

**AGENDA MANAGEMENT SHEET**

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

**Date of Committee** 19<sup>th</sup> June 2007

**Report Title** Performance Report Full Year 2006/2007

**Summary** This report contains performance for the full 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. Haynes, 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  .....

# Resources, Performance and Development Overview & Scrutiny Committee

19<sup>th</sup> June 2007

## Resources Performance Report Full Year 2006/07

### Recommendation

The Resources, Performance and Development O&S Committee is asked to:





- a) Consider the Performance Report submitted by the Resources directorate for the full-year 2006/07
- b) Endorse any proposed remedial actions.
- c) Request any additional information required.

### Introduction

This report relates to performance for 2006/07. Following adoption of the Report Card system for 2007/08 to ease interpretation, this report is presented in the new style using a zero tolerance wherever possible.

As in previous years this report uses the Corporate Performance Management System traffic lighting **although the tolerances are now zero**. The consequence of this means that there are more red triangles and less blue circles

The traffic lighting new definitions are:-

- Green Star (  ) means high performance and significantly exceeding Targets / Milestones
- Blue Circle (  ) means Targets / Milestones met
- 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 FULL-YEAR 2006/07**

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# 1. EXECUTIVE SUMMARY

1.1 The following report summarises the performance of the Resources Directorate for the full-year 2006/07 (1<sup>st</sup> April 2006 to 31<sup>st</sup> March 2007).

1.2 The report shows that: -

- Performance against 4 Corporate Headline Indicators missed their targets, these were CPA Score – use of resources, % of invoices paid, telephone answering and email response times. Remedial actions have been planned to ensure better performance during 2007/08. See page 8.
- Performance against directorate and service objectives is very positive. 25 objectives were met or exceeded the target/milestone, while 8 missed their target/milestone. The majority of the objectives that missed their targets/ milestones have now been implemented or/and revised targets/ milestones are in place. See page 12.
- The directorates financial outturn is an £111,000 underspend.

## 2. PERFORMANCE AGAINST KEY PERFORMANCE INDICATORS

This section shows full year performance for all of the Directorate's key performance indicators.

Service Performance Results									
Indicators			Trend Data			Current Performance			
Reference (e.g. CHI, Statutory)	Description	Aim	2004/05	2005/06		2006/07			
			Actual <sup>1</sup>	Actual <sup>1</sup>	Actual perf. against target <sup>3</sup>	Actual <sup>1</sup>	Target <sup>2</sup>	Actual perf. against target <sup>3</sup>	Are we improving? <sup>4</sup>
CHI	Variation between budgeted and actual net expenditure as a % of budgeted net expenditure	Target is best	0.9%	1%		-1%	+/-1%		
BVPI	Percentage of invoices paid within suppliers' terms	Bigger is better	92.9%	88.9%		94.3%	Upper quartile of all authorities		
BVPI	DDA Score - DDA - % WCC buildings (excluding schools) that are accessible	Bigger is better	28%	77%		82%	80%		





Key (Zero tolerance)			
	Performance exceeded target		Performance against target improved
	Performance met target		Performance against target level
	Performance missed target		Performance against target declined







1	End of year actual performance figures
2	End of year target figures <b>NB.</b> As provided by the respective Directorate
3	Actual performance compared to the end of year target as an alert
4	Has our performance against target improved - 2006/07 year end performance against target compared with the previous year's (2005/06) performance against target

Customer Results									
Indicators			Trend Data			Current Performance			
Reference (e.g. CHI, Statutory)	Description	Aim	2004/05	2005/06		2006/07			
			Actual <sup>1</sup>	Actual <sup>1</sup>	Actual perf. against target <sup>3</sup>	Actual <sup>1</sup>	Target <sup>2</sup>	Actual perf. against target <sup>3</sup>	Are we improving? <sup>4</sup>
CC1	Percentage of telephone calls responded to within 5 rings or 15 seconds	Bigger is better	97.4%	97.9%		97.7%	100%		
CC2	Percentage of letters responded to within 5 working days	Target is best	95.7%	97.7%		100%	100%		
CC3	Percentage of emails responded to within 5 working days	Bigger is better	92.0%	81.0%		78%	100%		

Key (Zero tolerance)			
	Performance exceeded target		Performance against target improved
	Performance met target		Performance against target level
	Performance missed target		Performance against target declined

