

Resources, Performance and Development Overview and Scrutiny Committee

16 September 2008

Agenda

A meeting of the Resources, Performance and Development Overview and Scrutiny Committee will be held at the **SHIRE HALL, WARWICK** on **TUESDAY, 16 SEPTEMBER 2008** at **10.30 a.m.**

The agenda will be: -

1. General

(1) Apologies.

(2) Members' Disclosures of Personal and Prejudicial Interests.

Members are reminded that they should disclose the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room unless one of the exceptions applies.

'Membership of a district or borough council is classed as a personal interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration'.

(3) Minutes of the meeting held on the 10 June 2008 (copy attached) and Matters Arising.

2. Public Question Time (Standing Order 34)

Up to 30 minutes of the meeting is available for members of the public to ask questions on any matters relevant to the business of the Resources, Performance and Development Overview and Scrutiny Committee.

Questioners may ask two questions and can speak for up to three minutes each.

For further information about public question time, please contact Pete Keeley on 01926 412450 or e-mail petekeeleey@warwickshire.gov.uk

3. Items for Future Meetings and Forward Plan Items Relevant to the Work of the Committee.

Report of the Strategic Director of Performance and Development.

The report details provisional items for future meetings of the Committee. It also details decisions to be taken by the Cabinet in the next six months which are relevant to the work of the Committee, as taken from the Forward Planning System.

Recommendation:

That the Committee comment on/note the items.

For further information please contact Pete Keeley, Principal Committee Administrator. Tel 01926 412450, e-mail petekeeleey@warwickshire.gov.uk

4. Public Access Works to Shire Hall

Report of the Strategic Director of Resources.

The report is in response to a request from the Committee concerning further details of the increased costs of the Shire Hall public access scheme.

Recommendation

The Committee is invited to consider whether any further action or reports are required.

For further information please contact: Steve Smith, Head of Property. Tel 01926 412352 e-mail stevesmithps@warwickshire.gov.uk

5. Corporate Asset Management Plan Performance Indicator Report.

Report of the Strategic Director of Resources.

The Resources and Performance & Development Overview and Scrutiny Committee is recommended to approve the Asset Management Plan Property Performance Indicators subject to any necessary amendments the Head of Property might deem necessary in consultation with the Resources Portfolio Holder.

Recommendations

That the Resources, Performance & Development Overview and Scrutiny Committee considers this report and makes recommendations to Cabinet that it:-

- (1) agrees that the Property Performance Indicator information is to be considered when undertaking Property and Service Level reviews.
- (2) agrees the 2008/09 Performance Indicator Targets.
- (3) Notes the 2007/08 Asset Management Plan Performance Indicator Report at Appendix A to this report.
- (4) agrees that in the event of any late amendments being necessary, they be made by the Head of Property in consultation with the Resources Portfolio Holder.

For further information please contact: Rebecca Dawson, Asset Management Coordinator. Tel: 01926 41235, e-mail rebeccadawson@warwickshire.gov.uk

6. 2007/8 Environmental/Print Savings.

Report of the Strategic Director of Performance and Development.

The report provides further information on environmental/print savings required as apart of the 2007/08 budget.

Recommendation

To note the information.

For further information please contact: Eric Britton, Head of Communications and Media. Tel: 01926 412836 e-mail ericbritton@warwickshire.gov.uk

7. Use of Consultants

Report of the Strategic Director of Resources

The report provides an analysis of the type and cost of the consultants used by the County Council.

Recommendation

Members are requested to review and comment on the County Council's use of consultants.

For further information please contact: Robert Phillips Tel: 01926 412860
e-mail robertphillips@warwickshire.gov.uk

8. Any Other Items

which the Chair decides are urgent.

**Shire Hall,
Warwick**

**JIM GRAHAM
Chief Executive**

Resources, Performance and Development Overview and Scrutiny Committee Membership

County Councillors

John Appleton, George Atkinson, David Booth (Chair), Les Caborn, Tom Cavanagh, Chris Davis, John Haynes (Deputy Chair), Brian Moss, Raj Randev, Dave Shilton, Ian Smith and John Vereker.

Cabinet Members

Councillor Alan Cockburn (Resources)
Councillor Peter Fowler (Partnerships and Localities)
Councillor Heather Timms (Corporate Services)

General Enquiries: Please contact Pete Keeley on 01926 412450 e-mail: petekeeley@warwickshire.gov.uk

The Resources, Performance and Development Overview and Scrutiny Committee met at the Shire Hall, Warwick on the 10 June 2008.

Present:

Members of the Committee:

Councillor David Booth (Chair of Committee)

“ John Haynes (Deputy Chair)

“ John Appleton

“ George Atkinson

“ Les Caborn

“ Tom Cavanagh

“ Chris Davis

“ Brian Moss

“ Raj Randev

“ Dave Shilton

“ Ian Smith

“ John Vereker

Other Councillors

Councillor Alan Cockburn, Cabinet Member for Resources,

“ Peter Fowler, Cabinet Member for Partnerships and Localities.

Officers:

Performance and Development Directorate

David Carter, Strategic Director of Performance and Development,

Pete Keeley, Member Services,

Paul Williams, Scrutiny Officer,

Bill Basra, LAA Manager,

Nick Darwen, Voluntary and Community Sector Relationships Manager

Resources Directorate

Oliver Winters, Head of Finance,

1. Election of Chair

Councillor John Haynes moved, Councillor Chris Davis seconded and it was

Resolved:

That Councillor David Booth be elected as Chair of the Resources, Performance and Development Overview and Scrutiny Committee for the ensuing year.

2. Election of Vice Chair.

Councillor Brian Moss moved, Councillor David Booth seconded and it was
Resolved:

That Councillor John Haynes be elected as Vice Chair of the Resources,
Performance and Development Overview and Scrutiny Committee for the
ensuing year.

3. General

(1) Apologies

None

(2) Members' Disclosures of Personal and Prejudicial Interests

Councillors Les Caborn and Dave Shilton declared prejudicial interests in relation to any discussion under **Item 6 – 2007/08 Debt Recovery** relating to the Warwick District Council as Members of the District Council. They indicated that they would leave the room if the District Council's debt was discussed.

(3) Minutes of the meeting held on the 29 April 2008 and Matters Arising.

With regard to Minute 7 - Employee Absence Management the figures mentioned in the second bullet point related to the Adult and Community Service Directorate but this had not been show.

Resolved:

That the Minutes of the Resources, Performance and Development Overview and Scrutiny Committee be approved, as amended, and be signed by the Chair.

There were no matters arising.

4. Public Question Time (Standing Order 34)

There were no questions from the public.

5. Items for Future Meetings and Forward Plan Items Relevant to the Work of the Committee.

The Committee considered the report of the Strategic Director of Performance and Development.

The report detailed provisional items for future meetings of the Committee. It also detailed decisions to be taken by the Cabinet in the next six months which were relevant to the work of the Committee, as taken from the Forward Planning System.

Members noted that the report to the 11 November meeting relating to Development of Customer Access for the County Council, would be more comprehensive than the usual and would include details of the transfer of services such as corporate business services and progress with the One Stop Shop in Southam.

Following discussion it was agreed:

- (1) That report be submitted to a future meeting relating to the amount of underspend that has been shown in the Final Revenue Outturn figures.
- (2) That, if possible, the report about bottled water that was scheduled for the 11 November meeting, should be brought forward to the 16 September meeting.

6. LAA - Consideration of Performance and Progress

The Committee considered the report of the Strategic Director of Performance and Development which outlined the quarter 4 performance information for the current LAA and gives an update on the progress of the new LAA

Members were asked to consider the quarter 4 performance in relation to the current LAA plus the notable achievements and note the progress update given on the new LAA

During the discussion the following points were noted:

- The Public Services Board (PSB) had commissioned a joint scrutiny of those areas where performance was not in accordance with agreed targets. This would include the performance of Healthy Schools targets.
- An examination of the Healthy Schools issues under the Council's scrutiny process would be undertaken by the Children, Young People and Families Overview and Scrutiny Committee but if that Committee decided not to scrutinize it was suggested that this Committee should consider monitoring matters from a corporate perspective.
- All of six Warwickshire Councils would be represented on the scrutiny exercise.

- With certain targets such as youth offending, improved detection rates by the Police could lead to difficulties in meeting targets that were based on earlier detection rates.
- The targets under LPSA2 were stretched beyond those that the Council had proposed originally but, following Government advice, it was agreed to include the stretched targets.
- The LAA2 focused on fewer targets than LAA1.
- With regard to the performance on targets for housing units Built on Public Land/Premises, the current decrease in building rates and the attitudes of councils towards the release of capital assets, would have an impact on performance. New measures would be brought into LAA2 and the requirements of the new Spatial Strategy would be written in when agreed.

The details in Section 5 - Delivery Plan Snapshot were unclear

The Chief Executive had been invited to the next meeting to talk about LAA leadership.

It was then agreed that:

- (1) That Section 5 – Delivery Plan Snapshot should be redrafted in a more meaningful way for the Committee.
- (2) That Chris Elliot, the Stronger Communities Block Lead or his nominee, should be invited to a future meeting to brief the Committee on progress in meeting targets and future targets under LAA 2.
- (3) That, the Children, Young People and Families Overview and Scrutiny Committee be asked for an indication of its intentions regarding performance on the Healthy Schools targets and if no action it proposed, this performance issue be included in a report to this Committee from a corporate perspective.

7. Full Year Directorate Report Cards 2007/08 (April 2007 - March 2008)

The Committee considered reports containing the summary and detail of the performance indicators within the Directorate Report Cards for the Performance and Development and Resources Directorates for the full year of 2007/08.

The Committee was also asked to consider and comment on areas where performance is falling short of target, and where remedial action is being taken.

(1) Performance and Development Directorate

David Carter, Strategic Director of Performance and Development, introduced the main points in the report.

During the discussion the following points were noted:

- With regard to Corporate Performance Indicator ref BV3 – “% Residents satisfied with the way the Council runs things” the Council’s performance of 55.4% was the third highest County Council figure nationally.
- Public satisfaction from actual users of the Council’s services was high.
- The reasons for not meeting the target included the continuing impact of the council tax increases made four years ago and the type of question that was asked.
- The Community Protection Overview and Scrutiny Committee was to examine the performance under safer communities.
- Corporately 70% of targets have improved or remained the same as for the previous year.
- Further information should be provided for the Committee about the results of the Staff Survey and Mystery Shopping exercises which provided important data for the corporate issues
- There should be some communication between Overview and Scrutiny Committees about the performance areas being examined by each Committee and consideration should be given to including an item on the agenda for a future Overview and Scrutiny Co-ordinating Group.
- The Performance and Developments Directorate’s People Results were in line with the average for all directorates.
- With regard to the target relating to the number of disabled employees, the issues were being considered by the Corporate Equality Diversification Group. The focus was mainly on race and gender for target performance and there was a need to amend the profile.
- It was understood that not all disabled employees were recorded as such because the figures were based on responses from individuals.
- The lower performance relating to the accuracy of budget forecasting was mainly due to the operation of area committee grants.
- Demand for legal services for waste issues and action relating to the fire at Atherstone on Stour had impacted on the end of year budget.
- PriceWaterhouseCoopers performance indicators were less likely to be appropriate for the Performance and Development Directorate. Future reports would include other indicators.

It was agreed that

- (1) Notes with concern missed targets and looks forward to remedial action being taken to remedy things.
- (2) That the Overview and Scrutiny Co-ordinating Group should discuss the action being taken by each Overview and Scrutiny Committee to scrutinize the Council's performance.
- (3) That a further report be submitted on the results of the Staff Survey and Mystery Shopper exercises.

(2) Resources Directorate

During his introduction of the report, Oliver Winters, Head of Finance, drew attention to the overall high performance levels of the Resources

The following points were noted during the discussion:

- If process for commendations and complaints is made even easier than present, arrangements would need to be made to cater for the likely increase in volume.
- School buildings are included in returns on building maintenance. Future reports to the Committee will identify school building separately.
- Debt Recovery performance was better than in previous years.
- Further information would be submitted to the Committee relating to the benchmarking of consultants and percentage of development projects within initial cost estimate and budget framework.

The Committee noted the remedial action being taken

8. 2007/08 Debt Recovery Annual Report

The Committee considered the report of the Strategic Director of Resources which informed members of the latest position on debt recovery across the authority, providing comparative information and commentary on any issues.

Following comments from the Chair about the reasons for the debt relating to St Johns School, Oliver Winters, Head of Finance indicated that he would investigate and keep the Committee up to date with any developments with the debt.

With regard to the debt of Color Estates, Oliver Winters also agreed to contact Councillor Ian Smith direct about the instalments being made to repay the debt and to advise the Committee of the arrangements agreed for interest on the debt.

The references to former departments in the report would be changed to directorates in future reports.

Future reports would also include information about the reasons why debts in relation to residential care were increasing.

The Committee noted the remaining aspects of the report.

9. 2009/10 Budget Consultation

The Committee considered the report of the Strategic Director of Resources which sought Members views on the proposed public consultation in advance of setting the 2009/10 budget

Resolved:

That the Committee recommend the proposed budget consultation for 2009/10 to Cabinet for approval.

10. Any Other Items

(1) Proposed Announcement by the Post Office re Closures.

Members were advised of the expected announcement by the Post Office on the 24 June relating to a programme of post office closures giving a six weeks consultation period. It was intended that the final response would be agreed by the Cabinet on the 31 July.

With regard to the examination of the proposals by the relevant Overview and Scrutiny Committees, the Resources, Performance and Development Overview and Scrutiny Committee and the Economic Development Overview and Scrutiny Committee had overlapping responsibilities.

It was agreed that the proposals should be examined by a group of Members representing both Overview and Scrutiny Committees and that Councillors Les Caborn, Tom Cavanagh and Chris Davis be appointed as this Committees representatives.

(2) Modernising Member Facilities

The Chair advised the Committee that a report of the above project would be considered by the Council on the 24 June.

(3) Customer Focus Group.

The Chair reported that the Group was meeting with Directorates on the 19 June to discuss the issues in order that the review could be established.

The Committee rose at 12.10 p.m.

AGENDA MANAGEMENT SHEET

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

Date of Committee 16 September 2008

Report Title Action of Previous Decisions, Items for Future Meetings and Forward Plan Items Relevant to the Work of the Committee.

Summary The report details actions take on certain previous decisions, provisional items for future meetings of the Committee and future Cabinet decisions relevant to the work of the Committee

For further information please contact: Pete Keeley
Principal Committee Administrator
Tel: 01926 412450
petekeeley@warwickshire.gov.uk
No.

Would the recommended decision be contrary to the Budget and Policy Framework?

Background papers None

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s) County wide
- Other Elected Members
- Cabinet Member
- Chief Executive
- Legal David Carter - reporting officer
- Finance
- Other Strategic Directors
- District Councils

Health Authority

Police

Other Bodies/Individuals

FINAL DECISION NO

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 3

Resources, Performance and Development Overview and Scrutiny Committee – 16 September 2008.

Action of Previous Decisions, Items for Future Meetings and Forward Plan Items Relevant to the Work of the Committee

Report of the Strategic Director of Performance and Development.

Recommendation

That the Committee comment on/note the items.

1. Introduction

This report is divided into three parts relating to:

- o Action taken relating to previous requests/decisions of the Committee.
- o Provisional items for future meetings of the Committee.
- o Decisions to be taken by the Cabinet in the next six months which are relevant to the work of the Committee, as taken from the Forward Plan.

