AGENDA MANAGEMENT SHEET

Name of Committee	**Resources, Performance and Development Overview & Scrutiny Committee**
Date of Committee	**25th July 2006**
Report Title	**CAMS, Property Services & Treasurers Full Year Performance Report 2005/06**
Summary	This is a combined Full Year Performance Report 2005/06 for CAMS, Property Services and Treasurers Departments as they were prior to April 2006.

See Pages   A1 to A20 for CAMS

B1 to B18 for Property Services

C1 to C23 for Treasurers

For further information please contact:	Joanna Rhodes Tel: 01926 412245 joannarhodes@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	No.
Background papers	None

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☐	
Local Member(s)	☐	
Other Elected Members	☒	Cllrs, Booth, Hicks and Atkinson
Cabinet Member	☒	Cllr. Cockburn
Chief Executive	☐	
Legal	☒	Sarah Duxbury, comments incorporated
Finance	☒	David Clarke, reporting officer

Warwickshire
County Council

Other Chief Officers ☐

District Councils ☐

Health Authority ☐

Police ☐

Other Bodies/Individuals ☐

FINAL DECISION

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by ☐
this Committee

To Council ☐

To Cabinet ☐

To an O & S Committee ☐

To an Area Committee ☐

Further Consultation ☐

Warwickshire
County Council

Resources, Performance and Development Overview & Scrutiny Committee

25th July 2006

CAMS Performance Report Full Year 2005/06

Recommendation

      The Resources, Performance and Development O&S Committee is asked to:
a) Consider the Performance Report submitted by the CAMS department – now part of the Resources Directorate for the full-year 2005/06.
b) Endorse any proposed remedial actions.
c) Request any additional information required.

Introduction to the report

This year's Full-year Performance Report submitted by the CAMS Directorate has been written under the new Corporate Performance Management System traffic lighting and tolerances that have been introduced into the WCC Performance Management Framework.

Previously, the traffic lighting of PI Targets, Milestones and Trends was given with Red, Amber and Green alerts. These had the following meaning:-

- Green was used to indicate meeting or exceeding Targets / Milestones.
- Amber was used as a warning to indicate poor performance within a pre-defined tolerance and the possibility of movement into the Red alert.
- Red was used to indicate poor performance outside of the tolerance set for the Amber warning.

The new traffic lighting has one alert to indicate poor performance, one alert to indicate good performance that is on target and OK within tolerance limits and one alert to indicate high performance beyond target and expectations.

The tolerances above and below the targets have also been tightened under the new system giving a narrower band to indicate good performance and negating the need for an Amber alert as a warning. In this way, any reports (either exception reports or full reports) will clearly show the areas of performance that need addressing and action taken.

Therefore, the new traffic lighting has the following meaning:-

- Green Star (★) is used to indicate high performance and exceeding Targets / Milestones beyond a pre-defined tolerance.

- Blue Circle (●) is used to indicate good performance and meeting Targets / Milestones within pre-defined tolerance limits.

- Red Triangle (▲) is used to indicate poor performance and missing Targets / Milestones beyond a pre-defined tolerance.

The new traffic lighting system uses different shaped symbols for the alerts to avoid confusion if the reports are printed or photocopied in black & white. This also avoids the need to write in the colour name of the alert over the colour, which was sometimes difficult to see both in colour and black & white

The other additional symbol in the report is to indicate those Objectives / Priorities which have been deferred or superseded and any PI's that do not have enough historic data for Trend indication. In this instance a White Square ( ) is used.

Executive Summary & Headlines

1. The following report summarises the performance of the CAMS Department for the full-year 2005/06 (1st April 2005 to 31st March 2006). The performance is set out in terms of Corporate Headline Indicators (CHIs), departmental key performance indicators, corporate and departmental objectives, customer satisfaction indicators, consultations and complaints / compliments.

2. The report shows that:-

   • 77% of key objectives were achieved for 2005/06.

   • 17% of key objectives were deferred or superseded due to the re-organisation of departments.

   • 66% of Key Performance Indicators exceeded target by more than 2%.

   • All key stakeholders have been consulted on future service requirements and actions have been taken to address their concerns.

   • Performance is improving year on year against the number of complaints, comments and compliments that the department has received.

CAMS PERFORMANCE REPORT FOR FULL-YEAR 2005/06 (1ST APRIL 2005 to 31st MARCH 2006)

Contents   Page

CHAPTER ONE – PERFORMANCE RESULTS

1. Introduction

This section describes the performance of the CAMS department from April 2005 –March 2006 against Corporate Headline Indicators (CHIs), departmental key performance indicators and corporate and departmental objectives. The report forms part of WCC's well established performance management system, which requires twice-yearly performance reports.

As a central support Department, most of CAMS activities related to the Corporate Objective, "To improve access to WCC services and to manage those services effectively and efficiently".

2. Summary of Performance for 2005/06

Directorate Objectives

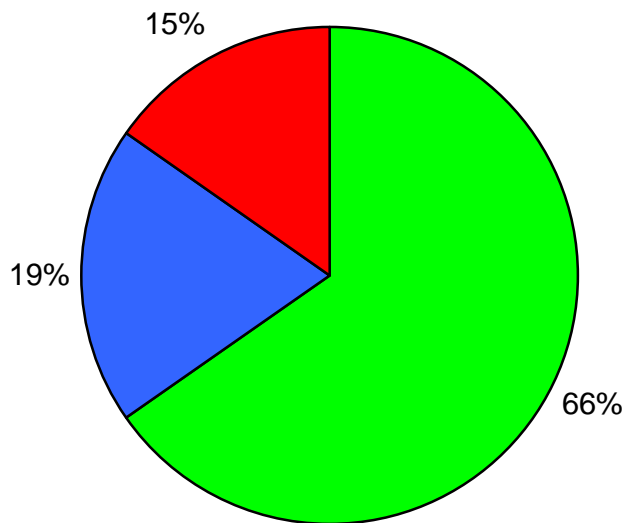| Objectives/Priorities	No. of Key Tasks	% of Total	Alert	2004/05 % (Comparison)
Met ahead of the target date	28	77%	★	
Met or delayed by less than 2 months from the target date	0	0%	●	
Not achieved or delayed by more than 2 months from the target date	2	6%	▲	Not used in 2004/05
Deferred or superseded	6	17%	▢	

Performance of Objectives / Priorities

Legend:
- Met ahead of the target date
- Met or delayed by less than 2 months from the target date
- Not achieved or delayed by more than 2 months from the target date
- Deferred or superseded

Key Performance Indicators

Key Performance Indicators - Targets	No. of KPIs	% of Total	Alert	2004/05 % (Comparison)
Exceeded target by more than 2%	**17**	**66%**	★	
Met within 2% more than target and 5% less than target	**5**	**19%**	●	**Not used in 2004/05**
Missed target by more than 5%	**4**	**15%**	▲	

Performance of Key Performance Indicators - Targets

■ Exceeded target by more than 2%
■ Met within 2% more than target and 5% less than target
■ Missed target by more than 5%

Key Performance Indicators - Trends	No. of KPIs	Alert	% of Total
Continuous improvement over last 3 years	**15**	⭐	**55%**
Flat / fluctuations above and below target, or some improvement but not yet consistent (i.e. only up to 2 years worth of trend data)	**4**	🔵	**15%**
Reverse trend to the aim of the indicator	**3**	🔺	**11%**
Only current value available	**5**	☐	**19%**

Performance of Key Performance Indicators - Trends
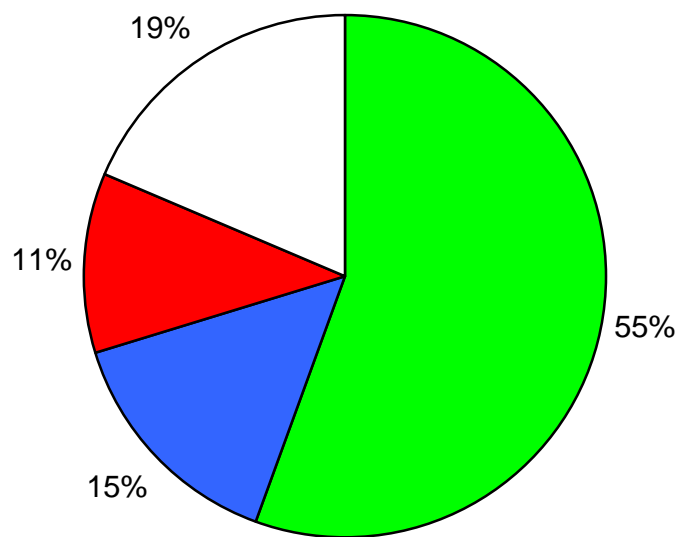
■ Continuous improvement over last 3 years

■ Flat / fluctuations above and below target, or some improvement but not yet consistent (i.e. only up to 2 years worth of trend data)

■ Reverse trend to the aim of the indicator

☐ Only current value available

3.   Achievement of Corporate and Departmental Objectives 2005/06

This section of the report shows how we have contributed to the Corporate Medium Term Priorities (shown below) and to what extent we have achieved CAMS Departmental Objectives and headline Service Objectives.

