

AGENDA MANAGEMENT SHEET

Name of Committee Corporate Services and Community Safety Overview and Scrutiny Committee

Date of Committee 2nd March 2010

Report Title WCC Review and Refresh

Summary The performance management framework of the Council is undergoing a Review and Refresh process, which involves all the performance measures that the Council currently uses to assess its performance. The process seeks to ensure that the right performance measures are selected to reflect the council's priorities, appropriate targets are allocated and targets are set in alignment with resources in 2010/11.

This report presents the proposed measures for inclusion under the Portfolios relevant to the remit of the Committee.

For further information please contact:

Kate Nash
Head of Community Safety and Localities
Tel: (01926) 412177
katenash@warwickshire.gov.uk

Tricia Morrison
Head of Performance
Tel: 01926 736319
triciamorrison@warwickshire.gov.uk

Balbir Singh
Head of Policy and Performance, Fire & Rescue
Tel: (01926) 423231
balbirsingh@warwickshire.gov.uk

Would the recommendation decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]

No.

Background papers

N/A

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- | | | |
|--------------------------|-------------------------------------|---|
| Other Committees | <input type="checkbox"/> | |
| Local Member(s) | <input type="checkbox"/> | |
| Other Elected Members | <input checked="" type="checkbox"/> | Cllr Appleton, Cllr Gittus, Cllr Moss, Cllr Chattaway, Cllr Davis |
| Cabinet Member | <input checked="" type="checkbox"/> | Cllr Hobbs, Cllr Heatley, Cllr Timms |
| Chief Executive | <input checked="" type="checkbox"/> | Jim Graham |
| Legal | <input checked="" type="checkbox"/> | Jane Pollard |
| Finance | <input type="checkbox"/> | |
| Other Chief Officers | <input checked="" type="checkbox"/> | David Carter, Dave Clarke |
| District Councils | <input type="checkbox"/> | |
| Health Authority | <input type="checkbox"/> | |
| Police | <input type="checkbox"/> | |
| Other Bodies/Individuals | <input checked="" type="checkbox"/> | Paul Williams |

FINAL DECISION No

SUGGESTED NEXT STEPS:

Details to be specified

- | | |
|---|--------------------------|
| Further consideration by this Committee | <input type="checkbox"/> |
| To Council | <input type="checkbox"/> |
| To Cabinet | <input type="checkbox"/> |
| To an O & S Committee | <input type="checkbox"/> |
| To an Area Committee | <input type="checkbox"/> |
| Further Consultation | <input type="checkbox"/> |

Corporate Services and Community Safety Overview and Scrutiny Committee

2nd March, 2010

WCC Review and Refresh

Report of the Assistant Chief Executive

Recommendation

- Consider and challenge, where appropriate, the draft measures listed within Appendices A and B using the principles of good target setting and analysis contained within the report.

1.0 Background

- 1.1 At its meeting on the 21st October 2009, SDLT approved the adoption of a Review and Refresh approach as part of the 2010/13 Corporate Business Plan and Budget process for Warwickshire County Council.
- 1.2 The first draft of measures and targets were considered by members of the Corporate Performance Group, Directorate Performance Leads and Corporate Leads under the Chairmanship of Cllr Bob Stevens on the 2nd February. This led to a series of changes and principles being developed to strengthen the initial return of measures and targets.
- 1.3 This paper brings together the revised draft measures relevant to this Committee for inclusion within the respective Directorate Report Cards that have been developed to date. These are listed at Appendix A by Portfolio.

2.0 Approach

- 2.1 All Directorates were provided with a set of key principles to support them in the Review and Refresh of measures and targets to ensure a consistent and robust approach. This is available on the Performance Management pages of the Warwickshire Intranet.
- 2.2 The following principles were established to guide the review and refresh process and should form the basis of judging whether the draft measures and targets are sound and are set out below:

Sound measures/targets should:-

- focus on improvement activity by providing a sound evidence base for exception reporting
- enable us to make rational decisions about money and resources
- enable us to manage and monitor our resources effectively

- allow us to communicate to the community and our users what we are trying to achieve and demonstrate what we have achieved,
- aid in motivating staff

3.0 Analysis

3.1 In total 253 measures have been proposed for inclusion in the 2010/11 Corporate Performance Report as part of the Review and Refresh process.