2. Action Taken on Previous Requests/Decisions of the Committee

| Date Agreed by Committee | Commitment to be Met | Officer/Director Responsible | Date to be reported back to Committee or action undertaken |
|--------------------------|---|------------------------------|--|
| 29.4.08 | | | |
| | Supplementary Business Rates | E&E | As required |
| | Absence management – Analysis of the “unknown reasons” for sickness | P&D/ R.Bergman | 16.9.08 |
| | Remedial measures that are being put in place to avoid musculo-skeletal and stress related conditions | P&D/ R.Bergman | 16.9.08 |
| | Efficiency planning update | Resources | 13.1.09 |
| 10.6.08 | | | |
| | Update on replacement of bottled water to be brought forward | P.Evans | 16.9.08 |
| | Report on Customer service and access to include update on transfer | K.Birla | 11.11.08 |

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|--|--|--------------------------|-----|
| | of services and Southam one stop shop | | |
| | Chris Eliot – Stronger Communities Block Lead to be invited to meeting | P&D – Nick Gower-Johnson | TBA |
| | Further report required on staff survey and mystery shopper exercise | P&D | TBA |
| | Future reports on debt recovery should discuss why debts relating to residential care are increasing | Resources | TBA |

3. Provisional Items for Future Meetings

| Meeting Date | Subject | Directorate |
|--------------|---|-------------------------|
| 11/11/08 | | |
| | Development of Customer Access for the County Council | Perf & Dev |
| | Review of Absence Management | Perf & Dev |
| | Review of Capital Receipts Strategy - update | Resources |
| | Review of Base Capital Budget | Resources |
| | ICT Development Plan – Mid Year report | Resources |
| | Backlog Maintenance Report | Resources |
| | Schools Summer Holiday 2008 – Building and Engineering Projects | Resources |
| | Debt Recovery Update | Resources |
| | Medium Term Financial Plan | Resources |
| | Half Year Directorate Report Cards 2008/09 (April 2008 to September 2008) | Perf & Dev Resources |
| 13/1/09 | | |
| | Review of Absence Management | Perf & Dev |
| | Review of Customer Focus – Panel's Report | Perf & Dev |
| | Feedback from Public Consultation on the 2009/10 Budget | Resources |
| 12/2/09 | | |

| | | |
|---------|---|-------------------------|
| | Quarter 3 Directorate Report Cards 2008/09 (April 2008 to December 2009) | Perf & Dev Resources |
| 21/4/09 | | |
| | ICT Development Plan –Year End Report 2008/09 | Resources |

4. Decisions to be taken by the Cabinet in the next six months which are relevant to the work of the Committee, as taken from the Forward Plan.

| Date | Subject | Key Decision | Directorate |
|-----------|---|--------------|-----------------------------|
| 2/10/2008 | | | |
| | Rugby One Stop Shop This report sets out recommendations for the Cabinet to consider the development of a One Stop Shop (Rugby Plus Project) at Rugby Art Gallery, Museum and Library. | No | Perf & Dev |
| | Corporate Report Card | No | Perf & Dev |
| | PwC End of Year 2007/08 Benchmarking Report | No | Resources |
| | Pension Policies - Number of policy decisions in relation to the local government pension scheme which we are obliged to make public. These relate to technical administration of the scheme and policy decisions concerning access to benefit. | No | Resources |
| | Locality Working Update - This report updates Cabinet on progress regarding locality working and submits for its approval a draft Strategy for Locality Working | No | Perf & Dev |
| | Corporate Asset Management Plan 2007/08 - An analysis of the Corporate Asset Management Plan Property Performance Indicators | No | Resources |
| | Minimising the Council's Energy Liabilities To consider the implications of increased energy costs and to consider ways of mitigating price increases by reviewing the County Council's energy management arrangements | Yes | Resources (& Env & Economy) |
| | Sale of Land at South West Warwick – Preliminary Development - To inform members of the latest position in relation to the sale of land at South West Warwick and the funding of any works that need to be undertaken | No | Resources |

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|----------|---|-----|--------------|
| | <p>Comprehensive Area Assessment - Joint Inspectorate Proposals for Consultation</p> <p>This paper summarises the key messages from the Comprehensive Area Assessment consultation document and sets out a proposed response to the inspectorates.</p> | No | Perf & Dev |
| 6/11/08 | | | |
| | Business case be submitted on the One Stop Shop in Leamington Spa. | No | Perf & Dev |
| | Frozen Food and Grocery Provisions – Agreement to the proceed with tenders for the provision of frozen food and grocery provisions | Yes | Resources |
| | Efficiency Plan 2008/09 – A report to Inform of the projected outturn on the delivery of the 2008/09 efficiency plan at the end of quarter 2 and to seek members views on any of the issues raised. To inform members of the information reported to the government under their efficiency reporting regime | No | Resources |
| | Projected 2008/08 Revenue and Capital Outturn - To inform members of the projected 2008/09 revenue and capital outturn position for the authority at the end of quarter 2 and to seek members views to how to manage any of the issues raised. | No | Resources |
| 27/11/08 | | | |
| | Mid Year Corporate Report Card (April 2008 to September) This report provides an analysis of the Council's mid year performance of 2008/09. It reports on performance against the key performance indicators as set out in the Corporate Report Card | No | Perf and Dev |
| 11/12/08 | | | |
| | Sustainable Community Strategy Update Report - A new countywide Sustainable Community Strategy for Warwickshire is required to be developed and endorsed by all key partners including the County Council in early 2009. The report will give an update of the progress of the suggested process and timetable for the development and endorsement of the Strategy. | No | Perf & Dev |

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|----------|--|----|-----------|
| | 2009/10 Budget - To update members of the latest information in relation to setting the 2009/10 budget and to inform members of SDLTs response to the request from Cabinet for a report on 2009/10 spending proposals, made at Cabinet on 31 July 2008. There will be a subsequent report to Cabinet on 29 January 2009 that will provide a further update in relation to later information. | No | Resources |
| 8/1/2009 | | | |
| | Feedback in relation to the 2009/10 budget proposals to be approved by Council on 3 February 2009. | No | Resources |
| 29/1/09 | | | |
| | 2008/09 efficiency plan - To inform members of the projected outturn on the delivery of the 2008/09 efficiency plan at the end of quarter 2 and to seek members views on any of the issues raised. | No | Resources |
| | To inform members of the projected 2008/09 revenue & capital outturn position for the authority at the end of quarter 3 and to seek members views to how to manage any of the issues raised. | No | Resources |
| | 2009/10 Budget - latest information in relation to setting the 2009/10 Budget and to issue final spending proposals for recommendation to Council for approval in setting the 2009/10 Budget and council tax and agreeing the 2009/10 to 2011/12 Medium Term Financial Plan. | No | Resources |

D.G.CARTER,
Strategic Director of Performance and Development,
Shire Hall,
Warwick.

September 2008

AGENDA MANAGEMENT SHEET

Name of Committee Resources Performance And Development Overview & Scrutiny Committee

Date of Committee 16th September 2008

Report Title Public Access Works to Shire Hall

Summary Further to a report titled **Increases in Capital Project Costs**, presented to this committee on the 29th April 2008, the committee resolved to call for a further more detailed report relating to the increased costs of the Shire Hall public access scheme.

For further information please contact: Steve Smith
Head of Property
Tel: 01926 412352
stevesmithps@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework?

No.

Background papers Cabinet reports of the 4th November 2004 and 7th April 2005

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members
- Cabinet Member Alan Cockburn.....
- Chief Executive
- Legal Jane Pollard
- Finance Oliver Winters.....
- Other Chief Officers
- District Councils
- Health Authority

- Police
- Other Bodies/Individuals Charles Holden, Paul Williams
.....

FINAL DECISION NO

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

Further to a report titled **Increases in Capital Project Costs**, presented to this committee on the 29th April 2008, the committee resolved to call for a further more detailed report relating to the increased costs of the Shire Hall public access scheme. This report explains how the budget is calculated, and the performance of the project delivered against that budget. The Committee is invited to consider whether further action is required.

Agenda No

Resources Performance and Development Overview & Scrutiny Committee

Public Access Works to Shire Hall

Report of the Strategic Director of Resources

Recommendation

The Committee is invited to consider whether any further action or reports are required of this scheme.

Introduction

- 1 Provision totalling £1m was made by the County Council at its February 2004 meeting in the 2004/5 Capital Programme to carry out alteration and adaptation works at County buildings to improve access for disabled people in accordance with requirements under the Disability Discrimination Act 1995 (DDA).
- 2 £500,000 of this provision was to be spent at various offices and non-school establishments throughout the County. The remaining £500,000 was specifically intended for adaptations to Shire Hall and is earmarked for various works including an access ramp to the main Shire Hall entrance off the Market Place, automation of doors, a new meeting room and further toilet facilities for disabled people.
- 3 However, further to this original budget allocation, approval was given by full Council following recommendations by Cabinet at its 4th November 2004 and 7th April 2005 meetings to vire funding with a combined total of up to £250,000 between the two budgets referred to in paragraph 2 above.
- 4 The effect was therefore to maximise spending on DDA projects to the rest of the Councils portfolio at a faster rate, whilst statutory approvals were sought for works to Shire Hall. The emergence of the One Stop Project also affected the timing of the public access works.

Shire Hall Public Access Budget

- 5 The Shire Hall Public Access budget was reduced by an actual virement of £200,000, but partly reinstated with a contribution from the 2007/08 Improving the Customer Experience budget. Table 1 summarises the position.

| Table 1 | £ 000's |
|--|----------------|
| Original budget | 500.0 |
| Less virement to public access budget for non-schools | <u>200.0</u> |
| | 300.0 |
| Add contribution from Improving the Customer Experience budget 2007/08 | 107.2 |
| Total budget | 407.2 |

- 6 Expenditure against this budget not only included the public access works to the front of Shire Hall, but also for access works within the Judges House for an accessible lift, toilets and car parking. The total cost for all projects is £404,900 and is within budget.
- 7 Furthermore, the public access budget for works to offices and other non-school property referred to in paragraph 2, increased in accordance with Table 2.

| Table 2 | £ 000's |
|--|----------------|
| Original budget | 500.0 |
| Add virement from the Shire Hall public access budget | <u>200.0</u> |
| | 700.0 |
| Add a further contribution from the 2005/06 Improved Access budget | 72.1 |
| Total budget | 772.1 |

Expenditure against the above budget totals £752,100.

- 8 It should be noted that totally separate to the funding of the Shire Hall Public Access Works, the Shire Hall One Stop Shop project was a significant investment of £1.5 million. The majority of this funding was provided by the Shire Hall refurbishment budget held in the capital programme, with a contribution of £150,000 from the 2007/08 Improving the Customer Experience budget.

Project Performance

- 9 The brief for the project was the provision of fully compliant DDA access to Shire Hall main reception which addresses the listed status of the building and the important corporate entity.
- 10 This original brief was later extended to harmonise with the new One Stop Shop and reception to project a uniform design and image.
- 11 The project has been delivered within the available funding despite incorporating the following variations and additions to the original brief:

- Extension of the brief to harmonise with the introduction of the One Stop Shop. Increased specification of the finishings and lighting to the entrance lobby.
- Suspension of work to accommodate the Mop and annual cycle races. The Mop is held over two weekends and therefore to accommodate the requirements of the Showmans Guild the hoarding had to be relocated which effectively closed the site for two weeks.
- Introduction of additional work to improve the appearance and performance of the existing canopy and entrance doors. New felt roofing and fascia to the existing canopy.
- Additional welfare facilities. As the One Stop Shop works prevented access to Shire Hall, alternative provision of a stand-alone welfare unit was required.
- Unforeseen works partly associated with the age of the building. Rebuilding of the brick retaining wall to the pond planting area.

Programme

- 12** The project was originally planned for commencement in January 2005 with a completion in March 2005 but delays in obtaining Listed Building Consent and a reassessment of priorities delayed commencement until September 2007.
- 13** The on site construction was programmed to commence on the 3rd September 2007 and complete 22nd February 2008 a period of 24 weeks on site.
- 14** Although the project commenced as programmed practical completion was not achieved until 20th April 2008 an extended period of just over eight weeks. The principal reasons for the delay in completion were:
- Inability of the Contractor to obtain natural stone walling and slabbing in accordance with the agreed programme.
 - Extension of the brief to harmonise with the introduction of the One Stop Shop.
 - Suspension of work to accommodate the Mop and annual cycle races.
 - Introduction of additional work to improve the appearance and performance of the existing canopy.
- 15** It should be noted that despite these delays, full access was provided in time for the opening of the new One Stop Shop and Reception by means of accelerated works on site and the adoption of temporary measures.

Conclusion

- 16** The original Shire Hall public access budget was £500,000, with a virement of up to £250,000 to be made available towards public access projects to the rest of the Council's portfolio. Table 1 summarises the budget position where it can be seen that the Shire Hall public access budget was reinstated to £407,200 from current capital resources. The current spending against the various budgets described in this report for the Shire Hall Public Access works, the public access works delivered to non-school properties elsewhere and the Shire Hall One Stop Shop, are within the budgets available.

David Clarke
Strategic Director - Resources
Shire Hall
Warwick

29 August 2008

- Other Elected Members *O&S Spokespersons:*
Councillor G. Atkinson:
Councillor D. Booth:
Councillor Haynes:
- Cabinet Member Councillor A.J.L. Cockburn:
- Chief Executive
- Legal via Sarah Duxbury:
- Finance via David Clarke - Reporting Officer
- Other Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION YES: BY CABINET

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet 2nd October 2008
- To an O & S Committee
- To an Area Committee
- Further Consultation

EXECUTIVE SUMMARY

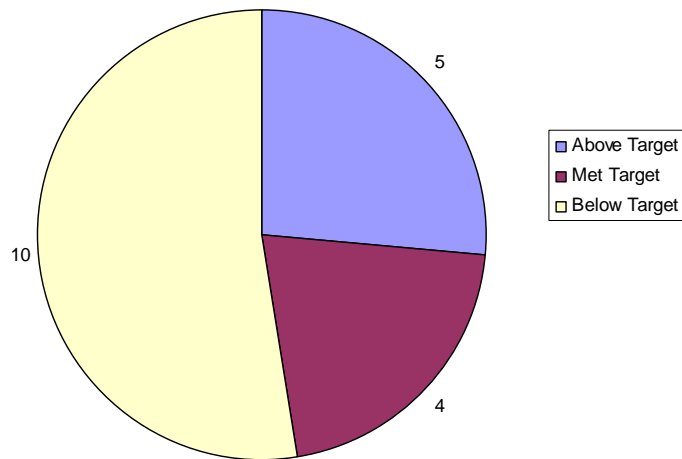
The Authority has been collecting and reporting on the Property related Performance Management Indicator data since 2003/04.

In 2006/07 a COPROP (Chief Officers for Property) led Working Group was established to review and amend the performance indicators and their definitions, to try to bring some consistency when benchmarking the results.

As a result of these amendments to the definitions and the addition of new Performance Management Indicators (PMI's) we are only able to produce trend data for the past 2 years. Also in 2006/07 we began to set targets for these indicators.

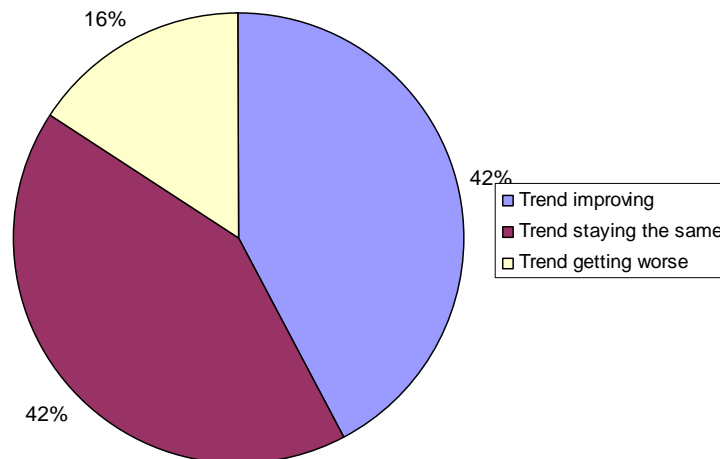
The following chart indicates the performance for 2007/08 in comparison to the targets set in 2006/07:-

Summary of Performance Management Indicator performance in comparison to Targets set in 2006/07



The following chart provides analysis of the trend of the indicators over the past 2 years:-

2007/08 - Analysis of overall trend of Performance Management Indicator over the past 2 years



Agenda No
Resources, Performance & Development Overview and Scrutiny
Committee 16th September 2008

Corporate Asset Management Plan - Performance Indicator Report

Report of the Strategic Director of Resources

Recommendation

- That the Resources, Performance & Development Overview and Scrutiny Committee considers this report and makes recommendations to Cabinet that it:-
 - (1) agrees that the Property Performance Indicator information is to be considered when undertaking Property and Service Level reviews.
 - (2) agrees the 2008/09 Performance Indicator Targets.
 - (3) Notes the 2007/08 Asset Management Plan Performance Indicator Report at Appendix A to this report.
 - (4) agrees that in the event of any late amendments being necessary, they be made by the Head of Property in consultation with the Resources Portfolio Holder.

Introduction

1. Cabinet is recommended to approve this Corporate Asset Management Performance Indicator report as required by the Comprehensive Performance Assessment (CPA) process.
2. The Performance Indicator data included within Appendix A is used when undertaking Property and Service Level Reviews and is a key aspect to the CPA process.
3. The Authority's Corporate Asset Management planning processes are assessed within the Comprehensive Performance Assessment, Use of Resources, Key Lines Of Enquiry (KLOE) 2.3 - How the Council manages its assets base. The Use of Resources assessment under KLOE 2.3 have until the most recent assessment been assessed at Level 4 (excellent). The assessment score in 2007 has a Level 3 (performing well).
4. In addition, the revised Corporate Property Strategy, approved by Cabinet, focuses on the strategic approaches to influence good asset management, where data management is a key element to informing and delivering the vision for our property.

Property Condition Performance

5. The overall maintenance backlog is increasing. If you refer to PMI 1Bi 2006/07 on page 12 of the report you will see that Warwickshire's total Maintenance Backlog is the 3rd highest in comparison to the other Authorities. It is predicted that the current levels of investment will not keep pace with the ongoing deterioration of properties.
6. With reference to PMI 1Bii, on page 13, you will note that 62% of the maintenance backlog is identified as requiring attention within the next 2 years. Without increased investment to undertake the appropriate repairs there is an increasing risk that this work will deteriorate further and therefore fall into the urgent category which will increase the capital cost of maintenance.
7. The current level of funding for maintenance backlog is likely to remain static, certainly not increasing dramatically in future years. Members will need to consider an approach to dealing with the maintenance backlog that prioritises work to public facing accommodation to achieve a higher standard compared to the non public facing accommodation.
8. The Property Condition Performance indicator information is used to develop annual maintenance work programmes and as part of the Capital Programme bidding process.
9. A further report will be brought to the Overview and Scrutiny Committee in November providing more detail behind the implications on the Property Portfolio should the Authority continue with the current levels of investment in the Property Maintenance Programme.