> **Corporate Medium Term Priority 2005/06**
> **Develop and implement a customer access strategy and modernise the way we deliver services.**

The following key is used to assess CAMS achievement to date: -

End of Year status against Departmental Objectives/ Priorities	
★	Indicates high performance and exceeding Targets / Milestones beyond a pre-defined tolerance.
●	Indicates good performance and meeting Targets / Milestones within pre-defined tolerance limits.
▲	Indicates poor performance and missing Targets / Milestones beyond a pre-defined tolerance.
☐	Indicates those Objectives / Priorities which have been deferred or superseded

Risk to the delivery of Corporate Priorities	
High	Major potential impact
Medium	Moderate potential impact
Low	Minimal potential impact
Nil	No impact

Ref:	Objectives	Timescale	Owner	Status	Risk	Remedial Action/Comment
1.0	**Customer Service Centre** Expand and develop the Customer Service Centre to maximise the number of council-wide service requests satisfied in one phone call.	March 2006	T. Ciuffini (LHTS lead)	★	**Nil**	
2.0	**One Stop Shops** Implement the pilot one-stop-shop with Warwick District Council.	March 2006	T. Ciuffini (LHTS lead)	★	**Nil**	
3.0	**Web Based Services** Develop and implement web based services for public and internal use in order to meet the BVPI 157 target by December 2005.	Dec 2005	T. Ciuffini	★	**Nil**	
4.0	**Priority Service Outcomes** Develop and implement e-services as necessary to achieve the Priority Service Outcomes required by government by March 2006.	March 2006	T. Ciuffini	★	**Nil**	

Ref	Objective	Timescale	Owner	Status	Risk	Remedial Action/Comment
5.0	**ICT Infrastructure** Complete the modernisation of the corporate ICT infrastructure and ensure it delivers e-services.	March 2006	D. Sutton	★	Nil	
6.0	**Broadband Network** Complete the implementation of the corporate broadband network.	Sept 2005	D. Clarke	▲	Nil	Now complete
7.0	**Warwickshire OnLine Partnership** Develop a joint access strategy through the Warwickshire On-Line Partnership, to support Warwickshire Strategic Plan.	March 2006	R. M Davey	★	Nil	

Departmental Key Service Objectives 2005/06

Strategic Objective 1	To clearly demonstrate Best Value by continuously striving for Business Excellence					
Ref	**Annual Objectives**	**Timescale**	**Owner**	**Status**	**Risk**	**Remedial Action/Comment**
1.1	To support the Best Value Review of ICT Services as necessary and to implement the Review recommendations.	March 2006	P Daniel	★	Nil	
1.2	To complete the EFQM Action Plan 2005/06 arising from the 2004/05 self-assessment and prepare for CAMS external EFQM assessment in Autumn 2005.	March 2006	S Hill	★	Nil	
1.3	To complete the Staff Survey Action Plan for 2005/06 and conduct a further survey in the summer of 2005.	March 2006 July 2005	S Hill	★	Nil	
1.4	Prepare for the department's Investors in People assessment in Autumn 2005.	November 2005	J Reading	★	Nil	

Strategic Objective 2	To maximise our marketing effectiveness					
Ref	**Annual Objectives**	**Timescale**	**Owner**	**Status**	**Risk**	**Remedial Action/Comment**
2.1	To develop and implement consistent marketing approaches internally and to schools (via WES).	September 2005	S Hill	☐	Low	Superseded due to new organisational structure
2.2	To develop and implement performance measures that monitors our marketing effectiveness.	April 2005	S Hill	☐	Low	Superseded due to new organisational structure
2.3	To adopt and apply the new corporate branding on all documentation and signage etc.	Ongoing	Section Managers	★	Nil	

Strategic Objective 3	To adapt our strategic capacity to keep pace with market developments and changes in demand					
Ref	**Annual Objectives**	**Timescale**	**Owner**	**Status**	**Risk**	**Remedial Action/Comment**
3.1	To produce 3-5 year market, skills and demand trends for all services and include them in Service Level Business Plans.	March 2006	Section Managers	☐	Low	Superseded due to new organisational structure

Strategic Objective 4	To demonstrate our efficiency by doing more for the same and/or the same for less year on year					
Ref	**Annual Objectives**	**Timescale**	**Owner**	**Status**	**Risk**	**Remedial Action/Comment**
4.1	To explore different ways of working in all services and to develop investment plans for implementation where appropriate.	March 2006	Section Managers	★	Nil	
4.2	To explore the potential of partnership working in all services and to develop proposals for collaboration where appropriate.	March 2006	Section Managers	☐	Med	Superseded due to new organisational structure
4.3	To address absence management issues guided by Corporate HR.	April 2006	Section Managers	★	Nil	

Strategic Objective 5	To ensure that ICT plays an effective role in the development and implementation of WCC's business agenda					
Ref	**Annual Objectives**	**Timescale**	**Owner**	**Status**	**Risk**	**Remedial Action/Comment**
5.1	To lead and facilitate efforts to achieve the Government's 100% e.services enablement target (BVPI 157).	December 2005	T Ciuffini	★	Nil	
5.2	To lead and facilitate efforts to achieve the Priority Service Outcomes required by the ODPM.	March 2006	T Ciuffini	★	Nil	
5.3	To lead and facilitate efforts to complete the implementation of the Corporate Broadband Network.	Sept 2005	D Clarke	▲	Nil	Now complete
5.4	To lead and facilitate efforts to complete the 4-year ICT infrastructure renewal programme to support e.services delivery	March 2006	D Sutton	★	Nil	
5.5	To lead and facilitate efforts to develop a Corporate Business Systems Architecture and to initiate its implementation.	March 2006	P Daniel	★	Nil	

Other Objectives	N/A					
Ref	**Annual Objectives**	**Timescale**	**Owner**	**Status**	**Risk**	**Remedial Action/Comment**
6.1	To respond to the staff development initiatives arising from the County's Organisational Development strategy generally and the Working for Warwickshire project specifically, as and when agreed, taking account of other departmental pressures and demands on resources.	Ongoing	J Reading	⭐	**Nil**	
6.2	To respond to the staff management initiatives sponsored by the HR Programme Management board generally, and workforce planning and absence management specifically, as and when agreed, taking account of other departmental pressures and demands on resources.	Ongoing	J Reading	⭐	**Nil**	
6.3	To support and enable the transition to the new HRMS System with a view to live operation by agreed date.	As Required	J Reading	⭐	**Nil**	
6.4	To respond to the corporate Race & Equality action plans as required, progressing through level 1-5 of the standard.	As Required	Section Managers	⭐	**Nil**	
6.5	To lead and support the implementation of Prince 2 based project management during 2005 with a view to reviewing progress and securing endorsement from COMT for continuing use.	December 2005	M Davey	⭐	**Nil**	

Headline Section Service Objectives

Ref:	Objectives	Timescale	Owner	Status	Risk	Remedial Action/Comment
1.0	**County Caterers** • To research secondary school catering requirements over the next 10 years via external consultants in order to inform future marketing, investment and service development.	June 2005	S Russell	⭐	**Nil**	
2.0	**County Cleaning & Caretaking** • To prepare the service for Chartermark accreditation	March 2006	S Hodson	⭐	**Nil**	
3.0	**ICT Services** • To support and enable the ICT Strategic Review and to respond to the review recommendations as necessary	March 2006	P Daniel	⭐	**Nil**	
4.0	**Print Unit**	March	M Ward	☐	**Nil**	Print Unit transferred out of CAMS

	• To prepare the service for ISO9000 Quality accreditation.	2006				
5.0	**Schools Technical Service** • To prepare the service for ISO9000 Quality accreditation.	December 2005	R Meadows	☐	**Nil**	Will be planned for in 2006/07
6.0	**Caretaking & Car Parking** • To prepare the service for Chartermark accreditation.	March 2006	C Jones	★	**Nil**	
7.0	**Finance, Admin & HR** • To support and enable the transition to the new HRMS system with a view to successful live operation by agreed dates	March 2006	J Reading	★	**Nil**	
8.0	**Directorate** • To provide a strategy support service to Libraries, Heritage & Trading Standards on a pilot basis for 12 months and to secure agreement to the provision of the service on a permanent basis.	March 2006	S Hill	★	**Nil**	

4. Performance Against Key Performance Indicators

Financial Indicators

KPI Name	Measure	Type	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status	Risk	Remedial Action/Comment
Budget variance	% Forecast / Budget	CHI	- 8.3%	- 23.6%	-20.9%	+/- 1%	▲ (red)	Nil	Strategy to be developed to respond to 'JO effect'
Trading surplus	% Surplus / Income	CAMS	2.9%	2.9%	0.43%	>1%	● (blue)	Nil	
Net growth in real income	Current year income (less inflation) / last year's income	CAMS	-	New KPI	0.74%	+2½ %	▲ (red)	Nil	
Planned use of reserves	Reserve drawdown	CAMS	-	New KPI	92.2%	100%	▲ (red)	Nil	
Invoice Payment	Within 30 days	CHI	99.7%	98.21%	97.6%	99.5%	● (blue)	Nil	
Debt Recovery	Over 42 day debt as % of total invoices	CHI	0.6%	0.7%	0.9%	<2.5%	★ (green)	Nil	
Value of Debts	Over 42 days	CHI	£56,800	£22,850	£26,134	£20,000	★ (green)	Nil	

Customer Indicators

KPI Name	Measure	Type	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status	Risk	Remedial Action/Comment
Complaints	Actual number	CHI	57	30	28	Less	★ (green)	Nil	
Comments	Actual number	CHI	75	90	339	More	★ (green)	Nil	
Compliments	Actual number	CHI	400	500	695	More	★ (green)	Nil	
Telephone Response Rate	% within 10 seconds	CAMS	88.4%	88.8%	89.5%	85%	★ (green)	Nil	
	% within 15 seconds	CHI	97.1%	97.2%	97.6%	100%	● (blue)	Nil	
Letter Answering	% within 10 working days	CHI	100%	100%	100%	100%	★ (green)	Nil	

Email Response Rate	% within 10 working days	CHI	98%	97%	85%	100%	▲	**Nil**	

Improvement Indicators									
KPI Name	**Measure**	**Type**	**Actual 2003/04**	**Actual 2004/05**	**Actual 2005/06**	**Target 2005/06**	**Status**	**Risk**	**Remedial Action/Comment**
e.Government	% e.enabled	BVPI	77%	83%	97.0%	97.5%	⭐	**Nil**	
EFQM	Externally assessed score	CHI	400-450	N/A	400-450	400-450	⭐	**Nil**	

