

AGENDA MANAGEMENT SHEET

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

Date of Committee 19 June 2007

Report Title Performance and Development Directorate Performance Report Full Year 2006/2007

Summary This report contains performance for the full year 2006/2007 for the Performance and Development Directorate

For further information please contact: David Carter Strategic Director of Performance and Development Tel: 01926 412045 davidcarter@warwickshire.gov.uk Hilary Hall Improvement and Support Services Manager Tel: 01926 736100 hilaryhall@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
- Cabinet Member Councillor Peter Fowler
- Chief Executive
- Legal Strategic Director of Performance and Development - comments included
- Finance
- Other Chief Officers
- District Councils

- Health Authority
- Police
- Other Bodies/Individuals

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

Agenda No

Resources, Performance and Development Overview and Scrutiny Committee - 19 June 2007

Performance and Development Directorate Performance Report Full Year 2006/2007

Report of the Strategic Director of Performance and Development




Recommendation


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

- a) Consider the performance report submitted by the Performance and Development Directorate for full year 2006/2007
- b) Endorse any remedial actions
- c) Request any additional information required

This full-year performance report, submitted by the Performance and Development Directorate, uses the Corporate Performance Management System traffic lighting and tolerances.

The traffic lighting has the following meaning:-

- Green Star () means high performance and exceeding Targets / Milestones.
- Blue Circle () means good performance and meeting Targets / Milestones.
- 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A white square () means Objectives / Priorities which have been deferred or superseded and any PIs that do not have enough historic data for Trend indication.

This report will be the last in the old style of reporting. Subsequent performance reports will be in the new Directorate Report Card style, with the first being submitted for this directorate in November 2007.

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.

Performance and Development Directorate
PERFORMANCE REPORT FOR FULL-YEAR 2006/07




1. Executive Summary	5
2. Performance Against Key Performance Indicators	
1. Service Performance Results	6
2. Customer Results	7-8
3. Corporate Health Results	9-11
4. People Results	12-13
3. Progress Against Milestones/ Objectives	14-16
4. “Red” Analysis	17-23
5. Analysis Of Budget Position	24
6. Conclusion	25








1. EXECUTIVE SUMMARY

- 1.1 The following report summarises the performance of the Performance and Development Directorate for the full-year 2006/07.
- 1.2 Performance is set out in terms of Corporate Headline Indicators (CHIs), directorate customer indicators, directorate objectives and financial outturn.
- 1.3 The report shows that:-
- Performance against the Corporate Headline Indicators is on target and the performance trend is level. The only exception is the indicator relating to overall staff satisfaction with WCC as a place to work. Actual outturn was 8 percentage points above target but the overall performance trend is declining. Action has been taken as part of the Culture workstream of the New Ways of Working Programme to identify ways in which to better engage staff.
 - Response to letters has been an area for improvement over the last two years for the directorate. The introduction of revised monitoring arrangements indicates that performance is significantly back on track in relation to this indicator.
 - Performance against the directorate's six objectives is generally on target. There have been delays in implementing some projects and management action is in place to ensure tighter monitoring in 2007/2008. Zero tolerances have been applied to the 2006/2007 performance outturns. However, it should be noted that zero tolerances were not used by managers in managing performance during the year and consequently performance may appear to have dipped.
 - The outturn for the directorate was a £800,000 underspend. The largest underspend was in the Customer Service Centre (£575,000) where a number of projects were not started until on-going funding was secured. Some funding streams were not finalised until mid-year or later, hence projects were not completed by year-end. Furthermore, some payments have been held back due to disputes with suppliers. These projects are expected to be completed during 2007/2008.

2. PERFORMANCE AGAINST KEY PERFORMANCE INDICATORS







2.1 This section shows performance at the full-year for all of the Directorate's key performance indicators. The Service Performance Results relate to corporate headline indicators, on which the directorate leads and the Customer Performance Results show the directorate's performance against the corporate customer care standards.








