

Wiltshire Council

Cabinet

15 November 2011

Subject: Business Plan Scorecard Report

Cabinet Member: Councillor John Brady - Finance, Performance and Risk

Key Decision: No

Purpose of Report

1. This is a report to provide a summary of progress against Wiltshire Council's Business Plan. It provides:
 - Performance indicators for Community Results and Council Performance for the period April to September 2011.
 - The status of the Council's main programmes.
 - The Workforce Report from Human Resources

Background

2. Wiltshire Council's four year Business Plan sets out what will be achieved between now and 2015. It highlights the business model for the next five to 10 years. The changes from where we are now are phased so that the first four years sets the foundation to make the council as efficient as possible and equipped for the future. Progress reports are intended to give a rounded picture, covering performance against targets, progress on major programmes and information about the Council's workforce.
3. The performance indicators show results available at September 2011. Some results are not yet available (eg because these become known at the end of the calendar or financial year), and a full list of the indicators to be added later in the year was included in the report to June (see September's Cabinet papers). That list has not been repeated here but is available if required.
4. The status of the Council's main programmes is provided by the Programme Office and shows whether each programme is on track.
5. The Workforce report provides information about the Council's employees, and is also reported to the Staffing Policy Committee.

Main Considerations for the Council

6. Progress against the Business Plan is summarised below.
7. **Community and Council Scorecards** – Most indicators are expected to hit their targets by year end. Two indicators are flagged as 'red': 5001 customer telephone call connection rates and 6001 Alcohol related

hospital admissions. Information about action being taken on these is provided as part of the scorecard – please see **Annex 1**.

8. **Council's Programmes** – Most of the programmes are progressing as expected. Additional information is provided on Procurement.

Environmental Impact of the Proposal

9. This is a scorecard so the proposal has no direct environmental impact, although there are measures on Recycling, Waste Management and Energy Efficiency.

Equalities Impact of the Proposal

10. As this is a progress report the proposal has no direct impact on equalities.

Risk Assessment

11. The Council's risk management arrangements apply across the Council's services and risk is overseen by the Corporate Risk Management Group (CRMG), which reports on significant risks to CLT and to the Audit Committee. No risks arise as a result of this report, but it does highlight any difficulties relating to achieving targets and delivering the Council's main programmes.

Financial Implications

12. This is a scorecard report so has no direct financial implications.

Legal Implications

13. As this is a scorecard report there are no direct legal implications.

Options Considered

14. As this is a scorecard report there are no 'options to consider'.

Proposal

15. Cabinet is asked to note progress against the Business Plan.

Sharon Britton

Service Director Policy, Performance and Partnership

Report Author: Claire Small, Policy and Partnership Officer
claire.small@wiltshire.gov.uk

Date of report: 25 October 2011

Background Papers

The following unpublished documents have been relied on in the preparation of this report: detailed performance management information held within services and partnerships.

Appendices

Annex 1: Business Plan Scorecards
Annex 2: Programme Status
Annex 3: Workforce Report

Business Plan Scorecard Results to September 2011

Index

- Community Results Scorecard
- Council Performance Scorecard

Scorecard Key:

H = High (good performance if actual is higher than target); L = Low (good performance if actual is lower than target)

3 yr trend: I = Improving; W = Worsening

On target (by end of year): Y = Yes; N = No; A = Amber (some concern)