People Indicators									
KPI Name	**Measure**	**Type**	**Actual 2003/04**	**Actual 2004/05**	**Actual 2005/06**	**Target 2005/06**	**Status**	**Risk**	**Remedial Action/Comment**
IiP Accreditation	CAMS Overall Accreditation	CAMS	Maintained	Maintained	Maintained	Maintain	⭐	**Nil**	
Training	Training days / FTE	CAMS	-	N/A	>1 day	> 1 day	⭐	**Nil**	
Sickness Absence	Days lost / FTE	CHI	-	-	7.14	< County Average	⭐	**Nil**	
	Spells / FTE	CHI	-	New KPI	2.37	< County Average	⭐	**Nil**	
Staff Satisfaction	% Overall Satisfaction	CAMS	86%	81.1%	76.1%	> 85%	▲	**Low**	
Upwards Appraisals	% (Senior Managers) Overall Satisfaction	CAMS	-	82.2%	78.9%	> 85%	⬤	**Nil**	
	% (Line Managers) Overall Satisfaction	CAMS	87.8%	87.7%	86%	> 85%	⬤	**Nil**	
Accidents	Actual number	CAMS	69	57	20	Less	⭐	**Nil**	
	Number / FTE	Corp	-	0.07%	0.02%	Less	⭐	**Nil**	
Equality Standard	Compliance	CHI	Level 2	-	Level 2	Level 2	⭐	**Nil**	
Health & Safety Audit	Urgent Actions	CAMS	-	-	0	0	⭐	**Nil**	

5. Financial Results

The table below shows CAMS outturn forecast for 2005/06.

CAMS last reported the expected outturn position to Cabinet as part of the corporate 2005/2006 Provisional Outturn report on 2 February 2006. At this time the service was predicting an underspend of £606,000.The actual underspend of £1,036,000 therefore represents a £430,000 change in the service's position.

Table 6: Comparison between provisional and final outturn		
	Provisional **Outturn as reported on 2nd February 2006** **£000**	**2005/2006 Final Outturn** **£000**
Departmental equipment	(7)	1
Business Units trading	(254)	(112)
Corporate communications equipment	171	(125)
Virtual Bank projects	(219)	0
Unit charge equalisation Account	(297)	(409)
E-Government projects	0	(453)
Other		62
Total	**(606)**	**(1,036)**

The main reasons for the net increased underspending are as follows:-

- Business Unit trading - increase in size of County Caterers trading deficit - largely due to unexpected reduction in meal numbers (Jamie Oliver impact).
- Corporate communications equipment - deferment of spend on communications infrastructure at Saltisford to 2006/2007.
- Unit Charge – this surplus will be used to offset cost of new year commitments.
- Slippage on e-government projects.

CHAPTER TWO – CONSULTATION

1. Introduction

CAMS are mainly an internal service provider and as a result, *public or quasi-public* consultation is limited to 2 services namely, County Caterers and ICT Services.

However, all of CAMS services consult their respective internal customers either through the WES School Survey or/and individual service lead consultation. All customer consultation supports the achievement of the sixth Corporate Objective: - **"Improve access to our services and manage those services effectively and efficiently.**

2. Consultation this year

The table below shows the main consultations that have been carried during 2005/06.

Title & Purpose	Start Date	Methodology	Key Results	Action Taken	Corporate Objective
WCC Web Site (public) -To obtain feedback on services provided, effectiveness of current approach, and future priorities	August 2005	Annual stand at the Town and Country festival where the public were invited to use the website and provide feedback on their experience	117 questionnaires were completed – key messages: • Hyperlinks not clear • New header bar is effective • Target pages more usable Additionally some positive comments and suggestions for improvement were made by a visually impaired customer	• Design for hyperlinks amended • Considering improved navigation buttons for visually impaired users	6
WCC Web Site (public) -To obtain feedback on services provided, effectiveness of current approach, and future priorities	February 2005	Visitors to website invited to complete customer survey as part of SOCITM Website take-up Service. Common survey to allow benchmarking.	1236 responses for our website. Above average re benchmark with other authorities for • Ability to find information - 71% Yes, 18% No • Satisfaction with clarity of information – 81% very or	Are monitoring performance against other sites, will also look to monitor impact of the new design. Have been able to use results from survey to identify over £700,000 Gershon non-cashable savings. Approach has been used as a case Study by SOCITM,	6

Title & Purpose	Start Date	Methodology	Key Results	Action Taken	Corporate Objective
			fairly satisfied, 6% dissatisfied • Likelihood of returning to website as 1st port of call – 89% likely, 5% unlikely	and covered in the guardian, and Public Servant magazine, and led to requests to present at conferences. Also monitoring information leading to visit. Job vacancies is by far the major reason.	
ICT Services User Survey (internal) -	June 2005	SOCITM Customer Satisfaction Survey to allow benchmark with other Authorities	Disappointing 24% response. Perceptions regarding ICT services generally static compared to previous results but still above average. Satisfaction levels have seen a slight drop with some areas dropping into the third quartile.	It should be noted results are for all ICT services not just CAMS. Nevertheless initial priorities for consideration are: - • staff training • reduction in downtime • hardware and software upgrades • increased customer involvement	6
ICT Services Help Desk (internal) - to measure satisfaction with the ICT Services Help Desk	Ongoing	During the summer this survey was improved via customer consultation.	The new survey was lunched in October. Initial results show 95.22% of users are satisfied with the quality of service received with a response rate of 53.86%	None. Will follow up individual concerns immediately and review need for generic actions periodically.	6
WES Schools Survey (Public) – to establish schools satisfaction with WES	Sept 2005	Electronic and paper based survey to all schools	Results due late November 2005	N/A	6
Secondary Catering (Public) – to establish catering requirements for the next 10 years	June 2005	An external catering consultant was appointed to conduct face to face interviews with school bursars and Heads	The key requirements identified by secondary schools were: - • Good quality food with the emphasis on health • Value for money • Good communications • Co-operative flexible working with provider	Provisional actions noted below. These will be taken into account in the development of a strategic response to School Meals Improvement as required by the Government. Initiative to be led by Education: - • Create an account manager/customer liaison post to provide personalised	6

Title & Purpose	Start Date	Methodology	Key Results	Action Taken	Corporate Objective
			• Business transparency • A productive approach to service improvement • A hassle free service	and on-going support to schools develop a partnership approach to service delivery • Tailor the service provided to each school • Create a jointly owned development plan for each school • Offer to 'ring the changes' periodically • Regularly publicise/ communicate achievements/improvements more effectively to all schools not just customers • Be less risk averse with investments/show greater trust and goodwill • Withdraw on better terms when we lose business/keep in touch subsequently	

CHAPTER THREE – COMPLAINTS

1. Introduction

CAMS Sections are responsible for recording and monitoring their own complaints. Figures are entered onto the department's performance management system and additional complaint details are submitted to the Directorate for collation on a quarterly basis.

The diversity of the sections within CAMS is reflected in the service-specific nature of the majority of complaints we receive, but where a common theme is identified at a departmental level, action is taken accordingly. Recurring themes would be identified by Section managers and action taken to change policy and/or procedures.

Where the change needed is more significant in terms of resource, impact etc. it may be carried forward for consideration in the next business planning cycle.

2. Complaints Analysis

Section	Complaints	Comments	Compliments
County Caterers	13	87	169
County Cleaning & Caretaking	11	32	18
Directorate	0	0	0
Finance, Admin & HR	0	0	6
ICT Services	3	220	311
Schools Technical Services	1	0	2
Shire Hall Caretaking & Car Parking	0	0	195
CAMS Overall	**28**	**339**	**695**

When compared to previous year's data (below) the results show that our performance is improving year on year for complaints, comments and compliments.

	2002/03	2003/04	2004/05	2005/06
Complaint	103	57	30	28
Comment	75	75	90	339
Compliment	523	400	500	695

3. Improvements Made

The following tables provide details of the actions taken to address these complaints: -

Poor/inadequate service (25 complaints)

Reason for Complaint	Improvements Made
• Service to school • Temporary staffing arrangements • Service to Headteacher • Quantity of food • Quality of food	• Discussions with Heads to fully explain the Cleaning SLA • Parents invited to see catering service and discuss provision • Changes to menus

Conduct of Staff (1 complaint)

Reason for Complaint	Improvements Made
• Customer Care	• Standards reinforced to staff – no further action required

Other (2 complaints)

Reason for Complaint	Improvements Made
• Personal preferences • Food Hygiene	• No action required • Food Hygiene standards checked and all implemented (Hair in food)

Resources, Performance and Development Overview & Scrutiny Committee

25th July 2006

Property Performance Report Full Year 2005/06

Recommendation

The Resources, Performance and Development O&S Committee is asked to:
   a) Consider the Performance Report submitted by the Property Section of Resources Directorate for the full-year 2005/06.
   b) Endorse any proposed remedial actions.
   c) Request any additional information required.

Introduction to the report

This year's full-year Performance Report submitted by the Property Section of Resources Directorate has been written under the new Corporate Performance Management System traffic lighting and tolerances that have been introduced into the WCC Performance Management Framework.

Previously, the traffic lighting of PI Targets, Milestones and Trends was given with Red, Amber and Green alerts. These had the following meaning:-

- Green was used to indicate meeting or exceeding Targets / Milestones.
- Amber was used as a warning to indicate poor performance within a pre-defined tolerance and the possibility of movement into the Red alert.
- Red was used to indicate poor performance outside of the tolerance set for the Amber warning.

The new traffic lighting has one alert to indicate poor performance, one alert to indicate good performance that is on target and OK within tolerance limits and one alert to indicate high performance beyond target and expectations.

The tolerances above and below the targets have also been tightened under the new system giving a narrower band to indicate good performance and negating the need for an Amber alert as a warning. In this way, any reports (either exception reports or full reports) will clearly show the areas of performance that need addressing and action taken.