Service Performance Results -									
Indicators			Trend Data			Current Performance			
Reference	Description	Aim	2004/05	2005/06		2006/07			
			Actual ¹	Actual ¹	Actual perf. against target ³	Actual ¹	Target ²	Actual perf. against target ³	Are we improving? ⁴
CHI	Percentage of residents satisfied with the way the County Council runs things	Bigger is better	60%	58%		58%	58%		

Key (Zero tolerance)			
	Performance exceeded target		Performance against target improved
	Performance met target		Performance against target level
	Performance missed target		Performance against target declined
			Insufficient historical data to determine a trend
















1	End of year actual performance figures
2	End of year target figures NB. 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	Description	Aim	2004/05	2005/06		2006/07			
			Actual ¹	Actual ¹	Actual perf. against target ³	Actual ¹	Target ²	Actual perf. against target ³	Are we improving? ⁴
Directorate customer care 1	Percentage of telephone calls responded to within 5 rings or 15 seconds	Bigger is better	93%	93%		95%	95%		
Directorate customer care 2	Percentage of letters responded to within 5 working days	Target is best	80%	57%		86%	75%		
Directorate customer care 3	Percentage of emails responded to within 5 working days	Bigger is better	100%	82%		84%	82%		
Directorate Aim 1.1	Public enquiries satisfied at first point of contact where the service is provided by a One Stop Shop or within the Customer Service Centre	Bigger is better	N/A	N/A	N/A	70%	80%		<input type="checkbox"/>
Directorate Aim 1.2	Public satisfaction with access to Council services through One Stop Shops and the Customer Service Centre	Bigger is better	N/A	N/A	N/A	90%	90%		<input type="checkbox"/>
Directorate Aim 1.3	Customer satisfaction with Registration Service	Bigger is better	N/A	90%		98%	90%		
Directorate Aim 2.1	Customer satisfaction with Business Consultancy achieved by March 2007	Bigger is better	N/A	90%		100%	90%		
Directorate Aim 3.1	Improvement in reader satisfaction with Warwickshire View	Bigger is better	N/A	N/A	N/A	N/A	10%		<input type="checkbox"/>
Directorate Aim 3.2	Increase in overall visits to the website by March 2007	Bigger is better	N/A	N/A	N/A	43%	25%		<input type="checkbox"/>

Directorate Aim 3.3	Customer satisfaction with design2print	Bigger is better	N/A	N/A	N/A	80%	80%		
Directorate Aim 6.1	Customer satisfaction with directorate HR	Bigger is better	N/A	N/A	N/A	80%	76%		
Directorate Aim 6.2	Overall customer satisfaction with support services	Bigger is better	N/A	N/A	N/A	89%	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
			Insufficient historical data to determine a trend

1	End of year actual performance figures
2	End of year target figures NB. 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

Corporate/ Directorate Health –									
Indicators			Trend Data			Current Performance			
Reference	Description	Aim	2004/05	2005/06		2006/07			
			Actual ¹	Actual ¹	Actual perf. against target ³	Actual ¹	Target ²	Actual perf. against target ³	Are we improving? ⁴
CHI	CPA rating	Target is best	Excellent	3 stars		3 stars	3 stars		
Directorate Aim 1.4	Objectives in the Access & Neighbourhoods workstream of the New Ways of Working Programme completed on time or within agreed tolerances	Target is best	N/A	N/A	N/A	90%	90%		
Directorate Aim 2.2	Objectives in the Culture, Planning and Performance Management workstreams of the New Ways of Working Programme completed on time or within agreed tolerances	Target is best	N/A	N/A	N/A	90%	90%		
Directorate Aim 2.3	Programme Reports delivered to the Strategic Directors Management Team within reporting deadlines	Target is best	N/A	N/A	N/A	100%	100%		
Directorate Aim 3.4	Objectives in the Communications workstream of the New Ways of Working Programme completed on time or within agreed tolerances	Target is best	N/A	N/A	N/A	90%	90%		
Directorate Aim 3.5	Successful implementation achieved on individual signage and livery quick wins by March 2007	Bigger is better	N/A	N/A	N/A	40%	60%		
Directorate Aim 3.6	Advertising spend equivalent of £3m worth of positive, prominent coverage achieved in local press in 2006/7	Bigger is better	N/A	N/A	N/A	£3m	£3m		