Community Results Scorecard to September 2011

RESULTS TO SEPTEMBER												
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2011/12 Target to September	2011/12 Actual to September	On target?	2014/15 target	Lead officer
	Protect and Safeguard Vulnerable Children											
2001	5% increase in children in care receiving high quality local placements: use of in-house foster carers (proportion nights)	H	56.3	60.9	62.8	I	67.4	Not yet profiled	61.5	Y	68	Sharon Davies
	Invest in: Children's Attainment											
2003	5% more 11 year olds will get Key Stage 2 L4+ by 2015 (Maths and English)	H	73	71	75	I	75.2	75.2	75	Y	79.2	Stephanie Denovan
2004	5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths)	H	53.2	55.4	55.8	I	56.6	56.6	60	Y	60.6	Stephanie Denovan
	Protect and Safeguard Vulnerable adults											
3001	14% increase in the number of older people receiving our services - advice and services for the rising number of older people	H			8,720	-	9,069	Not yet profiled	6,209	Y	2014 + 2.6%	James Cawley
	Invest in: Housing											
3004	1,800 new affordable homes by Mar 2015 (ave 450 pa)	H	583	554	648	I	450	300	364	Y	450	Graham Hogg
	Economy and Unemployment											
4001	Help create 6,000 additional jobs by Mar 2015	H			455	-	1,500	750	561	Y	1,000	Alistair Cunningham
4002	Help safeguard 8,000 existing jobs by Mar 2015	H			370	-	2,000	1,000	2,707	Y	1,500	Alistair Cunningham
	Invest in: Waste Management											
4004	Recycle 50% of our waste by Mar 2015	H	40.5%	40.5%	41.4%	I	41.50%	41.50%	44.30%	Y	50%	Tracy Carter
4005	Reduce waste being landfilled to 25% by Mar 2015	L	56.0%	47.2%	37.5%	I	37%	37%	37%	Y	25%	Tracy Carter
	Invest in: Energy Efficiency											
4006	Lower our carbon emissions by Mar 2015 by 11,823 tCO2	H		61,500 baseline	742 reduction	-	no annual targets		236 reduction	A	11, 823 tCO2 reduction	Alistair Cunningham

Comments on Community Results Scorecard

Result with some concern (Amber)

Ref 4006 - Lower our carbon emissions by Mar 2015 by 11,823 tCO2

Target: no annual target, Actual: 236 reduction

Reason for concern and what we are doing:

This is shown as Amber because we are currently working on plans to deliver this target and will provide a further update once these are clarified.

Interesting information relating to Economy and Employment

Ref 4001: Help create 6,000 additional jobs by Mar 2015

The main contributor to this was the 300 jobs at Westbury with the decision by Welton Bibby & Baron (a bag manufacturer) to move their operations to this location. The Investment Service, Wiltshire Work Grant Placements and Castledown Business Centre are the other main contributors. We are currently working with 6 companies with a view to securing a further 1000 jobs by the end of the year.

Ref 4002: Help safeguard 8,000 existing jobs by Mar 2015

With the announcement that the Defence Training College will be located at RAF Lyneham, 2500 MOD jobs have been maintained in Wiltshire. The balance of the result is from local businesses with a further 250 expected.

Council Performance Scorecard to September 2011

RESULTS TO SEPTEMBER												
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2011/12 Target to September	2011/12 Actual to September	On target?	2014/15 target	Lead officer
Protect and Safeguard Vulnerable Children												
2006	Care leavers in suitable accommodation	H	81.8%	76.5%	97.1%	I	95%	95%	95%	Y	95%	Sharon Davies
2007	Care leavers in suitable education, jobs or training	H	54.4%	41.2%	65.7%	I	68%	Not yet profiled	47%	Y	72%	Sharon Davies
2008	Timely adoptions	H	65.2%	92.9%	100%	I	90%	Not yet profiled	67% (10 adoptions)	Y	90%	Sharon Davies
2009	Safeguarding: initial assessments done in 10 days	H		65.1%	63.6%	-	70%	Not yet profiled	89%	Y	80%	Sharon Davies
2010	Safeguarding: child protection plan reviewed on time	H	100%	97.9%	100%	-	100%	100%	100%	Y	100%	Sharon Davies
Invest in: Our Communities												
3007	Number of volunteers in the library service	H	new	new	new	-	325	325	666	Y	325	Niki Lewis
3008	Satisfaction with area boards	H	n/a	n/a	45%	-	No target set	-	51.70%	-		Niki Lewis
Economy and Unemployment												
4009	Number of businesses assisted	H				-	625		539	Y	625	Alistair Cunningham
4010	Number of people helped with skills (T) or placed into work (W)	H	133 (T)	669 (T)	1,046 (T) 435 (W)	I	Awaiting govt. funding decision		212 (T) 48 (W)	-		Alistair Cunningham
Invest in: Leisure Services												
4012	The number of visits to our leisure centres (000)	H	3,315	3,431	3,364	I	3,040	1,520	1,572	Y	3,040	Mark Smith
Other												
1004	The percentage of budgeted savings achieved	H				-	100%	-	89%	Y	100%	Michael Hudson
5001	Customer telephone call connection rates of 95%+	H			92.6%	-	95%+	95%+	87.6%	N	95%+	Jacqui White
Public Health measures												
6001	Hospital admissions - alcohol related (/100,000)	L	1,338	1,390	1,621	W	1,400		1,619	N		Maggie Rae