Therefore, the new traffic lighting has the following meaning:-

- Green Star ( ) is used to indicate high performance and exceeding Targets / Milestones beyond a pre-defined tolerance.

- Blue Circle ( ) is used to indicate good performance and meeting Targets / Milestones within pre-defined tolerance limits.

- Red Triangle ( ) is used to indicate poor performance and missing Targets / Milestones beyond a pre-defined tolerance.

The new traffic lighting system uses different shaped symbols for the alerts to avoid confusion if the reports are printed or photocopied in black & white. This also avoids the need to write in the colour name of the alert over the colour, which was sometimes difficult to see both in colour and black & white

The other additional symbol in the report is to indicate those Objectives / Priorities which have been deferred or superseded and any PI's that do not have enough historic data for Trend indication. In this instance a White Square (⬜) is used.

Executive Summary & Headlines

1. The following report summarises the performance of the Property Section with Resources Directorate (formerly Property Services Department) for the full-year 2005/06 (1st April 2005 to 31st March 2006). The performance is set out in terms of Corporate Headline Indicators (CHIs), departmental key performance indicators, corporate and departmental objectives, customer satisfaction indicators, consultations and complaints / compliments.

2. The report shows that:-

   - 71% of key objectives achieved for 2005/06 compared to 57.2% in 2004/05.

   - Telephone response times show a significant improvement and have achieved a positive result.

   - Telephone and letter response times show a positive trend status improvement.

   - There has been a total overspend of 4.3% arising from unexpected developments during the course of the year. The reasons are detailed in section 5 of Chapter One below.

   - The department's consultations were normally with other front-line departments, and on this occasion the major survey carried out was with schools, as indicated in section 2 of Chapter Two below, showing a positive result as indicated in the chart.

   - The department's complaints and compliments are summarised in Chapter Three below, which indicates 6 complaints compared to 10 in the previous year and 45 accolades compared to 37.

Property Section of Resources Directorate
PERFORMANCE REPORT FOR FULL-YEAR 2005/06
(1ST APRIL 2005 to 31st MARCH 2006)

Contents   Page

CHAPTER ONE – PERFORMANCE RESULTS

1. Introduction

This section describes performance of the Property Section of the Resources Directorate against Corporate Headline Indicators (CHIs), departmental key performance indicators and corporate and departmental objectives. The report forms part of WCC's well established performance management system, which requires twice-yearly performance reports.

This is the full-year report for 2005/06, which gives a forecast and estimate of the full year performance of the Property section.

As a central support Department, most of Property Services' activities related to the Corporate Objective, "To improve access to WCC services and to manage those services effectively and efficiently".

2. Summary of Performance for 2005/06

Directorate Objectives

Objectives/Priorities	No. of Key Tasks	% of Total	Alert	2004/05 % (Comparison)
Met ahead of the target date	1	7%	★	7% (1)
Met or delayed by less than 2 months from the target date	9	65%	●	43% (6)
Not achieved or delayed by more than 2 months from the target date	3	21%	▲	43% (6)
Deferred or superseded	1	7%	☐	7% (1)

Performance of Objectives / Priorities
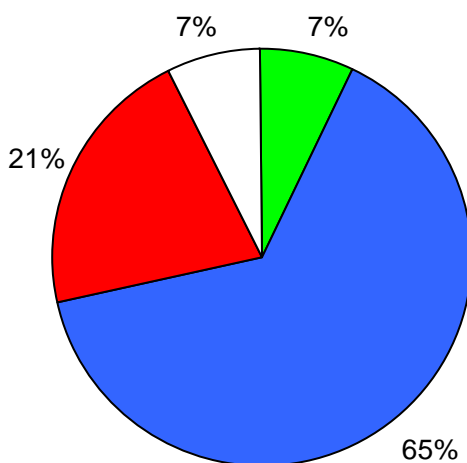
- ■ Met ahead of the target date
- ■ Met or delayed by less than 2 months from the target date
- ■ Not achieved or delayed by more than 2 months from the target date
- ☐ Deferred or superseded

Key Performance Indicators

Key Performance Indicators - Targets	No. of KPIs	% of Total	Alert	2004/05 % (Comparison)
Exceeded target by more than 2%	1	100%	★	0%
Met within 2% more than target and 5% less than target	0	0%	●	100%
Missed target by more than 5%	0	0%	▲	0%

Performance of Key Performance Indicators - Targets

0%

100%

■ Exceeded target by more than 2%

■ Met within 2% more than target and 5% less than target

■ Missed target by more than 5%

Key Performance Indicators - Trends	No. of KPIs	Alert	% of Total
Continuous improvement over last 3 years	**1**	⭐	**100%**
Flat / fluctuations above and below target, or some improvement but not yet consistent (i.e. only up to 2 years worth of trend data)	**0**	🔵	**0%**
Reverse trend to the aim of the indicator	**0**	🔺	**0%**
Only current value available	**0**	⬜	**0%**

Performance of Key Performance Indicators - Trends
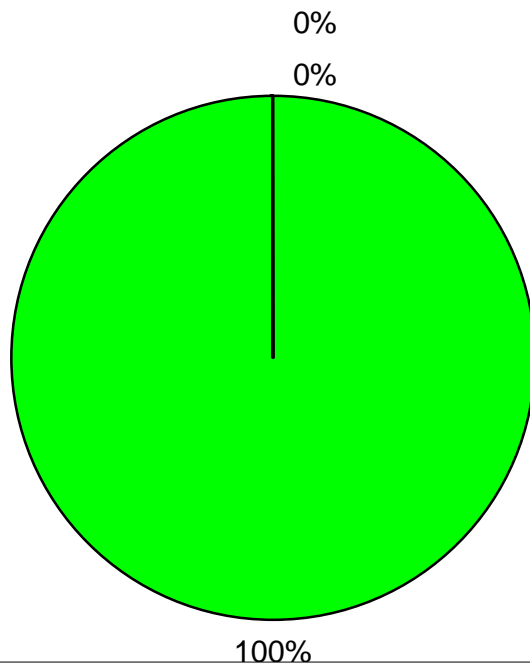
0%

0%

0%

100%

■ Continuous improvement over last 3 years

■ Flat / fluctuations above and below target, or some improvement but not yet consistent (i.e. only up to 2 years worth of trend data)

■ Reverse trend to the aim of the indicator

□ Only current value available

3. Performance Against Directorate and Corporate Objectives/Priorities

This section of the report shows how we have contributed to the Corporate Medium Term Priorities (shown below) and to what extent we have achieved the Property Departmental Objectives

Corporate Medium Term Priority 2005/06

Develop and implement a customer access strategy and modernise the way we deliver services.

The following key is used to assess our achievement to date: -

End of Year status against Departmental Objectives/ Priorities	
★	Indicates high performance and exceeding Targets / Milestones beyond a pre-defined tolerance.
●	Indicates good performance and meeting Targets / Milestones within pre-defined tolerance limits.
▲	Indicates poor performance and missing Targets / Milestones beyond a pre-defined tolerance.
☐	Indicates those Objectives / Priorities which have been deferred or superseded

Risk to the delivery of Corporate Priorities	
High	Major potential impact
Medium	Moderate potential impact
Low	Minimal potential impact
Nil	No impact

Ref	Departmental Objective	Timescale	Status	Risk	Remedial Action
1.	Acquire the Saltisford development (i.e. buildings 1 and 2)	April 2006	●	High	
2.	Commence the implementation of a revised Corporate Property Strategy as part of the Council's Modernisation Agenda	March 2006	★	High	
3.	Achieve Capital Receipts of £12.5m to support the Capital Programme, excluding the sale of Aylesford land (see task number 7)	March 2006	▲	High	£3.22m achieved; a number of major projects slipped mainly owing to planning problems but also because of departments' changing requirements. 2006-07 objectives being reviewed accordingly.
4.	Deliver in excess of £50m Property Maintenance and Construction Programmes on time and budget	March 2006	●	Medium	

5.	Implement Customer Service improvements programme	March 2006	●	Medium	
6.	Develop Shire Hall option appraisal including possible refurbishment/improvements scheme	March 2006	●	High	
7.	Dispose of land adjacent to Aylesford School	March 2006	▲	High	Imposed conditions for flood alleviation scheme delayed planning approval to June 2006. Marketing and disposal of site continuing meanwhile.
8.	Develop Sustainability Policy	March 2006	●	Moderate	
9.	Develop proposals to replace North Leamington and Kineton Schools	March 2006	●	Moderate	
10.	Implement Archibus/FM as new Corporate Property Records Management system	March 2006	☐	Low	Following review, contract for replacement terminated and scope funding and timing arrangements now under review
11.	Complete the DDA construction programme (circa £1m)	March 2006	●	Moderate	
12.	Make EFQM submission to Midlands Excellence awards process	June 2005	●	Low	
13.	Prepare for Investors in People Re-assessment	October 2005	●	Low	
14.	Rebuild Avon Valley School, Rugby	August 2006	▲	Moderate	The Council subsequently determined that the replacement would not be on a like-for-like basis. Procedures therefore have to be amended and deferment resulted. New completion date now July 2007.

4. Performance Against Key Performance Indicators

The Department's only Best Value Performance Indicator is number 156, which refers to "the percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people". Our performance shows a positive trend, as the table below indicates.

Over the period 2003/04 to 2005/06 the Council allocated over £2m to DDA works. Of this total, over £275,000 worth of work was carried out in 2003/04, work to the value of £700,000 in 2004/05, with £625,000 worth of work being carried out in 2005/06.

