

AGENDA MANAGEMENT SHEET

Name of Committee Resources, Performance and Development Overview and Scrutiny Committee

Date of Committee 14 November 2006

Report Title Performance Report Half Year 2006/2007

Summary This report contains performance for the half year 2006/2007 for the Resources Directorate.

For further information please contact:

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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) Not applicable
- Other Elected Members Cllr. Booth, Chair
Cllr. Atkinson and Cllr. Hicks, Spokespersons
- Cabinet Member Cllr. Cockburn – for information
- Chief Executive
- Legal Sarah Duxbury
- Finance David Clarke, reporting officer
- Other Chief Officers
- District Councils
- Health Authority
- Police

Other Bodies/Individuals Paul Williams (Scrutiny Officer)

FINAL DECISION YES

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

Executive Summary

- 1.1 The following report summarises the performance of the Resources Directorate for the half-year 2006/07 (1st April to 30th September 2006).
- 1.2 Performance is set out in terms of Corporate Headline Indicators (CHIs), directorate customer indicators, directorate objectives and financial projections.
- 1.3 The report shows that: -
 - Performance against the Corporate Headline Indicators and the directorate's customer care indicators is on target and the performance trend is level. The only exceptions are those indicators relating to payment of invoices, email and letter responses. Action has been taken to improve performance.
 - Performance against directorate and service objectives is very positive. The only exception relates to the development and implementation of a Property Systems Strategy. Remedial action has been undertaken to address this - see page 13.
 - The current forecast outturn is a £506,000 overspend. This loss is from the Catering service. Long-term and short-term actions are being implemented to try and eliminate the deficit in 2007/08 and beyond.
- 1.4 **Appendix A** provides a detailed performance report against the Resources Business Plan as at the end of Quarter 2.

**Resources, Performance and Development Overview and
Scrutiny Committee - 14 November 2006.**

Performance Report Half Year 2006/2007

Report of the Strategic Director of Resources

Recommendation




The Resources, Performance and Development Overview and Scrutiny Committee is asked to:


- a) Consider the Performance Report submitted by the Resources Directorate for the half year 2006/2007
- b) Endorse any remedial actions
- c) Request any additional information required

1. Introduction

- 1.1 This half-year performance report, submitted by the Resources Directorate, uses the Corporate Performance Management System traffic lighting and tolerances.
- 1.2 The traffic lighting has one alert to indicate poor performance, one alert to indicate good performance that is on target and 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 giving a narrower band to indicate good performance. In this way, any reports (either exception reports or full reports) will clearly show the areas of performance that need addressing and action taken.

The traffic lighting has the following meaning:-

- Green Star () means high performance and significantly exceeding Targets / Milestones.
- Blue Circle () means good performance and meeting Targets / Milestones within pre-defined tolerance limits.
- Red Triangle () means declining performance and missing Targets / Milestones.

A white square () means Objectives / Priorities which have been deferred or superseded and any PIs that do not have enough historic data for Trend indication.







Resources Directorate
PERFORMANCE REPORT FOR HALF-YEAR 2006/07

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2. Performance Against Key Performance Indicators

2.1 This section shows performance estimated at the half-year for all of the Directorate's key performance indicators that are listed in the Corporate Business Plan. Performance against the corporate customer care standards is also given.

Key:

Does Performance meet the Target?		Is Performance Improving?	
	Missed target by more than 5%		Performance declining
	Performance between 2% over target and 5% less than target		Performance level or fluctuating
	Exceeded target by more than 2%		Performance continually improving over last 3 years

Service Performance Results (corporate)

Reference	Indicator	Aim of indicator	Target 2006/7	Current Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
CHI	CPA score 'Use of Resources'	Bigger is better	Level 4	Level 3		
CHI	CPA score 'Use of Resources' value for money score	Bigger is better	Level 3	Level 3		
CHI	Variation between budgeted and actual net expenditure as a % of budgeted net expenditure	Target is best	+/-1%	-1.0%		
BVPI	Percentage of invoices paid within suppliers' terms	Bigger is better	Upper quartile of all authorities	93%		

Reference	Indicator	Aim of indicator	Target 2006/7	Current Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
BVPI	DDA Score - DDA - % WCC buildings (excluding schools) that are accessible	Bigger is better	80%	84% (forecast for March 07)	★	➔

Customer Care Standards (Directorate)







Reference	Indicator	Aim of indicator	Target 2006/7	Current Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
CC1	Percentage of telephone calls responded to within 5 rings or 15 seconds	Bigger is better	100%	98%	●	➔
CC2	Percentage of letters responded to within 5 working days	Target is best	100%	89%	▲	➔
CC3	Percentage of emails responded to within 5 working days	Bigger is better	100%	80%	▲	➔

3. “Red” Key Performance Indicators Analysis

3.1 This section contains all Key Performance Indicators from the previous section which are shown as having “red” performance status against targets, or improvement trend. These indicators are estimated to miss the March 2007 target, or for performance to show a declining trend.