3.1 The measures relevant to this Committee are attached at Appendix A and are presented by Portfolio. The full set of measures can be found on the Performance Management pages of the WCC Intranet which are accessible via the link below:

<https://intranet.warwickshire.gov.uk/ourcouncil/PerformanceManagement/Pages/WCCReviewandRefresh.aspx>

3.3 Set out below are the high level findings of analysis carried out on the measures:

- The majority of all measures are 'quantity' measures (70%) and the remainder are measures of quality. This highlights a potential imbalance given that the focus should be on outcomes and impact.
- The County Council is a member of the PWC Benchmarking Club. All National Indicators plus some others can be benchmarked through the club. It is questionable whether the benchmarking facility is being fully utilised.
- The collection frequency of the measures is important to maximise the opportunities offered through quarterly reporting. 47% of all measures can only be reported on an annual or on an even less frequent basis. This has obvious implications if reported through a quarterly framework which will show no change quarter on quarter and highlights the need for consistency of approach when reporting these measures.
- A large number of National Indicators (NIs) are not included within the draft suite of measures. The Corporate Performance Group has agreed a set of principles to ensure that statutory measures are monitored and performance managed to the necessary standards. These are:
 - Technical Appendices must be completed for all Nis regardless of whether they are in the Corporate Performance Report;
 - All Nis will be housed on the Warwickshire Hub with updates synchronised in line with quarterly reporting;
 - Clear rationale for all NIs not included will be made available to Members.

4.0 Corporate & Shared Measures

4.1 Since 2007/08, corporate measures have been included as part of the performance reporting process. This suite of indicators is made up of customer satisfaction, budget variance, HR and staff satisfaction measures. The Corporate Performance Group felt a need to further refresh the suite of measures to ensure that they provide a thorough picture of the overall health of the Organisation. It was further felt that the suite should be reframed into:

- Shared measures – Corporate Total and measures broken down by directorates,
- Organisation-wide – A single corporate total figure, but related to the performance of the whole organisation.

4.2 The majority of the corporate / shared measures are still in development with those currently available presented at Appendix B. Work is underway to develop organisational wide measures to capture information about our levels of customer satisfaction and our approach to HR and Organisational Development:

- **Customer Measures** – The Customer Service and communications Division is currently working with the Environment and Economy Directorate to develop a robust approach to measuring customer satisfaction levels across the Organisation. It is proposed that the methodology is initially piloted within the Environment and Economy Directorate before being rolled out across the Organisation. The approach is being developed to take into account the current lack of customer satisfaction measures which makes cross organisation comparison difficult.
- **Workforce Measures** – A suite of HR measures is in development and being aligned to the Framework for Transformation and Development and the Workforce Plan. It is intended that the final suite will include organisational wide measures as well as measures which can be broken down to individual Directorate level to provide an overall picture of the performance of the Warwickshire County Council workforce.

5.0 Alignment of the Corporate Performance Report to the Corporate Business Plan 2010-13

- 5.1 This year marks significant change for the business and financial planning process in response to the continuing financial pressures within which the Authority is operating. This has necessitated a more in-depth review of the current Corporate Business Plan (CBP) which is still ongoing. Hence the proposed measures against the draft Corporate Business Plan is still work in progress.
- 5.2 Cabinet has developed its vision for change to respond to the challenges. This will form the basis of the final Plan which will be considered by Full Council on 30th March 2010.
- 5.3 Subsequently any realignment of measures to the CBP will be undertaken.