Key:

Target status against Key Performance Indicators		Trends status against Key Performance Indicators	
▲	Missed target by more than 5%	▲	Reverse trend to the aim of the indicator

Key Performance Indicators

Indicator	Actual 2003/04	Actual 2004/5	Target 2005/6	Actual 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
BV156	1.96%	28%	40%	77%	★	★	High	

5. Customer Results

5.1 The table below shows Property Section (former Property Services) customer results for 2005/06 together with the trend for the previous 2 years. During 2005-06 two new indicators were introduced, for which there are therefore no previous years' figures.
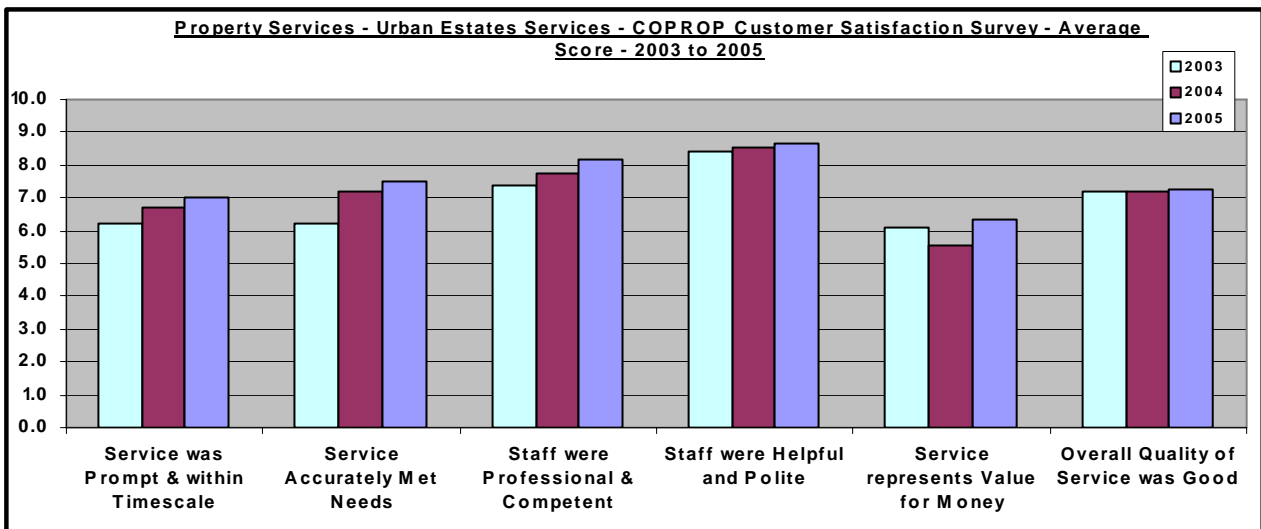
Satisfaction Indicator	Actual 2003/04	Actual 2004/5	Target 2005/6	Actual 2005/6	Target Status	Trend Status	Remedial Action or Commentary
Letter response times (% within 10 working days)	85%	87%	100%	93%	▲	●	Continued regular monitoring
Letter response times (% within 5 working days)	58%	71%	100%	79%	▲	●	Continued regular monitoring
Telephone response times (% within 5 rings)	97%	97%	100%	98.4%	●	●	Continued regular monitoring
Web email response times (% within 10 working days)	73%	87%	100%	90%	▲	●	Continued regular monitoring
Web email response times (% within 5 working days)	Not recorded	Not recorded	100%	76%	☐	☐	Continued regular monitoring
Invoice payment times (% within 30 days)	95.03%	95.9%	100%	94.3%	▲	▲	Monitoring with the objective of improving

Urban Estates Customer Survey Arrangements

5.2 The following charts, as reported in the November half-yearly report provide analysis of Services Departments' satisfaction with Urban Estates Services. Since then, no customer satisfaction survey has taken place in view of the effects of reorganisation. However, further surveys are contemplated in 2006-07.
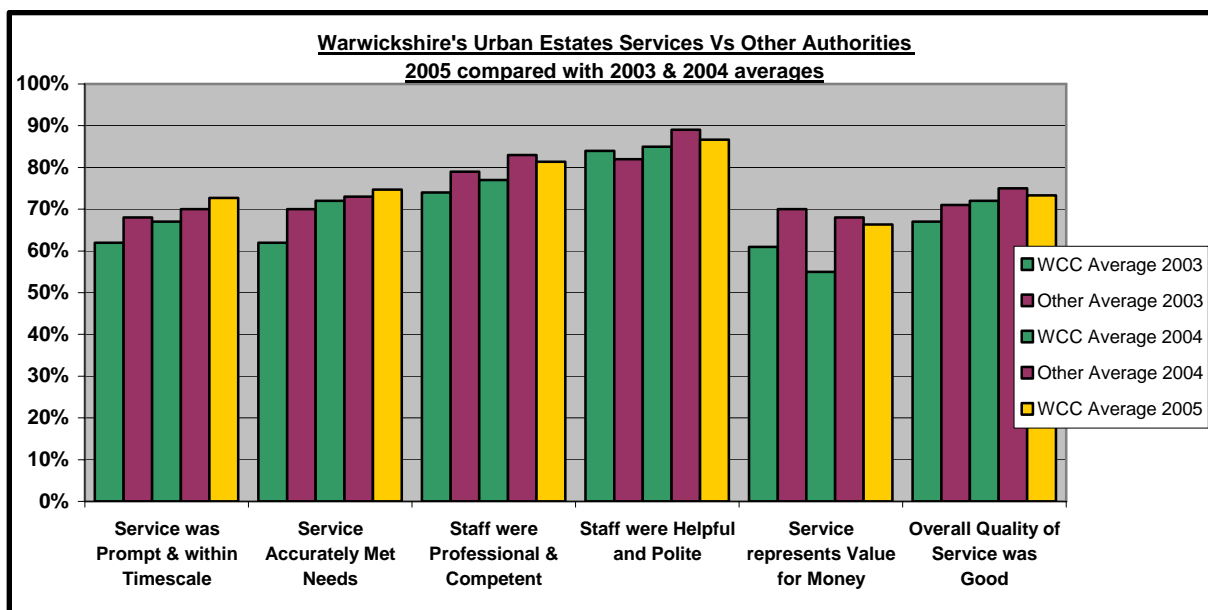
- The survey questions are developed by COPROP (Chief Officers for Property Services) and are used by a number of Authorities.

- The survey asks Departments to score Urban Estates Services on their performance relating to Estate Management Services over the last 12 months.

- Surveys were submitted to all major Service Departments and a response rate of 60% was received.

- Feedback from surveys in 2003 and 2004 indicated that Departments were disappointed with some aspects of the work carried out by our partner Consultants.

- As a result of this feedback over the last 12 months Urban Estates have increased staff numbers in house, which has enabled the section to retain more work in house and rely less on external Consultants.

- Analysis of this year's results shows that Service Departments believe that the Services provided by Urban Estates are improving year on year. They also show a significant improvement from the initial surveys in 2003 to those in 2005.

Property Services - Urban Estates Services - COPROP Customer Satisfaction Survey - Average Score - 2003 to 2005

Comparison with Other COPROP Authorities

- The following chart shows how the 2005 results compard with the other COPROP Authorities' results for 2003 and 2004. It shows that when comparing Warwickshire's 2005 results with the average scores for other Authorities in 2004, significant progress has been made.

- The chart also identifies areas for improvement for Urban Estates Services in comparison with other Authorities: 'Staff were Professional and Competent', 'Staff were Helpful and Polite' and 'Overall Quality of Service was good'.

**Warwickshire's Urban Estates Services Vs Other Authorities
2005 compared with 2003 & 2004 averages**

Legend:
- WCC Average 2003
- Other Average 2003
- WCC Average 2004
- Other Average 2004
- WCC Average 2005

Categories: Service was Prompt & within Timescale, Service Accurately Met Needs, Staff were Professional & Competent, Staff were Helpful and Polite, Service represents Value for Money, Overall Quality of Service was Good

Construction Services' Performance over 2005 School Summer Holiday

5.3   Construction Services section of former Property Services performed exceptionally well over the 2005 school summer holiday period by delivering 538 projects for schools at a cost of £20.8m. Of the 538 projects undertaken by former Property Services, only two were delivered inconveniently late, an improvement on last year's figure of six inconveniently late projects. The table below shows this year's results, together with the trend over the last 3 years. These figures were presented in the half-yearly report in November 2005, and are repeated here for completeness.

Summary of School Summer Holiday Projects by Year			
Year	Total No. of Projects	Total Value	Total No. of Inconvenient Lates
2002	578	£24.2m	24
2003	642	£14.3m	7
2004	533	£21.8m	6
2005	538	£20.8	2

6. Financial Results

The total net overspend for former Property Services for 2005/2006 is £190,000 on a net budget of £4.47 million. Of this £190,000, £169,000 arose from setting up new offices at King's House in Nuneaton. These costs will be recovered from the occupying departments in the year(s) ahead. The most significant variations from budget are indicated in the table below.

[Figures in brackets indicate underspends]

	£000
Construction Services Business Unit - spending was £38,000 more than the budgeted spending of £3,695,000, whilst income was £152,000 less than the budgeted income of £3,695,000.	190
Travellers' Sites - Costs of over £2,000 per month were incurred at the Alvecote site following delays in a dispute being resolved by the Court. Other significant costs associated with running the site e.g. electricity, water were also incurred during this dispute.	61
Urban Estates - a considerable underspend arose on the salaries budget due to vacancies not being filled. Also, income was greater than expected.	(123)
County and Area Offices - this overspend arose mainly from the £169,000 spent on setting up new offices at King's House in Nuneaton. These costs will be recovered from the occupying departments in the year(s) ahead.	145
Safe Water - a contractor has been appointed to undertake safe water risk assessments in County buildings but the appointment process took longer than expected and, consequently, less spending was incurred than anticipated.	(103)
Central Property Register - replacement computer system - no budget had been set aside in 2005/2006 because the spending that did take place had originally been expected to be incurred in 2004/2005.	61
Other	**(41)**
Total	**190**

CHAPTER TWO – CONSULTATION

1. Introduction

1.1 This section aims to provide the committee with an indication of what public consultation has been carried out, what priorities and areas of concern the public have raised, how this information has been used and the actions taken as a result.