Comments on Council Performance Scorecard

Results that are not on target (No)

Ref 5001 – Customer telephone call connection rates of 95%

Target: 95%, Actual: 87.6%

Reason not on target and what we are doing:

Call connection rates were below target due to a reduction in staffing levels and small peaks in demand causing pockets of time when the reduced staffing levels were unable to meet demand. Some resource has been put back in from September to drive improvements. We are also working on reducing demand to help increase call connection rates. Figures are currently based on customer services connection rates and this will be extended to other services in future (when data becomes available) to give a fuller picture.

Ref 6001 - Hospital admissions - alcohol related (/100,000)

Target: 1400, Actual: 1619

Reason not on target and what we are doing:

Both nationally and locally, alcohol related admissions (which are measured using modelled data applied to actual patient numbers) are rising year on year. Wiltshire has an alcohol strategy currently in its 3rd year which contains a wide range of actions, all of which it is hoped will contribute to changing attitudes to alcohol, preventing some alcohol problems from occurring and ensuring early intervention and treatment is available to those who need it. This includes actions around education, prevention, awareness raising, support and treatment, and managing the night time economy. The Department of Health has identified high impact changes and resources to fund the following:






- Increase delivery of brief interventions in the community
- Strengthen community specialist services and referral
- Acute trust based alcohol liaison


































































Interesting information relating to Our Communities

Ref 3007: Volunteers in library service, 666 figure is total of the following:




- 360 Home Library; Computer Buddy & Rhymetime volunteers; Summer Reading Challenge Volunteers
- 306 Community Library Volunteers

Annex 2: Cabinet / CLT Programme Status

Key	
	Red – major issue for escalation
	Amber – major issue, mitigation plan in place
	Green – on time, to quality and budget
	Blue - Project complete
	White - Project not started

Programme	On Time	On Quality/ Performance	On Budget	Resource in place	Overall Status
Economy & Employment (Investment - Action for Wiltshire)					
Local Development Framework (LDF) (Investment)					
Wiltshire Online (Super-fast broadband) (Investment)					
Campus (Transformation)					
Hubs and Depots (Transformation)					
Information Services (Transformation)					
Knowledge Management (Transformation)					
Localism (Transformation)					
Procurement (Transformation)					
Strategic Partner and Employee Engagement (Transformation)					
SAP Development (Transformation)					
Service Reviews and Systems Thinking (Transformation)					
Waste Transformation (Transformation)					

Summary of red issues

	Programme	Project	Issue
	Procurement	AOWA (Adults of Working Age)	<p>There is a delay due to a change in scope for this particular procurement: Wiltshire Council is seeking to ensure that Customers with a disability are provided with the most suitable forms of accommodation and services which support both improved outcomes for the individual as well as representing best value to the Council. Initially focusing on Residential Care only, this programme has been broadened-out to ensure that it captures all existing and potential accommodation and service options for our Customers (e.g. tenancy arrangements under supported living schemes). In developing this programme it is recognised that, whilst there are similarities in provision, Customers with mental health issues require distinct consideration as to service and accommodation type. Therefore, it is proposed that this work is undertaken via a separate programme.</p> <p>Owner: J Cawley</p>
	Procurement	Phase 1a Minor Procurements	<p>Detailed work across a range of areas have not yielded savings due to various reasons including reductions in spend, limited market capacity and benchmarking demonstrating that already achieving best value for money.</p> <p>Owner: M Hudson</p>
	Local Development Framework	Strategic Housing Market Assessment	<p>Scheduled to be completed in September 2011 but external consultants folded just prior to completion of project. Documentation has been received from the consultants and now looking to commission the final stages of the project for expected completion in December 2011.</p> <p>Owner: A Cunningham</p>