6.0 Next steps

- 6.1 The Review and Refresh process will culminate in Portfolio Holders signing off Directorate Business Plans with the associated measures and targets and supporting Technical Appendices at the end of March to enable publication on the intranet in early April. Between now and this date the draft measures and targets will undergo a series of challenge and scrutiny, the process of which is outlined in the table below.

2 nd February	The Corporate Performance Group, Directorate Performance Leads and Corporate Indicator Owners will consider the draft measures and targets returned to date.
16 th – 26 th February	Portfolio Holder Challenge Sessions to consider the suite of measures relevant to the Portfolio.
24 th February	Strategic Directors Leadership Team to challenge suite of measures.
2 nd -10 th March	Each Overview and Scrutiny Committee considers the draft measures relevant to the remit of the Committee.
Start of April	Portfolio Holders sign off Directorates Business Plans with associated measures and targets and supporting Technical Appendices at the end of March to enable publication on the Intranet for April.

7.0 Recommendation

- Consider and challenge, where appropriate, the draft measures listed within Appendices A and B using the principles of good target setting and analysis contained within the report.

Appendix A – 2010/11 Draft Measures (by Portfolio)

The following table sets out those measures proposed for inclusion in the 2010/11 Directorate Report Cards from which the exception reports to Overview and Scrutiny will be drawn. Please note that this is presented by statutory measures (indicators drawn from the National Indicators Set) and by local indicators.

Those measures which have not been proposed for inclusion have been included in the table for information. Please note that this includes all National Indicators which have not been proposed for inclusion.

Community Safety			
Indicator Type	Directorate	Ref	Indicator
Statutory	CWG	NI015	• Number of most serious violent crimes (per 1,000)
		NI016	• Serious acquisitive crime – Offences (per 1,000)
		NI018	• Adult re-offending rates for those under probation supervision (%)
		NI021	• Dealing with local concerns about anti-social behaviour and crime by the local council and police (%)
		NI030	• Re-offending rate of prolific and priority offenders (%)
		NI039	• Rate of Hospital Admissions per 100,000 for Alcohol Related Harm
		NI040	• Drug users in effective treatment (number)
	EE	NI047	• People killed or seriously injured in road traffic accidents (percentage change on 3 year rolling average)
		NI048	• No. children killed or seriously injured in road traffic accidents (percentage change – 3 year rolling average)
	FR	NI033 i	• Arson incidents – primary fires (per 10,000 population)
		NI033 ii	• Arson incidents – secondary fires (per 10,000 population)
		NI049 i	• Number of primary fires per 100,000 population
		NI049 ii	• Number of primary fire fatalities per 100,000 population
		NI049 iii	• Number of primary fire non-fatal casualties per 100,000 population
	Local	EE	Li047a
EE129			• Reduce the number of people killed or seriously injured (KSI) in road traffic accidents (Stretch Target)
EE130			• People killed or seriously injured in road traffic accidents – Number of casualties (Stretch Target)
Li706			• Number of children killed or seriously injured (KSI) in road traffic accidents
Li707			• Number of people slightly injured in road traffic accidents

Community Safety

Indicator Type	Indicator Type	Indicator Type	Indicator Type
Local	EE	Li708	<ul style="list-style-type: none"> Number of people slightly injured in RTAs (%age change compared to prev year)
	FR	Li507	<ul style="list-style-type: none"> No. acc. Fire deaths per 100K pop (BV143(i))
		Li508	<ul style="list-style-type: none"> No of fire injuries in adf's per 100Kpop (BV143(ii))
		Li510	<ul style="list-style-type: none"> Accidental fires per 10,000 (BV142(iii))
Li514		<ul style="list-style-type: none"> False alarms auto detect per 1000 (xBV149) 	
Li523		<ul style="list-style-type: none"> Fires in non-domestic premises (xBV207) 	
Li527		<ul style="list-style-type: none"> No smoke alarm fitted 	
Li531		<ul style="list-style-type: none"> No of Home Fire Safety Checks delivered by WFRS 	
Li532		<ul style="list-style-type: none"> No of Home Fire Safety Checks delivered by third sector 	
Li528		<ul style="list-style-type: none"> % Satisfaction with Home Fire Risk Assessment 	
Li529		<ul style="list-style-type: none"> % Satisfaction Post Fire Safety Audit 	
Li530	<ul style="list-style-type: none"> % Satisfaction with Quality of Service Survey 		
Li534	<ul style="list-style-type: none"> Fire CAA Score 		
	CWG	Li842	<ul style="list-style-type: none"> % of targets in community safety project plans achieved
New	CWG	N/a	<ul style="list-style-type: none"> Domestic abuse crimes prosecuted (%) Actions in Domestic Abuse Action Plan achieved Warwickshire Anti-Social Behaviour action plan targets achieved (%) Family Intervention Project (FIP) targets achieved (%) Local Crime and ASB project targets achieved (%)
	FR	N/a	<ul style="list-style-type: none"> % of new entrants into the FRA that are of ethnic minority % of new entrants into the operational sector that are female

