Quarterly | 50.26 | 57.00 | 57.00 | 56.00 | | |
| | Year end forecast to exceed target | | | | | | | | |
| | Year end forecast to meet target | | | | | | | | |
| | Year end forecast to miss target (see remedial action) | | | | | | | | |





Performance and Development Mid Year Report Card 2008-9




People

| Indicators | | | | | 2008 - 2009 | | | | SMART Remedial Action (To be carried out by Next Reporting Stage) |
|------------|---|-------------------|----------------------|--|--|-----------------------------|---------------------------------|---|--|
| | | | | | Current Performance | | | | |
| Ref | Description | Aim | Collection Frequency | Baseline (2007-2008 Year End Actual) | Qtr 2 Actual (cumulative) (A) | Qtr 2 YE Forecast (B) | End of Year Target (C) | Qtr 2 YE Forecast against End of Year target (B) v (C) | |
| L1336e | % of all benchmarkable staff satisfaction questions in the top quartile of all local authorities (ORC Benchmark) <i>(Performance and Development Only)</i> | Bigger is Better | Quarterly | N/A | 90.00 | 90.00 | 90.00 | ● | |
| L1337e | No. Working days/ shifts lost due to sickness absence per FTE <i>(Performance and Development Only)</i> | Smaller is Better | Quarterly | 7.92 | 5.37 | 5.37 | 8.00 | ★ | |
| L1338e | % Employees who are disabled (Performance and Development Only) | Bigger is Better | Quarterly | 0.99 | 2.00 | 2.00 | 1.50 | ★ | |




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|  | Year end forecast to exceed target |
|  | Year end forecast to meet target |
|  | Year end forecast to miss target (see remedial action) |




Performance and Development Mid Year Report Card 2008-9

| People | | | | | | | | | |
|------------|---|------------------|----------------------|--|--|-----------------------------|---------------------------------|---|--|
| Indicators | | | | | 2008 - 2009 | | | | SMART Remedial Action (To be carried out by Next Reporting Stage) |
| | | | | | Current Performance | | | | |
| Ref | Description | Aim | Collection Frequency | Baseline (2007-2008 Year End Actual) | Qtr 2 Actual (cumulative) (A) | Qtr 2 YE Forecast (B) | End of Year Target (C) | Qtr 2 YE Forecast against End of Year target (B) v (C) | |
| LI339e | % Employees from BME communities <i>(Performance and Development Only)</i> | Bigger is Better | Quarterly | 8.80 | 9.00 | 9.00 | 5.00 |  | |
| LI340e | Top 5% of earners (senior management posts) that are women <i>(Performance and Development Only)</i> | Bigger is Better | Quarterly | 62.00 | 62.86 | 62.86 | 55.00 |  | |
| LI818 | % staff receiving an appraisal <i>(Performance and Development Only)</i> | Bigger is Better | Quarterly | 91.04 | 81.00 | 81.00 | 93.00 |  | Management information has been circulated to remind managers of gaps in returns and will be updated at quarter three to monitor progress. |
| NI001 | % of people who believe people from different backgrounds get on well together in their local area | Bigger is Better | Quarterly | N/A | N/A | 80.00 | 80.00 |  | |





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Performance and Development Mid Year Report Card 2008-9

| Performance Results | | | | | | | | | |
|---------------------|---|------------------|----------------------|---------------------------------------|--|--------------------------|---------------------------|---|---|
| Indicators | | | | | 2008 - 2009 | | | | SMART Remedial Action (To be carried out by Next Reporting Stage) |
| | | | | | Current Performance | | | | |
| Ref | Description | Aim | Collection Frequency | Baseline (2007-2008 Year End Actual) | Qtr 2 Actual (cumulative) (A) | Qtr 2 YE Forecast (B) | End of Year Target (C) | Qtr 2 YE Forecast against End of Year target (B) v (C) | |
| NI004 | % of people who feel they can influence decisions in their locality | Bigger is Better | Quarterly | N/A | N/A | 33.00 | 33.00 |  | |
| NI006 | Participation in Regular volunteering | Bigger is Better | Quarterly | N/A | Baseline and future year targets to be established through Place Survey. | | | | |
| PD 1 | % of service transfers to Customer Service Centre by March 2009 | Bigger is Better | Quarterly | N/A | 33.00 | 33.00 | 83.00 |  | Only two out of six planned transfers on target, and these are internal transfers with P&D CSC manager holding ongoing negotiations over funding and resource implications with client |
| PD 2 | % of Customer Service Centre enquiries answered at first point of contact | Bigger is Better | Quarterly | N/A | 82.00 | 82.00 | 80.00 |  | |



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|---|---|
|  | Year end forecast to exceed target |
|  | Year end forecast to meet target |
|  | Year end forecast to miss target (see remedial action) |