Key:









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







Reference	Indicator	On Target?	Forecast performance improving?	Risk to delivery of Corporate Priorities	Remedial Action
CC2	Percentage of letters responded to within 5 working days			Low	Staff have been reminded via team briefings about the customer care standards and the importance of achieving the targets. However a 100% Corporate target is unrealistic. Copies of all emails that have missed the target have been forwarded to the Strategic Director. Further communication regarding the standards will be given in the next Resources Newsletter.
CC3	Percentage of emails responded to within 5 working days			Low	
BVPI	Percentage of invoices paid within suppliers terms			Low	Performance will be significantly higher than last year’s reported performance. At this stage we expect to be close to upper quartile county but not upper quartile for all authorities.


4. Progress Against Directorate Objectives



4.1 This section shows forecast performance at the half-year for the Directorate's key objectives, as set out in the Directorate's business plan







Key:

Does Performance meet the Target?		Will we meet the Milestone?	
	Missed target by more than 5%		Not achieved or delayed by more than 2 months from the target date
	Performance between 2% over target and 5% less than target		Met or delayed by less than 2 months from the target date
	Exceeded target by more than 2%		Met ahead of the target
	Data Not available		Deferred or superseded

Ref	Directorate Objective	Target or Milestone	On Target?
CBP	Define a revised medium term financial planning framework and strategy with a view to agreeing a revised medium term financial plan as part of the 2007/2008 budget	Framework by 31 st July 2006 Agreed plan by 31 st March 2007	
CBP	Review the corporate property strategy in light of the emerging proposals on Customer Access and Neighbourhood Services and agree a revised strategy	1 st April 2007	
CBP	Produce a strategy for the systematic generation and consistent use of capital receipts	31 st October 2006	
CBP	Define, secure resourcing for, and implement a facilities management service for key County Council buildings	1 st April 2007	
CBP	Produce an integrated property, ICT and funding strategy to support the introduction of more flexible ways of working for staff	31 st December 2006	
CBP	Develop a revised corporate ICT strategy in line with the strategic review of ICT	31 st December 2006	

Ref	Directorate Objective	Target or Milestone	On Target?
D1	Consolidate the sections and services within the Resources Directorate, and look for and implement more effective, efficient and innovative operations between groups within the Directorate.	March 2007	






Ref	Finance Objectives	Target or Milestone	On Target?
F1	Revise the Council's approach to capital programming	February 2007	<input type="checkbox"/>
F2	Introduce document imaging into the pensions administration process (Phase 1)	December 2006	
F3	Deliver the payroll element of HRMS for all customers	From August 2006	

Ref	ICT Objectives	Target or Milestone	On Target?
I1	Identify a more strategic approach to the planning, management and benefits realisation of ICT, including: - <ul style="list-style-type: none"> Reviewing the overall ICT Priority Setting process, and Reviewing ICT funding and governance arrangements 	December 2006	
I2	Complete outstanding activities from the initial Modernisation reorganisation.	July 2006	
I3	Continue to support, contribute and where required lead on major Corporate ICT initiatives as part of Modernisation process, including: <ul style="list-style-type: none"> Development of new Business Vision Customer Service Centre One Stop Shops Development of the Access Strategy, the Intranet project, the Corporate Programme Project Management And other projects as defined within New Ways of Working for Warwickshire. 	March 2007	
I4	Identify and respond to IT System consequences of Business Continuity work on key services by March 2007, and integrate these with the Service Business Continuity arrangements for these areas developed by Directorates.	March 2007	
I5	Improve the Customer Satisfaction score in the SOCITM Customer Satisfaction Survey and move towards achieving an upper quartile level by 2007/08.	March 2007	<input type="checkbox"/>
I6	Deliver targeted efficiency savings in 2006/07, and achieve all financial targets within the ICT Business Plan.	March 2007	
I7	Develop positive relationships with Strategic Directors, Heads of Service and departmental IT staff, to facilitate improvements in ICT's contribution to service delivery from the Service Directorate perspective.	March 2007	

Ref	Property Objectives	Target or Milestone	On Target?
P1	Define and secure resources to increase the capacity of the Property function to a suitable establishment level	October 2006	●
P2	Implement sustainability policy including sustainable construction, energy management and low-carbon design	October 2006	●
P3	Review the procurement strategies for all construction activities in the light of past performance in terms of meeting quality standards and customers' perceptions of value for money. Establish a new strategy for roll out commencing 1 st November 2006	March 2007	●