Community Safety – Indicators proposed for deletion/ NIs not proposed for inclusion

Indicator Type	Directorate	Ref	Indicator
Statutory	CWG	NI017	<ul style="list-style-type: none"> • Perceptions of anti-social behaviour (%)
		NI022	<ul style="list-style-type: none"> • Perceptions of parents taking responsibility for the behaviour of their children in the area (%)
		NI023	<ul style="list-style-type: none"> • Perceptions that people in the area treat one another with respect and dignity
		NI026	<ul style="list-style-type: none"> • Specialist support to victims of a serious sexual offence (%) (Deferred until 2010)
		NI027	<ul style="list-style-type: none"> • Understanding of local concerns about ASB and crime by the local council and police
		NI035	<ul style="list-style-type: none"> • Building resilience to violent extremism (number)
		NI038	<ul style="list-style-type: none"> • Drug-related (Class A) offending rate
		NI041	<ul style="list-style-type: none"> • Perceptions of drunk or rowdy behaviour as a problem (%)
		NI042	<ul style="list-style-type: none"> • Perceptions of drug use or drug dealing as a problem (%)
		NI143	<ul style="list-style-type: none"> • Offenders under probation supervision living in settled and suitable accommodation at the end (%)
		NI144	<ul style="list-style-type: none"> • Offenders under probation supervision in employment at the end of their order or licence (%)
		Statutory	CYPF
NI043	<ul style="list-style-type: none"> • Young people within the YJS receiving a conviction in court who are sentenced to custody (%) 		
NI044i	<ul style="list-style-type: none"> • Ethnic composition of offenders on Youth Justice System disposals – White (%) 		
NI044ii	<ul style="list-style-type: none"> • Ethnic composition of offenders on Youth Justice System disposals – Mixed (%) 		
NI044iii	<ul style="list-style-type: none"> • Ethnic composition of offenders on Youth Justice System disposals – Black or black British (%) 		
NI044iv	<ul style="list-style-type: none"> • Ethnic composition of offenders on Youth Justice System disposals – Asian or asian British (%) 		
NI044v	<ul style="list-style-type: none"> • Ethnic composition of offenders on Youth Justice System disposals – hannel/other (%) 		
NI045	<ul style="list-style-type: none"> • Young offenders engagement in suitable education, employment or training (%) 		
NI046	<ul style="list-style-type: none"> • Young offenders access to suitable accommodation (%) 		
EE	NI037		<ul style="list-style-type: none"> • Awareness of civil protection arrangements in the local area (%)
	NI182		<ul style="list-style-type: none"> • % Satisfaction of businesses with local authority regulation services
	NI183		<ul style="list-style-type: none"> • Impact of local authority regulatory services on the fair trading environment (number)
	NI190		<ul style="list-style-type: none"> • Achievement in meeting standards for the control system for animal health

Community Safety – Indicators proposed for deletion/ NIs not proposed for inclusion