Environmental Performance at Properties

10. Please refer to the comments made on page 19 of this report regarding the data sources for these indicators. We are making significant improvements to the energy data management and we are aware that in the current climate energy costs are increasingly significant for the Authority.
11. Once the new Energy Management database is fully installed we will be able to identify those properties with high energy consumption. The Authority will then use this information, alongside the information gathered for Energy Performance Certificates to target these high consuming properties with improved energy efficiency measures. The Authority should also continue to invest in Spend to Save schemes to improve energy efficiency.
12. We have used the information that is gathered for this indicator to identify properties that have high energy costs. Using this information we have then focused on these poor performing properties to identify energy saving measures. The Salix Spend to Save grant money has been used to install cavity wall insulation at some Schools and we are now progressing projects relating to draught proofing and updating fluorescent lighting. We are also due to install power performance limiters at Shire Hall and Saltisford. Bio-mass boiler installations have been undertaken at Kingsbury Water Park and St Johns Museum, Warwick as part of the Climate Change Fund. All of these measures will help to improve our environmental performance.

Property Suitability Performance

13. 89% of the property portfolio has been assessed for its Suitability within the last 5 years. To inform the Area Property Review process we are updating the existing surveys as well as

undertaking new surveys on the remainder of the portfolio. The suitability surveys are completed by the main occupiers of the properties and they are asked to consider how the following elements affect service delivery at the property:-

- Location and Accessibility
 - Environment and Infrastructure
 - Space and Layout
14. 81% of the existing surveys indicate that the property has good or satisfactory property suitability, i.e the property is in the appropriate location and is appropriate for service delivery. In comparison to the 7 other Authorities who completed this indicator in 2006/07 we were the 4th highest Authority.
15. It should be noted that many Authorities are only just starting to undertake a programme of Suitability Surveys, which is why there are currently only 7 Authorities against which to benchmark.
16. We have recently used the Suitability Surveys to assist with the assessment regarding the future use of the Montague Road premises. We have also in the past assessed the suitability of accommodation when considering disposing of property and moving to modern facilities, example the Children's Young People and Family Accommodation in Northgate Street had been assessed as having Poor suitability. Following Children's Young People & Families relocation to the new accommodation the Saltisford Office Park that accommodation was assessed as Good.

Property Sufficiency Performance

17. We have 2 years worth of data for this indicator. It is potentially a powerful indicator which enables us to identify where office space is being under-utilised. As part of the Property Systems Review we will be fine tuning this data to enable us to compare this indicator with newly developed Office Accommodation Standards to identify where we are meeting the standards or where we have surplus space.
18. The Corporate Property Strategy highlights the Authorities intentions to achieve property solutions which encourage modern and flexible forms of working to enable staff to operate more effectively. This will lead to a reduced office space requirement.
19. The Modern and Flexible Working project is currently considering pilot projects exploring how teams change their work patterns to become more efficient. A future by-product of this will be a reduced demand for office space.
20. We are also developing Open Plan accommodation, where possible, i.e. Kings House, Saltisford and Shire Hall.

Time and Cost Performance on Property Related Projects

21. This indicator identifies how the Capital Projects that are undertaken by the Property Service perform in relation to meeting the estimated costs identified for the construction work and whether the work is completed within the agreed timescale.
22. In 2007/08 48% of projects costs were within the +/- 5% range of target. In addition a further 9 projects were delivered at least 5% under budget. In total, 78% of projects completed were delivered for no more than 105% of the original target costs.

23. Regarding the time forecast, whilst 52% of projects were delivered to the benchmark, 62% were delivered with a +10% benchmark. A number of factors impact on delivery to time such as unforeseen ground conditions, design changes and in one case difficulty in securing material approval from planners. In addition whilst projects may be late based on original contract delivery date all projects in general incur variations which impact on both time and cost.

Benchmarking

24. We are members of the CIPFA Property benchmarking group. This enables us to benchmark our Performance Indicator results with other Authorities. Each Authorities data remains anonymous to other Authorities. The charts that have been developed within this report highlight Warwickshire's performance, in comparison to other Authorities performance. Not all Indicators are compulsory. We do not, therefore, have a consistent number of Authorities to benchmark with.
25. It is our intention to investigate the possibility of establishing an additional benchmarking group with neighbouring County's and Authorities with similar sized property portfolios. This would provide a true comparison of our performance.

Conclusions

26. The performance indicator data gathered is powerful information. A properties condition, its suitability and sufficiency and its running costs are all areas that are considered when undertaking Property or Service Level Reviews, as an example this information has been provided to the Children's Young People and Families Directorate to assist with the Youth Service review and the non-operational portfolio review that is currently ongoing.
27. It is important that the ability to interrogate this data at both Directorate and Property levels is developed further as part of the Property Systems Review to ensure that this data is more widely accessible.
28. This performance information should be embedded within the Authorities Option Appraisal processes for Property related schemes.
29. In the event of any late amendments being necessary, it is suggested that they be made with the agreement of the Resources Portfolio Holder.
30. The documentation is held electronically for easy access, and will be reviewed and updated as changes occur.

DAVID CLARKE
Head of Resources
Shire Hall
Warwick
September 2008

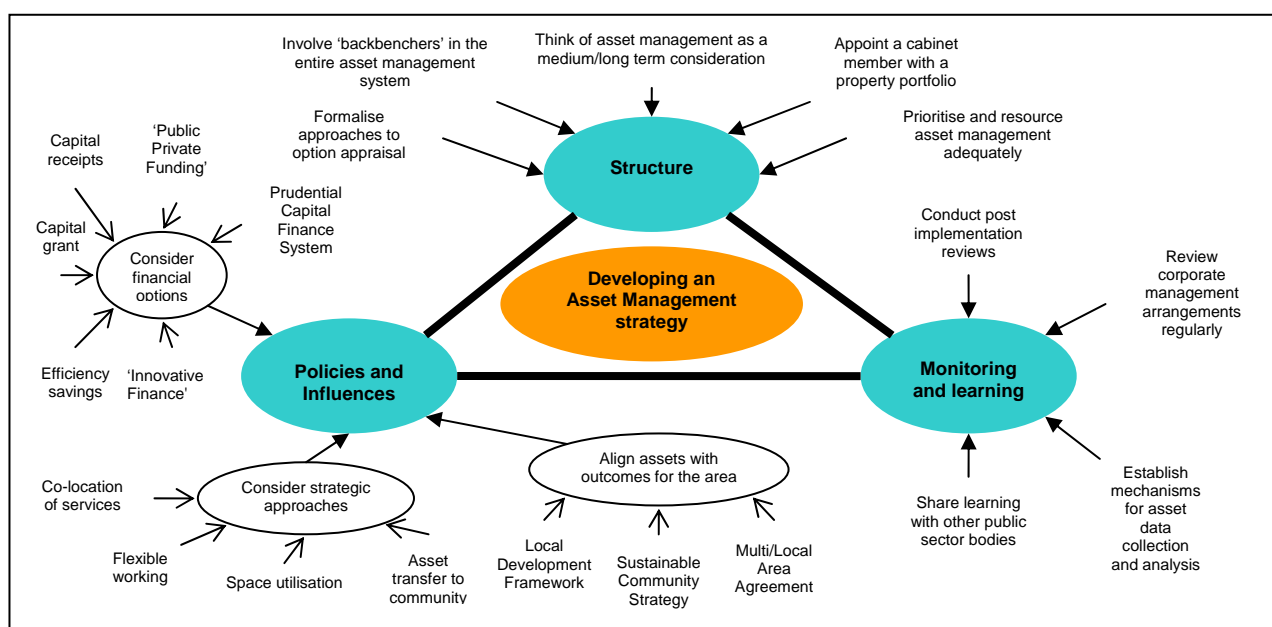
Corporate Asset Management Plan Property Performance Indicators 2007

1. Introduction

1.1 Since 2006 the Asset Management process for Authorities has been assessed within the Comprehensive Performance Assessment, specifically the Use of Resources, Key Line of Enquiry – 2.3 How the Council manages its assets base. We have until our most recent assessment in 2007, achieved a Level 4 (Excellent Rating). We have currently been assessed as Level 3 (Performing Well).

1.2 Central Government regularly review the guidance relating to asset management strategy. Department for Communities and Local Government (DCLG) have recently issued revised draft guidance. The outline focuses on strategic asset management and how it can secure better value for money and make more effective use of the asset base to deliver high performing public services. This links directly with the National Improvement and Efficiency Strategy.

1.3 The following Asset Management Framework diagram is taken from the DCLG guidance. Based on the case studies and research, the Government believes that the following diagram¹ shows the outline of what a local authority needs to think about in relation to asset management.



1.4 This report essentially focuses on the “Monitoring and Learning” aspect of the above diagram. It provides Performance Indicator data. The data captured for these Performance Indicators is used to assist with making informed Corporate decisions about the retention and future development of our property portfolio. For example the data is particularly useful to the current Area Property Review programme. It was also provided to Children Young People and Families Directorate to enable them to make decisions as part of the Warwickshire Youth and Community Service Premises review in 2007.

¹ This diagram combines the recommendation for local authorities in the 2007 York Consulting study into asset management (commissioned by the Government) with other policy initiatives.

2.1 Property Performance Indicator Report 2007/08

The report is broken down into sections:-

- Section 1 – Executive Summary
- Section 2 – Property Condition Performance
- Section 2 – Environmental Performance at Properties
- Section 4 – Property Suitability Performance
- Section 5 – Property Sufficiency Performance
- Section 6 – Time and Cost Performance on Property related Projects.

2.2 Each Section provides:-

- Details of the Objective and Purpose of the appropriate Performance Indicator.
- A summary of Property Performance Indicators for the 2006/2007 and 2007/08 financial years.
- Comparison of the Council's 2006/07 Property Performance Indicators with other County Councils.

2.3 The Indicators are reported by the Chartered Institute of Public Finance and Accountancy (CIPFA) Property Category. These Property Categories are broken into sub categories, as follows, where applicable:-

| Property Categories | | |
|--|---|--|
| CIPFA Category – Schools | CIPFA Category – Other Land and Buildings | CIPFA Category – Non Operational Properties |
| Nursery Schools Primary Schools Secondary Schools Special Schools Foundation Schools Caretakers Accommodation | Operational Buildings (i.e. Offices) Registrars Youth and Community Education Fire Stations Libraries & Museums Country Parks Homes for Elderly People Day Centres, Family Centres and Parents Centres Social Education Centres Group Homes Surplus and Vacant Properties | Business Centres Highway Depots Industrial Estates Refuse Disposal Sites Highway Improvement Properties Travellers Sites Smallholdings |

2.4 Performance Indicator 1 and Performance Indicator 2 are seen as compulsory indicators which all Authorities are expected to complete. The remaining indicators are local indicators, which are promoted nationally.

2.5 Key for Indicators

Green Star (★) is used to indicate High Performance and exceeding targets/milestones.
 Blue Circle (●) is used to indicate Good Performance and meeting targets/milestones.
 Red Triangle (▲) is used to indicate Poor Performance and missing targets/milestones.

Green tick (✔) is used to indicate that performance has improved in comparison to the previous year.
 Black Dash (—) is used to indicate that performance is the same as the previous year.
 Red Cross (✘) is used to indicate that performance has worsened in comparison to the previous year.

SECTION 1 – EXECUTIVE SUMMARY

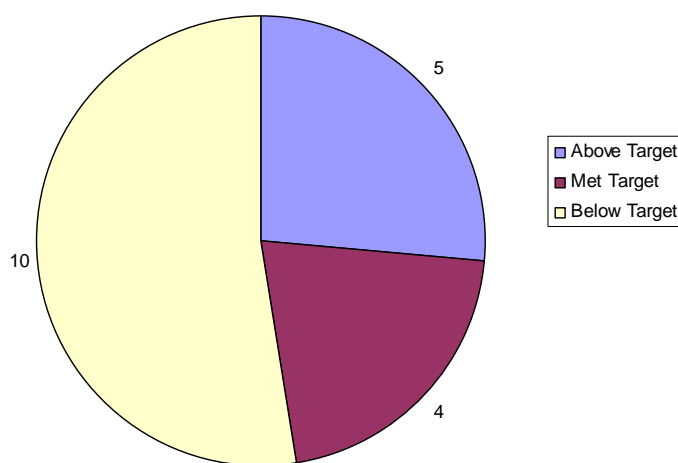
2.6 The Authority has been collecting and reporting on the Property related Performance Management Indicator data since 2003/04.

2.7 In 2006/07 a COPROP (Chief Officers for Property) led Working Group was established to review and amend the performance indicators and their definitions, to try to bring some consistency when benchmarking the results.

2.8 As a result of these amendments to the definitions and the addition of new Performance Management Indicators (PMI's) we are only able to produce trend data for the past 2 years. Also in 2006/07 we began to set targets for these indicators.

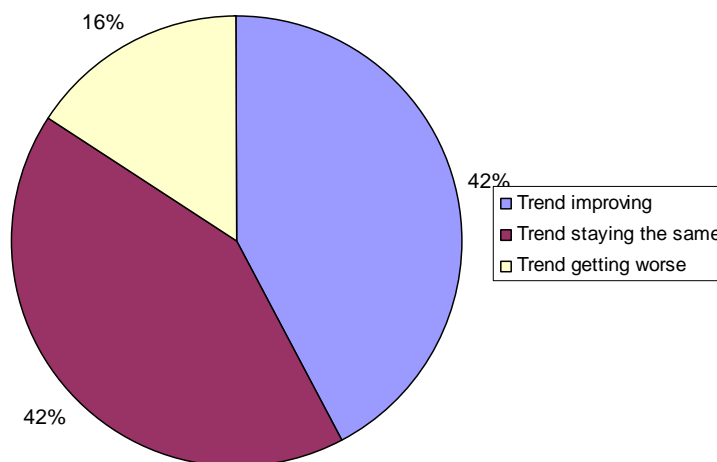
2.9 The following chart indicates the performance for 2007/08 in comparison to the targets set in 2006/07:-

Summary of Performance Management Indicator performance in comparison to Targets set in 2006/07



3.0 The following chart provides analysis of the trend of the indicators over the past 2 years:-.

2007/08 - Analysis of overall trend of Performance Management Indicator over the past 2 years



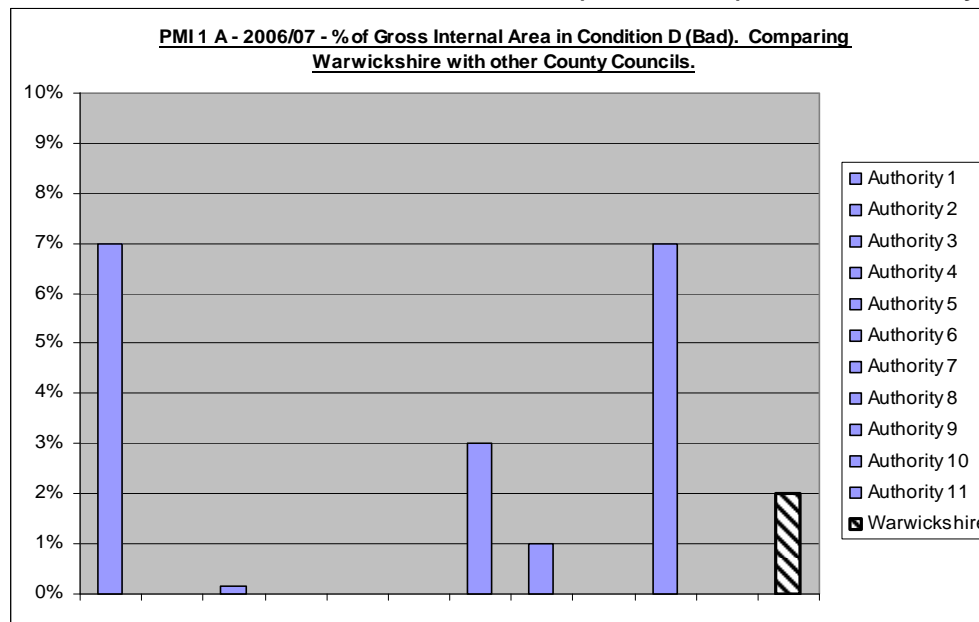
SECTION 2 – PROPERTY CONDITION PERFORMANCE

