

Cabinet

30 January 2020

One Organisational Plan Quarterly Performance Progress Report Period under review: April to November 2019

Recommendation

That Cabinet is recommended to consider and comment on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.

1. Report Summary

- 1.1. This report outlines the performance of the organisation at the Quarter 3 position, 1st April to 31st November 2019.
- 1.2. Key human resources performance is outlined and high-level risks to the Council are highlighted within the report.

2. Performance Commentary

2.1 The OOP 2020 Plan aims to achieve two high level Outcomes:

- **Warwickshire's communities and individuals are supported to be safe, healthy and independent;** and,
- **Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.**

Progress to achieve these outcomes is assessed against 64 Key Business Measures (KBMs).

Outcome	No. of KBMs
Warwickshire's communities and individuals are supported to be safe, healthy and independent	23
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	12

In addition, to demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources** performance is assessed against a total of 29 KBMs.

As the Organisation continues to transform, this is the first quarter that will be reported against in the a new [Commissioning Intentions Performance Framework](#). The new measures included in the Framework provide a sharpened focus on

performance linked to the Organisation’s priorities. Detailed performance has been visualised utilising the functionality of the newly implemented Microsoft Power BI system.

2.2 At the end of Quarter 3, 48% (31) of KBMs are currently on track and achieving target while the remaining 23% (15) of KBMs are not on track and behind target. 28% KBMs (18) are either annual measures not yet due for reporting, are not targeted or reported in arrears. Chart 1 below summarises KBM performance by outcome.

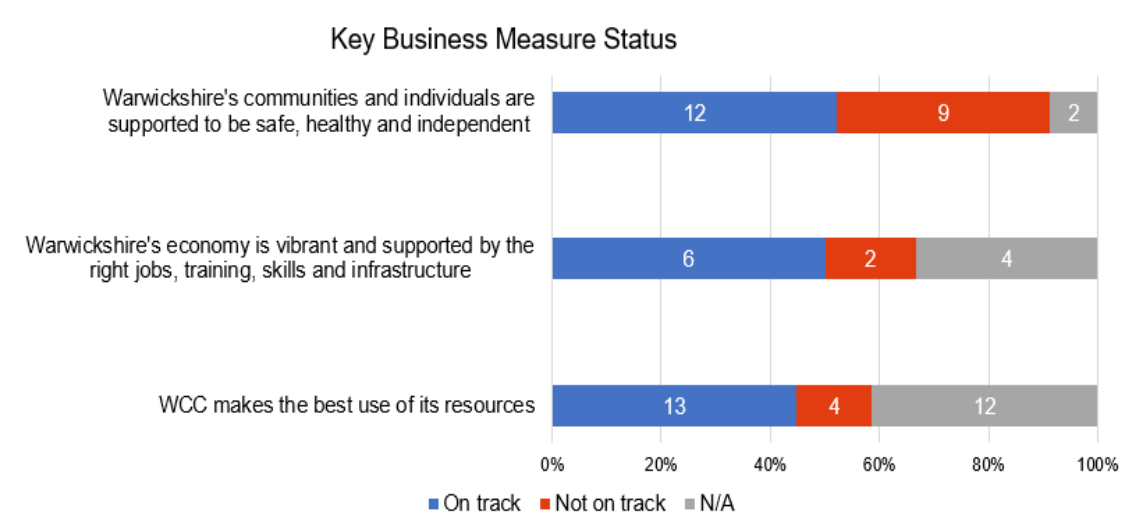


Chart 1

2.3 Of the 48% (31) KBMs which are on track and achieving target there are several measures where performance is of particular note, including:

- No. of children open to an early help assessment as the number of cases have increased as improvement recommendations from the Multi- agency Safeguarding Hub (MASH) are coming to fruition;
- No. of permanent admissions to residential or nursing care (under 65) as cumulative year to date target is being met; and,
- Rate of total recorded crime per 1,000 population which is at its lowest point this year and below target.

