

Strategic Compass Monitoring Report: End of Year Performance (2012-13)

To: Audit & Governance Committee

Date: 25 June 2013

Main Portfolio Area: Leader of the Council

Author of report: Holly Goring, Policy, Performance & Partnerships Manager

Classification: Non-Exempt

Ward: All

SUMMARY

This report is produced specifically for Audit & Governance Committee to report on the Council's performance against the three internal sections of the Strategic Compass 2012-13:

- Our customers (our service users)
- Our people (our staff)
- Providing value

Work programmes were assigned to each of these three sections of the Strategic Compass 2012-13, the detail of which was adopted by Full Council in February 2012.

LINK TO STRATEGIC COMPASS

This report specifically focuses on the progress the Council has made against the work programmes set out for delivery in 2012-13 for our customers, our people and providing value.

Report status

For decision.

Route to Implementation/Timetable:

This report will be received by Audit & Governance Committee on 25 June 2013.

INTRODUCTION

1. This report summarises the Council's performance at the end of the financial year 2012-13. The report is produced specifically for Audit & Governance Committee to assist the Committee in reviewing our progress against the three internal sections of the Strategic Compass (our customers, our people and providing value). Performance data has been presented by each section of the Strategic Compass beginning with our customer and concluding with providing value.
2. The performance information contained in this report and the accompanying appendices have undergone the following quality checks:
 - Individual calculations and verification at officer level
 - Senior manager approval of performance information
 - Final quality checks by the Policy and Performance Team

OVERVIEW OF PERFORMANCE

3. There were 33 work programmes assigned to these three internal sections of the strategic compass. A total of 28 actions were set up to measure our progress against these work programmes with some actions covering more than one task
4. Key milestones were identified for each of the 28 actions. Whether these actions were met, determines what level of progress had been made by the end of the financial year. Of the 28 actions monitored:
 - 25 actions were complete and had met the milestones set out for delivery
 - 3 actions had experienced delays and therefore failed to meet their end of year targets

PERFORMANCE BY SECTION OF STRATEGIC COMPASS

5. Our Customers:
There were eight actions within this section for delivery. Seven actions had completed the key milestones set out for delivery during 2012-13 and had therefore met their overall objectives. One action failed to achieve its set deadline, the details of which can be viewed in Appendix B:

- Customer care programme: celebrating success
(customer care champions to be set up in each service area)

Detailed progress against actions in this section are summarised below:

Action Title	Status
All staff will complete customer service training	There were seven milestones identified to deliver this action, all of which were met. Customer service training is being delivered to all staff and compulsory for all new starters.
Customer champions in every service	There were six milestones identified to deliver this action. Five have been fully completed. One milestone which forms the overall objective for this action is currently overdue (customer care champions to be set up in each service).

Action Title	Status
A new website will be created which reflects the needs of the public	There were two milestones identified to deliver this action, both of which were completed. The new website went live as of May 2013. The further action in relation to the development of mobile applications will form phase two of this project. The focus will now be changed to prioritise making the new Council website mobile responsive.
Consultation exercises completed to enable a better understanding of service users	There were two milestones requiring completion to deliver this action. Both of these have been completed. Opportunities for members of the public to learn about consultations and gain access to our consultation exercises has improved.
Customer Insight Toolkit Programme developed to enable a better understanding of service users	There was one overall milestone identified which incorporates work across these service areas. The Customer Insight Toolkit manual was produced and has been working effectively with three services within the Council.
Events held to increase opportunities for the public to participate in local democracy	There were four milestones identified to deliver this action, all of which have been completed. Improved communication should assist to increase opportunities for the public to engage in local democracy.
Adequate consultation completed before decisions are made	There were five milestones identified to monitor progress against this action. All of which have been completed. The format by which consultations are completed and the process by which our stakeholders are informed of key consultations has improved.
All staff have completed diversity awareness training to ensure fair treatment and customer service	There was one milestone identified to deliver this action. This was completed with Equality & Diversity training ongoing and equality and diversity also featuring within the customer service training that staff undertake.