| PERFORMANCE INDICATOR 1 | | | | | | | | | |
|--------------------------------|---|----------|---|----------|--|----------|---|----------|---|
| NUMBER | PMI.1 A, B, C & D: CONDITION & REQUIRED MAINTENANCE (Compulsory National Indicator) | | | | | | | | |
| OBJECTIVES | <ul style="list-style-type: none"> • To measure the condition of the asset for its current use • To measure the annual spend on required maintenance • To measure changes in condition | | | | | | | | |
| INDICATOR | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">A</td> <td>% Gross internal floor-space in condition categories A – D</td> </tr> <tr> <td style="text-align: center;">B</td> <td> Required maintenance by cost expressed: i) as total cost in priority levels 1 – 3 ii) as a % in priority levels 1 – 3 iii) overall cost per square metre Gross Internal Area </td> </tr> <tr> <td style="text-align: center;">C</td> <td>Annual percentage change to total required maintenance figure over previous year</td> </tr> <tr> <td style="text-align: center;">D</td> <td> i) total spend on maintenance in previous financial year ii) total spend on maintenance per square metre Gross Internal Area iii) percentage split of total spend on maintenance between planned and reactive maintenance </td> </tr> </table> | A | % Gross internal floor-space in condition categories A – D | B | Required maintenance by cost expressed: i) as total cost in priority levels 1 – 3 ii) as a % in priority levels 1 – 3 iii) overall cost per square metre Gross Internal Area | C | Annual percentage change to total required maintenance figure over previous year | D | i) total spend on maintenance in previous financial year ii) total spend on maintenance per square metre Gross Internal Area iii) percentage split of total spend on maintenance between planned and reactive maintenance |
| A | % Gross internal floor-space in condition categories A – D | | | | | | | | |
| B | Required maintenance by cost expressed: i) as total cost in priority levels 1 – 3 ii) as a % in priority levels 1 – 3 iii) overall cost per square metre Gross Internal Area | | | | | | | | |
| C | Annual percentage change to total required maintenance figure over previous year | | | | | | | | |
| D | i) total spend on maintenance in previous financial year ii) total spend on maintenance per square metre Gross Internal Area iii) percentage split of total spend on maintenance between planned and reactive maintenance | | | | | | | | |
| PURPOSE | <ul style="list-style-type: none"> • To show the severity and extent to which maintenance problems affect the portfolio • To assist in development of detailed information on required maintenance • To encourage authorities to invest in planned maintenance • To show year-on-year changes in required maintenance • To show the annual spend on repair and maintenance | | | | | | | | |
| DEFINITIONS | <ul style="list-style-type: none"> ▪ Required Maintenance is defined as “The cost to bring the property from its present state up to the state reasonably required by the authority to deliver the service and/or to meet statutory or contract obligations and maintain it at that standard”. This should exclude any element of improvement or betterment but include works necessary to comply with new legislation e.g. asbestos and legionella. ▪ Spend on Maintenance covers the total repair and maintenance programme (responsive and planned) including any associated fees for the work. It should also include any capital spending on repair and maintenance. ▪ All Freehold and Leasehold property where the authority has a direct repairing obligation. ▪ Floor space to be calculated as the gross internal area (GIA) in accordance with the RICS Code of Measuring Practice ▪ <u>Definition of condition categories and priority levels:-</u> ▪ A: Good – Performing as intended and operating efficiently ▪ B: Satisfactory – Performing as intended but showing minor deterioration ▪ C: Poor – Showing major defects and/or not operating as intended ▪ D: Bad – Life expired and/or serious risk of imminent failure ▪ Priority Level 1 - Urgent works that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of the occupants and/or remedy a serious breach of legislation ▪ Priority Level 2 - Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of the occupants and/or remedy a minor breach of the legislation ▪ Priority Level 3 - Desirable work required within 3 to 5 years that will prevent deterioration of the fabric or services and /or address a low risk to the health and safety of the occupants and/or a minor breach of the legislation. | | | | | | | | |

Analysis of Performance Indicator 1A

| PI Type | Financial Year | CIPFA Property Category | Measure | | | | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008/09 |
|--------------------|----------------|-------------------------|--|--|--|--|----------------------|-----------------|-----------------|---------------------------------|----------------|
| National Indicator | | | PMI 1 A - % Gross Internal Area (GIA) in condition categories A to D | | | | % GIA in Condition D | | | | |
| | | | Condition A = Good (performing well) | Condition B = Satisfactory (minor deterioration) | Condition C = Poor (showing major defects) | Condition D = Bad (risk of imminent failure) | | | | | |
| | 2007/08 | All Categories | 16% | 78% | 4% | 2% | 1% | 2% | ▲ | ▬ | 1% |
| | 2006/07 | All Categories | 20% | 71% | 7% | 2% | <5% | 2% | ★ | | |

Comparison of WCC's 2006/07 PMI 1A - % of Gross Internal Area in Bad Condition (Condition D) with other County Councils

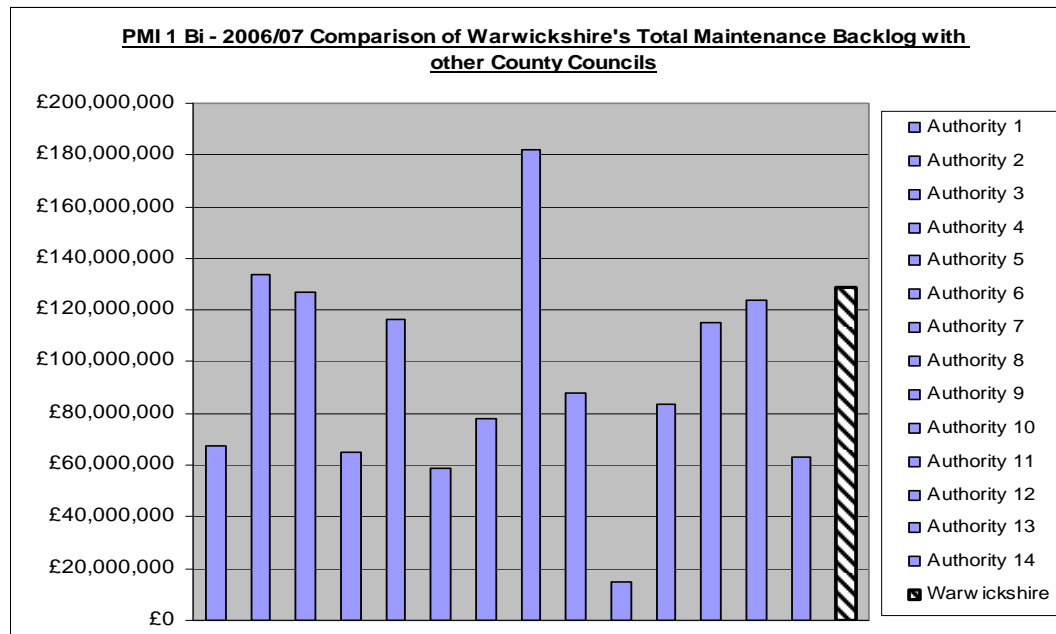


Analysis of Performance Indicator 1Bi

| PI Type | Financial Year | CIPFA Property Category | Measure | | | | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008/09 |
|--------------------|----------------|-------------------------|---|---|---|---|-------------------------------|-----------------|-----------------|---------------------------------|----------------|
| National Indicator | | | PMI 1Bi – Backlog of maintenance expressed as a cost in Priority Levels 1 to 3. | | | | Total Value (Gross Inc. fees) | | | | |
| | | | Total Value | Priority 1 Costs (Urgent Complete within a year) | Priority 2 Costs (Complete within 2 years) | Priority 3 Costs (Complete with 5 years) | | | | | |
| | 2007/08 | All Categories | £129,411,223 | £448 | £80,557,208 | £48,853,564 | £132m | £129m | ★ | ➡ | £137m |
| | 2006/07 | All Categories | £128,955,853 | £3,114 | £81,162,490 | £47,790,249 | No target set | £129M | | | |

N.B. the 2008/09 maintenance backlog target is based on the Council's allocation of funding for the maintenance programme for the forthcoming year. Further information regarding the backlog of maintenance at properties, will be the subject of a separate forthcoming Property Condition Maintenance Backlog report to this Committee.

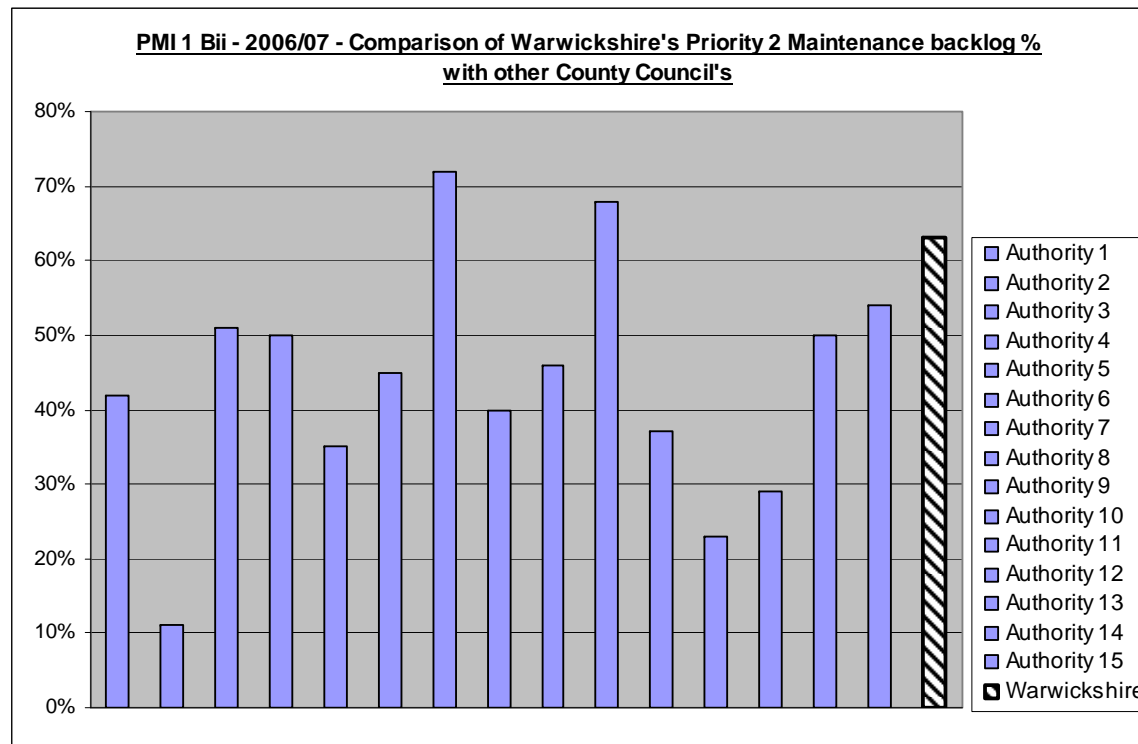
Comparison of WCC's Total Maintenance Backlog at 2006/07 with other County Councils.



Analysis of Performance Indicator 1Bii

| PI Type | Financial Year | CIPFA Property Category | Measure | | | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008/09 |
|--------------------|----------------|-------------------------|---|---|---|------------------------------------|-----------------|-----------------|---------------------------------|----------------|
| National Indicator | | | PMI 1Bii – Backlog of maintenance expressed as a % in Priority Levels 1 to 3. | | | % Backlog in Priority Cost Level 2 | | | | |
| | | | Priority 1 Costs (Urgent Complete within a year) | Priority 2 Costs (Complete within 2 years) | Priority 3 Costs (Complete within 5 years) | | | | | |
| | 2007/08 | All Categories | 0% | 62% | 38% | 63% | 62% | ★ | ➡ | 60% |
| | 2006/07 | All Categories | 0% | 63% | 37% | 64% | 63% | ★ | | |

Comparison of WCC's 2006/07 Performance Indicator 1Bii showing Percentage of the Maintenance Backlog in Priority Level 2 in comparison with other County Councils. Priority Level 2 is the maintenance work that is required to be completed within 2 years.

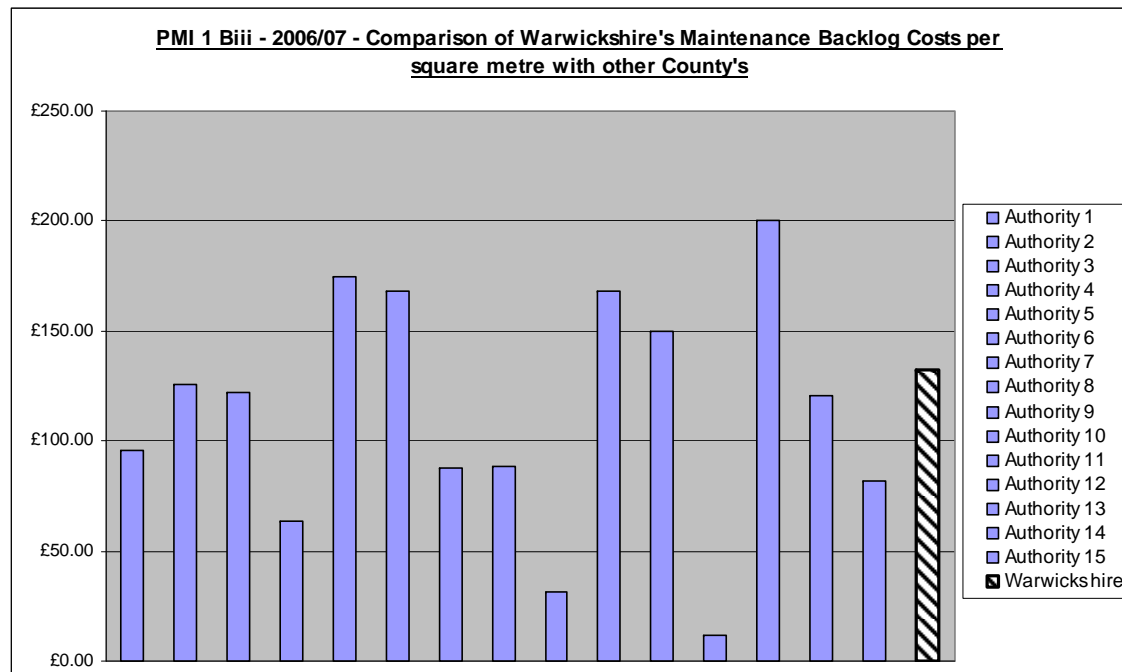


Analysis of Performance Indicator 1Biii

| PI Type | Financial Year | CIPFA Property Category | Measure | | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008/09 |
|--------------------|----------------|-------------------------|--|--------------------------------------|--|-----------------|-----------------|---------------------------------|----------------|
| National Indicator | | | PMI 1Biii – Overall Costs of required maintenance per m ² (Gross Internal Area) | | Maintenance Costs per m ² | | | | |
| | | | Gross Internal Area m ² | Maintenance Costs per m ² | | | | | |
| | 2007/08 | All Categories | 943,311 | £137.19 | £135 | £137 | | ➡ | £145 |
| | 2006/07 | All Categories | 976,517 | £132.06 | No Target Set – New indicator for 2006/07. | | | | |

N.B. the Overall Costs include Priority 4 Costs which are defined as long-term work required beyond a period of 5 years that will prevent deterioration of the fabric or services. The reduction in Gross Internal Area in 2007/08 is as a result of the disposal/vacation of some properties and a validation of the property data within the Condition Survey system.

Comparison of WCC's 2006/07 Performance Indicator 1Biii with other County Councils

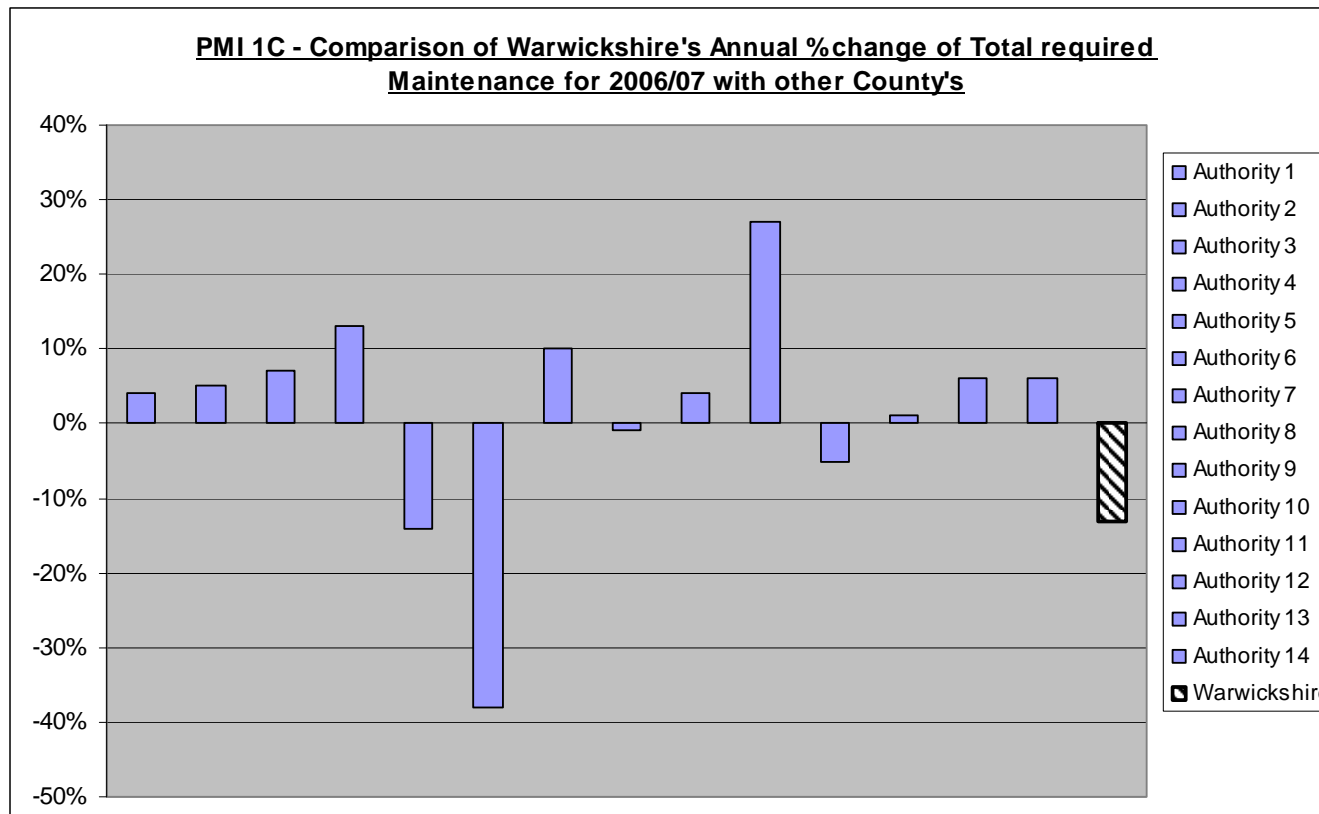


Analysis of Performance Indicator PMI 1C

| PI Type | Financial Year | CIPFA Property Category | Measure | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008/09 |
|--------------------|----------------|-------------------------|--|---|-----------------|-----------------|---------------------------------|----------------|
| National Indicator | | | PMI 1 C – Annual percentage change to total required maintenance figure over previous year | Annual %age change to total Maintenance figure. | | | | |
| | 2007/08 | All Categories | Increased by 0.32% in 2007/08 compared with 2006/07 | 2% | 0.32% | ★ | 📈 | 6.21% |
| | 2006/07 | All Categories | Decreased by 13% in 2006/07 compared with 2005/06 | No Target Set – New indicator for 2006/07. | | | | |

N.B. In 2005/06 the maintenance backlog peaked at £148m. At that time a number of the Condition Surveys had been undertaken by external consultants and there were some concerns about the accuracy of the surveys being undertaken. We now complete the Condition Surveys in house and follow an agreed process for the surveys ensuring consistency.