2.4 Chart 2 below illustrates the considered projection of performance over the forthcoming reporting period.

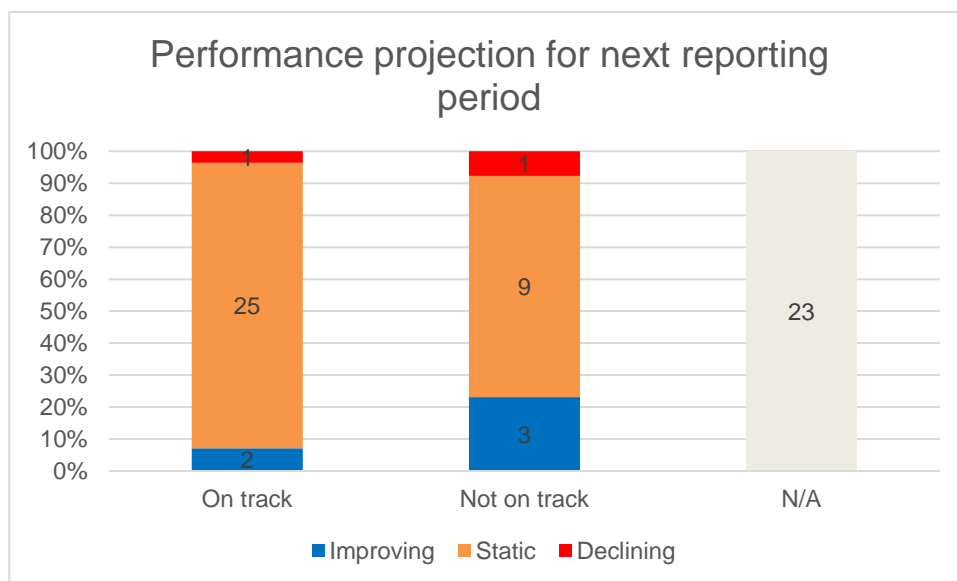


Chart 2

Of the 64 KBMs, 43.75% (28) are projected to remain on target over the next reporting period. Of the 20.30% (13) KBMs that are not on track, performance is projected to improve for the following 3 KBMs:

- % of Capital construction projects which fully deliver defined business case criteria;
- % of care leavers (relevant and former relevant 16-21) who are not in education, employment and training (NEET); and,
- % of placements for adults in provision of good or outstanding quality as rated by Care Quality Commission.

The table below highlights the 7 KBM's, including remedial action being taken, where performance is projected to remain underperforming and static;

Measure	Remedial Action
Warwickshire's communities and individuals are supported to be safe, healthy and independent	
No. of children looked after (CLA) excluding unaccompanied asylum-seeking children (UASC)	Significant measures have been put in place to manage demand, reduce the time children are in care and to increase the number of children and young people leaving care. Some of these processes are well developed, for example, Children's Decision Making Panel, improved Special Guardianship Order (SGO) offer and increased discharge of Care Orders. Other actions, such as the Family Drug and Alcohol Court will not begin until next financial year. These measures have slowed the rise in children in care. The Service still has a Project Board to proactively monitor performance, which is chaired by the Assistant Director.
% of women who smoke at the time of delivery across Warwickshire	There is a strategic review and needs assessment of stop smoking support across the Coventry & Warwickshire Local Maternity System (LMS). The Review and its recommendations will be completed by March 2020.

<p>% of children receiving a 6-8 week health check</p>	<p>Current performance has been discussed with provider at contact management meetings and will require improvement;</p> <ul style="list-style-type: none"> • the Health Visiting Service continue to embed the use of Outcomes Stars (a tool designed to support positive change and wellbeing) at 6-8 reviews; • continued embedding of Electronic Patient Records (introduced end September) which is impacting on staff time and mandated contact; and, • there is a need to prioritise antenatal and new birth mandated contacts.
<p>No. of fire related deaths</p>	<p>The Service fully investigates any fire related deaths in an effort to understand causes and identify any appropriate remedial action. Detailed reports have previously been to OSC and Committee Members have recognised that it is difficult to influence fire death outcomes as a result of suicide or crime, however the Service will endeavour to seek all preventable causal factors to fire deaths.</p>
<p>No. of fire related injuries</p>	<p>The Service closely monitors levels and types of incidents involving fire related injuries to address any emerging issues to inform community prevention activities. Similarly, to the fire related deaths measure, the Service will continue to work with partners to better understand any underlying causal factors (such as mental health issues or alcohol / drug dependencies etc) in the endeavour of preventing similar incidents and injuries in the future. Detailed reports have previously been to OSC and Committee Members have recognised that it is difficult to influence fire death outcomes as a result of suicide or crime, however the Service will endeavour to seek all preventable causal factors to fire injuries.</p>
<p>% times a fire appliance arrives at life risk or property incidents within agreed response standards</p>	<p>The Service deploys staff flexibly across different duty systems to provide optimum operational crewing at any given time, e.g. on-call staff will be utilised to support whole time crewing when needed and vice versa. Recruitment and retention of on-call firefighters is an ongoing challenge, reflecting the national picture, but the Service has seen significant improvements in on-call availability in recent months. Service Control redeploy both staff and vehicles daily to optimise emergency cover, however with the unpredictability and geographical spread of incidents the mitigating effect of this will always be limited. Targeted fire prevention activity is delivered to remote rural areas which the Service knows it will struggle to reach within the 10 minute response time. In the longer term the Service Asset Management Plan sets out the intention to relocate some whole-time response points onto transport nodes across the County with the intention of improving response to emergency incidents outside of the current predicted 10 minute travel time, particularly those on the motorway network.</p>

Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	
% of Warwickshire pupils attending schools (including nursery schools) judged Good or Outstanding by Ofsted	Maintained category C and D schools continue to receive support from Learning Improvement Officers and school consortia are being funded for school improvement projects many of which focus on the current Ofsted framework.