Directorate Aim 3.7	Key campaigns successfully delivered by March 2007	Bigger is better	N/A	N/A	N/A	100%	100%		<input type="checkbox"/>
Directorate Aim 4.1	Objectives in the Community Governance workstream of the New Ways of Working Programme completed on time or within agreed tolerances	Target is best	N/A	N/A	N/A	73%	90%		<input type="checkbox"/>
Directorate Aim 4.2	Recommendations of the corporate governance audit and action plan implemented by the deadlines set	Bigger is better	N/A	N/A	N/A	76%	75%		<input type="checkbox"/>
Directorate Aim 4.3	Findings of maladministration by the Local Government Ombudsman or adverse outcomes from Judicial Review proceedings or other legal challenges brought against the Council where the client has acted in accordance with legal advice	Target is best	N/A	1		0	0		
Directorate Aim 4.4	Recommendations from scrutiny reviews implemented	Bigger is better	N/A	N/A	N/A	37%	50%		<input type="checkbox"/>
Directorate Aim 4.5	Agendas and reports set out within five clear working days of the meeting	Bigger is better	N/A	N/A	N/A	84%	90%		<input type="checkbox"/>
Directorate Aim 4.6	Members with individual learning plans by March 2007	Bigger is better	N/A	N/A	N/A	0%	70%		<input type="checkbox"/>
Directorate Aim 4.7	Members attending in-house and external training in accordance with their identified priorities by March 2007	Bigger is better	N/A	N/A	N/A	0%	70%		<input type="checkbox"/>
Directorate Aim 4.8	CPA score for risk management/internal control	Bigger is better	N/A	N/A	N/A	3	3		<input type="checkbox"/>
Directorate Aim 4.9	Internal audit plan completed	Bigger is better	N/A	N/A	N/A	94%	90%		<input type="checkbox"/>
Directorate Aim 5.1	Objectives in the HR workstream of the New Ways of Working Programme completed	Target is best	N/A	N/A	N/A	90%	90%		<input type="checkbox"/>

	on time or within agreed tolerances								
Directorate Aim 6.3	Cost centres with no more than 5% variation between period 11 forecasts and final outturn	Target is best	N/A	N/A	N/A	65%	100%		<input type="checkbox"/>
Directorate Aim 6.4	External invoices paid within 30 days or within suppliers' terms	Target is best	80%	82%		91%	100%		
Directorate Aim 6.5	Directorate corporate governance action plan completed within the deadlines set	Bigger is better	N/A	N/A	N/A	74%	90%		<input type="checkbox"/>
Directorate Aim 6.6	Efficiency savings across the directorate	Bigger is better	N/A	N/A	N/A	12%	5%		<input type="checkbox"/>

Key (Zero tolerance)			
	Performance exceeded target		Performance against target improved
	Performance met target		Performance against target level
	Performance missed target		Performance against target declined
		<input type="checkbox"/>	Insufficient historical data to determine a trend

1	End of year actual performance figures
2	End of year target figures NB. 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

People Results –									
Indicators			Trend Data			Current Performance			
Reference	Description	Aim	2004/05	2005/06		2006/07			
			Actual ¹	Actual ¹	Actual perf. against target ³	Actual ¹	Target ²	Actual perf. against target ³	Are we improving? ⁴
CHI	Percentage of staff satisfied overall with WCC as a place to work	Bigger is better	84%	80%	★	78%	70%	★	↘
Directorate Aim 3.8	Percentage of readers answering 'yes' to the question: " W4W helps me focus on the County Council's contribution to making Warwickshire a better place to live."	Bigger is better	N/A	N/A	N/A	N/A	50%	▲	□
Directorate Aim 5.2	Employee health checks delivered by March 2007	Bigger is better	N/A	N/A	N/A	862	1000	▲	□
Directorate Aim 6.7	Increase in the percentage of staff agreeing with the statement "I am satisfied with the recognition I receive for doing a good job"	Bigger is better	N/A	50%	▲	7%	5%	★	→
Directorate Aim 6.8	Increase in the percentage of staff agreeing with the statement "I am encouraged to find better ways of doing things"	Bigger is better	N/A	62%	▲	7%	5%	★	→
Directorate Aim 6.9	Increase in the percentage of staff agreeing with the statement "I am satisfied with the training and development I receive for my present job"	Bigger is better	N/A	78%	★	-13%	5%	▲	↘



