

## Agenda No

### AGENDA MANAGEMENT SHEET

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

**Date of Committee** 12<sup>th</sup> February 2009

**Report Title** Quarter 3 Directorate Report Card 2008/09 (October – December 2008).

**Summary** This report provides an analysis of the Performance and Development Directorate's performance at quarter 3 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 David Booth and Cllr George Atkinson         |
| Cabinet Member        | <input checked="" type="checkbox"/> | Cllr Peter Fowler and Cllr Heather Timms          |
| Chief Executive       | <input type="checkbox"/>            |                                                   |
| Legal                 | <input type="checkbox"/>            |                                                   |
| Finance               | <input type="checkbox"/>            | .....                                             |
| Other Chief Officers  | <input checked="" type="checkbox"/> | Strategic Director of Performance and Development |
| District Councils     | <input type="checkbox"/>            | .....                                             |

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 – 12<sup>th</sup> February 2009**

### **Quarter 3 Directorate Report Card (Oct – Dec) 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 quarter three 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:




<b>Type 1</b>	Specialist areas, clearly led by one Directorate which appear in the Corporate Report Card <i>eg. Environment CPA score</i>
<b>Type 2</b>	The Directorate's contribution to the cumulative Corporate figure which appears in the Corporate Report Card <i>eg. Sickness absence</i>
<b>Type 3</b>	Measures specific to the Directorate, as taken from the Directorate Business Plan (Directorate Report Card only)
<b>Type 4</b>	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 quarter 3 for 2008/09 is presented in full in Appendix A and summarised in the table below.

	Quarter 3 forecast compared to 2008/09 target						Total
	Quarter 3 forecast exceeding target		Quarter 3 forecast meeting target		Quarter 3 forecast missed target		
							
	Total no. of measures	%	Total no. of measures	%	Total no. of measures	%	Total no. of measures
Performance Results	6	40	4	27	5	33	<b>15</b>
Customer Results	0	0	2	100	0	0	<b>2</b>
Corporate Health	1	50	1	50	0	0	<b>2</b>
People measures	5	62.5	1	12.5	2	25	<b>8</b>
<b>OVERALL TOTAL</b>	<b>12</b>	<b>44</b>	<b>8</b>	<b>30</b>	<b>7</b>	<b>26</b>	<b>27</b>

3.3 The performance of the Performance & Development Directorate shows underlying strong performance with 74% 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 67% of reported indicators currently exceeding end of year targets.

3.5 In the Customer Results the Directorate is performing well, performance against the customer care standards has remained constant in comparison with the previous quarter. Currently 100% of reported indicators have been met.

3.6 Our people results are showing underlying strong performance, with 75% of targets being realised or exceeded. Sickness levels are better than the target and 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 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 at Quarter 3 100% of these are on target for completion by year end.

## 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	Work is being undertaken with Block Leaders on a number of levels to ensure that remedial actions are undertaken to ensure that targets are back on track. In instances where reported underperformance is due to unrealistic targets (either as a result of target setting or changes in the economic environment), discussions are envisaged with Government Office for the West Midlands during the review and refresh period to ensure that revised targets are put in place where there is sound evidence to do so.
LI800	% of service transfers to Customer Service Centre by March 2009	Kushal Birla	CSC manager holding ongoing negotiations over funding and resources implications with relevant directorates.
LI802	% implementation of One Stop Shop programme action plan delivered by March 2009	Kushal Birla	Delays are partly due to location changes; choices are currently being considered.
LI805	New pay structure agreed by April 2009 and implemented by November 2009	Bob Perks	Strategy in relation to the completion of "Phase 2" will be considered by SDLT on 21-1-08 and which may change the targets with relation to the pay and condition review

LI322	Direction of Travel CPA Score	Monica Fogarty	The CPA Direction of Travel result will be published by the Audit Commission on the 26th February 2009.
LI334e	% Satisfaction that the County Council is a good employer (PD Directorate only)	Bob Perks	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 (Directorate only)	Bob Perks	Management information has been circulated to remind managers of gaps in returns and will be updated at quarter three to monitor progress.

## 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 quarter 3 of 2008/09 (Appendix 1)

David Carter  
Strategic Director of Performance  
and Development  
Shire Hall, Warwick.  
February 2009

Performance & Development Quarter 3 Report Card 2008 - 2009

Performance Results									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
Ref	Description	Aim	Collection Frequency		Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
					Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI300	% LAA measures on target	Bigger is Better	Quarterly	N/A	71.00	71.00	74.00	▲	Work is being undertaken with Block Leaders on a number of levels to ensure that remedial actions are undertaken to ensure that targets are back on track. In instances where reported underperformance is due to unrealistic targets (either as a result of target setting or changes in the economic environment), discussions are envisaged with Government Office for the West Midlands during the review and refresh period to ensure that revised targets are put in place where there is sound evidence to do so.
NI001	% of people who believe people from different backgrounds get on well together in their local area	Bigger is Better	Biennial	N/A	-	80.00	80.00	●	
NI004	% of people who feel they can influence decisions in their locality	Bigger is Better	Biennial	N/A	-	33.00	33.00	●	
NI006	Participation in Regular volunteering (%)	Bigger is Better	Biennial	N/A	-	-	-	-	Baseline will be established via place survey due to report end of January 2009 - Targets for future periods will be set thereafter.
LI328	Use of Resources CPA Score	Bigger is Better	Annually	4	4.00	4.00	4.00	●	
LI800	% of service transfers to Customer Service Centre by March 2009	Bigger is Better	Quarterly	N/A	33.00	33.00	83.00	▲	CSC manager holding ongoing negotiations over funding and resources implications with client