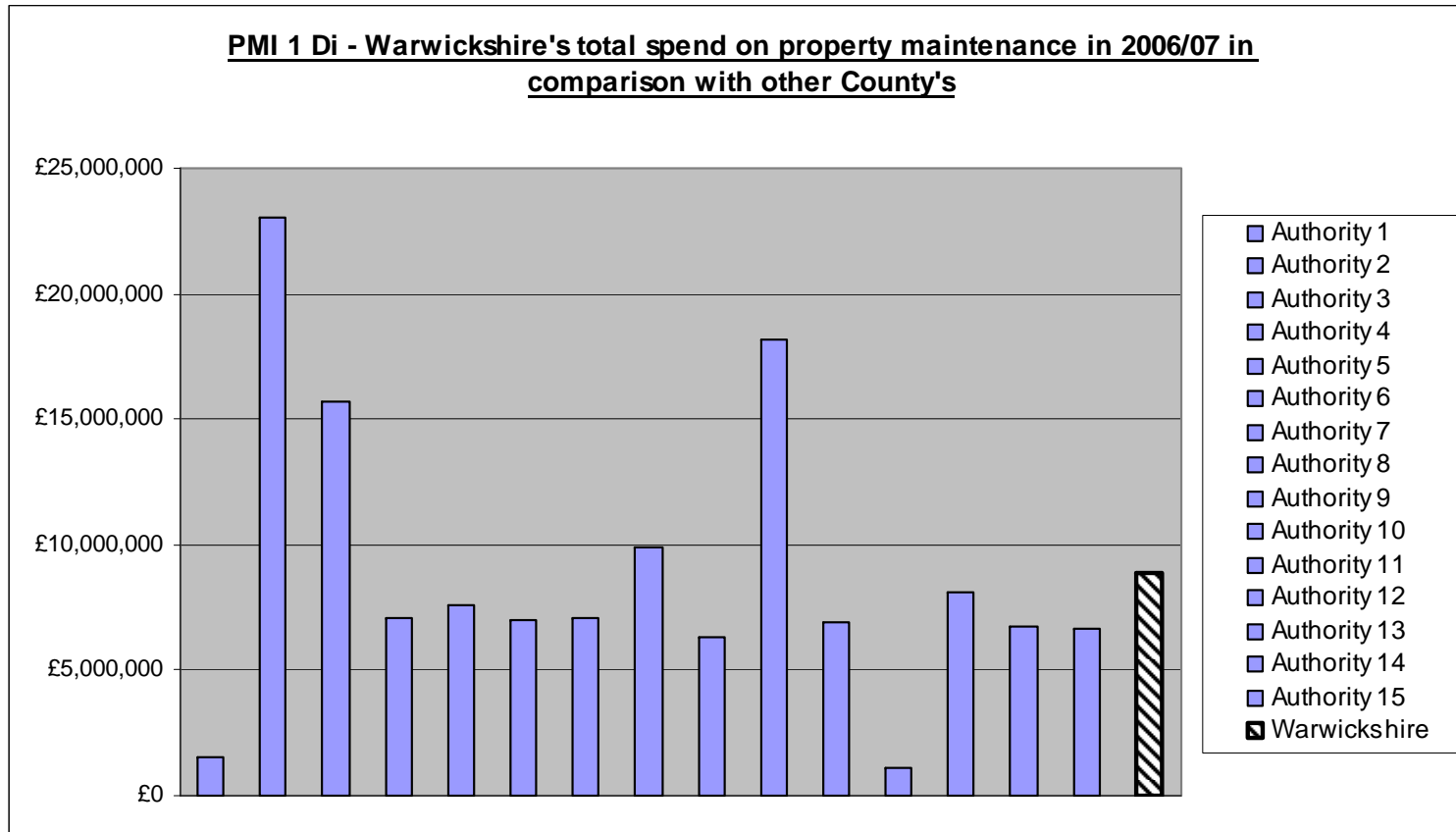
Comparison of WCC's 2006/07 Performance Indicator 1C with other County Councils



Analysis of Performance Indicator PMI 1Di

| PI Type | Financial Year | CIPFA Property Category | Measure | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008/09 |
|--------------------|----------------|-------------------------|--|--|-----------------|-----------------|---------------------------------|----------------|
| National Indicator | | | PMI 1 Di – total spend on maintenance in previous financial year | Total spend on maintenance in previous year. | | | | |
| | 2007/08 | All Categories | 2007/08 - £11,708,000 | £12m | £12m | | | £12m |
| | 2006/07 | All Categories | 2006/07 – £8,853,000 | No Target Set – New indicator for 2006/07. | | | | |

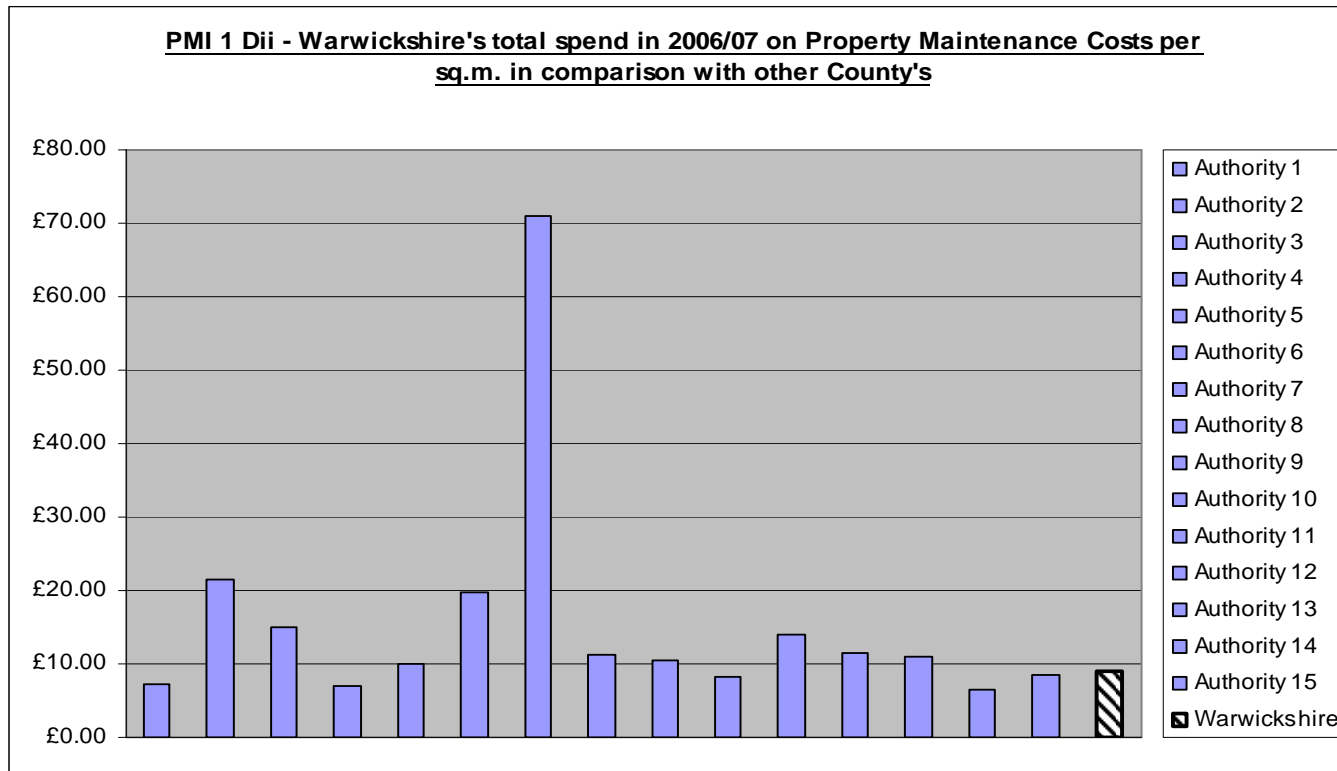
Comparison of WCC's 2006/07 Performance Indicator 1Di with other County Councils



Analysis of Performance Indicator PMI 1Dii

| PI Type | Financial Year | CIPFA Property Category | Measure | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008/09 |
|--------------------|----------------|-------------------------|---|--|-----------------|-----------------|---------------------------------|----------------|
| National Indicator | | | PMI 1 Dii – total spend on maintenance per square metre Gross Internal Area | Spend on Maintenance per square metre. | | | | |
| | 2007/08 | All Categories | 2007/08 - £12.41 | £12 | £12 | | | £13 |
| | 2006/07 | All Categories | 2006/07 - £9.07 | No Target Set – New indicator for 2006/07. | | | | |

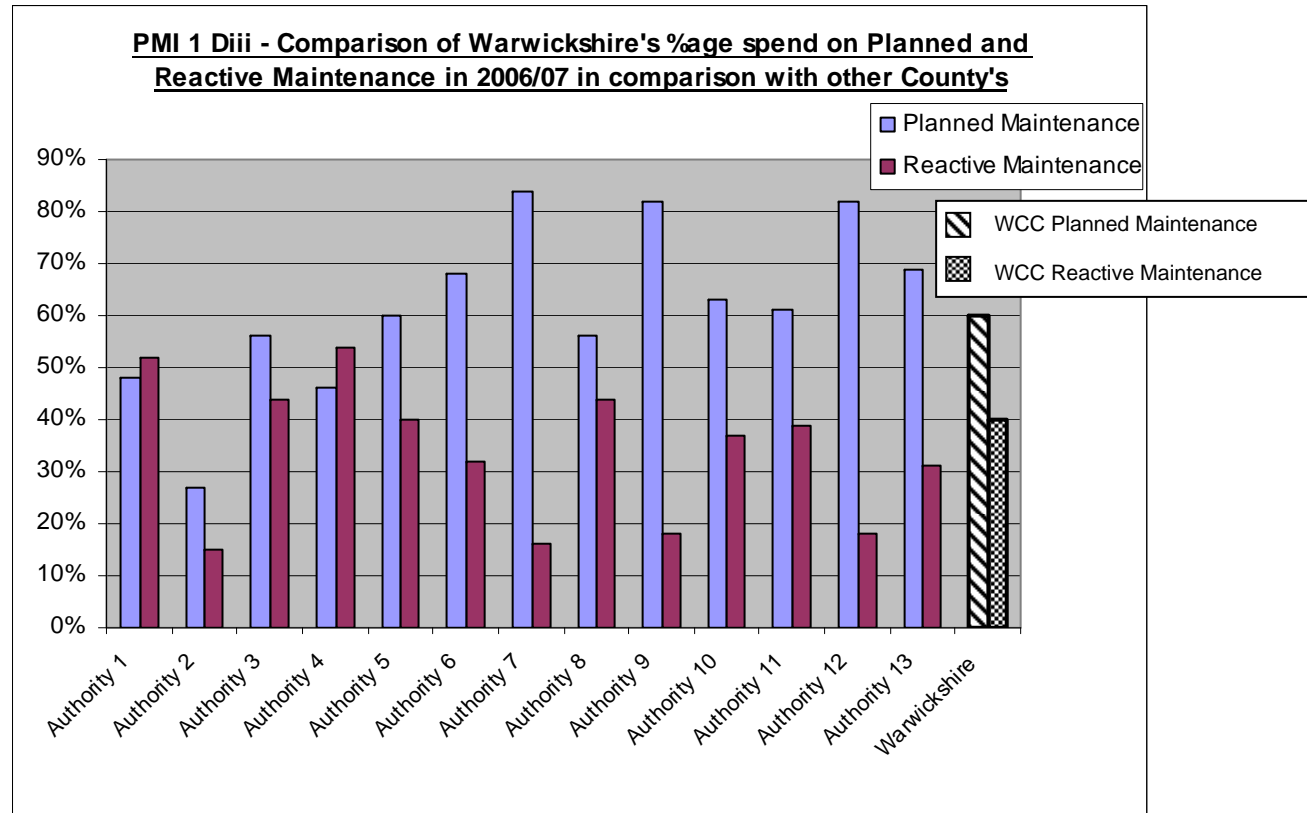
Comparison of WCC's 2006/07 Performance Indicator 1Dii with other County Councils



Analysis of Performance Indicator PMI 1Diii by CIPFA Category.

| PI Type | Financial Year | CIPFA Property Category | Measure | | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008/09 |
|--------------------|----------------|-------------------------|--|-------------------------------|--|-----------------|-----------------|---------------------------------|----------------|
| National Indicator | | | PMI 1 Diii – percentage split of total spend on maintenance between planned and reactive maintenance | | % spend on Reactive Maintenance | | | | |
| | | | Spend on Planned Maintenance | Spend on Reactive Maintenance | | | | | |
| | 2007/08 | All Categories | 67% | 33% | 70%/30% | 67%/33% | ▲ | ▼ | 70%/30% |
| | 2006/07 | All Categories | 60% | 40% | No Target Set – New indicator for 2006/07. | | | | |

Comparison of WCC's 2006/07 Performance Indicator 1Diii with other County Councils



SECTION 3 – ENVIRONMENTAL PERFORMANCE AT PROPERTIES

| PERFORMANCE INDICATOR 2 | |
|-------------------------|---|
| NUMBER | PMI 2 A, B & C : ENVIRONMENTAL PROPERTY ISSUES (Compulsory National Indicator) |
| OBJECTIVE | To encourage efficient use of assets over time and year-on-year improvements in energy efficiency. |
| INDICATOR | <p>A ENERGY COSTS/CONSUMPTION (gas, electricity, oil, solid fuel) – to be reported by property category in £ spend per m² Gross Internal Area and by kwh per m² Gross Internal Area.</p> <p>B WATER COSTS/CONSUMPTION - to be reported by property Category in £ spend per m² Gross Internal Area and by volume m³ per m² Gross Internal Area.</p> <p>C CO₂ EMISSIONS - to be reported by property category in tonnes of carbon dioxide per m² Gross Internal Area.</p> |
| PURPOSE | <ul style="list-style-type: none"> • To reduce environmental impacts of LA operational property. • To highlight areas of poor or mediocre energy and water efficiency / performance and act as a catalyst for improvement. • To compliment the process for 'Energy Certificates'. • To support the LA's assessment of property performance together with condition and suitability within the framework of Asset Management Planning. |
| DEFINITIONS | <p>A & B</p> <ul style="list-style-type: none"> • To be reported for all operational buildings occupied by the Local Authority, including schools, (excluding housing / dwellings). <p>C</p> <ul style="list-style-type: none"> • This indicator to focus on energy consumption rather than spend. • CO₂ emissions data will fit with the UK's Climate Change Programme targets. • To be reported for operational properties occupied by the Local Authority, including schools, (excluding housing / dwellings). • Further information on this calculation can be obtained from: |