Indicator Type	Directorate	Ref	Indicator
Local	FR	Li511	<ul style="list-style-type: none"> • % fires confined to origin room (BV144.04)
		Li512	<ul style="list-style-type: none"> • Malicious false alarms: N Att. (BV146i.05)
		Li513	<ul style="list-style-type: none"> • Malicious false alarms: Att (BV146ii.05)
		Li524	<ul style="list-style-type: none"> • % of people escaping ADF's (BV 208)
		Li525	<ul style="list-style-type: none"> • Smoke alarm activated (BV209i)
		Li526	<ul style="list-style-type: none"> • Smoke alarm fitted did not activate
		Li533	<ul style="list-style-type: none"> • % women firefighters

Customers, Workforce and Partnerships			
Indicator Type	Directorate	Ref	Indicator
Statutory	CWG	NI001	<ul style="list-style-type: none"> % of people who believe people from different backgrounds get on well together in their local area
		NI004	<ul style="list-style-type: none"> % of people who feel they can influence decisions in their locality
		NI006	<ul style="list-style-type: none"> Participation in Regular volunteering (%)
		NI007	<ul style="list-style-type: none"> Environment for a thriving third sector (%)
		NI014	<ul style="list-style-type: none"> Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer
Local	CWG	Li341	<ul style="list-style-type: none"> % Public enquiries resolved at first point of contact – OSS
		Li342	<ul style="list-style-type: none"> % Public enquiries resolved at first point of contact – Contact Centre
		Li811	<ul style="list-style-type: none"> % of the business plan delivered
		Li815	<ul style="list-style-type: none"> Average cost per transaction (CSC)
		Li817	<ul style="list-style-type: none"> Average cost per transaction (OSS)
		Li819	<ul style="list-style-type: none"> % of the agreed WCC internal audit plan delivered
		Li820	<ul style="list-style-type: none"> Score for KLOE 2.4 UoR assessment (risk management and internal audit)
		Li821	<ul style="list-style-type: none"> Score for KLOE 2.3 UoR assessment (good governance)
		Li823	<ul style="list-style-type: none"> % of members satisfied with induction programme
		Li824	<ul style="list-style-type: none"> % of members with Learning and Development Plans
		Li825	<ul style="list-style-type: none"> % of meeting papers sent out at least five clear working days before each meeting
		Li826	<ul style="list-style-type: none"> % of SLAs for Legal Services delivered
		Li827	<ul style="list-style-type: none"> % Legal fee earner utilisation
		Li832	<ul style="list-style-type: none"> % media satisfaction score
		Li833	<ul style="list-style-type: none"> % of DPA, EIR and FOI requests responded to within agreed timescales
		Li835	<ul style="list-style-type: none"> % of record retrievals delivered within agreed timescales
		Li837	<ul style="list-style-type: none"> Average attendance by the public at community forums
		Li838	<ul style="list-style-type: none"> % of Locality Priorities delivered
		Li839	<ul style="list-style-type: none"> % compliance with HR Service Centre SLA targets

Customers, Workforce and Partnerships

Indicator Type	Directorate	Ref	Indicator
Local	CWG	Li840	<ul style="list-style-type: none"> • % of disciplinary and suspension cases completed within agreed timescales
		Li843	<ul style="list-style-type: none"> • % of key directorate support process deadlines met
New	CWG	N/a	<ul style="list-style-type: none"> • %compliance with HR Service Centre Performance Measures
			<ul style="list-style-type: none"> • Average length of suspension period before disciplinary cases are resolved
			<ul style="list-style-type: none"> • % customer satisfaction response from managers in respect of advice/ support received from HR Advisory Service
			<ul style="list-style-type: none"> • Campaigns delivered reflecting WCC/ LAA priorities
			<ul style="list-style-type: none"> • Number of clients who take up the 'Tell us once' services
New	PPU	N/a	<ul style="list-style-type: none"> • % measures in LAA reported by Blocks within agreed timescales
			<ul style="list-style-type: none"> • % LAA actions delivered on time and to budget
			<ul style="list-style-type: none"> • % SCS actions delivered on time and to budget
			<ul style="list-style-type: none"> • Value of external resources in £000 obtained for the pursuit of partnership objectives
			<ul style="list-style-type: none"> • % of enquiries into the Warwickshire Observatory answered within 10 working days
			<ul style="list-style-type: none"> • Number of new research and intelligence processes or activities jointly provided in Coventry Warwickshire and Solihull

