

CABINET – 20 FEBRUARY 2007

PERFORMANCE MANAGEMENT: THIRD QUARTER REPORT PROGRESS AGAINST PRIORITIES AND TARGETS

Report by County Council Management Team

Introduction

1. This report presents performance against priorities in a Balanced Scorecard format. Annex 1 uses a traffic light system to show progress within four blocks: Customers, Finance, Process and People.
2. The Customer block tracks our targets for Strategic Priorities alongside baskets of indicators for Adult Social Care, Children and Young People, Environment and Culture. The baskets comprise key indicators: Best Value Performance Indicators, CPA-related indicators and local indicators.
3. The Finance block covers projected year-end revenue spending. The Shared Services Centre project and SAP-related matters are reported in the Process block.
4. Finally, the People block shows progress against targets for organisational development, sickness absence, appraisals, Investors in People and staff satisfaction.
5. A key to the traffic lights is provided in page 5 of Annex 1. The key explains whether the target is long-term, a basket of indicators, project or budget-related. It also provides the parameters for traffic light categorisation.

Balanced Scorecard Summary

6. The commentary focuses on those target areas not showing amber or red traffic lights. More than 80% of targets are on track at the end of Quarter 3.

Customer

7. Three targets are amber:
 - (a) *Help 720 adults with no qualifications to achieve NVQ level 1 or above by March 2009:*
 - This is flagged as amber while we await clarification on whether 'notional' level 1 qualifications can be included. Progress is on track if they are included but is less promising if they are excluded;

- Changes to Learning & Skills Council funding regimes and policy focus could effect achievement.
- (b) *Increase the percentage of children from the following groups achieving 5 GCSEs A*-C: Black Caribbean: from 32.3% to 42%; Bangladeshi: from 42.1% to 52% and Pakistani: from 37.7% to 48% by 2009:*
- Bangladeshi level of achievement – performance for Bangladeshi pupils in 2006/07 for GCSEs A*-C is 20% against a 2006/07 target of 35%).
- (c) *Increasing the number of people receiving intensive home care:*
- On a linear progression, 1016 people should have received care this year but the actual figure is 989 (97% of target);
 - There are risks to the payment of Local Area Agreement reward grant for this target, as payment is dependent on an improvement in user satisfaction as measured in a national survey. The directorate has yet to set up on-going monitoring of user satisfaction.

Finance

8. One target is amber:

The target for Children Young People & Families is amber meaning that it is on track to be within +/- 5% of year-end budget.

Process

9. One target is red:

All financial systems integrated into SAP with SAP used as the master source of financial information, budgeting and control by 30/07/07:

- Significant budget pressures identified with both Link (Social & Community Services care system) and with general programme. Only the top five systems are currently scheduled for completion within existing target timescale.

People

10. Four targets are on track. Data is not currently available for the fifth target:

Percentage of staff who are proud to work for the County Council.

- The next staff satisfaction survey will be carried out during Autumn 2007. The previous satisfaction survey was carried out in Autumn 2005 and the percentage proud to work for the County Council was 54%.

RECOMMENDATION

- 11. The Cabinet is RECOMMENDED to note the report**

COUNTY COUNCIL MANAGEMENT TEAM

Background papers: Nil.

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Oxfordshire County Council Balanced Scorecard