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Corporate/ Directorate Health									
Indicators			Trend Data			Current Performance			
Reference (e.g. CHI, Statutory)	Description	Aim	2004/05	2005/06		2006/07			
			Actual <sup>1</sup>	Actual <sup>1</sup>	Actual perf. against target <sup>3</sup>	Actual <sup>1</sup>	Target <sup>2</sup>	Actual perf. against target <sup>3</sup>	Are we improving? <sup>4</sup>
CHI	CPA score 'Use of Resources'	Bigger is better	N/A	N/A	N/A	Level 3	Level 4		
CHI	CPA score 'Use of Resources' value for money score	Bigger is better	N/A	N/A	N/A	Level 3	Level 3		







Key (Zero tolerance)			
	Performance exceeded target		Performance against target improved
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**People Results** – There are no People KPIs for the Resources Directorate listed in the Corporate Business Plan 2006/07.









Indicators			Trend Data			Current Performance			
Reference (e.g. CHI, Statutory)	Description	Aim	2004/05	2005/06		2006/07			
			Actual <sup>1</sup>	Actual <sup>1</sup>	Actual perf. against target <sup>3</sup>	Actual <sup>1</sup>	Target <sup>2</sup>	Actual perf. against target <sup>3</sup>	Are we improving? <sup>4</sup>








Key (Zero tolerance)			
	Performance exceeded target		Performance against target improved
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	Performance missed target		Performance against target declined




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### 3. PROGRESS AGAINST DIRECTORATE MILESTONES/ OBJECTIVES




This section shows performance at the full-year for the Directorate's key objectives, as set out in the Directorate's service/business plan








Does Performance meet the Target?		Will we meet the Milestone?	
	Missed target		Not achieved or delayed by more than 2 months from the target date
	Met target		Met or delayed by less than 2 months from the target date
	Exceeded target		Met ahead of the target
	deferred or superseded		Deferred or superseded
		<b>3</b>	Actual performance compared to the end of year target as an alert

Reference	Directorate Milestones	Actual performance against target <sup>3</sup>
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	
CBP	Review the corporate property strategy in light of the emerging proposals on Customer Access and Neighbourhood Services and agree a revised strategy	
CBP	Produce a strategy for the systematic generation and consistent use of capital receipts	
CBP	Define, secure resourcing for, and implement a facilities management service for key County Council buildings	
CBP	Produce an integrated property, ICT and funding strategy to support the introduction of more flexible ways of working for staff	
CBP	Develop a revised corporate ICT strategy in line with the strategic review of ICT	
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.	

Reference	Finance Milestones	Actual performance against target <sup>3</sup>
F1	Revise the Council's approach to capital programming	
F2	Introduce document imaging into the pensions administration process (Phase 1)	
F3	Deliver the payroll element of HRMS for all customers	

Reference	ICT Milestones	Actual performance against target <sup>3</sup>
I1	Identify a more strategic approach to the planning, management and benefits realisation of ICT, including: - <ul style="list-style-type: none"> <li>• Reviewing the overall ICT Priority Setting process, and</li> <li>• Reviewing ICT funding and governance arrangements</li> </ul>	
I2	Complete outstanding activities from the initial Modernisation reorganisation.	
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"> <li>• Development of new Business Vision</li> <li>• Customer Service Centre</li> <li>• One Stop Shops</li> <li>• Development of the Access Strategy, the Intranet project, the Corporate Programme</li> <li>• Project Management</li> <li>• And other projects as defined within New Ways of Working for Warwickshire.</li> </ul>	
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.	
I5	Improve the Customer Satisfaction score in the SOCITM Customer Satisfaction Survey and move towards achieving an upper quartile level by 2007/08.	
I6	Deliver targeted efficiency savings in 2006/07, and achieve all financial targets within the ICT Business Plan.	
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.	

Reference	Property Milestones	Actual performance against target <sup>3</sup>
P1	Define and secure resources to increase the capacity of the Property function to a suitable establishment level	
P2	Implement sustainability policy including sustainable construction, energy management and low-carbon design	
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 <sup>st</sup> November 2006	

Reference	Facilities Management Milestones	Actual performance against target <sup>3</sup>
T1	Produce a strategy for addressing the consequential impact of single status on the catering and cleaning services	
T2	Respond to the "Turning the Tables" agenda	
T3	Develop and implement marketing strategies to address the consequential impact of 'Jamie Oliver'	
T4	Develop and implement marketing strategies for all Traded Services	
T5	Develop strategies to manage Old Shire Hall	
T6	Establish facilities management standards for all buildings	
T7	Review the cost base of Facilities Management	