The table below highlights action being taken for 2 KBM's which are lagging indicators measured annually and where performance is projected to remain below target until the next annual survey scheduled for Summer 2020.

WCC makes the best use of its resources	
% staff satisfaction with modern working arrangements	<p>In the Your Say Survey Summer 2019, 72% of staff reported satisfaction with working arrangements i.e. being able to work flexibly from alternative locations or make use of a flexible working patterns. Our target satisfaction rate is 75%</p> <p>This is a lagging indicator. Since the survey, we have launched our Flexible Working offer, which significantly extends flexible working, and are supporting teams to develop their own 'Team Principles' and adopt a more flexible approach to work. Managers have been invited to workshops to develop skills in managing remote teams and to embed flexible working. We are also delivering sessions to encourage and enable managers to have good conversations with staff as part of this change process.</p> <p>To support a more flexible approach to work, we have adopted new technology with M365 software and SurfacePro devices. These measures are expected to improve.</p>
% leaders and managers driving a high-performance culture	<p>Based on our annual staff survey for Summer 2019, 68% of managers are currently assessed to be driving forward a culture of high performance. In the context of wide scale service redesign and transformation we believe this a positive result although we have an ambitious target of reaching a 75% rate.</p> <p>Our Performance Framework for tiers 0-3 continues to mature. Lessons learned will inform our future approach to appraisals and performance development plans for tier 4+. Alongside this we continue to roll out Leadership Development activities. This investment in developing a high performance culture through Our People Strategy is expected to improve this KBM.</p>

Finally, performance is projected to decline for 1 KBM which is already underperforming;

- No. of days sick leave per FTE (rolling 12 months) - The average days sickness is currently running at 10.34 days based on a rolling 12 months

and is both above the target of 9.04 days per FTE and the same point last year. This may reflect the impact of ongoing significant structural changes. As part of Our People Plan, there is a pilot approach in Business & Customer Services in Resources Directorate. Also, the steering group works with Public Health, the focus is on proactive interventions, particularly mental health and wellbeing champions. Sickness absence surgeries are in place for managers and bespoke training and support has been provided in targeted areas. Sickness absence levels continue to be reported to managers monthly and the HR Advisory service provides support and guidance to managers to manage long and short-term sickness absence. Meetings have taken place with Resources DLT to review levels of absence and similar meetings are scheduled in January for People and Communities.

23 of the KBMs do not have a projection currently as are either annual measures not yet due for reporting, are not targeted or reported in arrears.

- 2.5 Comprehensive performance reporting is now enabled through the following link to Power BI [Full Cabinet Quarter 3 Performance Report](#).

The Cabinet [Quarter 3 OOP Exception Dashboard](#) contains details of those measures that are of significant note where good performance or areas of concern need to be highlighted.

There are a further 3 dashboards split by Outcome which provide a summary of performance for each KBM;

- [Warwickshire's Communities - Cabinet Dashboard](#);
- [Warwickshire's Economy - Cabinet Dashboard](#); and,
- [Best Use of Resources - Cabinet Dashboard](#).

Management of HR

- 2.6 A summary of the position on HR management is shown below:

- The average days sickness is currently running at 10.34 days based on a rolling 12 months and is both above the target of 9.04 days per FTE and the same point last year. FTE days lost has increased in Resources and Communities and decreased in People Directorate;
- Headcount: Quarter 3 headcount (as at 30th November) is 4496 which is a slight increase of 0.13% since Quarter 2, but an overall reduction of 114 heads since December 2018;
- Age Profile remains stable with an average age of 45.2. Efforts to increase the younger representation of the workforce continues with the Apprenticeship programme; and,
- HR headline figures are available in the Appendix.

Management of Risk

2.7 Significant risks continue to be actively managed by Corporate Board through the Corporate Risk Register and remain unchanged, with the only net red risk being the adequate safeguarding of Children and vulnerable adults which is set permanently at red because of the nature of the risk. The full details can be found in the Appendix.

3.0 Financial Implications

3.1 None specific to this report (but see associated finance performance report).

4.0 Environmental Implications

4.1 None specific to this report.

Background Papers

None

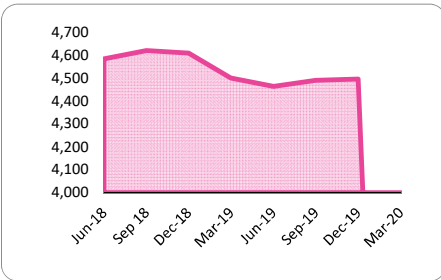
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This report was not circulated to members prior to publication.

