

AGENDA ITEM NUMBER :

TO: AUDIT AND RESOURCES OVERVIEW & SCRUTINY COMMITTEE 8th JUNE 2004

SUBJECT: PERFORMANCE MANAGEMENT – FULL YEAR RESULTS 2003/04

FROM: CORPORATE AND STRATEGIC LEADERSHIP PORTFOLIO HOLDER

1. PURPOSE OF REPORT

- 1.1. To present a performance report from the Corporate and Strategic Leadership Portfolio Holder (see appendix) relating to Corporate Strategy and BVPI results for 3003/04
- 1.2. To ensure the committee has the necessary information to effectively challenge the portfolio holders regarding the performance of their areas and make comments to the Executive.
- 1.3. To draw to the committees attention appendices 1-4 of the Executive Performance Report which detail performance against target for Corporate Strategy Indicators; Best Value Performance Indicators; Residents satisfaction results; and BVPI trends over the last 12 months

2. BACKGROUND

- 2.1. The regular and systematic reporting of performance results against target, trended over time and compared with other authorities is a fundamental element of the Councils integrated performance management framework. The performance management framework in turn is a key tool in ensuring the Council stays focussed on what matters to ensure it delivers its services efficiently and effectively.
- 2.2. This report builds on the format and new approach to performance reporting approved by Executive following the 2nd and 3rd Quarter performance reports (November 2003 and February 2004) and utilises the a combination of the online performance management system and reporting tables prepared for CPA.
- 2.3. When examining performance results for any given area the following points should be considered with relation to the results achieved and used to evaluate the appropriateness of any corrective action proposed:
 - Result against target
 - Result compared to best in class (where available)
 - Result compared to previous results - trend over time.
- 2.4. Out of tolerance information and corrective action are required where results miss target by more than 10%. Corrective action is also required for those indicators which are assessed as having a high risk of missing target at the next reporting occasion.

3. **POLICY AND BUDGET FRAMEWORK**

This report is consistent with the Council's Corporate Strategy. There are no budget implications associated with it.

4. **OUTCOMES REQUIRED**

- 4.1. That the Committee scrutinises performance over the last quarter and makes comments to the Executive in relation to this performance report

5. **BACKGROUND PAPERS**

Performance Management Report - June Executive 2003
Performance Management Report - August Executive 2003
Performance Management Report – November Executive 2003

Chris Charman
Policy and Performance

Areas in District Affected:
Executive Portfolio Area and Holder:

All
Corporate and Strategic Leadership

Quarterly Performance Report

2003/2004 Quarter 4

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Key to symbols

Targets

- ^ on or above target
- < within 10% of target
- v below target

Comparative Performance

- ^ performance within best quartile
- < performance within mid quartiles
- v performance within worst quartiles

Trend over time

- ^ ^ continuous improvement over 3 years
- ^ improvement since equivalent data last year
- < static
- v decline since equivalent data last year
- v v continuous decline in performance over 3 years

CM2(1) Overall percentage satisfied with the Council

Target : 77%

Result : 64% v

Comparative Performance : No comparative data

Trend over time : Declining v

2001/2002

2002/2003 77%

OUT OF TOLERANCE REPORT

Mitigation : The drop in satisfaction is in line with the national picture for local authorities.

Action : Improvement to be sought through Corp Improvement Plan; customer access BVR; communications BVR

Quarterly Performance Report

2003/2004 Quarter 4

CORPORATE & STRATEGIC LEADERSHIP
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CM3(1) Percentage satisfied with the handling of complaints

<i>Target :</i>	46.4%	
<i>Result :</i>	37%	v
<i>Comparative Performance :</i>	No comparative data	
<i>Trend over time :</i>	Declining	v
2001/2002		
2002/2003	46.4%	

OUT OF TOLERANCE REPORT

Mitigation : Result reflects national trends and may reflect current complaints procedures

Action : Review complaint handling; purchase new software; Cust Access BVR; integrate with perf management

CM36 Percentage of undisputed invoices paid within 30 days

<i>Target :</i>	100%	
<i>Result :</i>	96.29%	<
<i>Comparative Performance :</i>	Best quartile	^
<i>Trend over time :</i>	Continuous improvement	^ ^
2001/2002 Quarter 4	95%	
2002/2003 Quarter 4	96.12%	

Quarterly Performance Report

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CM54 Percentage of top 5% of earners that are women

<i>Target :</i>	26%	
<i>Result :</i>	25.64%	<
<i>Comparative Performance :</i>	Best quartile	^
<i>Trend over time :</i>	Improving	^
2001/2002 Quarter 4		
2002/2003 Quarter 4	21%	

CM55 Percentage of top 5% of earners from black and minority ethnic communities

<i>Target :</i>	3%	
<i>Result :</i>	0%	v
<i>Comparative Performance :</i>	Lower-Mid quartile	<
<i>Trend over time :</i>	Static	<
2001/2002 Quarter 4		
2002/2003 Quarter 4	0%	