Ref	Facilities Management Objectives	Target or Milestone	On Target?
T1	Produce a strategy for addressing the consequential impact of single status on the catering and cleaning services	December 2006	●
T2	Respond to the "Turning the Tables" agenda	January 2007	●
T3	Develop and implement marketing strategies to address the consequential impact of 'Jamie Oliver'	April 2007	●
T4	Develop and implement marketing strategies for all Traded Services	June 2007	●
T5	Develop strategies to manage Old Shire Hall	July 2007	●
T6	Establish facilities management standards for all buildings	March 2007	●
T7	Review the cost base of Traded Services and Facilities Management	November 2007	●

Ref	Strategic Resource Development Objectives	Target or Milestone	On Target?
S1	Develop and implement consistent HR policies and practices in relation to recruitment and selection, induction, reward and recognition and equalities	March 2007	●
S2	Support the review of pay and conditions for directorate staff	March 2007	●
S3	Develop and implement a consistent approach to workforce development, competencies, learning and development	March 2007	●
S4	Develop and implement a consistent approach to business planning, performance management, customer and staff consultation, marketing and benchmarking	March 2007	●
S5	Restructure the financial systems to reflect the new Directorate structure	April 2007	●
S6	Develop a Financial Systems Strategy	March 2007	●

S7	Develop and implement a Property Systems Strategy	March 2007	
S8	Develop a framework for business continuity planning within the Directorate	March 2007	
S9	Develop an authority-wide hot desking policy	March 2007	
S10	Produce an integrated property, ICT and funding strategy to support the introduction of more flexible ways of working for staff	December 2006	
S11	Identify and map Directorate key processes and develop a process improvement plan for 2007/08	March 2007	

5. “Red” Objectives Analysis

5.1 This section contains all the Objectives from the previous section which are shown as having “red” performance status against targets.

Key:

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

Ref	Directorate Objective	Target or Milestone	On target?	Risk to delivery of Corporate Priorities	Remedial Action
S7	Develop and implement a Property Systems Strategy	March 2007	▲	Low	Project underway. Strategy and short-term development of existing systems on target for completion by March 2007 . Implementation of new systems planned for 2007/2008.

6. Analysis Of Budget Position

6.1 The projected budget position is shown below. This will be reported to Cabinet 2nd November 2006.

Description	Corporate Objective Number	Revised Budget £'000	Projected Overspend (Underspend) £'000	Reason	Management Action	Projected Overspend (Underspend) after Management Action £'000	Service Consequences
County Caterers Business Unit	2,6	0	506	Current forecast trading deficit - largely due to unexpected reduction in meal numbers (Jamie Oliver impact)	New menus have been introduced. The impact of these on the take-up of meals, and therefore on the deficit, will gradually become clearer as the autumn term progresses.	506	There will be no service consequences other than the provision of more healthy meals. The deficit will be met from the reserves accumulated by the directorate in earlier years. Meanwhile, ongoing consideration is being given to trying to eliminate the deficit in 2007/2008 and beyond.
Remaining Directorate		4,412	0	The directorate faces a significant challenge to live within its 2006/2007 budget. Cost centre managers are facing up to this challenge with support from finance staff and, at this halfway stage of the year, the forecast is that their net spending will be in line with their budgets.	Each service head in the directorate is taking a keen interest in monitoring the budgets managed by their cost centre managers. Additionally the overall position is considered at meetings of the Resources Management Team.	0	None.
Total		4,412	506			506	

7. Further Information

Appendix A shows Resources Quarter 2 Performance Report against the Resources Business Plan. This report uses the same key to identify good/poor performance and provides more detail particularly in relation to Service Level Performance Indicators.

Dave Clarke
Strategic Director Resources

Shire Hall
Warwick

25 October 2006

Resources Directorate Performance Report 2006/07 – Quarter 2

Owner Key									
	Finance		ICT		Property		Facilities Management		SRD

Authority Wide Performance Indicators

Contribution to the Corporate Business Plan								
Audience	PI Type	Performance Indicator	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
	CBP	LAA	Deliver a Local Area Agreement	1 st April 2007	In progress	★	A meeting has been arranged with the stakeholders to discuss the financial aspects of LAA Support to developing the financial aspects of the agreement has continued in Qtr 2.	DMT
	CBP	CPA	Achieve four-star status in CPA review 2008	31 st March 2008	In progress	★	Improving the Use of Resources which contributes to the CPA	DMT
	CBP	Finance	Deliver the medium term financial strategy 2006-2009	1 st April 2010	In progress	★	The MTFS has been approved by members and is in the process of being implemented for 2007/08	DMT



Contribution to the Corporate Business Plan								
Audience	PI Type	Performance Indicator	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
	CBP	Customer Service	Deliver an agreed Customer Service and Access Strategy	1 st April 2007	In progress	★	The Projects Team has provided support to the Customer Service and Access strategy. Property actively involved in the delivery and project management of the ongoing OSS pilots. Support to developing the pilots has continued in Qtr 2.	DMT
	CBP	Community Leadership	Develop and strengthen the Council's community leadership capacity	1 st April 2007	In progress	●		DMT