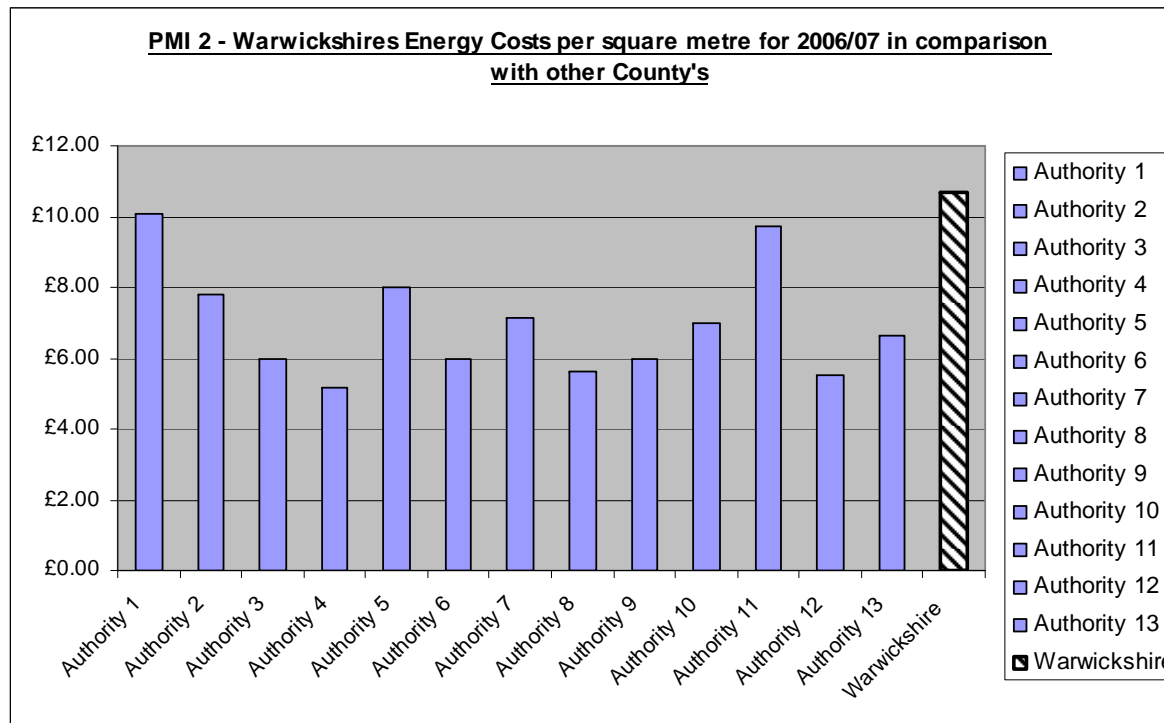
Notes:-

- The energy and water cost information has been directly taken from the Corporate Finance system. This is based on the bills paid and allocated to the appropriate cost centre on payment. This means that there is a potential for miscoding and the energy bills could potentially be based on estimated readings. In the current climate Energy Costs are increasing substantially and in 2008/09 we are anticipating a 70% increase in our energy costs. Therefore the costs are not a reliable source for monitoring trends. For this reason we see no value in allocating targets to Indicators A and B when referring to overall cost.
- We have recently acquired a new Energy Management system which, once the data has been imported, will enable us to report on both the Cost and Consumption data for those properties that are on the ESPO Contract. Given time this system will be web enabled and will allow much more user interaction, enabling individuals at properties to enter meter readings to ensure accurate bills are generated, thus ensuring greater accuracy when predicting both cost and consumption.
- As we are currently unable to report on consumption the CO₂ emissions have been calculated based on costs and are therefore not an accurate reflection of the actual CO₂ emissions, only an estimation based on a calculation. This also applies to the CO₂ Emissions targets set.

Analysis of Performance Indicator 2 A.

| PI Type | Financial Year | CIPFA Property Category | Measure | | | | Actual Year End | Are we improving since 2006/07? |
|--------------------|----------------|-------------------------|---|--------------------------------------|------------------------------|---------------------------------------|------------------------------|---------------------------------|
| National Indicator | | | PMI 2 A Energy Costs per sq. m (Gross Internal Area). | | | | Total Energy Costs per sq.m. | |
| | | | Gas Costs per m ² | Electricity Costs per m ² | Oil Costs per m ² | Total Energy Costs per m ² | | |
| | 2007/08 | All Properties | £3.56 | £7.36 | £0.28 | £11.20 | £11.20 | ↔ |
| | 2006/07 | All Properties | £4.06 | £6.60 | £0.25 | £10.67 | £10.67 | |

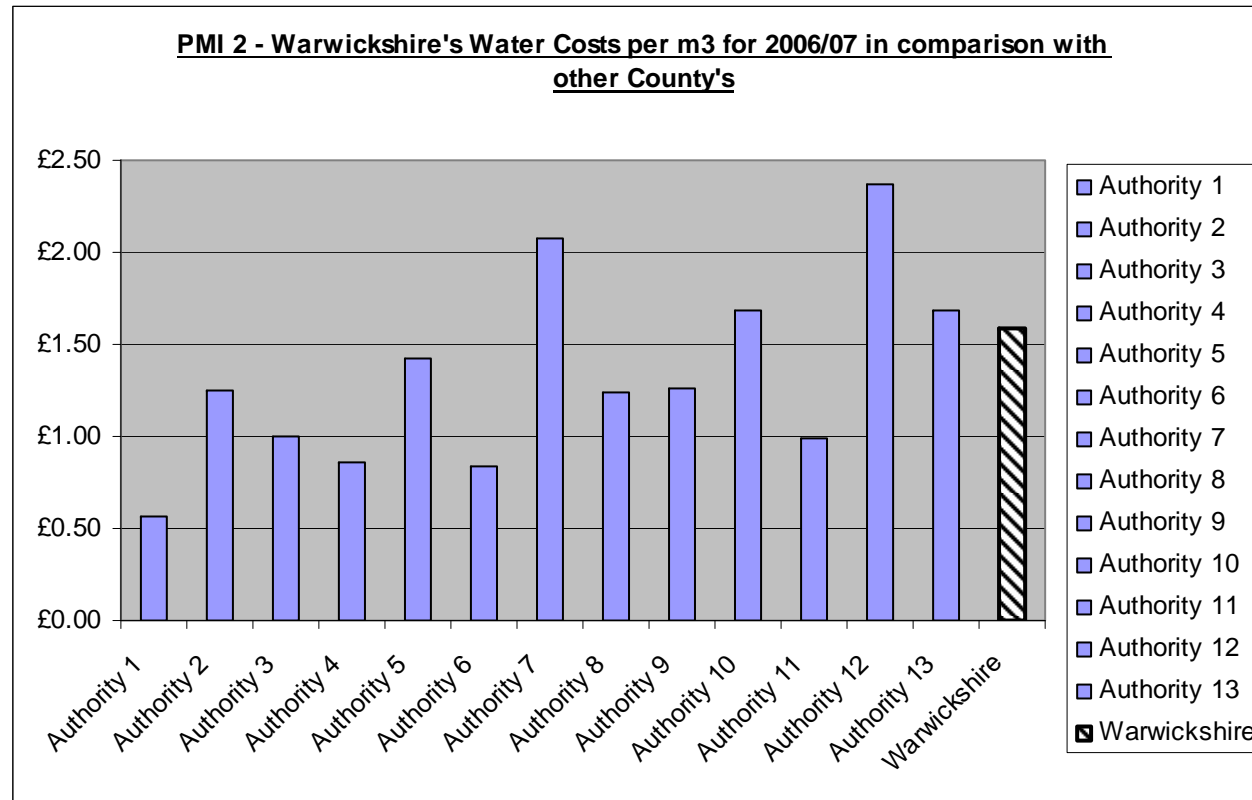
Comparison of WCC's 2006/07 Performance Indicator 2A with other County Councils



Analysis of Performance Indicator 2B.

| PI Type | Financial Year | CIPFA Property Category | Measure | Actual Year End | Are we improving since 2006/07? |
|--------------------|----------------|-------------------------|--|--------------------------------|---------------------------------|
| National Indicator | | | PMI 2B Water costs per m ² (Gross Internal Area). | Water Costs per m ² | |
| | 2007/08 | All Properties | £1.79 | £1.79 | ✖ |
| | 2006/07 | All Properties | £1.62 | £1.62 | |

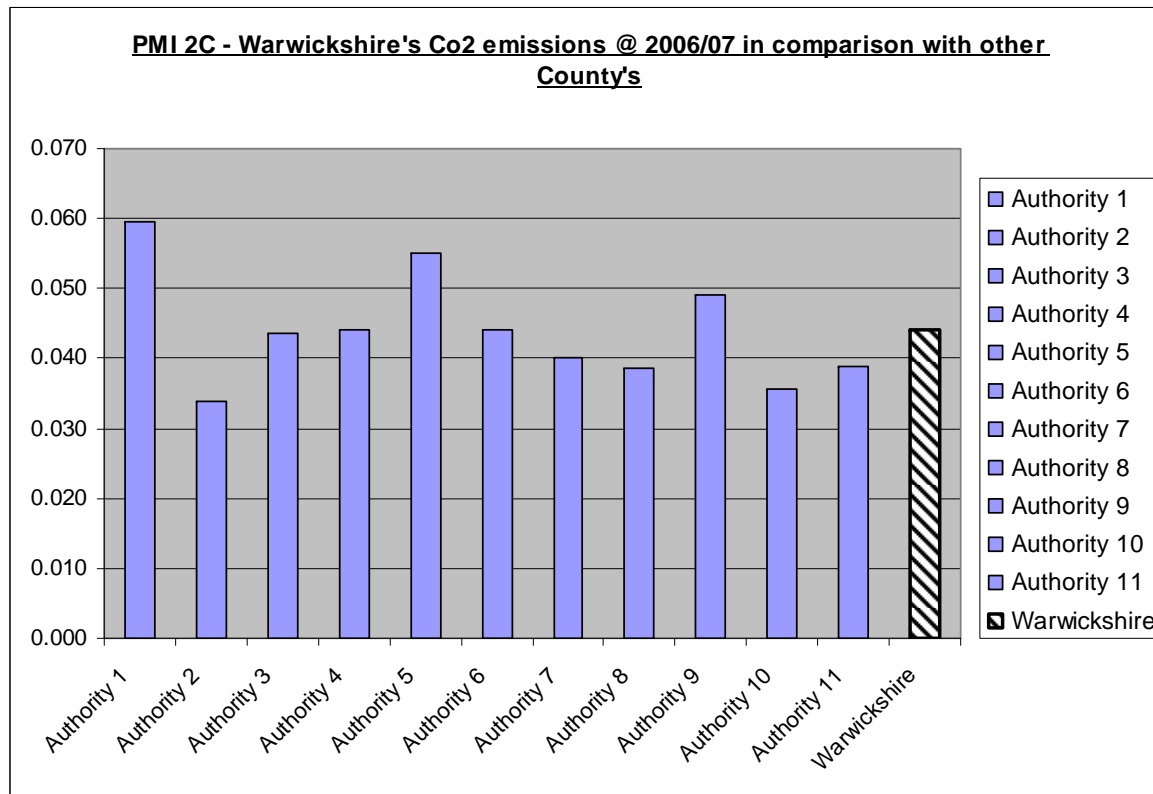
Comparison of WCC's 2006/07 Performance Indicator 2B with other County Councils



Analysis of Performance Indicator 2 C by CIPFA Category for 2006/07

| PI Type | Financial Year | CIPFA Property Category | Measure | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008/09 |
|----------|----------------|-------------------------|--|---|-----------------|-----------------|---------------------------------|----------------|
| National | | | PMI 2 C - CO₂ EMISSIONS - to be reported by property category in tonnes of carbon dioxide per m² Gross Internal Area. | CO₂ Emissions per m² | | | | |
| | 2007/08 | All Categories | CO ₂ Emissions per m ² – 0.041 | 0.040 | 0.041 | ▲ | ▼ | 0.040 |
| | 2006/07 | All Categories | CO ₂ Emissions per m ² – 0.044 | No Target Set | 0.044 | | | |

Comparison of WCC's 2006/07 Performance Indicator 2 C with other County Councils



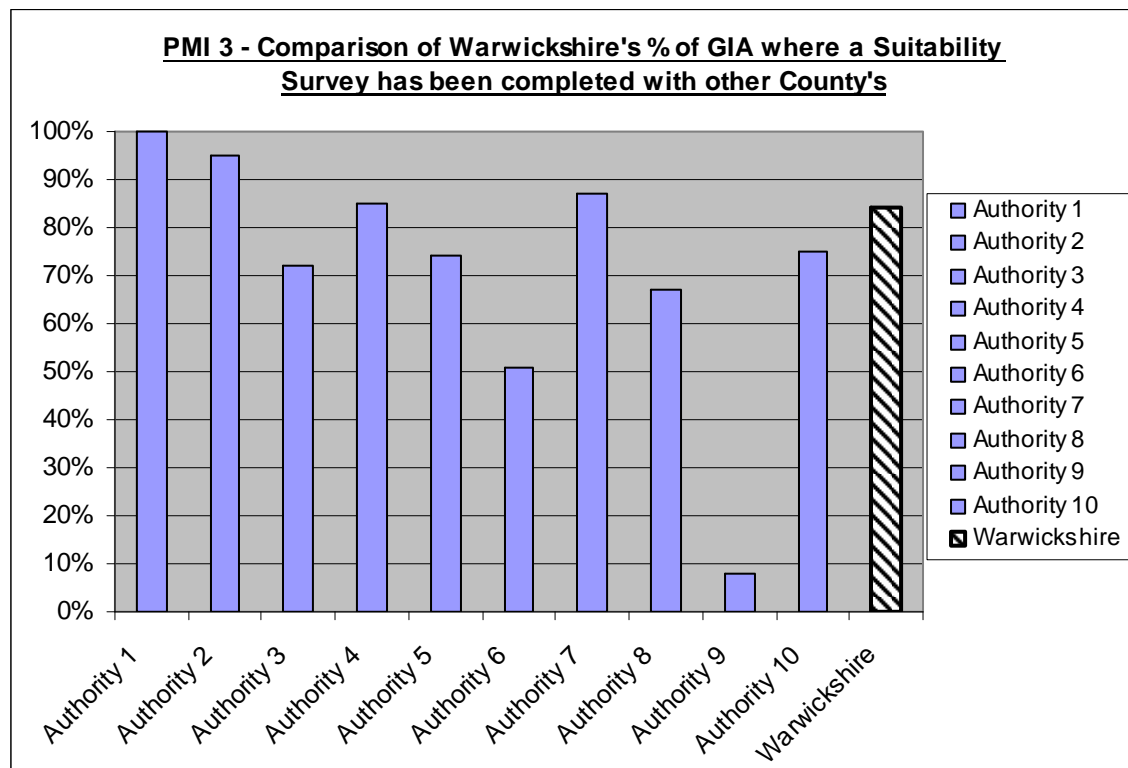
SECTION 4 – PROPERTY SUITABILITY PERFORMANCE

| PERFORMANCE INDICATOR 3 | | |
|--------------------------------|----------|---|
| NUMBER | | PMI 3 A, B and C – Suitability Surveys (Non Compulsory - Local Indicator) |
| OBJECTIVE | | <ul style="list-style-type: none"> To encourage Local Authorities to carry out Suitability Surveys enabling them to identify how assets support and contribute to the effectiveness of frontline service delivery i.e. are they fit for purpose. |
| INDICATOR | A | % of Portfolio by Gross Internal Area m², for which a Suitability Survey has been undertaken over the last 5 years – Excluding Schools. |
| | B | Number of properties, for which a Suitability Survey has been undertaken over the last 5 years – Excluding Schools. |
| | C | i) % of properties graded as good or satisfactory – Excluding Schools ii) % of properties for which grading has improved since the last suitability survey was carried out at the property – Excluding Schools |
| PURPOSE | | <ul style="list-style-type: none"> To ensure that Local Authorities are undertaking Suitability Surveys. To enable the Local Authority to understand their Asset Base To ensure that the property meets the needs of the user To enable key decisions to be made. To track changes over time. |
| DEFINITION | | <ul style="list-style-type: none"> To be reported for all operational buildings (excluding Schools) occupied by the Local Authority. CLAW (Consortium of Local Authorities for Wales) could apply this approach to Schools. Good: Performing well and operating efficiently (supports needs of staff and delivery of services) Satisfactory: Performing well but with minor problems (Generally supports needs of staff and delivery of services) Poor: Showing major problems and or not operating optimally (impedes the performance of staff and or delivery of services) Unsuitable: Does not support the delivery of services (seriously impedes the delivery of services) |

Analysis of Performance Indicator 3A by CIPFA Category

| PI Type | Financial Year | CIPFA Property Category | Measure | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008\09 |
|-----------------|----------------|----------------------------------|---|-----------------------------------|-----------------|-----------------|---------------------------------|----------------|
| Local Indicator | | | PMI 3 A - %of Gross Internal Area for which a Suitability Survey has been undertaken in the last 5 years. | % of Gross internal Area Surveyed | | | | |
| | 2007/08 | All Categories Excluding Schools | 89% | 90% | 89% | ▲ | ↘ | 90% |
| | 2006/07 | All Categories Excluding Schools | 84% | 85% | 84% | ★ | | |