Key (Zero tolerance)			
	Performance exceeded target		Performance against target improved
	Performance met target		Performance against target level
	Performance missed target		Performance against target declined
			Insufficient historical data to determine a trend

1	End of year actual performance figures
2	End of year target figures NB. 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

3. PROGRESS AGAINST DIRECTORATE MILESTONES/OBJECTIVES

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

KEY

Key	
3	Actual performance compared to the end of year target as an alert
	Milestone achieved
	Milestone not achieved

Reference	Directorate Objective	Target or Milestone	Actual performance against target ³
Aim 1	Lead the Council to deliver accessible, responsive and customer-focused services	1.5 Corporate Access Strategy agreed by November 2006	
		1.6 Feasibility study for neighbourhood pilots agreed by January 2007	
		1.7 Programme of one-stop shops implementation agreed by October 2006	
		1.8 Customer care standards devised and implemented by March 2007	
		1.9 Monitoring mechanisms for the Coroner's Service developed and agreed by October 2006	
Aim 2	Maximise the potential of the Council and its partnerships to deliver new ways of working	2.4 Clear, shared vision for the Council agreed by June 2006	
		2.5 New Council-wide OD Strategy agreed by October 2006	
		2.6 Implementation of the corporate Intranet by November 2006	

Reference	Directorate Objective	Target or Milestone	Actual performance against target ³
		2.7 Information Governance framework in place by March 2007	▲
		2.8 WCC report card agreed by January 2007; and WCC report card implemented, with targets set, and directorate report cards agreed by March 2007	●
		2.9 Action plan to deliver the Voluntary and Community Sector strategy achieved by March 2007	●
		2.10 Warwickshire Local Area Agreement agreed with Government Office by 31 March 2007	●
		2.11 Disability Equality Scheme and three year action plan developed by December 2006	●
Aim 4	Promote and deliver corporate and community governance across the Council and partnerships	4.10 Community governance framework established by December 2006	●
		4.11 Council's constitution reviewed and changes implemented by March 2007	▲
		4.12 Review of scrutiny and area committees undertaken and proposals agreed by Council by November 2006	●
Aim 5	Develop the Council's people to deliver customer facing services	5.3 Statement of principles governing HR management framework and required standards of HR practice within the Council recommended to HR Programme Board by September 2006	●
		5.4 Ten HR performance indicators recommended to HR Programme Board by September 2006	▲
		5.5 Performance against the ten HR performance indicators on target by March 2007	□
		5.6 Equal pay review of posts on Scale 3 or below completed by April 2007	●
		5.7 Reliable evidence of absence management performance gained by December 2006	●
		5.8 HRMS functionality in recruitment, learning management and self service implemented by March 2007	□

Reference	Directorate Objective	Target or Milestone	Actual performance against target ³
		5.9 Learning and development programme to support New Ways of Working developed by December 2006	●
		5.10 Professional development and career management plan for HR staff throughout the County Council developed by June 2006	▲
		5.11 HR requirements of Level 3 of the Equality Standard delivered by March 2007	●
Aim 6	Develop the capacity of the directorate to deliver its mission	6.10 Directorate report card, with targets and profiles, agreed by March 2007	●

4. “RED” ANALYSIS (Indicators and Milestones)