The value added by our resources								
Audience	PI Type	Performance Indicator	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
Directorate Wide	CHI	CPA score	'Use of Resources'	Level 4	N/a	●	2006 self assessment submitted, Result is not due until Q3	Oliver Winters
		CPA score	'Use of Resources' value for money score	Level 3	N/a	●	2006 self assessment submitted, Result is not due until Q3	Oliver Winters






The level and sustainability of the resources we secure on behalf of the authority and the standards to which they are managed

Asset Type	PI Type	Performance Indicator	Measure	Target 2006/ 07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
Financial assets	Service	Financial sustainability	Average general fund balances as a % of net operating expenditure	>2.0%	4.1%	★	Figures based on Qtr 2.	Virginia Rennie
	Service	Financial sustainability	Current spending financed from balances as a % of the balances	<10.0%	11.5%	▲	Figures based on Qtr 2.	Virginia Rennie
	Service	Financial sustainability	Cumulative Gershon savings	£13.8m	£21.1	★	Based on mid-year 06/07 AES.	Virginia Rennie
	CHI	Financial Management Standards	Variation between budgeted and actual net expenditure as a % of budgeted net expenditure	+/-1%	-1.5%	▲	Figure based on Qtr 2. Variance of 1% above or below, therefore 0.5% below target.	Virginia Rennie (Q1 – Q3) Andrew Lovegrove (Q4)
	Service	Debt Management Standards	Debt outstanding over 42 days as a % of total annual invoiced income	<4.0%	4.88%	▲	Within the Resources directorate the figure is currently 0.6%.	Geoff Smith
	BVPI	Payment Standards	Percentage of invoices paid within suppliers' terms	Upper quartile of all authorities	90.2%	▲	Performance has improved slightly in second quarter but significant further improvement needed. Upper quartile is 95.97% (all Authorities) or 93.1% (Counties). (From Audit Commission BVPI analysis 2004/05 – no figure available for 2005/06)).	Geoff Smith


Asset Type	PI Type	Performance Indicator	Measure	Target 2006/ 07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
	Service	Financial Control Standards	Significant financial control issues	None	None	●		Andrew Lovegrove
			Reports in the public interest	None	None	●		Andrew Lovegrove
ICT assets	Service	Sustainability of resource	Annual Unit Charge per PC (non-academic)	£779	£779	●	This is an Annual charge that does not change. Figure excludes efficiency saving of £31	Angela John
	Service	Level of resource	Availability of website	98%	99.55%	●	Figure supplied by a third party company to the P&D webteam. The team are currently investigating the accuracy of these figures.	Phil Parker/ Paul Inman
	Service	e-Service delivery	Score against national e-service delivery standards	Self Assessment	-	□	Self assessment to be carried out in Quarter 3 or 4 to be twelve months on from previous assessment	Tonino Ciuffini
	Service	Security	Compliance with BS7779 on information security management	Work towards standard	-	●	Work continues in this area, certification not due until 2008/09 Information Security Framework Document signed off by SDMT in September	Les Harlock
Property Assets	Service	Amp National Indicator	Condition - % Gross internal floor space in condition category D (poor)	<5%	2%	★	Currently within the target.	Rebecca Dawson
	Service	Amp National Indicator	Total Spend on Maintenance (inc. Capital)	£8.0m	£5.2m	●	Planned summer shutdown work committed	Craig Roberts

Asset Type	PI Type	Performance Indicator	Measure	Target 2006/ 07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
	Service	Amp National Indicator	% of the maintenance backlog that has been professionally recommended for completion within 2 years to reduce risk of further deterioration of the property (priority level 2)	64%	64%		Currently on target.	Rebecca Dawson
	Service	Amp National Indicator	Environmental – CO2 emissions in tonnes per sq. m	0.7	Not yet known	•	<ul style="list-style-type: none"> ESPO have now resolved the issues surrounding importing Elec Data into Systemlink. Hopeful that consumption data will now be forthcoming for those properties on contract. 	Rebecca Dawson
	Service	Local Indicator	Space utilisation % reduction in floor space currently occupied by Authority	10%	-		Indicator reliant on Property Systems being able to capture relevant data. Property System review currently taking place. In the process of collecting this data, so it will be possible to produce this Indicator at the end of the year.	Rebecca Dawson