Customers, Workforce and Partnerships – Indicators proposed for deletion/ NIs not proposed for inclusion

Indicator Type	Directorate	Ref	Indicator
Statutory	CWG	NI002	% of people who feel that they belong to their neighbourhood
		NI003	Civic participation in the local area (%)
		NI005	Overall/general satisfaction with local area (%)
Local	CWG	Li836	% of Councillors and Community Forum chairs who feel local priorities are being positively addressed through locality arrangements
		Li816	% increase in overall share of customer contact channelled through the website
		Li814	% Customer Service and Access SLA delivered to agreed budget
		Li834	Number of DPA, EIR and FOI breaches or adverse judgements
		Li829	Number of major stories in LG / trade press

Health and Performance			
Indicator Type	Directorate	Ref	Indicator
New	PPU	New	<ul style="list-style-type: none"> • No. of issues raised by external audit of Statutory measures • Score achieved in CAA Organisational Assessment Managing Performance • % of Measures in corporate Performance Report reported by Directorates within agreed timescales • % of National indicators updated onto the National Hub within agreed timescale • No. of Corporate & Directorate Business Plans signed off by Portfolio Holder by 31st March 2011 • % of eligible projects adopting revised WCC approach to project management • % of project benefits met by the re-design phase of projects • % of project benefits met following the implementation phase of projects • % of Improvement Plan actions on track • % of Improvement Plan actions delivered within budget • Number of adverse Data Quality issues raised through Use of Resources process (KLOE 2.2). • Number of Members trained and with access to P+

Resources			
Indicator Type	Directorate	Ref	Indicator
Statutory	RE	NI179	<ul style="list-style-type: none"> Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year
Local	RE	Li328 Li901 Li903 Li905 Li906 Li907 Li908 Li910 Li911 Li912 Li915 Li916 Li917 Li924 Li925 Li926 Li927 Li928 Li929 Li930	<ul style="list-style-type: none"> Use of Resources CAA Score Debt outstanding over 42 days as a % of total annual invoiced income External audit opinion on the accounts Return on Council Investments (quarterly targets) Return on LGPS investments (quarterly targets) % of support calls resolved at point of contact SOCITM level 2 availability (hours network unavailable to >20% of users) % catering in special and primary school sites retained % catering in secondary school sites retained % sites retained – cleaning (total of all services) Summer Holiday “unmanaged late projects” % of the maintenance backlog professionally recommended for completion within 2 years 20% Schools Condition Surveys completed (m2) % of properties with satisfactory (or above) suitability (excluding schools) Overall score from Members in customer survey for meeting their needs Overall score from WCC staff for Resources services Overall score from WCC managers for Resources services Customer Satisfaction as measured by SOCITM Customer Satisfaction Survey No of justifiable complaints Upward Appraisal - % agreeing “overall my line manager’s performance is good”

Resources			
Indicator Type	Directorate	Ref	Indicator
Local	RE	Li931	<ul style="list-style-type: none"> No significant difference by age, sex or ethnicity – The County Council is a good employer
		Li932	<ul style="list-style-type: none"> % of new staff (actual not FTE) receiving training/development (site based)
		Li933	<ul style="list-style-type: none"> Average number of staff learning and development days per FTE (office based)
		Li936	<ul style="list-style-type: none"> Overall Unavailability of ICT (hrs) (SOCITM KPI 15)
		Li937	<ul style="list-style-type: none"> Compliance with corporate accommodation standards for all new office moves
		Li939	<ul style="list-style-type: none"> Gross internal floor space in condition category D (poor) (%)
		Li940	<ul style="list-style-type: none"> Non-schools condition surveys completed (23% of total floor area each year – measured in m2)
		Li944	<ul style="list-style-type: none"> No significant difference (95% confidence, Chi Squared) by age, sex or ethnicity to the question “overall how do you rate the services and facilities provided by the Resources Directorate”
Revised	RE	N/a	<ul style="list-style-type: none"> Accident rates per 1,000 employees Number of formal grievances upheld
New	RE	N/a	<ul style="list-style-type: none"> % of new starters receiving appropriate H&S induction course within three months of taking up employment Annual average meals served as % of pupil roll (primary) Financial outturn for cleaning services on a trading basis Financial outturn for catering services on a trading basis