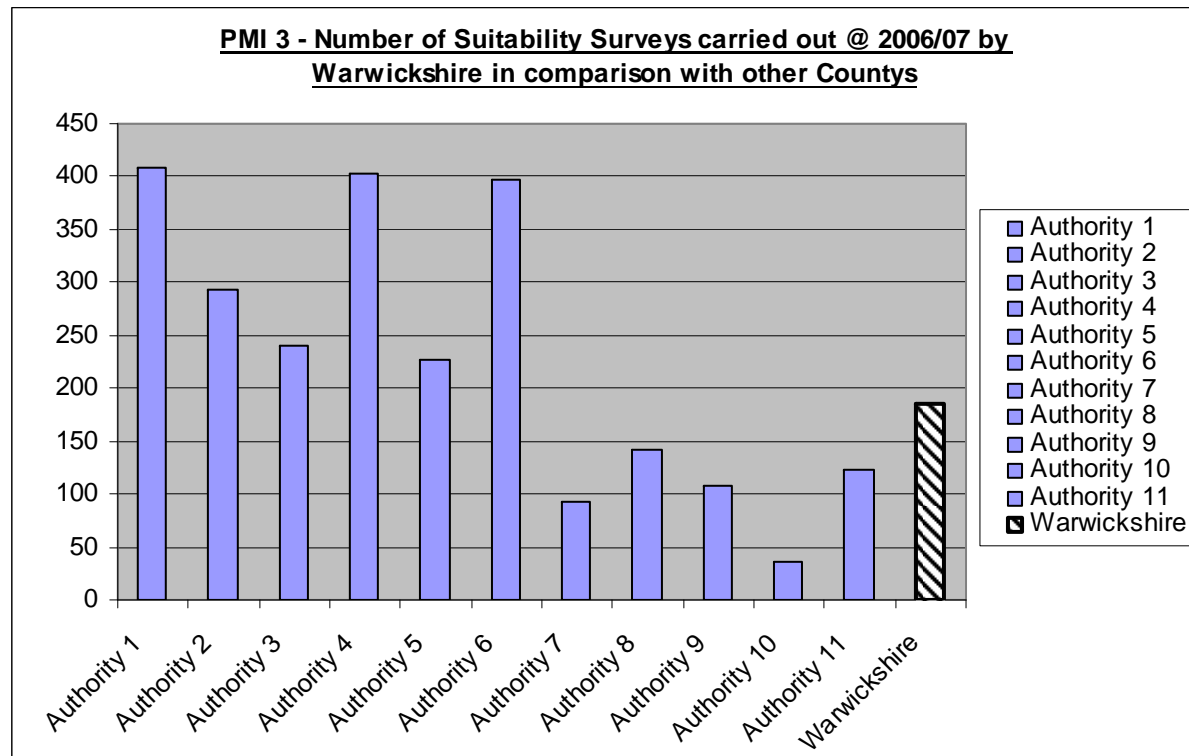
Comparison of WCC's 2006/07 Performance Indicator 3A with other County Councils



Analysis of Performance Indicator 3B by CIPFA Category

| PI Type | Financial Year | CIPFA Property Category | Measure | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008\09 |
|-----------------|----------------|----------------------------------|--|--|-----------------|-----------------|---------------------------------|----------------|
| Local Indicator | | | PMI 3 B – Number of properties for which a Suitability Survey has been undertaken in the last 5 years. | Number of Properties Surveyed | | | | |
| | 2007/08 | All Categories Excluding Schools | 198 | 230 | 198 | ▲ | ✔ | 230 |
| | 2006/07 | All Categories Excluding Schools | 185 | No Target Set – New indicator for 2006/07. | | | | |

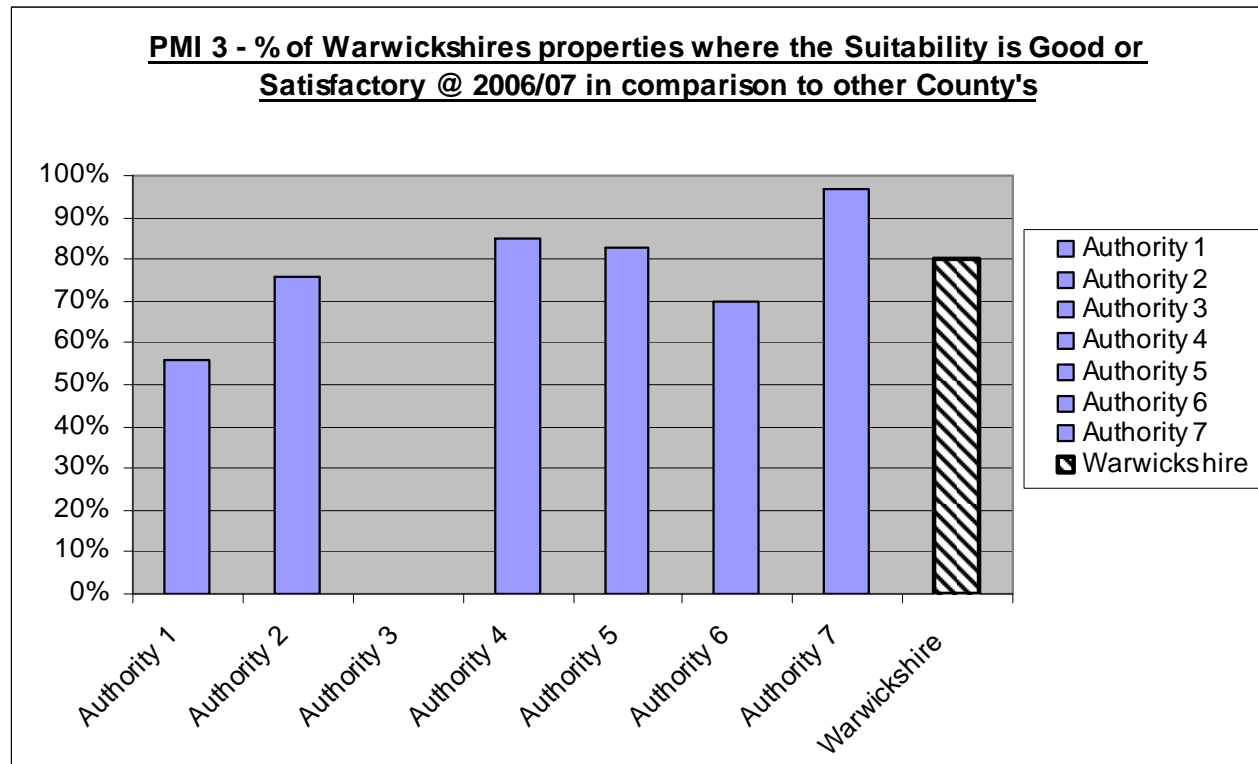
Comparison of WCC's 2006/07 Performance Indicator 3B with other County Councils



Analysis of Performance Indicator 3Ci by CIPFA Category

| PI Type | Financial Year | CIPFA Property Category | Measure | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008\09 |
|-----------------|----------------|----------------------------------|--|---|-----------------|-----------------|---------------------------------|----------------|
| Local Indicator | | | PMI 3 Ci – % of all Properties graded as Good or Satisfactory (Excluding Schools). | % of properties with Good or Satisfactory suitability | | | | |
| | 2007/08 | All Categories Excluding Schools | 81% | 85% | 81% | ▲ | ✔ | 85% |
| | 2006/07 | All Categories Excluding Schools | 80% | No Target Set – New indicator for 2006/07. | | | | |

Comparison of WCC's 2006/07 Performance Indicator 3Ci with other County Councils

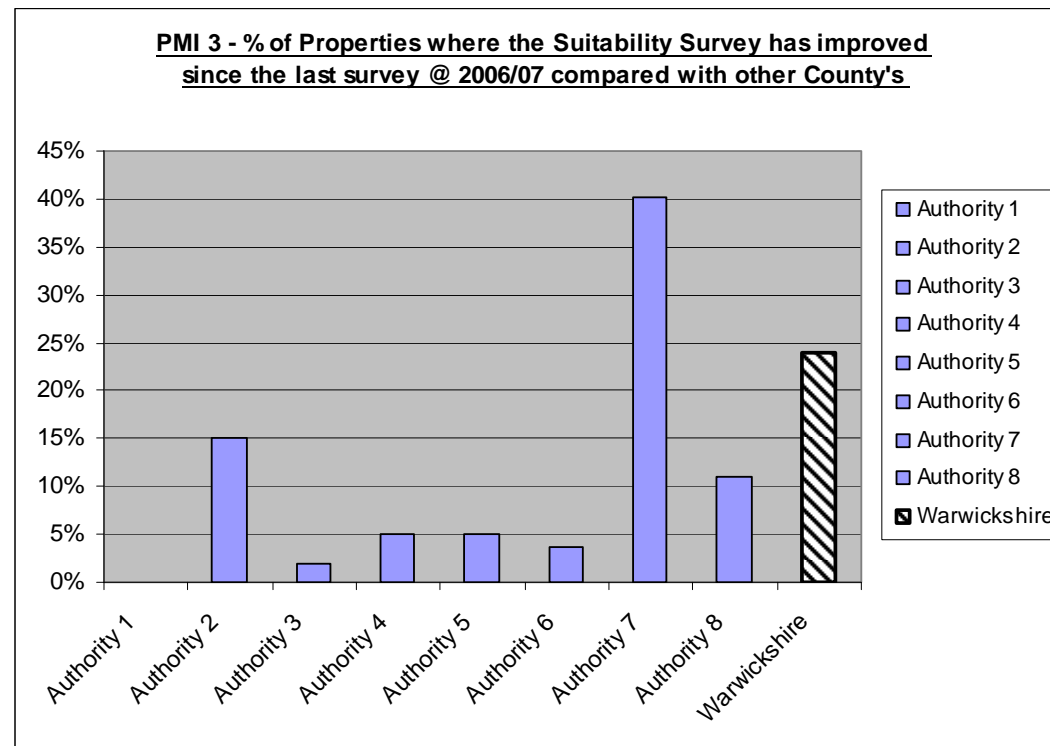


Analysis of Performance Indicator 3Cii by CIPFA Category

| PI Type | Financial Year | CIPFA Category | Measure | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008\09 |
|-----------------|----------------|----------------------------------|--|--|-----------------|-----------------|---------------------------------|----------------|
| Local Indicator | | | PMI 3 Cii – % of all Properties where grading has improved since the last survey | % of Properties where grading has improved | | | | |
| | 2007/08 | All Categories Excluding Schools | 31% | 25% | 31% | ★ | ↕ | 35% |
| | 2006/07 | All Categories Excluding Schools | 24% | No Target Set – New indicator for 2006/07. | | | | |

N.B. this indicator refers to those properties where a suitability survey has been retaken only.

Comparison of WCC's 2006/07 Performance Indicator 3Cii with other County Councils



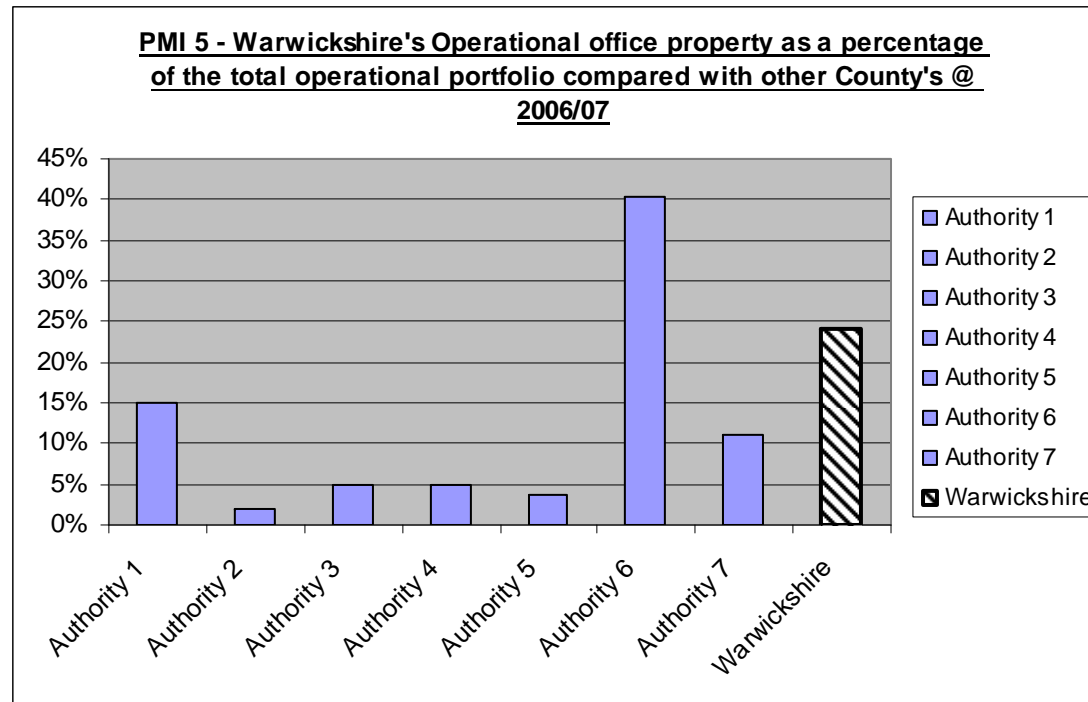
SECTION 5 – PROPERTY SUFFICIENCY PERFORMANCE

| PERFORMANCE INDICATOR 5 | | |
|--------------------------------|--|--|
| NUMBER | PMI.5 A – Sufficiency (Capacity and Utilisation) of the Office Portfolio (Non Compulsory Local Indicator) | |
| OBJECTIVES | To measure the capacity and utilisation of the office portfolio. There is an implicit assumption that services should be delivered in the minimum amount of space as space is costly to own and use. For a similar reason an authority should occupy a minimum of administrative accommodation. | |
| INDICATOR | A.1 | Operational office property as a percentage of the total operational portfolio. (All calculations of space based on Gross Internal Area). |
| | A.2 | Office space as a percentage of total floor space in operational office buildings using Net Office Space to Net Internal Area |
| PURPOSE | <ul style="list-style-type: none"> • To identify the intensity of use of space. • To assist councils to identify and minimise assets which are surplus or not in use. • To minimise costs of assets (or avoidance of costs from acquiring more space) through intensification of use. • To measure the level of usage. | |
| DEFINITIONS | <ol style="list-style-type: none"> 1. Utilisation measures the extent to which available space (capacity) is in use. 2. The total operational portfolio area is the amount of space occupied by the Council classified as 'operational assets' under the CIPFA accounting code guidance. 3. RICS Code of Measurement to be used in calculating Gross Internal Area and Net Internal Area 4. Net office space (NOS) excludes primary circulation areas, civic areas and meeting rooms, receptions, canteen facilities and basement storage. Net office space includes break out areas, informal meeting areas, communal meeting rooms and areas, training rooms, and office space used as storage. First Aid rooms, areas for office equipment (printers, copiers, servers, etc.) should be included if they are located in space that would otherwise be used for office accommodation. If they are not located in space which could be used as office accommodation exclude them from the calculations. 5. Include areas of a building that are leased but exclude whole buildings which are leased. | |

Analysis of Performance Indicator 5A1 for 2006/07

| PI Type | Financial Year | CIPFA Property Category | Measure | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008/09 |
|-----------------|----------------|-----------------------------|---|--|-----------------|-----------------|---------------------------------|----------------|
| Local Indicator | | | PMI 5 A1 - Sufficiency (Capacity and Utilisation) of the Office Portfolio | | | | | |
| | | | Operational office property as a percentage of the total operational portfolio. (All calculations of space based on Gross Internal Area). | | | | | |
| | 2007/08 | Operational Properties only | 24.4% of the operational portfolio is designated office space. | 20% | 24.4% | ▲ | → | 20% |
| | 2006/07 | Operational Properties only | 24.3% of the operational portfolio is designated office space. | No Target Set – New indicator for 2006/07. | | | | |

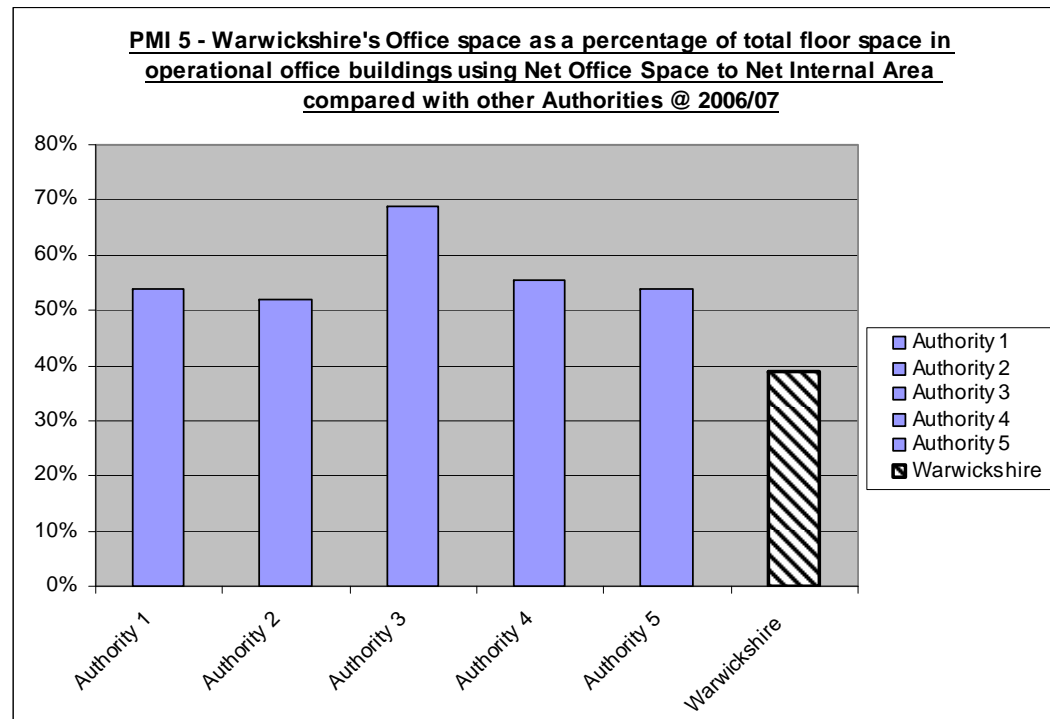
Comparison of WCC's 2006/07 Performance Indicator 5A1 with other County Councils