6. Our People:

There were a total of 11 actions within this area. Ten actions had completed the key milestones set out for delivery during 2012-13 and had therefore met their overall objectives. One action failed to achieve its set deadline, the details of which can be viewed in Appendix B:

- Partnership governance reviewed
(review partnership governance and the role of key partnerships)

Detailed progress against actions in this section are summarised below:

Action Title	Status
Completion of and response by management to staff surveys	There was one milestone identified for delivering this action. No survey was undertaken in 2012 as a decision was taken to carry out the survey every two years. However an action plan was created and implemented in response to the feedback received in 2011/12.
Engaging staff in the development of key documents such as the Strategic Compass and service planning	There were five milestones identified to deliver this action. All of which have been completed. The key projects and priorities from the Strategic Compass 2012-13 were communicated with staff and performance managed. Following public consultation, the Strategic Compass 2013-14 was approved by Full Council.
All recruiting managers to receive training and guidance on the updated recruitment policy	There was one milestone attached to this action for delivery, which was achieved by year end. The new online recruitment system is in place. New approaches have also been undertaken to the recruitment process

Action Title	Status
Opportunities such as ideas factory held with staff to share innovative ideas around providing value	There was one milestone attached to this action for delivery which was achieved by year end. Forums held for staff to identify and share innovative ideas for service improvements and efficiencies.
Customer care programme built into staff induction	There were five milestones identified to deliver this action. As part of their induction all new starters are booked onto the customer service training. Therefore this action was met by year end.
Feedback mechanisms in place for staff to raise concerns in relation to workplace	There was one milestone attached to this action for delivery. No corporate staff survey was undertaken in 2012 as a decision was taken to carry out the survey every two years. However work was progressed against an action plan created in response to the feedback received in 2011/12. This action is therefore considered complete.
Online appraisal system to assess individual contribution to council priorities Heads of Service take a leading role in cascading departmental priorities and objectives	There were two milestones attached to this action for delivery, both of which were completed by year end. The new online appraisal system is in place and 100% of appraisals were completed through this method at year end. The new online system and appraisal process undertaken by staff ensures that their performance links to the Council's corporate priorities.
Managers forum and Collaborate held to enable cross departmental working	There was one milestone attached to this action for delivery which was completed by year end. These forums took place which enabled the Council to reinforce strategic messages to staff.
Partnership Governance reviewed and procedures aligned where possible with MKIP authorities	There were two milestones set out to deliver this action. One has been fully completed (review of the Local Strategic Partnership). Work to review partnership governance links to an action listed within 'providing value' and will be completed in 2013-14 following an Audit review of partnerships.
Volunteering opportunities for staff	There was one milestone identified to deliver this action. A number of teams took up this opportunity, which was of great benefit to the local community and local businesses.
Members training programme delivered	There was one milestone identified which was completed by year end. A training programme for members has been delivered which included a new approach to the member induction.

7. Providing Value:

There were a total of nine actions for delivery in this section. Eight actions had completed the key milestones set out for delivery during 2012-13 and had therefore met their overall objectives. One action failed to achieve its set deadline, the details of which can be viewed in Appendix B:

- Develop a new business plan for the operation of the crematorium and cemetery

Detailed progress against actions in this section are summarised below:

Action Title	Status
Providing greater value for money through a unified debt recovery project	There were three milestones assigned to this action, the work in which has been completed. Research into how best to create a unified debt recovery project has been completed and alternative options have also been put in place.