Asset Type	PI Type	Performance Indicator	Measure	Target 2006/ 07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
	BVPI	DDA Score	DDA - % WCC buildings (excluding schools) that are accessible	80%	84% (forecast for March 07)	★	Priority work has been identified for this year and initial design works are in progress. 142 Properties in the Asset Register 119 of which have been or are currently the subject of DDA works to make them accessible.	Clive Field
	Service	Asbestos Control	Completion of Asbestos resurvey/management programme (% of properties visited)	75%	-	▲	Schedule within 06/07 funding allocated is 108 properties – equivalent to 18% of property stock. Currently 2% of the 06/07 programme surveyed, meeting held with consultant to accelerate programme. Additional funding & resource already identified.	Craig Roberts
	Service	Water Control	Completion of Water Hygiene risk assessment/management programme (% of properties visited)	45%	-	●	13% of properties visited to date equate to 21.5% of the floor area. Although the number of properties shows a reduced %, the % floor area surveyed is on target. Status bases on actual floor area surveyed	Craig Roberts
	Service	BREEAM	BREEAM standard for all major new buildings	Very Good	-	●	This target is being strived for on all new projects in excess of two million, subject to site location and funding.	Clive Field




Asset Type	PI Type	Performance Indicator	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
Traded services	Service	Sustainability : Profit/loss	Surplus generated by traded services (Catering, Cleaning and Schools Technical Service, SHCFM)	Achieve surplus for 3 traded services	-		3 services currently on target	Colin Coombes
	Service	Market share in Primary schools	% primary school children taking a meal from Catering Service compared to overall school population (average in March)	34.7%	31.47% during summer term		End of year position may improve to meet target	Sandra Russell
	Service	Nutritional Standards	Catering Services - --ll menus conforming to Nutritional Standards	Achieved	-		 for primary and special schools (June 2006) New menus in secondary sites from September 2006	Sandra Russell
	Service	Facilities Management	% county office building space covered by a facilities management service	tba	None to date		Service to be developed from September onwards	Colin Jones

Service/Operational Key Performance Indicators






Service	Performance Indicator	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
Directorate Wide							
Directorate	EFQM	Directorate external assessment EFQM score	n/a	n/a		Not applicable this year	Joanna Rhodes








Service	Performance Indicator	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
Finance							
Budget and Technical	Production of revenue and capital spending plans	Budget and balanced capital programme approved by target date within the medium term financial planning framework	28 th Feb	n/a	<input type="checkbox"/>	Not due until Qtr 4	Virginia Rennie
	Monitoring expenditure and income	Quarterly outturn forecasts produced by target dates	Per corporate deadline	Achieved		Qtr 2 to be reported to Cabinet 2/11/06	Virginia Rennie
Exchequer	Paying creditors	% Scheduled payment runs met	100%	100%			Phil McGaffin
		% Payments made by BACS	85%	85%			Phil McGaffin
Financial Accounting	Final Accounts (for previous financial year)	Accounts approved by members	30 th June	Achieved		Approved by County Council	Andrew Lovegrove
		External audit opinion on accounts	Unqualified	Unqualified			Andrew Lovegrove
	Decentralised financial operations	Comments in external management letter on financial management framework	Positive	-	<input type="checkbox"/>	Not due until the third quarter	Andrew Lovegrove
Payroll	Paying staff and members	% Pay days met	100%	100%		Achieved	Janice Semple
	Paying pensions	% Pensions paid on time	100%	100%		Achieved	Janice Semple
Procurement	Efficiency Savings	Achievement of annual efficiency procurement savings targets	As stated in efficiency statement	On target		Some projects delivered, other projects delayed, some new opportunities capitalised on. Overall on target to deliver targeted savings	Paul White/ Virginia Rennie
Treasury	Borrowing, investing	Return on Council investments	>7 day rate	0.04% above			Phil Triggs

Service	Performance Indicator	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
Mngemt and Pensions	and repaying money	Borrowing of long term funds	Below PWLB average	0.06% below			Phil Triggs
	Invest pension funds	Return on LGPS investments	Tailored Benchmark	n/a		Not due to receive this data until the first week in November.	Phil Triggs




ICT							
Customer/ Supplier Services	Support call resolution	% of support calls resolved at the point of contact	55%	42.6%		Putting in place additional resources & training to look to improve this. Analysing areas of potential calls for improvement	Angela John
		% of support calls resolved with 4 Hours	68%	63.2%		Now just below ambitious SOCITM based target, but significantly better than previous SOCITM reported figures and also shows improvement from first quarter figures.	Angela John
		% of support calls resolved with 8 Hours	76%	72.6%		Now just below ambitious SOCITM based target, but significantly better than previous SOCITM reported figures and also shows improvement from first quarter figures.	Angela John