Annex 3: Workforce Report

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

Delivering the Business Plan - Quarter ending September 2011

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated)
- Wiltshire Council figures exclude Fire, Police and Schools
 - **Headcount** = Number of positions that are filled not individual people
 - **FTE** = “Full Time Equivalents” which take into account actual working hours to show accurate staffing levels
- Information is based on the structures in place post the senior management restructure to ensure consistency throughout the year e.g. DTR and DNP have been reflected.
- “**Annualised**” means we take the measured amount divide it by the months it covers and multiply it by 12 to give an estimate of the rate that would be seen throughout the year.
- “**YTD**” means year to date i.e. all reportable information since April 2011 has been included.
- The **Voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only Voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire’s best interest. Overall turnover rates will be higher and can be analysed upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2930. Based on last year’s turnover rate (11.7%) we could estimate that 617 employee’s will leave Wiltshire Council during 2011-12 resulting in costs of **£1,807,810**.
- **% <1 year turnover rate:** The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.
- **Redundancy figures** relate to all redundancies made not just those as part of major service reviews.

If you have any queries on these reports or requests for further information, please contact Paul Rouemaine, HR Information Manager, on 01225 756159 or Paul.Rouemaine@Wiltshire.gov.uk

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

WILTSHIRE COUNCIL (excl. schools) Quarter ended: **September 2011**

Management Information Team Observations:

- During this quarter, Wiltshire Council's (WC) headcount reduced by 178 (3.4%) to 5092, and the FTE by 68 (1.7%) to 4049.
- The number of employees per manager has increased to eight employees for every manager across WC. The Department of Neighbourhood and Planning (DNP) now has the greatest manager to employee ratio of 1:9; this was 1:7 for the previous quarter. The Department of Children and Education (DCE) and The Department of Transformation and Resources (DTR) increased their ratios by two employees for every manager since the last quarter.
- The FTE of managers has decreased this quarter to 613 (-53). These reductions have taken place equally across all departments as part of the savings required within the business plan.
- An expected seasonal increase in sickness rates took place, 8.3 days per FTE (+0.4 days), this quarter. This is consistent with the increase observed for the same time last year (from 8.0 days to 8.4 days). Sickness rates remain below the lower quartile benchmark figure of 8.7 days.
- The lowest levels of sickness, were once again, observed within DTR with only 5.9 days lost per FTE.
- Stress/Depression/Mental Health/Fatigue reasons continue to account for the highest recorded days lost (18.9%).
- The annualised voluntary turnover rate increased slightly this quarter to 9.9%. The highest levels of voluntary turnover were observed in DCE at 13.2% (+1.6%) with 33% of these employees resigning for other employment not with a local authority. The lowest levels of voluntary redundancy were maintained in the Chief Executive Department (CHEX) at 2.1% (-1.1%).
- The number of health and safety incidents per 1000 employees remain below the local authorities' median of 5.9.
- Disciplinary and grievance cases have both decreased this quarter to 4.7 (-0.6) and 2.4 (-2.9) cases per 1000 employees respectively.
- This quarter, the ratio of starters to leavers for WC is 1:1.9. CHEX showed the greatest ratio of one starter to every 14.6 FTE leavers; this was mostly due to the Finance service which saw 17 FTE leavers (7.4 FTE of these due to voluntary redundancy) and no new starters for this period. DNP continued to see the lowest ratio of 1:0.9 due to having 52 FTE starters this quarter, 45 of these in Amenities/Leisure in the Neighbourhood Services section of DNP. This forms part of the restructure within DNP where workers are being transferred to WC contracts post harmonised terms and conditions, job roles and equal pay levels being agreed.
- The cost of sick pay (ytd) is £1,073,539, which equates to £2,147,079 when annualised. Due to Wiltshire Council having lower sickness rates this annualised cost is now £250,908 below the cost that would be expected for an organisation of this size (based upon the median sickness rate seen across local government).
- WC made another saving of £194,098.68 from the organisational pay bill due to employees reducing their hours within this period.