Produce key legislative updates and promote examples of best practice in relation to the Localism Act	There was one milestone identified to deliver this action, which was completed. A Localism Project Steering Group was set up and used as a forum by which to share best practice in relation to the Localism Act.
Undertake a borough wide survey with residents to benchmark the Council's performance	There were four milestones assigned to this action, all of which were completed by year end. The Residents Survey 2012 was completed with a representative sample of the population. The findings were used to inform the budget setting process and our corporate priorities.
Open access to information on the website	There was one milestone assigned to this action, which was completed by year end. A section of the new website is specifically designated to 'Open data and transparency.'
Meeting the code of practice on data transparency	There was one milestone assigned to this action which was completed by year end. The Council fully complies with the Code of Practice and set a balanced budget for 2012-13 without the use of reserves.
Working with other authorities to drive efficiency through partnership working	There was one milestone assigned to this action, which was completed. Partnership opportunities through MKIP continue to develop.
Undertake audit of partnerships in the council to ensure they are being delivered effectively	There was one milestone set out for delivery in 2012-13. The work programmed for 2012-13 was completed and further to this, a full audit of our partnerships is planned for the new financial year.
Developing a business plan for the Crematorium	There were two milestones to deliver this action, the first of which was delivered by year end with Cabinet taking a decision on the Contract Award for the replacement of Cremators and Pollution Abatement equipment and maintenance in December 2012. Work has commenced on the business plan but this was not able to be completed by year end.
Fees and charges set to recover costs of provision	There were three milestones requiring delivery, all of which were met by year end. The Fees and Charges report for 2013-14 was agreed by Cabinet in November 2012.

WHAT IS THE ISSUE THAT REQUIRES A DECISION AND WHAT DOES THIS MEAN FOR THE PEOPLE OF TUNBRIDGE WELLS?

- This report provides an overview of the Council's performance against work programmes assigned to three sections of the Strategic Compass 2012-13 (our customers, our people and providing value). These work programmes sought to ensure that the Council continues to provide good services and continually strives for improvement. This report identifies those areas which are underperforming and measures our performance at year end.

WHO HAVE WE CONSULTED AND HOW? (OR WHO WILL WE CONSULT FOLLOWING THE DECISION?)

- Consultation was undertaken with Heads of Service and officers with regard to the actions included within the Strategic Compass Monitoring report in 2012-13. This exercise was completed to ensure that this report was fully reflective of the priorities which have been identified within the respective Service Plans and Strategic Compass.

HOW WILL THE DECISION BE COMMUNICATED?

10. The Strategic Compass Monitoring Report will be published on the performance web page of the intranet and made available through Audit & Governance Committee papers on the Borough Council's website.

WHAT ALTERNATIVE ACTION COULD WE TAKE?

11. No alternative action could be taken as it is vital that the Council measures its performance against its corporate priorities.

CONCLUSIONS

12. At the meeting of Audit Committee in June 2012, it was approved that the Strategic Compass Monitoring reports for 2012-13 would focus solely on the 33 new projects which were approved under the three sections of the Strategic Compass 2012-13 (our Customers, our People and Providing Value) at Full Council on 22 February 2012. It was agreed that the performance against these objectives would be reported to Audit & Governance Committee on a six monthly basis.
13. This report indicates that excellent progress had been made by year end. Of the 28 actions being monitored, 25 had been completed by year end. Only three actions had been delayed, the details of which are noted in Appendix B. These work programmes have assisted the Council to further improve its standard of service delivery whilst also identifying efficiencies. This has placed the Council in a better position financially to move forward into the new financial year.

RECOMMENDATIONS:

- 1) That the Audit & Governance Committee note the Council's performance against these three sections of the Strategic Compass at the end of the financial year (2012-13) (Appendix B); and
- 2) That the Audit & Governance Committee note the Council's key work programmes planned for delivery in 2013-14 against the three sections of the Strategic Compass (our customers, our people and providing value) (Appendix C).

REASON FOR RECOMMENDATIONS:

To ensure that the Council is performing in line with its strategic objectives and to identify and scrutinise any areas of underperformance.

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Name of Head of Service

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Background Papers

None

APPENDICES TO REPORT

APPENDIX A – Cross cutting issues

APPENDIX B – Strategic Compass Monitoring Report (End of Year Performance 2012-13)

APPENDIX C - Strategic Compass 2013-14 (corporate priorities)