Reference	Strategic Resource Development Milestones	Actual performance against target <sup>3</sup>
S1	Develop and implement consistent HR policies and practices in relation to recruitment and selection, induction, reward and recognition and equalities	

Reference	Strategic Resource Development Milestones	Actual performance against target <sup>3</sup>
S2	Support the review of pay and conditions for directorate staff	
S3	Develop and implement a consistent approach to workforce development, competencies, learning and development	
S4	Develop and implement a consistent approach to business planning, performance management, customer and staff consultation, marketing and benchmarking	
S5	Restructure the financial systems to reflect the new Directorate structure	
S6	Develop a Financial Systems Strategy	
S7	Develop and implement a Property Systems Strategy	
S8	Develop a framework for business continuity planning within the Directorate	
S9	Develop an authority-wide hot desking policy	
S10	Identify and map Directorate key processes and develop a process improvement plan for 2007/08	

#### 4. “RED” ANALYSIS (Indicators and Milestones)

This section contains all objectives from the previous section shown as ‘red’.

Ref	Indicator	Reason for remedial action				Remedial action	Impact on 2007-10 Corporate Priorities *  Nil/Low/Med/High
		Negative Performance Against Target	Not Improving	Negative Benchmark	Explanation/Rationale		
CHI	CPA score ‘Use of Resources’	x			High level 3 – only missed level 4 by one point.		High
BVPI	Percentage of invoices paid within suppliers’ terms	X			Still room for improvement, but now upper quartile for county councils. Upper quartile of all authorities was 96.71%, County Councils were 94.15%. Directorates below the upper quartile: AHCS 88.8%, P&D 93.1%, E&E 95.1% and CYPF 95.1%	Changes have been put in place to improve future performance	Low
CC1	Percentage of telephone calls responded to within 5 rings or 15 seconds	x				Telephone call logging reports are in the process of bring updated to identify underperforming teams	Low
CC3	Percentage of emails responded to within 5 working days	x			This indicator applies only to e-mails received through the website.	Copies of all emails that have missed the target have been collated and forwarded to Resources DMT for consideration.	Low
CBP	Review the corporate property strategy in light of the emerging				Delayed pending the appointment of the Estates Manager.	A draft strategy has now been prepared	Low

Ref	Indicator	Reason for remedial action				Remedial action	Impact on 2007-10 Corporate Priorities *  Nil/Low/Med/High
		Negative Performance Against Target	Not Improving	Negative Benchmark	Explanation/Rationale		
	proposals on Customer Access and Neighbourhood Services and agree a revised strategy	X					
CBP	Develop a revised corporate ICT strategy in line with the strategic review of ICT	x				Strategy produced for Project Board for end of January. Approved at SDMT on 7 <sup>th</sup> March. Discussed at Overview and Scrutiny in April and approved at Cabinet on 10 <sup>th</sup> May	Medium
P2	Implement sustainability policy including sustainable construction, energy management and low-carbon design	x			Policy for "Procuring Sustainable Results" drafted.	Implementation of sustainable construction, energy management and low-carbon design to be made a high priority during 2007/08	Medium
S3	Develop and implement a consistent approach to workforce development, competencies, learning and development	X			Learning and Development Policy has been produced for the directorate and agreed by DMT (paragraph on Lifelong Learning outstanding).	Awaiting implementation by HR Group.	Low
S6	Develop a Financial Systems Strategy	x				The financial systems replacement project is now underway. Revised target of Sept 2007	Low
S7	Develop and implement a Property Systems Strategy	x			Significant work completed	Strategy awaiting project board approval in May 2007	Low
S11	Identify and map Directorate						Low

Ref	Indicator	Reason for remedial action				Remedial action	Impact on 2007-10 Corporate Priorities *  Nil/Low/Med/High
		Negative Performance Against Target	Not Improving	Negative Benchmark	Explanation/Rationale		
	key processes and develop a process improvement plan for 2007/08	x			High level processes identified.	Further work planned for 2007/08	

Key	
*	Categorisation based on 2007-10 priorities to focus activity as we move forward into 2007/08.



## **5. ANALYSIS OF BUDGET POSITION**

5.1 The outturn position for 2006/2007 was an underspend of £111,000.

5.2 A detailed analysis of this position is being reported to Cabinet on 26<sup>th</sup> June 2007. Please refer to this report for further information.

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Strategic Director Resources

Shire Hall  
Warwick

5<sup>th</sup> June 2007