	Delivery Time for PCs	Order to Desktop	3 days	3 days		Contracted delivery time	Angela John
Production Services	Systems Availability	Overall availability of Network	97%	98.94%		Using SOCITM KPI Definition	Paul Glenn
		Broadband availability	97%	99.92%			Paul Glenn
		Financial Systems availability	97%	100%		No unscheduled downtime	Paul Glenn
	Server downtime	% of downtime per server as against schedule availability	<1%	0.2%			Paul Glenn
System Centre	% of Projects Completed on time	New measure to be introduced in 2006/07	25% against original estimate: 95% against latest estimate	-		Indicator not yet developed. A process will be in place before the end of the year which will allow reporting on this indicator. However, the information will not be collected retrospectively, and therefore a full year return for 2006/7 cannot be provided.	Steve Goddard
Property							
Property Support	Condition survey programme	% of Education property stock surveyed per annum	40% of stock	21.5%		Status assessed by number of properties visited	Craig Roberts
	Planned & Reactive Maintenance Programme	Complete by 31 st March 2007 within budget allocations	Achieve	On target		Ongoing 6 weekly budget meetings to monitor programme	Craig Roberts
Procurement & Monitoring	Capital Monitoring	Quarterly reviews completed by target date	Per timetable	On target		Currently on target.	Clive Field
	Benchmarking of consultants	KPI Indicators for external consultants	50%			To be introduced when the new construction consultants are appointed – Appointments due to take place late October 06.	Clive Field

	Project Budget Setting	% Major Projects undertaken by Property with initial cost estimates and budget framework	50%	45% (forecast by end of March 07)		Major Projects (projects undertaken by Development 06/07) 53, Projects where the initial cost estimate was prepared by Property 24.	Clive Field
Estates	Suitability Surveys	% of portfolio (m2) for which a Suitability Survey has been undertaken in last 5 years.	85%	*88%		Suitability Surveys have been undertaken for a small %age of properties so far this year. A number of re-surveys will take place at key properties during this financial year. 88% is actual to date figure (i.e. between April 02 and the end of Sept 06)	Rebecca Dawson
	Suitability Surveys	% of portfolio (m2) with Good Suitability	20%	16%		As above.	Rebecca Dawson
	Capital Receipts	Capital Receipts target	£12m			The revised target for Q2 has fallen to £7m. This target has altered because the following disposals are unlikely to be completed this financial year	Geoff Taylor
Traded Services and Facilities Management							
Caterers	Primary meals	Average numbers per day	13,785	12,380 in summer term- 10,756 Sept (14 days)		Numbers are -3.96% (down) on estimates for summer term and -1.8% for first 3 weeks Numbers for September are currently -2.057% (lower) than last year NB adjusted for seasonality	Sandra Russell

	Special meals	Average numbers per day	450	465 in summer term- 461 Sept (<14 days)-		Numbers are 1.753% higher than estimates for summer term and -3.758% for first 3 weeks Numbers for September are currently -0.65% (lower) than last year NB adjusted for seasonality	Sandra Russell
	Cash cafeteria	Average income per day	£10,300	£9,390 in summer term- £10856 Sept (<14 days)-		Income is -7.20% (lower) than estimate for the summer term and -0.94% lower for the first three weeks Income for September is -6.79% (lower) than last year NB adjusted for seasonality	Sandra Russell
	Nursery meals	Average numbers per day	585	698 in summer term- 384 Sept (<14 days)-		Numbers are 0.738% higher than estimates for summer term and -5.185% for first 3 weeks Numbers for September are currently -4.05% (lower) than last year NB adjusted for seasonality	Sandra Russell
	Food cost	Food cost per average primary school meal	55p	54p (est)		End of year target - New menu costed to meet target	Sandra Russell
Cleaning & Caretaking	Quality of service	1 st Time pass rate for Quality Inspections	97.5%			On target to achieve.	Susan Hodson
SH Complex FM	Quality of service	Number of working days on which buildings were not opened on time	No more than 1	0		Buildings opened on time by early caretaker	Colin Jones
STS	Average time on repair	% of items returned to customer 10 days	88%	88.22%			Bob Meadows

Financial and Efficiency Key Performance Indicators

Performance Indicator	Measure	Target 2006/07	Forecast	Status	Commentary	Owner
Directorate outturn	Directorate outturn	Within Budget	Greater use of the directorate's reserves than originally planned now looks likely.		The County Catering service incurred a significant deficit last financial year and another deficit is likely this year before remedial actions take full effect.	Graham Shaw
Directorate financial management	Delivery of efficiency gains included in the 2006/07 Forward Looking Annual Efficiency Statement	£1,369m cashable and £23,000 non-cashable	Target unlikely to be achieved		The most significant planned efficiency saving relates to the interest earned on a sale of land which was expected to be completed early this financial year but has been delayed.	Graham Shaw
Directorate efficiency	Directorate cash efficiency savings	402,000	402,000		£336K savings identified to date. Steps are being taken to identify remaining £66K.	Graham Shaw