1.2 Property is a support service and as such carries out very few public consultations. In 2005/06 Property Services carried out one consultation with Schools, the annual Schools Survey. This consultation relates to the Corporate Objective, "To promote lifelong learning and personal development".

2. Consultation this year

Title & Purpose	Start Date	Methodology	Key Results	Action Taken	Corporate Objective
Schools Survey: to test school's perception of services	September 2005	A survey of all schools was undertaken by former Education/ Property Services (PS) Departments	Improvement in customer satisfaction in all PS areas in 2005, in terms of meeting needs, value for money and striving to improve our services.	To maintain the level of quality as displayed in the table below.	"To promote lifelong learning and personal development"

Detailed Results of Schools Survey by Property Support (formerly Construction Services):

	Meets Needs		Value for Money		Strives to Improve	
	2004	**2005**	2004	**2005**	2004	**2005**
Hotline	47%	**89%**	30%	**51%**	35%	**55%**
Planned Maintenance	47%	**76%**	30%	**58%**	35%	**68%**
Minor, Improvements	47%	**80%**	30%	**69%**	35%	**69%**
Intermediate / Major Maintenance	47%	**88%**	30%	**63%**	35%	**64%**

These improvements were achieved due to the a number of areas worked upon throughout the year, namely

- The implementation of the Construction Services business improvement plan

- Introduction of a comprehensive performance management system of contractors and project leaders

- Ongoing technical and services delivery culture staff training

- Rigorous workload monitoring of both contractors and project leaders

- A closer working relationship with schools

- Support from the WES Board and Schools Representatives Group

CHAPTER THREE – COMPLAINTS

1. Introduction

Property section uses an electronic complaints system, which captures all incoming complaints. Not only are the complaints figures submitted to the relevant Overview and Scrutiny Committee every 6 months, they are also monitored and reviewed in Property on a regular basis. Any recurring themes or particular causes for concern are flagged up and investigated.

2. Analysis of Complaints

During the 2005/06 financial year, former Property Services received 6 complaints. 3 of these were due to poor/inadequate service, and 2 related to the conduct of staff, with one relating to the selection of contractors. The comparison with previous years is as follows:

	Full Year
2001/02	12
2002/03	9
2003/04	9
2004/05	10
2005/06	6

Analysis of 2005/06 Full Year Complaints	Details of Complaints
Poor/inadequate service	- standard of workmanship for lift and carpet at local school (JUSTIFIED) - inadequate service by contractor – progress not satisfactory (JUSTIFIED) - contractor arrived on site unexpectedly. Subsequently, did not arrive at later appointed time. Asbestos skip left on site, alarming parents (JUSTIFIED)
Conduct of Staff	- school alleged that staff from local contractor (sent to assess defects) had been rude and had perhaps been drinking (NOT JUSTIFIED)* - allegation that a member of staff from a local contractor had used lewd language (NOT JUSTIFIED)*
Selection of Contractors	- local contractor alleged criteria for selection of approved list of contractors unfair (NOT JUSTIFIED)

*WCC definition of unjustified complaints taken to be those which have not been proven. In the case of the unproven complaints above, action was still taken to ensure that such incidents could not occur in the future.

3. Improvements Made Following Receipt of Complaints

Complaint	Improvement Made
Standard of workmanship for lift and carpet at local school	Consultant took photos of the work and sent them to the contractor. Works currently being rectified.
Inadequate service by contractor – progress not satisfactory	Property Services told contractor to complete works within 14 days or would terminate the contract.
Alleged by school that staff from local contractor (sent to assess defects) had been rude and had perhaps been drinking	PSD staff left telephone messages for the men concerned, none of which were returned. The contractor involved no longer carries out any works for WCC
Contractor arriving on site unexpectedly and not keeping appointment. Leaving asbestos skip on view	Liaison with School Head resolved problems and appropriate letter sent to contractor.
Allegation that a member of staff from a local contractor had used lewd language	The site team carried out a thorough investigation and all staff and operatives on site were re-inducted in the necessary behaviours for working in and around schools. Induction to be repeated at regular periods. Complaint unsubstantiated.
Contractor dissatisfied with criteria for selecting list of approved contractors.	Necessary assurances given to complainant.

There were no complaints of a discriminatory nature, dealing with race, disability, age, gender or the like.

4. Accolades Received by Former Property Services

	Half Year	Full Year
2001/02	15	26
2002/03	6	22
2003/04	25	54
2004/05	18	37
2005/06	24	45

Resources, Performance and Development Overview & Scrutiny Committee

25th July 2006

Treasurer's Performance Report Full Year 2005/06

Recommendation

The Resources, Performance Development O&S Committee is asked to:
  a) Consider the Performance Report submitted by the Finance Section of Resources Directorate for the full-year 2005/06.
  b) Endorse any proposed remedial actions.
  c) Request any additional information required.

Introduction to the report

This year's Full-year Performance Report submitted by the Finance Section of Resources Directorate has been written under the new Corporate Performance Management System traffic lighting and tolerances that have been introduced into the WCC Performance Management Framework.

Previously, the traffic lighting of PI Targets, Milestones and Trends was given with Red, Amber and Green alerts. These had the following meaning:-

- Green was used to indicate meeting or exceeding Targets / Milestones.
- Amber was used as a warning to indicate poor performance within a pre-defined tolerance and the possibility of movement into the Red alert.
- Red was used to indicate poor performance outside of the tolerance set for the Amber warning.

The new traffic lighting has one alert to indicate poor performance, one alert to indicate good performance that is on target and OK within tolerance limits and one alert to indicate high performance beyond target and expectations.

The tolerances above and below the targets have also been tightened under the new system giving a narrower band to indicate good performance and negating the need for an Amber alert as a warning. In this way, any reports (either exception reports or full reports) will clearly show the areas of performance that need addressing and action taken.

Therefore, the new traffic lighting has the following meaning:-

- Green Star ( ) is used to indicate high performance and exceeding Targets / Milestones beyond a pre-defined tolerance.

- Blue Circle ( ) is used to indicate good performance and meeting Targets / Milestones within pre-defined tolerance limits.

- Red Triangle ( ) is used to indicate poor performance and missing Targets / Milestones beyond a pre-defined tolerance.

The new traffic lighting system uses different shaped symbols for the alerts to avoid confusion if the reports are printed or photocopied in black & white. This also avoids the need to write in the colour name of the alert over the colour, which was sometimes difficult to see both in colour and black & white

The other additional symbol in the report is to indicate those Objectives / Priorities which have been deferred or superseded and any PI's that do not have enough historic data for Trend indication. In this instance a White Square (⬜) is used.

Executive Summary & Headlines

1. The following report summarises the performance of the Finance Section with Resources Directorate (formerly Treasurer's Department) for the full-year 2005/06 (1st April 2005 to 31st March 2006). The performance is set out in terms of Corporate Headline Indicators (CHIs), departmental key performance indicators, corporate and departmental objectives, customer satisfaction indicators, consultations and complaints / compliments.

2. The report shows that:-

   - 25% of key objectives were achieved in 2005/06 ahead of the target date.

   - A further 25% of key objectives were achieved or were delayed by less than 2 months from the target date.

   - 15% of targets were exceeded by more than 2%. 76% of targets were met within 2% more than target and 5% less than target.

   - Results from customer surveys continue to be excellent and are improving further.

   - The department continues to operate sound financial management.

   - Complaints continue to be very low in numbers.

Finance Section of Resources Directorate
PERFORMANCE REPORT FOR FULL-YEAR 2005/06
(1ST APRIL 2005 to 31st MARCH 2006)

Contents   Page

CHAPTER ONE – PERFORMANCE RESULTS

1. Introduction

This section describes performance of the Finance Section of the Resources Directorate against Corporate Headline Indicators (CHIs), departmental key performance indicators and corporate and departmental objectives. The report forms part of WCC's well established performance management system, which requires twice-yearly performance reports.

This is the full-year report for 2005/06, which gives a forecast and estimate of the full year performance of the Finance section.

The Council has defined 6 corporate objectives that embody the long-term, on-going aims of the organisation and support it in *"making Warwickshire the best place to live and work".* Whilst the performance of the Treasurer's Department is centred mostly around objective 6 – "To ensure sound governance of the County Council to provide accessible, responsive and well managed services".

2. Summary of Performance for 2005/06

Objectives/Priorities	No. of Key Tasks	% of Total	Alert	2004/05 % (Comparison)
Met ahead of the target date	2	29%	⭐	
Met or delayed by less than 2 months from the target date	2	29%	🔵	**Not used in 2004/05**
Not achieved or delayed by more than 2 months from the target date	0	0%	🔺	
Deferred or superseded	3	42%	⬜	

Performance of Objectives / Priorities

29%

42%

0%   29%

■ Met ahead of the target date
■ Met or delayed by less than 2 months from the target date
■ Not achieved or delayed by more than 2 months from the target date
□ Deferred or superseded

Key Performance Indicators

Key Performance Indicators - Targets	No. of KPIs	% of Total	Alert	2004/05 % (Comparison)
Exceeded target by more than 2%	**7**	**15%**	★	
Met within 2% more than target and 5% less than target	**36**	**76%**	●	**Not used in 2004/05**
Missed target by more than 5%	**4**	**9%**	▲	

Performance of Key Performance Indicators - Targets
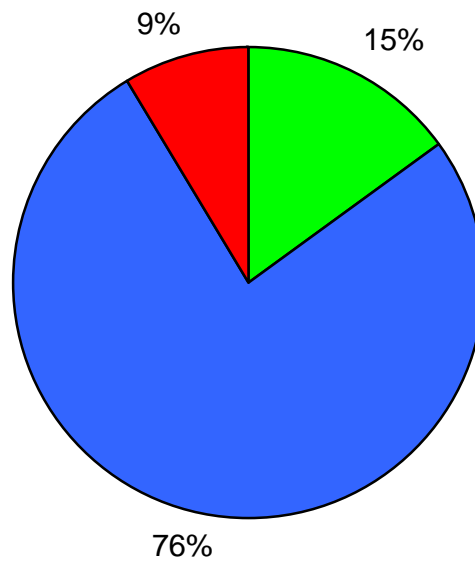
9%　　　　　　15%