OUT OF TOLERANCE REPORT

Mitigation : Dependant upon recruitment

Action : No action

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CM56 Number of working days / shifts per employee lost to sickness absence

Target :	6	
Result :	9.38	v
Comparative Performance :	Upper-Mid quartile	<
Trend over time :	Declining	v
2001/2002 Quarter 4	9.01	
2002/2003 Quarter 4	7.19	

OUT OF TOLERANCE REPORT

Mitigation : Unexpectedly high third and fourth quarter absence

Action : Continue to monitor on a weekly basis

RISK REPORT

Likelihood of missing target : High

Impact of missing target : Medium/High

Action :

CM58 % of early retirements from the total workforce

Target :	0.20%	
Result :	0.35%	v
Comparative Performance :	Upper-Mid quartile	<
Trend over time :	Improving	^
2001/2002 Quarter 4	0.2%	
2002/2003 Quarter 4	0.36%	

OUT OF TOLERANCE REPORT

Mitigation : Two early retirements

Action :

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CM57 Voluntary leavers as a % of staff in post

<i>Target :</i>	10%	
<i>Result :</i>	15.14%	v
<i>Comparative Performance :</i>	No comparative data	
<i>Trend over time :</i>	Improving	^
2001/2002 Quarter 4	8.6%	
2002/2003 Quarter 4	20.14%	

OUT OF TOLERANCE REPORT

Mitigation : Unrealistic target - monitoring includes short term contract leavers

Action : Investigate possibility of amending system to exclude short term contract leavers

RISK REPORT

Likelihood of missing target : High

Impact of missing target : Medium

Action :

CM59 % of ill health retirements from total workforce

<i>Target :</i>	0.33%	
<i>Result :</i>	0.53%	v
<i>Comparative Performance :</i>	Lower-Mid quartile	<
<i>Trend over time :</i>	Static	<
2001/2002 Quarter 4	0%	
2002/2003 Quarter 4	0.53%	

OUT OF TOLERANCE REPORT

Mitigation : Three ill-health retirements.

Action : Continued absence monitoring and management

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2003/2004 Quarter 4
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CM60(1) % of workforce who have a disability

<i>Target :</i>	4.3%	
<i>Result :</i>	2.6%	V
<i>Comparative Performance :</i>	Lower-Mid quartile	<
<i>Trend over time :</i>	Continuous decline	V V
2001/2002 Quarter 4	3.5%	
2002/2003 Quarter 4	3.03%	

OUT OF TOLERANCE REPORT

Mitigation : Some disabled have left the workforce

Action : Continue to operate Positive About Disability policy

CM60(2) % of working age population with disabilities

<i>Target :</i>		
<i>Result :</i>	10.8%	
<i>Comparative Performance :</i>	Best quartile	^
<i>Trend over time :</i>	Static	<
2001/2002 Quarter 4	12.7%	
2002/2003 Quarter 4	10.8%	

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2003/2004 Quarter 4

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CM60(2) % of working age population with disabilities

Target :

Result : 10.8%

Comparative Performance : Best quartile ^

Trend over time : Static <

2001/2002 Quarter 4 12.7%

2002/2003 Quarter 4 10.8%

CM61(1) % of workforce from ethnic minority community

Target : 6.42%

Result : 6.7% ^

Comparative Performance : Best quartile ^

Trend over time : Continuous improvement ^ ^

2001/2002 Quarter 4 4.9%

2002/2003 Quarter 4 6.42%

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2003/2004 Quarter 4
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CM61(2) % of working age population from minority ethnic communities

Target :

Result : 7.4%

Comparative Performance : Best quartile ^

Trend over time : Static <

2001/2002 Quarter 4 5.6%

2002/2003 Quarter 4 7.4%

CS4(1) Does the authority have a Community Strategy developed in collaboration with the LSP

Target : Y

Result : N

OUT OF TOLERANCE REPORT

Mitigation : Currently developing

Action : Under Development

Quarterly Performance Report
2003/2004 Quarter 4
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CU31(2) Number of housing benefit fraud investigators employed per 1000 caseload

Target :

Result : 0.19

Comparative Performance : No comparative data

Trend over time : No trend data

2001/2002

2002/2003

CU31(4) Number of prosecutions & sanctions per 1000 caseload

Target :

Result : 6.66

Comparative Performance : No comparative data

Trend over time : No trend data

2001/2002

2002/2003

DS17 Percentage of standard searches completed within 10 working days

Target : 100%

Result : 100% ^

Comparative Performance : Best quartile ^

Trend over time : Continuous improvement ^ ^

2001/2002 Quarter 4 49%

2002/2003 Quarter 4 81%