Customer Performance Indicators




Perception measures

Type	Satisfaction measure	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner	
Service	6a	Finance Satisfaction	Overall score from Members	75%	-	<input type="checkbox"/>	Survey to be developed by OSD in Qtr 3.	Oliver Winters
			Overall score from Finance staff	75%	-	<input type="checkbox"/>	Survey to be carried out in Qtr 3.	Oliver Winters
			Overall score from cost centre managers	75%	-	<input type="checkbox"/>	Survey to be carried out in Qtr 3.	Oliver Winters
			Overall score from WCC employees	75%	-	<input type="checkbox"/>	Survey to be carried out in Qtr 3.	Oliver Winters
	ICT Satisfaction	Overall customer satisfaction as measured by SOCITM	4.75	-	<input type="checkbox"/>	On-going service development activity, focussing in the support arena. Measure will be later in 2006/07	Angela John	
		ICT Service Desk - % of respondents satisfied or very satisfied with overall quality of service	97%	95.5%	<input checked="" type="radio"/>	Slight drop below target. All areas except overall and speed above the 97% figure. Currently investigating categories of calls failing to restore figure.	Angela John	
		Overall Member satisfaction	75%	-	<input type="checkbox"/>	Survey to be developed by OSD in Qtr 3.	Tonino Ciuffini	
	Property Satisfaction	Overall Member satisfaction	75%	-	<input type="checkbox"/>	Survey to be developed by OSD in Qtr 3.	Steve Smith	
		Clients' satisfaction on service and product on major projects – achieve rating of 8 or above	70%	75%	<input checked="" type="star"/>	Further KPI collection work required.	Clive Field	
		MTC Contractor review scoring – satisfaction ratings	80%	80%	<input checked="" type="radio"/>	Average project scoring of MTC building, mechanical & electrical contractors	Craig Roberts	

Type	Satisfaction measure	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
		Overall satisfaction via WES schools survey (Meet the needs of Customer)	-	-	<input type="checkbox"/>	WES Survey due to be rolled out Oct 06	Craig Roberts
		- Hotline	89%	-	<input type="checkbox"/>	WES Survey due to be rolled out Oct 06 Continue good service	Craig Roberts
		- Planned Maintenance	80%	-	<input type="checkbox"/>	WES Survey due to be rolled out Oct 06 Good delivery of summer programme	Craig Roberts
		- Minor Improvements	82%	-	<input type="checkbox"/>	WES Survey due to be rolled out Oct 06 Good delivery of summer programme	Craig Roberts
		- Intermediate/Major Works	88%	-	<input type="checkbox"/>	WES Survey due to be rolled out Oct 06	Huw Thomas
	TSMF Satisfaction	Overall Member satisfaction	75%	-	<input type="checkbox"/>	Survey to be developed by OSD in Qtr 3.	Phil Evans
		Satisfaction via WES schools survey for meeting the needs of the school - Catering	70%	-	<input type="checkbox"/>	WES Survey due to be rolled out Sept 06	Sandra Russell
		Satisfaction via WES schools survey for meeting the needs of the school – Cleaning and Caretaking	66%	-	<input type="checkbox"/>	WES Survey due to be rolled out Sept 06	Susan Hodson
		Overall customer satisfaction – all customers – Cleaning and Caretaking	88%	-	<input type="checkbox"/>	Non – Education survey due Feb 2007	Sue Dixon
		Satisfaction via WES schools survey for meeting the needs of the school – Schools Technical Service	90%	-	<input type="checkbox"/>	WES Survey due to be rolled out Sept 06	Bob Meadows
		Overall satisfaction via Shire Hall complex survey	75%	-	<input type="checkbox"/>	Next survey to be carried out Feb/March 07.	Colin Jones

Type	Satisfaction measure	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
	SRD Satisfaction	Overall score from directorate managers and staff for support from SRD	75%	No results yet	<input type="checkbox"/>	Survey to be developed in Qtr 4.	Joanna Rhodes

Predictor indicators

Type	Performance indicator	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
Directorate	Telephone response rates	All calls answered in 15 seconds	100%	98%		Staff have been reminded via team briefings about the customer care standards and the importance of achieving the targets. However a 100% Corporate target is unrealistic. Copies of all emails that have missed the target have been forwarded to the Strategic Director. Further communication regarding the standards will be given in the next Resources Newsletter. Based on a sample of 46 letters from Property.	Matthew Bradbury
	Email response rate	All public emails submitted through the website responded within 5 working days	100%	80%			Matthew Bradbury
	Letters/faxes response rate	All letters/faxes responded to within 10 working days (to be estimated through a sample)	100%	89%			Matthew Bradbury