Resources – Indicators proposed for deletion/ NIs not proposed for inclusion			
Indicator Type	Directorate	Ref	Indicator
Local	RE	Li934	<ul style="list-style-type: none"> Number of Reported Accidents
		Li935	<ul style="list-style-type: none"> Number of formal grievances raised
		Li944	<ul style="list-style-type: none"> No significant difference (95% confidence, Chi Squared) by age, sex or ethnicity to the question “overall how do you rate the services and facilities provided by the Resources Directorate”
		Li900	<ul style="list-style-type: none"> Budget and Balanced Capital Programme approved
		Li902	<ul style="list-style-type: none"> Accounts for previous year approved by Members
		Li904	<ul style="list-style-type: none"> % pay days met
		Li909	<ul style="list-style-type: none"> Business Alignment of ICT Development - % of projects proposed by ICT approved by SDLT
		Li920	<ul style="list-style-type: none"> Value for Money (CPA)
		Li921	<ul style="list-style-type: none"> Degree of achieving agreed efficiency savings
		Li935	<ul style="list-style-type: none"> Number of formal grievances raised
		Li941	<ul style="list-style-type: none"> % of EIAs undertaken on new policies
		Li942	<ul style="list-style-type: none"> % of RE Directorate-specific actions delivered to support the Corporate aim to achieve level 3 Equality Standard
		Li943	<ul style="list-style-type: none"> % of EIAs reviewed
		Li914	<ul style="list-style-type: none"> Financial outturn for traded services

Appendix B – 2010/11 Draft Corporate / Shared Measures

All Portfolios			
Indicator Type	Directorate	Ref	Indicator
Local	CWG	Li830	<ul style="list-style-type: none"> Percentage satisfaction with internal publications and communications (Organisational wide Shared Corporate Measure)
		Li841	<ul style="list-style-type: none"> % of staff awareness of the corporate learning and development offer (Organisational wide Shared Corporate Measure)
		Li828	<ul style="list-style-type: none"> No findings of maladministration or similar adverse outcomes against the Council from other legal challenges (Shared corporate measure)
		Li316	<ul style="list-style-type: none"> % Achievement of WCC Customer Care Standards
		Li317	<ul style="list-style-type: none"> % Satisfaction with Mystery Shopping experience rating
		Li331	<ul style="list-style-type: none"> % Compliance with the Corporate Governance Action Plan
	RE	Li320	<ul style="list-style-type: none"> % End year variance from budget
	CWG	Li321	<ul style="list-style-type: none"> No of Adverse Ombudsmen Complaints
		Li315	<ul style="list-style-type: none"> % Residents satisfied with the way the Council runs things (Organisational wide Corporate Measure)
		Li318	<ul style="list-style-type: none"> % Mystery shopping indicators in the local government benchmarking top 2 quartiles of results (Organisational wide Corporate Measure)
Li846		<ul style="list-style-type: none"> Overall customer satisfaction (Organisational wide Corporate Measure) 	
Li333		<ul style="list-style-type: none"> Equalities Standard level (Organisational wide Corporate Measure) 	
		Li831	<ul style="list-style-type: none"> % of staff using the intranet (Organisational wide Corporate Measure)
New	CWG	NEW	% staff and Members who believe the Council encourages high standards of conduct (Organisational and Shared Corporate Measures)