4.1 This section contains all objectives from the previous section shown as ‘red’ or deferred or suspended.

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	Percentage of staff satisfied overall with WCC as a place to work		✓		A corporate staff survey has been undertaken in 2005 and 2006. The slight decrease in overall satisfaction may be related to the major restructure that has taken place within the Council over the last 12 months. However, it should be noted that the result is still well above the benchmark satisfaction score for local authorities.	As a result of the staff survey, a number of focus groups have been held with staff across the Council, the outcome of which has informed the Council's overall improvement plan.	Medium
Aim 1.1	Public enquiries satisfied at first point of contact where the service is provided by a One Stop Shop or within the Customer Service Centre	✓			Specific processes have been identified as issues. The most significant is PC bookings for libraries.	Agreement has now been reached that the Centre will process these, with implementation from May 2007.	High

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		
Aim 1.8	Customer care standards devised and implemented by March 2007	✓			Customer care standards are in place across the Council but need to be reviewed	These will be reviewed and updated during 2007/2008 with the Warwickshire Direct Partnership	Low
Aim 2.4	Clear shared vision agreed for the Council by June 2006	✓			The vision was agreed at Cabinet in December 2006	The vision was refreshed in May 2007 and a communication plan is now underway	High
Aim 2.5	New Council-wide OD Strategy agreed by October 2006	✓			There was some delay in agreeing the format of the strategy which has now been agreed as part of the New Ways of Working Programme.	Phase 3 of New Ways of Working has been agreed and is being implemented for 2007/2008	High
Aim 2.7	Information Governance framework in place by March 2007	✓			This activity has been delayed owing to the implementation of the Intranet project.	It will be progressed during 2007/2008 with completion by December 2007.	Low
Aim 3.1	Improvement in reader satisfaction with Warwickshire View	✓			A baseline survey was undertaken in June 2006 showing 90% satisfaction	A further survey will be undertaken in July 2007 to measure any improvement against the baseline	Medium
Aim 3.5	Successful implementation achieved on 60% of individual signage and livery quick wins by March 2007	✓			Significant improvements have been made in signage to high footfall sites.	Work is ongoing with directorates to achieve consistent branding across all Council buildings	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		
					There has been reluctance on the part of some directorates to spend their budget on new signs		
Aim 4.1	Objectives in the Community Governance workstream of the New Ways of Working Programme completed on time or within agreed tolerances	✓			75% of the short term deliverables have been delivered to timescale. Three activities have been delayed owing to national legislative changes and corporate initiatives around locality working	The partnership governance tools have been developed and are in the process of being pulled together into a single document with electronic options being explored. Area Committee arrangements will be reviewed in tandem with the development of locality arrangements. The modernisation of current political structures is being considered alongside the Local Government and Public Involvement in Health Bill.	Low
Aim 4.4	At least 50% of recommendations from scrutiny reviews implemented	✓			The ability to implement within year is dependent on when the recommendation is made, the size of the activity involved and the involvement of external agencies, outside of the control of the Council.	Tighter recommendations are now being introduced for all scrutiny reviews.	Medium