Type	Performance indicator	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
	Complaints	Number of complaints	10% reduction	13	★	In addition to this Finance have responded to 3 complaints from members of the public about the level of council tax this year. However, as these are about a Member decision they do not get included on the formal complaints register (which is about our services). Target based on 90% of the 6 th month figure for 2005/06 (22).	Matthew Bradbury
	Compliments	Number of compliments	Level maintained	328	▲	This figure includes ICT figures recorded on Service Desk System. The figure excludes Finance compliments as these figures are collected at the year-end. Target based on the 6 th month figure for 2005/06 (418).	Matthew Bradbury
Finance indicator	Finance indicator	% invoiced income posted within 24 hours	99%	99%	●		Phil McGaffin
	Paying staff and members	% pay days met	100%	100%	●	Achieved	Janice Semple
ICT indicator	Call resolution	% of support calls resolved at the point of contact	55%	42.6%	▲	Putting in place additional resources & training to look to improve this. Analysing areas of potential calls for improvement	Angela John

Type	Performance indicator	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
	System availability	Overall availability of Network	97%	98.94%	★	Using SOCITM KPI Definition	Angela John
Property Indicator	Response rates	Hotline call response rates – SLA2 (10 rings)	90%	90%	●		Craig Roberts
	Response rates	Hotline – chases/recalls	<5.5%	5.5%	●	Status based on average MTC reactive maintenance contractor chase/recalls	Craig Roberts
	Response rates	Summer holiday – Number of late projects Maintain rate of progress/improvement in project delivery (on last years figure – 2 late projects in 2005/06.	<2	1	●	Achieved based on unmanaged lates recorded at start of autumn term	Craig Roberts
TSFM indicator	Loyalty	% primary and special school catering sites retained year on year	>95%	99.9%	●	Minus 1 primary school from April (took in-house)	Sandra Russell
	Loyalty	% secondary school catering sites retained year on year	>90%	100%	●	No change to previous year (as at April 2006)	Sandra Russell



People Performance Indicators

Performance Indicators

Service	Satisfaction measure	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
Directorate	Staff Satisfaction	Overall staff satisfaction via Staff Survey ("Overall, I am satisfied working for the County Council")	80%	84.7%	★	Above Corporate satisfaction level of 79%. ICT was the only service significantly below target (73%).	Matthew Bradbury/ Richard Maddison
	Leadership Satisfaction	Overall staff satisfaction via Upward Appraisal	80%	-	□	Upward Appraisal to be carried out later on this year.	Matthew Bradbury/ Richard Maddison
	Staff morale	Overall staff morale via Staff Survey ("Morale is good where I work")	70%	68%	●	Much higher than Corporate figure of 51%. Morale in Finance, Property, ICT and SRD below 55%. Directorate average increased by FM (83%).	Matthew Bradbury/ Richard Maddison
	Communications	% staff satisfied with communication within Directorate ("I am satisfied with communications within my Directorate")	75%	55.8%	▲	Above Corporate satisfaction level of 47%. Satisfaction particularly low in SRD (46%).	Matthew Bradbury/ Richard Maddison

Predictor Indicators

Service	Satisfaction measure	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
Directorate	Staff Survey Response Rate	% staff survey forms returned – short survey	40%	35%	▲	The combined response rate was 50%, 6% below the corporate average. Resources response rate was 3 rd highest in the authority	Matthew Bradbury
		% staff survey forms returned – long survey	85%	91%	★		Matthew Bradbury
		% Upward Appraisal survey forms returned	80%	-	□	Upward Appraisal to be carried out in Qtr 3.	Matthew Bradbury
	Appraisals	% staff receiving an annual appraisal	100%	61%	□	Appraisals are carried out on a rolling basis, so status is unclear until year end.	Richard Maddison
		% office based staff receiving a mid year appraisal	100%	-	□	Mid appraisals will take place	Richard Maddison
	Training	Average number of staff training days (office based staff)	7	2.6	▲	Not on target at present. Training Week takes place in Qtr 3. This will improve the average number of staff training days.	Richard Maddison
		Average number of staff training days (site based staff)	tba	-	□	Figures not available for this Qtr. These are currently being collected.	Richard Maddison
	Absence	Average number of spells of sickness	2.5	0.34	★		Richard Maddison
		Average number of days sick per year (inc. long term sickness)	6.5	1.86	★		Richard Maddison
	Accidents	Number of reported accidents	95	28	★		Richard Maddison
	Grievances	Number of formal grievances raised	nil	2	▲	Two grievances raised in 2006/07. Both have now been dealt with.	Richard Maddison

Service	Satisfaction measure	Measure	Target 2006/07	Actual Year to date 2006/07	Status	Commentary on Performance	Owner
	Equalities	% staff feeling they have been bullied or harassed	0%	4%		91% of staff said that they have not experienced any form of bullying or harassment. This compares well to the WCC figure of 84%.	Richard Maddison
	liP	liP accreditation	Retained	Achieved			Richard Maddison