76%

■ Exceeded target by more than 2%
■ Met within 2% more than target and 5% less than target
■ Missed target by more than 5%

Key Performance Indicators - Trends	No. of KPIs	Alert	% of Total
Continuous improvement over last 3 years	**8**	★	**17%**
Flat / fluctuations above and below target, or some improvement but not yet consistent (i.e. only up to 2 years worth of trend data)	**31**	●	**65%**
Reverse trend to the aim of the indicator	**4**	▲	**9%**
Only current value available	**4**	□	**9%**

Performance of Key Performance Indicators - Trends
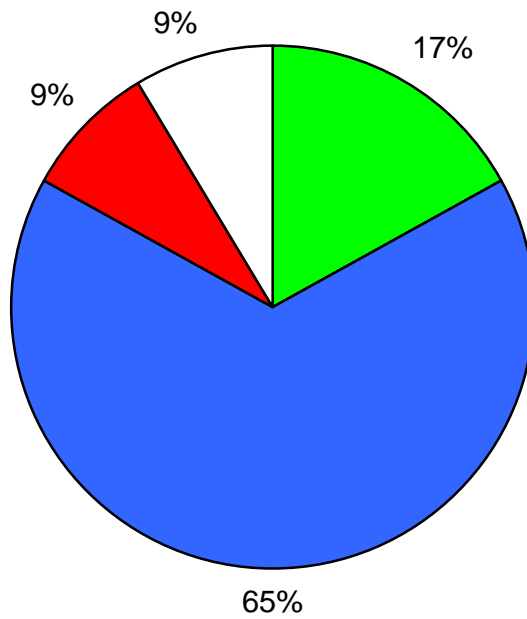
■ Continuous improvement over last 3 years

■ Flat / fluctuations above and below target, or some improvement but not yet consistent (i.e. only up to 2 years worth of trend data)
■ Reverse trend to the aim of the indicator

□ Only current value available

C 7

3. Performance Against Directorate and Corporate Objectives/Priorities

This section of the report shows to what extent we have achieved the Treasurer's Departmental Objectives and headline Service Objectives.

The following key is used to assess our achievement: -

End of Year status against Departmental Objectives/ Priorities	
★	Indicates high performance and exceeding Targets / Milestones beyond a pre-defined tolerance.
●	Indicates good performance and meeting Targets / Milestones within pre-defined tolerance limits.
▲	Indicates poor performance and missing Targets / Milestones beyond a pre-defined tolerance.
☐	Indicates those Objectives / Priorities which have been deferred or superseded

Risk to the delivery of Corporate Priorities	
High	Major potential impact
Medium	Moderate potential impact
Low	Minimal potential impact
Nil	No impact

Corporate Objectives
(*) refers to Corporate Business Plan number

Ref No	Corporate Objective	Milestone	Status	Risk	Remedial Action/Comment
103 (*)	To review the Council's balance of spending between Capital and Revenue (inventory and running costs) in the light of the Government's introduction of the Prudential Code from April 2004	Revenue and Capital to be considered in terms of affordability as part of the budget setting process in 2005/06	●	Low	The 2006/07 budget approved by Council in February 2006 included an element of prudential borrowing.
104 (*)	To agree a response to the introduction of regulations to deliver both an earlier closedown for the County Council's accounts and improvements in the authority's process for managing risks	Council to approve Accounts and a full Statement of Internal Control by 31st July 2005	★	Medium	The 2005/06 accounts and a full Statement of Internal Control were submitted to Council in July 2006.

Warwickshire
County Council

| 105 (*) | To facilitate the County Council's response to local and national budget issues and manage the financial consequences | Achieve Gershon Review target of 2.5% | ⭐ | Medium | The 2006/07 forward looking Annual Efficiency Statement (AES) was submitted to ODPM in April 2005. The 2005/06 backward looking Annual Efficiency Statement (AES) was submitted to ODPM as required by 6th July. |

Departmental Objectives are linked to Key Improvement Activities, as shown in the two tables below. The first table shows how the Departmental Objectives are supported by Key Improvement Activities. The second table shows progress against the Key Improvement Activities.

Business Plan Ref. No.	Departmental Objective	Related Key Improvement Activity for the Year
DO1	Develop and maintain clear medium term strategies for all services based on our ten year outlook for the department and incorporate theses into the department's service plans	None specifically identified in the 2005/08 business plan as this objective is addressed as part of the normal business planning process which routinely covers a three year period.
DO2	To engage with customers and partners to ensure that their views and feedback are fully reflected in the range, quality and priorities of the department's services	Map processes for relationship management (by 31/3/06)
DO3	To ensure that the performance of all services is regularly measured and monitored through an appropriate range of predictive and performance measures, balanced between service outputs, outcomes and customer and staff views	Map processes for relationship management (by 31/3/06) Define key processes and results to benchmark; identify benchmarks for key results; map budget and closure processes; determine a programme for other key processes to review and benchmark (by 31/3/06)

Warwickshire County Council

DO4	To deliver services that are effective and efficient, customer focused, available to all on the basis of need and continuously improving	Carry out an information audit (by 31/3/06)
		Map processes for relationship management (by 31/3/06)
		Align management system to EFQM model (by 31/3/06)
		Define key processes and results to benchmark; identify benchmarks for key results; map budget and closure processes; determine a programme for other key processes to review and benchmark (by 31/3/06)
DO5	To support service delivery through effective resource, risk, people and relationship management	Carry out an information audit (by 31/3/06)
		Map processes for relationship management (by 31/3/06)
		Align management system to EFQM model (by 31/3/06)
		Define key processes and results to benchmark; identify benchmarks for key results; map budget and closure processes; determine a programme for other key processes to review and benchmark (by 31/3/06)
DO6	To regularly review our arrangements against 'best in class' organisations	Define key processes and results to benchmark; identify benchmarks for key results; map budget and closure processes; determine a programme for other key processes to review and benchmark (by 31/3/06)

Warwickshire County Council

Key Improvement Action	Related Dept. Objective	Milestone (success measure and date)	Status	Risk to delivery of Corporate Priorities	Progress/Remedial Action
Map processes for relationship management	DO2, DO3, DO4, DO5	Complete by 31/3/06	☐	Nil	Project deferred to be considered as a wider review for the Resources Directorate
Define key processes and results to benchmark; identify benchmarks for key results; map budget and closure processes; determine a programme for other key processes to review and benchmark	DO3, DO4, DO5, DO6	Complete by 31/3/06	🔵	Nil	Key processes were identified in the 2005/06 business plan. The two highest priority processes were selected for mapping. These were the accounts closure and the budget processes. Following the closure of the 2004/05 accounts the process was re-engineered to allow for earlier statutory closing. The budget process was revised and the revisions agreed by Cabinet. Further key processes will be selected in 2006/07 and 2007/08 and mapped and re-engineered Work has commenced on benchmarking pension services with neighbouring authorities. Internal audit currently benchmark with other local authorities on audit planning and recording systems
Carry out an information audit	DO4, DO5	Complete by 31/3/06	☐	Nil	Project deferred to be considered as a wider review for the Resources Directorate

Warwickshire County Council

Align management system to EFQM model	DO4, DO5	Complete by 31/3/06		Nil	The department's performance management system has been framed around the EFQM model with routine monitoring of all relevant results. Additionally the business planning approach follows the model closely. Further development has commenced in aligning the new management systems for the Resources Directorate to EFQM.

Warwickshire
County Council

4.   Performance Against Key Performance Indicators

Key:

Target status against Key Performance Indicators		Trends status against Key Performance Indicators	
★	Exceeded target by more than 2%	★	Continuous improvement over last 3 years
●	Met within 2% more than target and 5% less than target	●	Flat / fluctuations above and below target, or some improvement but not yet consistent (i.e. only up to 2 years worth of trend data)
▲	Missed target by more than 5%	▲	Reverse trend to the aim of the indicator
		▢	Only current value available

Key Performance Indicators – Council Financial Health Indicators

Indicator	Actual 2003/04	Actual 2004/5	Actual 2005/06	Target 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
A1. *Average general fund balances as a % of net operating expenditure.*	-	-	1.6%	>1.0%	●	▢	**Nil**	
A2. *Current spending financed from balances as a % of the balances.*	-	-	Net nil	<10.0%	●	▢	**Nil**	
A3. Council Tax:- *increase on previous year (4 year moving average)*	9.02%	8.26%	5.60%	Below county average (6.59%)	●	★	**Medium**	

Warwickshire County Council

A4. Budgetary Control:- *Variation between budgeted and actual expenditure (as % of budgeted net expenditure)*	1.47%	2.0%	1.0%	<1%	●	●	**High**	
A5. Budgetary Control:- *Variation between probable outturn forecast and final outturn*	Three depts. were <1%, five were 1-2%, two were 2-3% and two were >3%	Achieved by all depts.	1.0%	<1% for each dept.	●	●	**Low**	Because the closure process has been brought forward by 3 months we no longer produce probable outturn.
A6. Debt management:- *Level of debt for over 42 days as % of total invoiced income (WCC overall)*	6.8%	2.9%	3.4%	<4%	●	●	**Medium**	Performance is very much dependent on the speed with which PCTs pay their invoices
A7. Payment of invoices:- *% payments made by WCC within 30 days*	93%	93%	92.6%	Upper quartile of all authorities (96%)	●	●	**Low**	No significant change. Not meeting upper quartile target but doing better than the average for all authorities.
A8. Governance:- *Reports in the public interest*	None	None	None	None	●	●	**High**	