Performance and Development Mid Year Report Card 2008-9

| Performance Results | | | | | | | | | |
|---------------------|---|------------------|----------------------|---------------------------------------|----------------------------------|--------------------------|---------------------------|---|--|
| Indicators | | | | | 2008 - 2009 | | | | SMART Remedial Action (To be carried out by Next Reporting Stage) |
| | | | | | Current Performance | | | | |
| Ref | Description | Aim | Collection Frequency | Baseline (2007-2008 Year End Actual) | Qtr 2 Actual (cumulative) (A) | Qtr 2 YE Forecast (B) | End of Year Target (C) | Qtr 2 YE Forecast against End of Year target (B) v (C) | |
| PD 3 | % implementation of One Stop Shop programme action plan delivered by March 2009 | Bigger is Better | Quarterly | N/A | 33.00 | 83.00 | 83.00 |  | |
| PD 4 | % customer satisfaction with the services offered by Customer Service and Access | Bigger is Better | Quarterly | N/A | 96.00 | 96.00 | 90.00 |  | |
| PD 5 | CPA Score for Risk Management/Internal control element of Use of Resource Assessment maintained | Plan is best | Annually | 4 | N/A | 4 | 4 |  | |
| PD 6 | % of staff believe the Council encourages high standards | Bigger is Better | Annually | N/A | 91.00 | 91.00 | 85.00 |  | |





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|---|--|
|  | Year end forecast to exceed target |
|  | Year end forecast to meet target |
|  | Year end forecast to miss target (see remedial action) |




Performance and Development Mid Year Report Card 2008-9

| Performance Results | | | | | | | | | |
|---------------------|--|------------------|----------------------|---------------------------------------|-------------------------------|-----------------------|------------------------|---|--|
| Indicators | | | | | 2008 - 2009 | | | | SMART Remedial Action (To be carried out by Next Reporting Stage) |
| | | | | | Current Performance | | | | |
| Ref | Description | Aim | Collection Frequency | Baseline (2007-2008 Year End Actual) | Qtr 2 Actual (cumulative) (A) | Qtr 2 YE Forecast (B) | End of Year Target (C) | Qtr 2 YE Forecast against End of Year target (B) v (C) | |
| PD 7 | New pay structure agreed by April 2009 | Bigger is Better | Quarterly | N/A | Nov 2009 | Nov 2009 | April 2009 |  | Pilot exercise currently being evaluated. Options for completion of "phase 2" to will presented to Cabinet in January 2009. Whilst is likely that a new pay structure will be agreed early in the new financial year it is not likely that this will be implemented until November 2009. |
| PD 8 | HR advisory centre model implemented and in place and key appointments | Bigger is Better | Quarterly | N/A | October 2008 | October 2008 | October 2008. |  | |
| LI322 | Direction of travel CPA score | Bigger is Better | Annually | 3 | N/A | N/A | 4 | | Direction of travel to be conducted in November 2008 |



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|  | Year end forecast to exceed target |
|  | Year end forecast to meet target |
|  | Year end forecast to miss target (see remedial action) |




Performance and Development Mid Year Report Card 2008-9

| Performance Results | | | | | | | | | |
|---------------------|---|------------------|----------------------|---------------------------------------|----------------------------------|--------------------------|---------------------------|---|--|
| Indicators | | | | | 2008 - 2009 | | | | SMART Remedial Action (To be carried out by Next Reporting Stage) |
| | | | | | Current Performance | | | | |
| Ref | Description | Aim | Collection Frequency | Baseline (2007-2008 Year End Actual) | Qtr 2 Actual (cumulative) (A) | Qtr 2 YE Forecast (B) | End of Year Target (C) | Qtr 2 YE Forecast against End of Year target (B) v (C) | |
| LI300 | % LAA measures on target | Bigger is Better | Quarterly | N/A | 76.00 | 76.00 | 74.00 |  | |
| PD 9 | % of staff receive core brief | Bigger is Better | Quarterly | N/A | N/A | 88.00 | 85.00 |  | Increase of 19% since 07/08 staff survey result |
| PD 10 | Improved reflection of the council brand in media coverage through: % of coverage relating directly to priorities and themes | Bigger is Better | Quarterly | N/A | 80.00 | 80.00 | 80.00 |  | |
| PD 11 | 800 plus votes on the Intranet Poll every week. | Bigger is Better | Quarterly | N/A | 1000+ | 1000+ | 800 |  | |

| | |
|---|---|
|  | Year end forecast to exceed target |
|  | Year end forecast to meet target |
|  | Year end forecast to miss target (see remedial action) |

Performance and Development Mid Year Report Card 2008-9

| Corporate Health | | | | | | | | | |
|------------------|---|------------------|----------------------|---------------------------------------|----------------------------------|--------------------------|---------------------------|--|--|
| Indicators | | | | | 2008 - 2009 | | | | SMART Remedial Action (To be carried out by Next Reporting Stage) |
| | | | | | Current Performance | | | | |
| Ref | Description | Aim | Collection Frequency | Baseline (2007-2008 Year End Actual) | Qtr 2 Actual (cumulative) (A) | Qtr 2 YE Forecast (B) | End of Year Target (C) | Qtr 2 YE Forecast against End of Year target (B) v(C) | |
| LI329e | % Year end variance from budget <i>(Performance and Development Only)</i> | Plan is Best | Quarterly | -5.90 | 2.17 | 2.17 | 0.00 |  | Managers and Heads of Service have been asked to deliver efficiencies to balance the budget by year end. Regular monitoring is in place. |
| LI331e | % Compliance with Directorate Governance action plan <i>(Performance and Development Only)</i> | Bigger is Better | Quarterly | 83.30 | 86.00 | 86.00 | 90.00 |  | 18 out of 21 actions have been completed. Of the outstanding work, one action has been completed, and the two further actions (Directorates Risks and FOI policy) completed and awaiting sign off. |

| | |
|---|---|
|  | Year end forecast to exceed target |
|  | Year end forecast to meet target |
|  | Year end forecast to miss target (see remedial action) |