★ Year End forecast to exceed target

● Year End forecast to meet target

▲ Year End forecast to miss target (see remedial action)




Performance & Development Quarter 3 Report Card 2008 - 2009


Performance Results									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI802	% implementation of One Stop Shop programme action plan delivered by March 2009	Bigger is Better	Quarterly	N/A	50.00	50.00	83.00	▲	Delays are partly due to location changes; a number of locations are currently being considered.
LI803	% customer satisfaction with the services offered by Customer Service and Access	Bigger is Better	Quarterly	N/A	95.00	95.00	90.00	★	
LI804	% of staff believe the Council encourages high standards	Bigger is Better	Annually	N/A	91.00	91.00	85.00	★	
LI805	New pay structure agreed by April 2009 and implemented by November 2009	Bigger is Better	Quarterly	N/A	0.00	0.00	1.00	▲	Strategy in relation to the completion of "Phase 2" will be considered by SDLT on 21-1-08 and which may change the targets with relation to the pay and condition review
LI806	HR advisory centre model implemented and in place and key appointments	Bigger is Better	Quarterly	N/A	1	1	1	●	Basic model implemented on target with business partners identified and in post. Significant on-going work is required to release full benefits of the new model.
LI807	% of staff receive core brief	Bigger is Better	Annually	N/A	88	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	81	81	80	★	
LI809	800 plus votes on the Intranet Poll every week.	Bigger is Better	Quarterly	N/A	900	900	800	★	
LI342	% Public enquiries resolved at first point of contact - Contact Centre	Bigger is Better	Quarterly	94.07	95	95	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 Quarter 3 Report Card 2008 - 2009

Performance Results										
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009					SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
Ref	Description	Aim	Collection Frequency		Current Performance					
					Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)		
LI322	Direction of Travel CPA Score	Bigger is Better	Annually	3	3	3	4	▲	The CPA Direction of Travel result will be published by the Audit Commission on the 26th February 2009.	


 Year End forecast to exceed target


 Year End forecast to meet target


 Year End forecast to miss target (see remedial action)

Performance & Development Directorate Report Card Quarter 3 2008 - 2009



Customers									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
Ref	Description	Aim	Collection Frequency		Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
					Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI316e	% Achievement of WCC Customer Care Standards (PD Directorate only)	Bigger is Better	Quarterly	91	92.00	92.00	92.00	●	
LI317e	Satisfaction with Mystery shopping exercise rating (PD Directorate only)	Bigger is Better	Annually	84.5	-	-	85.00	-	Mystery Shopping results to be published Feb/March 2009 and as such will be reported in the end of year Report Card
LI321e	Number of adverse Ombudsman complaints (PD Directorate only)	Smaller is Better	Quarterly	N/A	0.00	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)

**Performance & Development Report Card Quarter 3 2008 - 2009**

Corporate Health									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
					Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
Ref	Description	Aim	Collection Frequency		Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI329e	% Year end variance from budget	Plan is Best	Quarterly	-5.9	0.00	0.00	0.00		
LI331e	% Compliance with Directorate Governance action plan	Bigger is Better	Quarterly	83.3	100.00	100.00	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 Report Card Quarter 3 2008 - 2009


People									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
Ref	Description	Aim	Collection Frequency		Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
					Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI334e	% Satisfaction that the County Council is a good employer (PD Directorate only)	Bigger is Better	Annually	84.04	83.00	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 are drawing together 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	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	90.00	●	
LI337e	No. Working days/ shifts lost due to sickness absence per FTE (PD Directorate only)	Smaller is Better	Quarterly	7.92	6.09	6.09	8.00	★	
LI338e	% Employees who are disabled (PD Directorate only)	Bigger is Better	Quarterly	0.99	3.00	3.00	1.50	★	
LI339e	% Employees from BME communities (PD Directorate only)	Bigger is Better	Quarterly	8.8	10.14	10.14	5.00	★	
LI340e	Top 5% of earners (senior management posts) that are women (PD Directorate only)	Bigger is Better	Quarterly	62	61.76	61.76	55.00	★	


★	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 Report Card Quarter 3 2008 - 2009

People									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
Ref	Description	Aim	Collection Frequency		Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
					Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI818	% staff receiving an appraisal (Directorates Only)	Bigger is Better	Annually	91.04	81	81	93	▲	Management information has been circulated to remind managers of gaps in returns and will be updated at quarter three to monitor progress.

 Year End forecast to exceed target

 Year End forecast to meet target

 Year End forecast to miss target (see remedial action)