Appendix Part 2: Headline HR Information

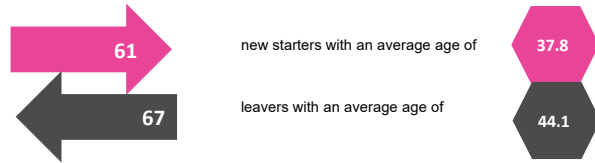
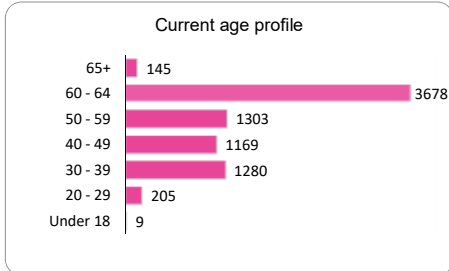
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees

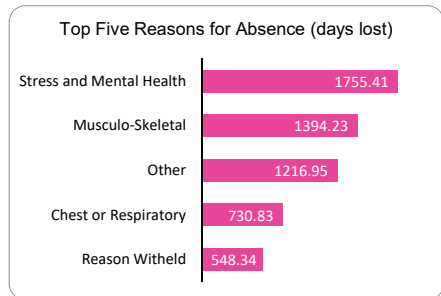


	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19	Q1 19/20	Q2 19/20	Q3 19/20	Year End 19/20
Headcount	4,585	4,621	4,610	4,501	4,464	4,490	4,496	
Full-time Equivalents	3,799	3,866	3,859	3,774	3,734	3,756	3,746	Q3 as at 30/11/19
Whole-time Equivalents	3,738	3,785	3,810	3,707	3,703	3,724	3,725	
Number of Posts	5,424	5,450	5,494	5,376	5,354	5,457	5,488	

Age Profile of our Workforce



Sickness Absence Statistics



	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19	Q1 19/20	Q2 19/20	Q3 19/20	Year End 19/20
Days lost through sickness	9,466	8,263	6,799	36,213	9,068	9,228	7,408	
... of which short-term	3,061	2,646	2,624	13,511	2,962	2,806	2,802	Q3 as at 30/11/19
	32.4%	32.0%	38.6%	37.3%	32.7%	30.4%	37.8%	
... of which long-term	6,385	5,617	4,175	22,702	6,106	6,422	4,606	
	67.6%	68.0%	61.4%	62.7%	67.3%	69.6%	62.2%	

Staff Turnover (1st October 2019-30th November 2019)



	New Starters	Leavers	% Turnover
Headcount	208	184	14.12 (rolling year) 1.49 (30th Nov 2019)
Full-time Equivalents	175.0	147.7	
Posts	212	189	

Commentary:

The average days sickness is currently running at 10.34 days based on a rolling 12 months and is both above the target of 9.04 days per FTE and the same point last year. FTE days lost has increased in Resources and Communities which could be linked to business support moving into Resources and Transformation. Headcount: Q3 headcount is 4496 which is a slight increase of 0.13% since Q2, but an overall reduction of 114 heads since December 2018. Age Profile remains stable with an average age of 45.2 Efforts to increase the younger representation of the workforce continues with the Apprenticeship programme.



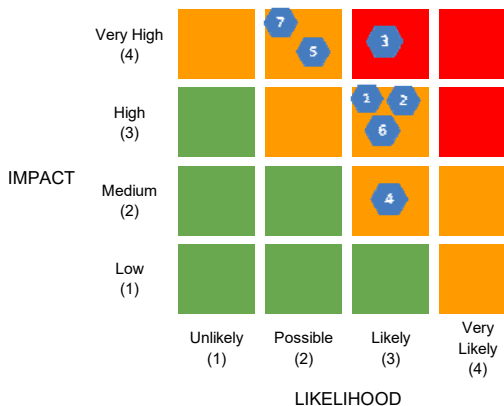
Appendix Part 3: Strategic Risk Information

Risk - "an uncertain event that, should it occur, will have an effect on the Council's objectives and/or reputation"

Risk Description	Gross Risk level	Net Risk Level
1 Government policies, new legislation, austerity measures and demographic pressures present challenges to sustainable service delivery.		
2 Continuing pressure on Adult Social Services, Health and Special Educational Needs & Disability provision.		
3 Failure to adequately safeguard Children and Vulnerable Adults		
4 Failure to maintain the security of our systems and data		
5 Inability to secure economic growth in Warwickshire		
6 Inability to keep our communities safe from harm		
7 The Transformation Programme does not deliver the pace and extent of change required to meet high priority OOPS targets and deliver strategic priorities.		
8 Overall risk assessment		

Commentary – Action to reduce the likelihood and impact of net red risks:

Significant risks continue to be actively managed by Corporate Board through the Corporate Risk Register and remain unchanged, with the only net red risk being the adequate safeguarding of Children and vulnerable adults



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