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This page gives you information relating to important employee measures:

The number of positions that are filled by contracted staff

Staffing levels		
Measure	WC	Change since last period
Relating to Quarter (unless stated)		
Headcount (as at end of period)	5092	-178 (-3.8%)
FTE (as at end of period)	4049	-68 (-1.7%)
FTE change due to TUPE transfers in vs. out	3.7	8.6
FTE change due to employee hour changes	-12.61	-6.79
Ratio of starters to leavers (FTE)	1:1.9	1:4.3

Part of the FTE/HC change above may be explained by these measures

“Full Time Equivalents” which take into account actual working hours to show accurate staffing levels

How many leavers we have had for every one starter

The % of leavers who completed an exit interview

Workforce Information		
Measure	WC	Last period
Ratio of managers to employees	1:8	1:7
% Exit questionnaires completed (YTD)	17%	10%
% of total vacancies filled by internal appointment - year to date	53%	73%
% management posts filled by internal appointment - year to date	88%	100%
FTE of managers	612	665
Number of redundancies made during quarter	74	98

The % of posts filled by an internal candidate

The FTE of people management posts

The percentage of absences that last for over 20 days (deemed to be long term)

Sickness Absence		
Measure	WC	Last period
Working days lost per FTE (ytd annualised)	8.3 days	7.9 days
% of total absences over 20 days (ytd)	48.1%	46.0%

The number of RIDDOR incidents that have occurred. <http://www.hse.gov.uk/riddor/riddor.htm>.

Health and Safety		
Measure	WC	Last period
No. of workplace incidents/injuries reported per 1000 employees (ytd annualised)	2.7	3.8

Disciplinary and Grievance Cases		
Measure	WC	Last period
New disciplinary cases per 1000 employees (annualised)	4.7	5.3
New grievance cases per 1000 employees (annualised)	2.4	5.3

The number of individuals that left voluntarily before completing one year service as a percentage of the employees in post with less than one year's service.

Voluntary Staff Turnover		
Measure	WC	Last period
% staff turnover (ytd annualised)	9.9%	8.4%
% <1 year turnover rate (ytd annualised)	30.5%	23.0%
Average leavers' length of service	9.3 years	10.9 years

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This section gives you information relating to your workforce costs:

Employees paid over £50,000 basic salary		
Measure	WC	Last period
% of headcount (above) paid over £50,000 annual salary	2.10%	2.07%
% of headcount (above) paid over £100,000 annual salary	0.10%	0.09%
% of headcount (above) paid over £150,000 annual salary	0.02%	0.02%

Why this is important: Regulation 4 of the accounts and Audit (amendment no.2) introduces a new legal requirement to increase transparency and accountability in local government. We now need to disclose the names and data for individuals earning over £50,000 and therefore we should be looking to keep these figures as low as possible.

Additional financial information		
Measure (If the figure is a negative a saving has been achieved)	WC	Last period
Cost of sick pay (ytd)	£1,073,539.93	£538,184.81
Cost/saving of employee hour changes (during period)	-£194,098.68	-£244,979.52

The cost or saving made by employee's changing the hours they work

Why this is important: Sick pay amounted to £2,900,000 across Wiltshire Council during the 2010-11 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It is therefore important that we keep track of the change in FTE resulting from employees changing their hours.

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

BENCHMARK DATA

Benchmark figures are supplied by DLA Piper Benchmarker. The Local Authority benchmarks represent combined data from 54 subscriber Local Authorities. The Private Sector benchmarks represent data from approximately 250 private sector organisations classified as “large” (over 1000 employees), consisting of a mix of Financial, Professional and Support Services; Manufacturing, Engineering and Processing; and Retail and Leisure.

Sickness Absence			
Measure	Local Authorities Median	Local Authorities lower Quartile	Private Sector Median
Working days lost per FTE	9.9	8.7 (lower q.)	5.7
Average length of absence (FTE days)	5.8	4.9	3.5
% of absences over 20 days	55%	42%	40.5%

Health and Safety			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of workplace incidents/injuries reported per 1000 employees	5.9	2.8	8.0

Voluntary Turnover			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
% staff turnover	7.0%	5.6%	10.5%
% staff turnover of leavers within first year's service	n/a	n/a	n/a

Disciplinary and Grievance Cases			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of disciplinary cases per 1000 employees	9.2	5.0	44.8
No. of grievance cases per 1000 employees	3.8	2.8	6.4