Warwickshire County Council

Key Performance Indicators – Services

Indicator	Actual 2003/04	Actual 2004/5	Actual 2005/06	Target 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
C1.1 CPA score:- *for Use of Resources*	4	4	3	4	🔺	🔺	**High**	Criteria significantly increased in severity for 2005/06
C1.1 Efficiency savings:- *target for department*	Not in business plan	achieved	£69,000	£69,000	🔵	🔵	**Low**	
D1.1(a) Borrowing, investing and repaying money:- *Return on council investments*	3.56% against target of 3.52%	4.5% against target of 4.38%	4.61% against rate of 4.57% (actual)	>7 day rate	🔵	⭐	**Medium**	Target changes every year as the 7 day rate changes
D1.1(b) Borrowing, investing and repaying money:- *Borrowing of long term funds*	4.67% against target of 4.82%	4.71% against target of 4.82%	4.42% against rate of 4.36% (actual)	<PWLB rate	🔺	🔵	**Medium**	Target changes every year as the PWLB rate changes
D1.2 Administer Pension Fund:- *Unqualified External Audit opinion on accounts*	Unqualified	Unqualified	Unqualified	Unqualified	🔵	🔵	**Low**	
D1.3 (a) Invest Pension Funds:- *Funding level of LGPS*	N/a	82% (upper quartile)	N/a	N/a	☐	☐	**Medium**	Full valuation every three years only

Warwickshire County Council

D1.3(b) Invest pensions funds:- *Return on LGPS investments*	25.5% against LA average of 23.3%	9.7% against LA average of 11.36%	6.31%	5.71%	🔵	🔺	**Medium**	New fund manager arrangements put in during summer 2004. The target has been changed from exceeding the IA average to achieving an industry benchmark. The 3-year negative trend is a factor of the investment market.
D2.1(a) Production of revenue and capital spending plans:- *Budget and balanced capital programme approved by target date of 28th Feb.*	3rd Feb.	8th Feb.	7th February 2006	28th February 2006	🔵	🔵	**High**	
D2.2 (a) Monitoring expenditure and income:- *Quarterly outturn forecasts produced by target dates*	Achieved	Achieved	Quarterly deadlines met	Targets per Committee deadlines	🔵	🔵	**Low**	
D2.3 (a) VAT liabilities:- *Partial exemption status*	Maintained	Maintained	Maintained	Maintain exemption	🔵	🔵	**High**	
D3.1 Financial Systems:- *System availability in core hours (excludes corporate net downtime)*	99%	99.4%	99.5%	99%	🔵	⭐	**Medium**	Achieved

Warwickshire County Council

D4.1(a) Final accounts:- *Accounts ready for the auditors by target date*	Achieved	Achieved	Achieved	30th June 2005	●	●	**Medium**	
D4.1(b) Final accounts:- *Accounts approved by target date*	Achieved	Achieved	Achieved	31st July 2005	●	●	**Medium**	
D4.1 (c) Final accounts:- *Unqualified External audit opinion on account*	Achieved	Achieved	Achieved	Unqualified	●	●	**High**	
D4.2(a) Decentralised financial operations:- *Favourable comments in external audit management letter on financial management framework*	Achieved	Achieved	Achieved	Achieve	●	●	**Low**	Discussions with auditors have revealed no unfavourable comments
D5.1(a) Raise cheques and BACS to pay creditors:- *% scheduled payment runs met*	100%	100%	100%	100%	●	●	**Low**	
D5.1(b) *% payments made by BACS*	78%	81%	82%	85%	▲	★	**Low**	
D6.1(a) Carry out audits and investigations:- *% coverage of audit plan achieved*	90% against target of >90%	94% against target of >90%	94%	>90%	★	●	**Medium**	

Warwickshire County Council

D6.1(b) Carry out audits and investigations:- *Positive comments of external auditors in management letter on internal audit performance*	Achieved	Achieved	Achieved	Positive comments	●	●	**Medium**	Discussions with auditors have revealed no unfavourable comments
D7.1 Paying employees and members:- *100% of pay days met*	Achieved	Achieved	Achieved	100%	●	●	**High**	
D7.2 Paying pensioners:- *% pensions paid on time*	Achieved	Achieved	Achieved	100%	●	●	**High**	

Key Performance Indicators – Procurement

Indicator	Actual 2003/04	Actual 2004/5	Actual 2005/06	Target 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
P1 - *No. of external suppliers held on payments system*	N/a	572 against target of <1,000	555 (Dec 532)	<650	★	●	**Nil**	Target achieved
P2 - *No. of external suppliers used*	N/a	294 against target of 300	301 (Dec 247)	300	●	●	**Nil**	On target
P3 - *No. of external supplier invoices processed*	N/a	Increase of 14.5% against target of reducing by 2.5%	2089 (2004/5 – 2081)	Reduce by 2.5%	●	▲	**Nil**	No change
P5 – *Spend on ESPO as % of total departmental spend*	N/a	0.54% against target of 0.75%	0.41%	0.5%	●	●	**Nil**	Goods are not a material proportion of our spend

C 18 of 23

Warwickshire County Council

| P7 – No. of BACs payments by WCC as % of total no. of payments | 78% against target of 80% | 81% against target of 80% | 85.5% | 85% | 🔵 | ⭐ | **Nil** | |

Key Performance Indicators – Staff

Indicator	Actual 2003/04	Actual 2004/5	Actual 2005/06	Target 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
Staff Survey *Overall morale score*	60%	65%	65%	70%	🔵	🔵	**Nil**	
Upwards appraisal:- *Average score*	68%	70%	77%	75%	🔵	⭐	**Nil**	
Training *Av.no. of training days per member of staff p.a.*	9	7.8	8.11	>7	⭐	🔵	**Low**	
Grievances *Number of formal grievances raised by staff*	None	None	None	None	🔵	🔵	**Nil**	
Sickness *Days sick per employee p.a. (excl.long term sickness)*	4.2	6.5	3.84*	<5 days	⭐	⬜	**Low**	* Formula change – now based on working days lost per FTE and long-term = 20 days or more.
Sickness *Av.no. sick spells per employee p.a.*	1.5	1.5	1.6	<1.5	🔺	🔵	**Low**	

Warwickshire County Council

Key Performance Indicators – Society

Indicator	Actual 2003/04	Actual 2004/5	Forecast 2005/06	Target 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
S1.1 Equal Opportunities *Achieve 'Equal Opportunities Standards for Local Government' Levels 1 and 2*	Achieved level 1	Achieved level 2 by September 2004 target	Level 2 maintained	Maintain level 2	●	●	**Medium**	
S1.2 Impact on local economy *% invoices paid by the department within 30 days (upper quartile)*	98.4%	96.5%	93% (upper quartile)	Upper quartile	●	▲	**Nil**	

Warwickshire
County Council

5. Customer Results

5.1 The table below shows Finance Section (former Treasurer's) customer results for 2005/06 together with the trend for the previous 2 years.

Satisfaction Indicator	Actual 2003/04	Actual 2004/5	Actual 2005/6	Target 2005/6	Target Status	Trend Status	Remedial Action or Commentary
Overall customer survey score – members	86%	88%	95%	75%	★	★	
Overall customer survey score – finance community	73%	75%	80%	75%	★	★	
Overall customer survey score – cost centre managers	70%	69%	76%	75%	●	●	
Overall customer survey score – employees	73%	78%	92%	75%	★	★	
Answering letters	100%	100%	100%	100% within 10 working days	●	●	
Answering the phone	97%	98%	97.6%	100% within 15 seconds	●	●	

6. Financial Results

Financial results for the year ended 31st March 2006 were reported in full to Cabinet on 27th June. A summary is shown below:
.

Revised Net Budget (£000s)	Actual Outturn (£000s)	Variation from revised budget (£000s)
811	870	59

The report to Cabinet indicates the areas in which there were significant variations from budget. Overall, the department overspent its budget by £59,000 and this will be met from departmental reserves accumulated in previous years.

CHAPTER TWO – CONSULTATION

1. Introduction

This section aims to provide the committee with an indication of what public consultation has been carried out, what priorities and areas of concern the public have raised, how this information has been used and the actions taken as a result.

The department carries out two major consultation exercises in the year:-

- Consultation on the budget setting
- Annual Customer Survey

The budget setting public consultation exercise took place in the form of a presentation at Area Committees in January 2006. Turnout from the public was extremely low and therefore little feedback resulted.

2. Consultation this year

Title & Purpose	Start Date	Methodology	Key Results	Action Taken	Corporate Objective
Customer Survey	*August 2005*	*Surveys to members, employees, cost centre managers and finance community*	*See 5 – Customer Results*	*Results were discussed at business planning meeting and key improvement activities formulated to address any issues arising*	*6*

CHAPTER THREE – COMPLAINTS

1.   Introduction

The department follows the corporate complaint policy. The departmental complaints officer maintains and monitors a complaints log and reports to the departmental management team if he feels that there are issues that need addressing. The majority of complaints to our department tend to be about payroll or pensions. The number of complaints should therefore be seen in the light of the 300,000 or so payments made annually by these two services. A number of complaints are also normally received after the Council Tax is announced in February.

2.   Complaints Analysis

Analysis of complaints made so far in 2005/06, together with comparative figures for the previous three years, are shown in the table below.

Year	2002/03	2003/04	2004/05	2005/06
Total number of complaints	12	9	11	3
Complaints justified	10	9	6	2
Reason for complaint:- • Poor Service • Staff Conduct • Council Policy	11 1	9	8 1 2	2 1
Stage the complaint was dealt with by:- • Informal Stage 1	12	9	11	3
Number of complaints referred on by members	N/a	N/a	1	nil
Number of complainants who asked for their local member to be notified of their complaint	N/a	N/a	1	nil

No complaints were received of a discriminatory nature. The first justified complaint received concerned a one-off failure of the payslip sealing machine- which has been rectified. The second justified complaint received concerned a pension lump sum received late.