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		
Aim 4.5	Agendas and reports sent out within five clear working days of the meeting	✓			There have been delays in the receipt of reports from directorates that has impacted on the deadlines for sending out agendas and reports.	Agendas are now being sent out within the timescale, with late reports to follow.	Medium
Aim 4.6	Members with individual learning plans by March 2007	✓			There have been delays in completing the interviews with Members.	42 members have been interviewed and plans were completed for them by the end of April.	Low
Aim 4.7	Members attending in-house and external training in accordance with their identified priorities by March 2007	✓			Members have been attending training but owing to the delays in producing the plans, the training cannot be directly linked to their priorities	Now that plans have been completed, training can be directly linked to individual priorities	Low
Aim 4.11	Council's constitution reviewed and changes implemented by March 2007	✓			Initial amendments were made and approved by full Council in May 2006.	Further amendments have been deferred, pending the development of the Local Area Agreement and the implementation of the Local Government and Public Involvement in Health Bill (likely to be enacted in autumn 2007).	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		
Aim 5.4	Ten HR performance indicators recommended to HR Programme Board by September 2006	✓			There was a delay in agreeing the performance indicators	The performance indicators were agreed by the HR Programme Board in January 2007.	Medium
Aim 5.5	Performance against the ten HR performance indicators on target by March 2007	✓			Owing to the delay in agreeing the indicators, performance could not be monitored during 2006/2007	Performance against them is being monitored from April 2007	Medium
Aim 5.8	HRMS functionality in recruitment, learning management and self service implemented by March 2007	✓			Work on Phase 2 (recruitment, self service, learning management) will progress now that the recent organisational changes have been accurately reflected in the HRMS system.	Work on the functionality of Phase 2 is now well underway and is due for completion by the end of the current financial year.	Low
Aim 5.10	Professional development and career management plan for HR staff throughout the County Council developed by June 2006	✓			The HR professional development programme was launched in July 2006 and remains on target.	Further work to be developed on introducing a HR Professional Framework	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		
Aim 6.1	Customer satisfaction with directorate HR	✓			Customer survey results during 2006/2007 showed a lower level of satisfaction with directorate HR	Further work with customers has identified training issues and problems with implementation of directorate procedures which are being addressed with the staff involved.	Low
Aim 6.3	100% of cost centres with no more than 5% variation between period 11 forecasts and final outturn	✓			The outturn for the directorate resulted in an underspend.	This has highlighted a number of training issues for cost centre managers which are now being rolled out and the introduction of tighter financial management controls	Low
Aim 6.4	100% of external invoices paid within 30 days or within suppliers' terms	✓			Performance for the year was 90.8%, a significant improvement on the 2005/2006 figure of 80.6% but still below the corporate target of 100%.	Work is ongoing with cost centre managers to improve the payment rate further for the current financial year.	Low
Aim 6.5	90% of directorate corporate governance action plan completed within the deadlines set	✓			73% of the targets in the plan were completed within the year. Some actions were deferred, owing to other priorities and delays in receiving national guidance	The deferred actions have been carried forward to 2007/2008.	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		
Aim 6.9	5% increase in the percentage of staff agreeing with the statement "I am satisfied with the training and development I receive for my present job"	✓			This result was taken from the 2006 staff survey. The reasons for the drop are unclear and does not reflect any actual drop in funding for training or lack of training opportunities	Work is ongoing with the directorate staff panel to raise awareness of training opportunities available to staff in the directorate	Low

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 original budget for the Performance and Development Directorate was £5,142,000 (including the planned use of balances). Since the original budget was approved, there have been budget adjustments of £1,836,000. Therefore, the 2006/2007 budget for the service was £6,978,000. Overall turnover for the year is £18,775,450. Most of the directorate's expenditure is funded by recharges and income. The total net underspend for the year on items within the directorate's control is £800,000. The principal items which have led to the under spend are summarised in the table below.

Service	Over / (under) spend	Reason
Legal Services	(47)	Under spend due to increased external demand, partially offset by overspend due to increased support for corporate projects such as the Local Area Agreement.
Sheltered Placement	(37)	This under spend was due to low uptake of the scheme. The scheme will be promoted more actively to encourage uptake in 2007/2008.
Registration	58	Although costs have increased due to inflation, the income rates are largely fixed, and demand has been lower than in previous years. The over spend has been partly offset by reductions in support staff.
Coroner	48	The over spend is due to increased demand, coupled with above-inflation increases in costs.
Customer Service Centre	(575)	A number of projects were not started until on-going funding was secured. Some funding streams were not finalised until mid-year or later, hence projects were not completed by year-end. Furthermore, some payments have been held back due to disputes with suppliers. These projects are expected to be completed during 2007/2008.
Communications & Media	(98)	This under spend relates largely to website projects requested by directorates but not carried out during 2006/2007.
Project Management	(43)	This under spend is the result of planned project work not going ahead.
Area Committee Grants	(39)	Grants were not awarded in-year, and this balance will be added to the ring-fenced reserve for use in future years.
Community Development	(53)	Reduction in salary costs has caused the under spend.
Other minor variations	(14)	-
TOTAL	(800)	

6. CONCLUSION

- 6.1 The Committee is asked to consider the full year performance report, endorse any remedial actions and request any additional information required.

DAVID CARTER
Strategic Director of
Performance and
Development

Shire Hall
Warwick

8 June 2007