ANNEX 1

Category of Indicator	Target	Type of indicator*	Traffic Light
Customers			
Strategic Priority: Help the economy to grow as fast as possible with a real choice of access to jobs, homes, leisure and services and in a way that does not prejudice the future of our environment	Help 720 adults with no qualifications to achieve NVQ level 1 or above by March 2009	1	Yellow
	Delivering our highways capital programme for 2006-09 with the projects constructed to the council's quality, cost and timetable criteria	1	Green
Strategic Priority: Give all of us – throughout our lives – the opportunity to enjoy effective teaching and learning	Increasing the percentage of pupils achieving 5 GCSEs (A* - C) including Maths and English, from 44.6% to 51.2% by the summer of 2008	1	Green
	Increasing the percentage of children looked after leaving care achieving 1 GCSE A*-G (or equivalent) from 49% to 65% by 2009	1	Green
	Increase the percentage of children from the following groups achieving 5 GCSEs A*-C: Black Caribbean: from 32.3% to 42%; Bangladeshi: from 42.1% to 52% and Pakistani: from 37.7% to 48% by 2009.	1	Yellow
	Increasing the number of out of school and full day care places by 3.5% over 3 years and by developing 25 new Children's Centres, in some cases jointly with extended schools, by 2009	1	Green
Strategic Priority: Safeguard our communities and maintain our rural character	Reducing the number of new entrants to the criminal justice system aged between 10 and 17 from 1226 to 1079 by March 2009 and reduce re-offending by young offenders from 156 to 144 re-offenders by March 2009	1	Green
Strategic Priority: Help our disadvantaged residents to live fulfilling and independent lives	Increasing the number of people receiving intensive home care from 883 in 2004/5 to 1150 by March 2009	1	Yellow
	Increasing the number of parents accessing support through Children's Centres from 2600 to 4650 by 2009; increasing the number of families accessing support through Family Group Conferences from 9 to 50 by 2009 and increase placement stability of children looked after from 70% to 85% by 2009	1	Green
Strategic Priority: Keep improving our services by listening to users' views	Reducing the year-on-year rate of increase in the council tax from 4.375% in 2006/7 to 4% in 2009/10 and achieving efficiency savings of £5m each year from 2006/7 to 2008/9 and £4m each year in 2009/10 and 2010/11. (n.b. these are also included in the Finance section of the Scorecard)	1	Green
	Achieving project milestones to ensure the Council becomes a Charter Mark Authority by 31 March 2009	1	Green
Strategic Priority: Make Oxfordshire – its City, towns, villages and countryside - welcoming, safe and exceptional places to live, work, learn and visit	Two schemes to improve the street environment in 2006/7	1	Green
	Increasing the recycling and composting rate from 33% to 38% by March 2009	1	Green
Adult Social Care basket of key indicators	% of key PIs on track to achieve year end targets	2	Green
Children & Young People basket of key indicators	% of key PIs on track to achieve year end targets	2	Green
Environment basket of key indicators	% of key PIs on track to achieve year end targets	2	Green
Culture basket of key indicators	% of key PIs on track to achieve year end targets	2	Green

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ANNEX 1

Category of Indicator	Target	Type of indicator*	Traffic Light
Finance			
Organisational health	Projected year end revenue spending within budget - Children, Young People & Families	5	
Organisational health	Projected year end revenue spending within budget - Social & Community Services	5	
Organisational health	Projected year end revenue spending within budget - Environment & Economy	5	
Organisational health	Projected year end revenue spending within budget - Community Safety	5	
Organisational health	Projected year end revenue spending within budget - Resources & Chief Executive's Office	5	
Organisational health	Delivering our capital programme for 2006-09 with the projects constructed to the council's quality, cost and timetable criteria	1	
Organisational health	Achieving efficiency savings of £5m each year from 2006/7 to 2008/9 and £4m each year in 2009/10 and 2010/11.	4	
Organisational health	Reducing the year-on-year rate of increase in the council tax from 4.375% in 2006/7 to 4% in 2009/10	4	
Organisational health	Unit cost comparison indicators (with effect from 2007/08)	TBA	
Process			
Change programme	Shared Services Centre project to achieve net savings of £2.4m by 2009/10	4	
Change programme	All financial systems integrated into SAP with SAP used as the master source of financial information, budgeting and control by 30/07/07	4	
Change programme	SAP e-procurement deployed across the Council by 30/09/07	4	

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ANNEX 1

Category of Indicator	Target	Type of indicator*	Traffic Light
People			
Change programme	Implementation of Organisational Development Programme (HR elements)	4	
Organisational health	The no. of working days lost due to sickness absence	1	
Organisational health	% of appraisals completed on time	1	
Organisational health	Corporate Investors in People retained	4	
Organisational health	% of staff who are proud to work for the County Council	1	Awaiting survey

KEY TO TRAFFIC LIGHTS

Type of Indicator

1 = Long-term target	On track to achieve performance target	
	Warning. Significant issues are emerging which will require corrective action in the near future if the target is to be achieved.	
	Significant issues have arisen and urgent, corrective action is required immediately.	
2 = basket of indicators - performance *percentages calculated for those indicators	On track to achieve target for >55% of PI basket indicators	
	On track to achieve target for between 45% and 54% of PI basket	
	On track to achieve target for <45% of PI basket indicators	
3 = basket of indicators - performance **interquartile ranges based on most	>40% of PIs in top quartile and <10% in bottom quartile	
	Any other combination	
	<30% in top quartile and >15% in bottom quartile	
4 = Project	Proceeding to plan	
	Risks/issues are being managed within the project	
	There is no need to escalate to the next level	
	Significant problems: schedule/cost/benefits may be at risk	
	Remedial plan is in place and is being monitored closely	
Escalate to next level		
Significant issues have arisen and urgent, corrective action is required immediately.		
Major problems: schedule/costs/benefits are at serious risk		
Corrective action is not in place, or is not effective. Unlikely to deliver on time, to budget or quality		
5 = Budget	On track to be within +/- 2% of year end budget	
	On track to be within +/- 5% of year end budget	
	Estimated outturn showing variance in excess of +/- 5% of year end budget	