Analysis of Performance Indicator 5A2 for 2006/07

| PI Type | Financial Year | CIPFA Property Category | Measure | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008\09 |
|-----------------|----------------|-----------------------------|--|--|-----------------|-----------------|---------------------------------|----------------|
| Local Indicator | | | PMI 5 A2 - Sufficiency (Capacity and Utilisation) of the Office Portfolio | | | | | |
| | | | Office space as a percentage of total floor space in operational office buildings using Net Office Space to Net Internal Area | | | | | |
| | 2007/08 | Operational Properties only | 2007/08 - 39.3% of the Net Internal area within the operational office portfolio is net office space. | 45% | 39.3% | ▲ | → | 45% |
| | 2006/07 | Operational Properties only | 2006/07 – 39.1% of the Net Internal area within the operational office portfolio is net office space. | No Target Set – New indicator for 2006/07. | | | | |

Comparison of WCC’s 2006/07 Performance Indicator 5A1 with other County Councils



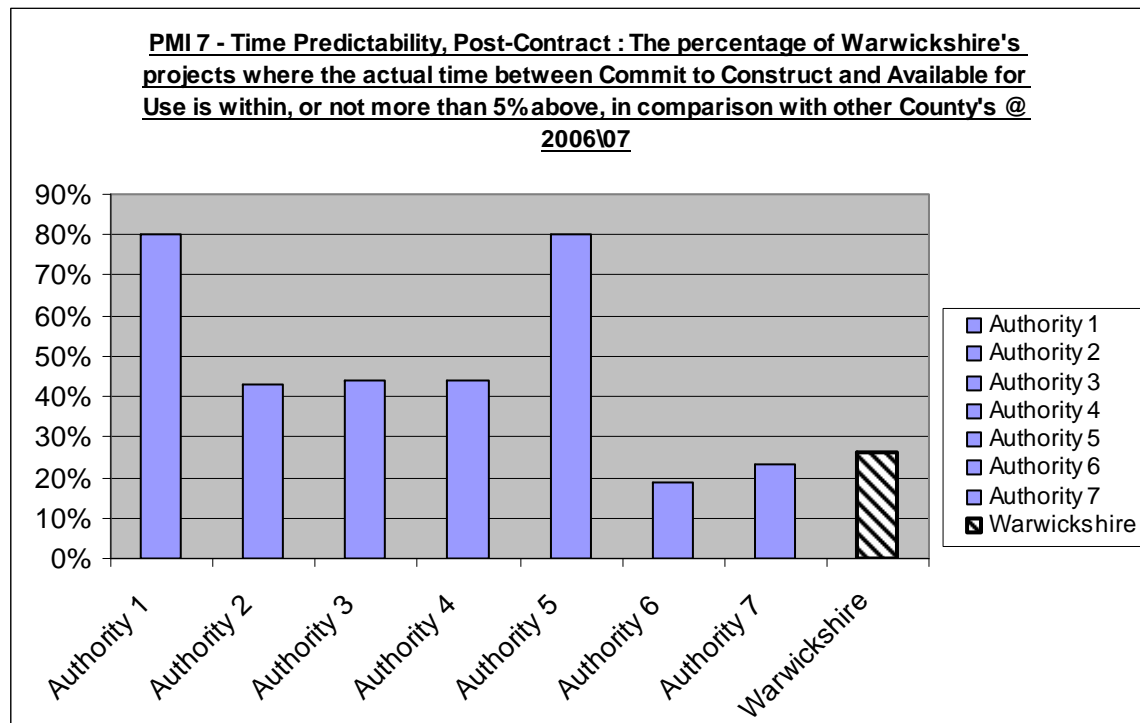
SECTION 6 – TIME AND COST PREDICTABILITY PERFORMANCE ON PROPERTY RELATED PROJECTS

| PERFORMANCE INDICATOR 7 | | |
|--------------------------------|----------|---|
| NUMBER | | PMI 7 – B & D : Time and Cost Predictability (Non Compulsory Local Indicator) |
| OBJECTIVE | | To measure time and cost predictability pre- and post-contract. To identify variability through the design and construction phases of the project, with the added flexibility of optional “local” indicators to start the measures at an earlier stage |
| INDICATOR | B | Time Predictability, Post-Contract : The percentage of projects where the actual time between Commit to Construct and Available for Use is within, or not more than 5% above, the time predicted at Commit to Construct. |
| | D | Cost Predictability, Post-Contract : The percentage of projects where the actual cost at Available for Use is within +/- 5% of the cost predicted at Commit to Construct. |
| PURPOSE | | <ul style="list-style-type: none"> The Indicator D relates to the period during which management of time and cost is more directly under the control of the project team. The principal stages have been mapped against the Royal Institute of British Architects Plan of Work and the Office of Government Commerce Gateway Process to bring clarity and consistency to the application of this measure. |
| DEFINITIONS | | <ul style="list-style-type: none"> Commit to Construct - the point at which the client authorises the project team to start the construction of the project Available for Use - the point at which the project is available for substantial occupancy or use. |

Analysis of Performance Indicator 7B for 2006/07

| PI Type | Financial Year | Measure | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008\09 |
|-----------------|----------------|--|---------------|-----------------|-----------------|---------------------------------|----------------|
| Local Indicator | | PMI 7 – B: Time Predictability | | | | | |
| | | Time Predictability, Post-Contract : The percentage of projects where the actual time between Commit to Construct and Available for Use is within, or not more than 5% above, the time predicted at Commit to Construct. | | | | | |
| | 2007/08 | % of Capital Projects falling within +/- 5% 52% | 35% | 52% | ★ | ↕ | 70% |
| | 2006/07 | % of Capital Projects falling within +/- 5% 26% | No Target set | 26% | | | |

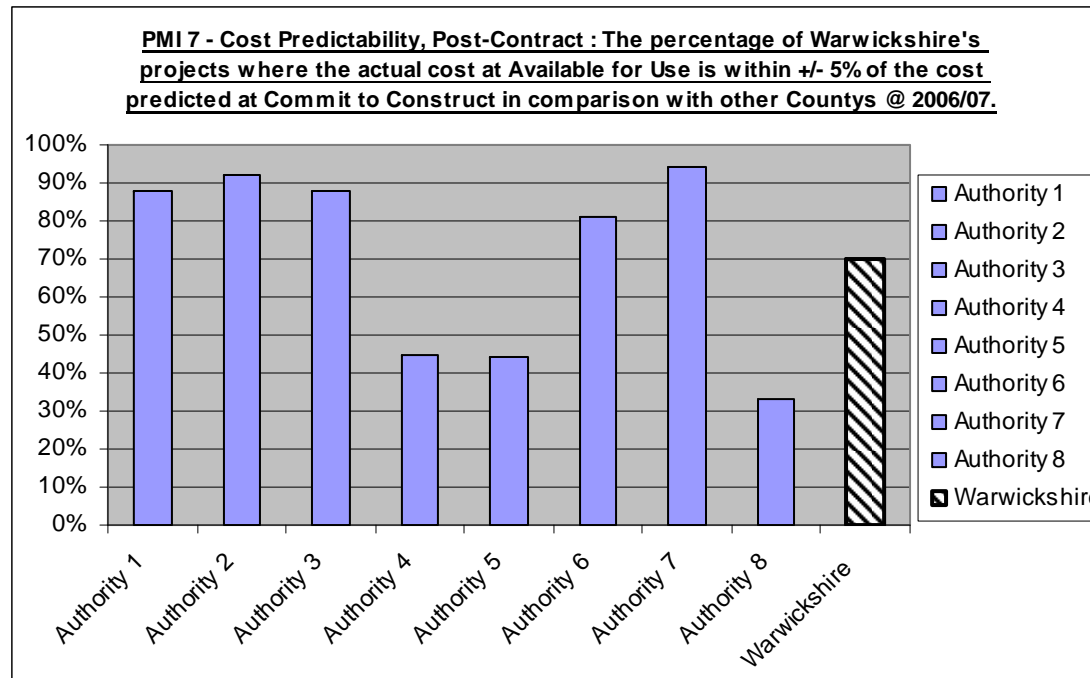
Comparison of WCC's 2006/07 Performance Indicator 7B with other County Councils



Analysis of Performance Indicator 7D for 2006/07

| PI Type | Financial Year | Measure | Target | Actual Year End | Year End Status | Are we improving since 2006/07? | Target 2008\09 |
|-----------------|----------------|---|---------------|-----------------|-----------------|---------------------------------|----------------|
| Local Indicator | | PMI 7 –D: Cost Predictability | | | | | |
| | | Cost Predictability, Post-Contract : The percentage of projects where the actual cost at Available for Use is within +/- 5% of the cost predicted at Commit to Construct. | | | | | |
| | 2007/08 | % of Capital Projects falling within +/- 5% 48% | 75% | 48% | ▲ | ✘ | 75% |
| | 2006/07 | % of Capital Projects falling within +/- 5% 70% | No Target set | 70% | | | |

Comparison of WCC’s 2006/07 Performance Indicator 7D with other County Councils



AGENDA MANAGEMENT SHEET

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

Date of Committee 16 September 2008

Report Title Further report on 2007/8 environmental/print savings

Summary This report provides the further information requested on environmental/print savings required as part of the 2007/8 budget.

For further information please contact: Eric Britton Head of Communications & Media
 Tel: 01926 412836
 Oliver Winters Head of Finance
 Tel: 01926 412441

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 (Chair), Atkinson, Haynes
- Cabinet Member Cllr Cockburn
- Chief Executive
- Legal David Carter – reporting officer, Sarah Duxbury
- Finance David Clarke – reporting officer
- 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

Agenda No

Resources, Performance & Development Overview and Scrutiny Committee - 16 September 2008.

Further report on 2007/8 environmental/print savings

Joint report of the Strategic Director of Performance and Development and the Strategic Director of Resources

Recommendation

The Committee is asked to note the information contained in this further report

1 Introduction and Executive Summary

- 1.1 On 4 March 2008, a report was submitted to Resources, Performance & Development O&S committee detailing the steps taken at Directorate and corporate level to achieve environmental/print savings as part of the 2007/8 Budget Resolution. All directorates (excluding schools) were set a combined savings target of £700,000.
- 1.2 The committee noted the progress made but asked for a further analysis of the Council's print and publications spending patterns. It was agreed that the further report should include information about overall spend, numbers of so-called 'glossy' publications and possible cheaper ways of communication.
- 1.3 This report sets out that information and updates the committee on further steps being taken to monitor and control print spending.

2 Progress update and analysis of spending

- 2.1 Following on from the report submitted in March 2008 (Progress report on 2007/8 environmental/print savings, appendix A), reproduced below are figures relating to the amount spent by the council on stationery, printing, paper, postage, publications and photocopiers over the last four years:

Stationery Analysis - 2007/08 Expenditure

| 2007/08 Spend to Date (as at 16/06/2008) | | | | | | | |
|--|-------------------|---------------------|------------------|-------------------|-------------------|-------------------|---------------------|
| | AH&CS | CYP&F | CP | E&E | P&D | Res | Total |
| Stationery | 189,424.16 | 214,232.76 | 26,293.64 | 85,490.90 | 33,499.43 | 18,076.77 | 567,017.66 |
| Printing | 125,879.51 | 419,432.69 | 26,060.21 | 195,635.07 | 80,174.36 | 133,416.68 | 980,598.52 |
| Paper | 9,730.91 | 47,412.68 | 1,236.51 | 18,006.77 | 0.00 | 7,363.02 | 83,749.89 |
| Postage | 37,372.31 | 427,286.70 | 11,063.21 | 139,991.00 | 69,895.66 | 108,988.24 | 794,597.12 |
| Publications | 77,731.05 | 119,457.42 | 8,221.34 | 405,299.13 | 105,364.43 | 1,687.82 | 717,761.19 |
| Photocopiers | 101,765.18 | 292,079.78 | 21,023.23 | 0.00 | 35,978.36 | 403.45 | 451,250.00 |
| Total | 541,903.12 | 1,519,902.03 | 93,898.14 | 844,422.87 | 324,912.24 | 269,935.98 | 3,594,974.38 |

| 2006/07 Actual | | | | | | | |
|----------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| | AH&CS | CYP&F | CP | E&E | P&D | Res | Total |
| Stationery | 208,437.67 | 152,465.46 | 28,349.47 | 131,522.80 | 39,392.36 | 46,397.79 | 606,565.55 |
| Printing | 123,336.68 | 335,264.11 | 35,009.76 | 239,128.22 | 108,215.18 | 34,643.02 | 875,596.97 |
| Paper | 9,966.84 | 37,969.97 | 1,532.42 | 14,634.63 | 0.00 | 5,619.69 | 69,723.55 |
| Postage | 37,655.49 | 374,630.46 | 9,315.26 | 123,667.35 | 46,652.82 | 121,158.44 | 713,079.82 |
| Publications | 37,217.91 | 47,095.23 | 12,517.41 | 423,524.78 | 107,965.98 | 7,200.28 | 635,521.59 |
| Photocopiers | 89,938.85 | 168,632.58 | 15,921.75 | 0.00 | 33,354.63 | 150.82 | 307,998.63 |
| Total | 506,553.44 | 1,116,057.81 | 102,646.07 | 932,477.78 | 335,580.97 | 215,170.04 | 3,208,486.11 |

| 2005/06 Actual | | | | | | | |
|----------------|-------------------|---------------------|------------------|-------------------|-------------------|-------------------|---------------------|
| | AH&CS | CYP&F | CP | E&E | P&D | Res | Total |
| Stationery | 215,421.64 | 271,051.62 | 29,147.83 | 143,311.62 | 43,809.89 | 47,624.37 | 750,366.97 |
| Printing | 134,465.03 | 266,793.86 | 28,498.70 | 70,358.11 | 118,104.05 | 82,176.89 | 700,396.64 |
| Paper | 1,747.63 | 8,124.96 | 2,043.69 | 7,660.65 | 77.00 | 7,437.82 | 27,091.75 |
| Postage | 40,096.01 | 275,465.50 | 10,981.50 | 152,612.02 | 52,706.63 | 146,002.37 | 677,864.03 |
| Publications | 29,408.67 | 41,012.06 | 8,870.00 | 408,750.04 | 126,067.32 | 3,568.40 | 617,676.49 |
| Photocopiers | 101,457.23 | 225,338.89 | 14,543.83 | 0.00 | 28,821.76 | 6,989.07 | 377,150.78 |
| Total | 522,596.21 | 1,087,786.89 | 94,085.55 | 782,692.44 | 369,586.65 | 293,798.92 | 3,150,546.66 |

| 2004/05 Actual | | | | | | | |
|----------------|-------------------|---------------------|------------------|-------------------|-------------------|-------------------|---------------------|
| | AH&CS | CYP&F | CP | E&E | P&D | Res | Total |
| Stationery | 232,271.70 | 266,674.92 | 27,556.62 | 277,084.72 | 54,844.30 | 50,666.83 | 909,099.09 |
| Printing | 125,237.93 | 376,570.98 | 36,136.22 | 53,433.51 | 126,348.92 | 87,549.15 | 805,276.71 |
| Paper | 0.00 | 0.00 | 0.00 | 2,978.61 | 0.00 | 6,436.13 | 9,414.74 |
| Postage | 42,622.96 | 255,370.43 | 8,045.51 | 157,038.27 | 48,807.42 | 120,598.65 | 632,483.24 |
| Publications | 76,261.81 | 11,235.60 | 5,877.52 | 354,705.87 | 98,775.32 | 2,120.22 | 548,976.34 |
| Photocopiers | 88,048.33 | 246,777.87 | 15,982.62 | 0.00 | 13,637.03 | 6,714.74 | 371,160.59 |
| Total | 564,442.73 | 1,156,629.80 | 93,598.49 | 845,240.98 | 342,412.99 | 274,085.72 | 3,276,410.71 |

2.2 Most relevant are the figures in the 'print' and 'publications' categories, as these relate to areas, which can be sourced through the central print unit.

2.3 Not included are design costs (not separately recorded in most cases) and any print/publication/design expenditure not specifically coded under those headings.

- 2.4 As pointed out in the previous report, the ledger is only as accurate as the coding used. Where print or publication is coded against project funding or the like, this expenditure is effectively hidden for the purposes of this exercise.
- 2.5 It is reasonable to assume that a good deal of print and publication expenditure has been coded in such a way, and that these figures therefore understate the true position with regard to Council expenditure on print and publications.
- 2.6 Even taking this into account, in each of the last four years the total amount of expenditure recorded on the ledger against print and publications is considerably more than the total turnover of the print unit/Design2Print in that year. (Turnover generally hovers around £1m and has ranged from £967,000 in 2004/5 to £1.26m in 2007/8).
- 2.7 As reported in March, in order to better control this area of expenditure steps are being taken to ensure that all print purchases are in future made through Design2print. This is in line with Council policy, as reiterated by the Strategic Directors' Leadership Team in December 2007.
- 2.8 Good progress is being made. Design2Print has moved away from the old-style 'monopoly supplier' model to a much more customer-focused business model that offers choice and a range of internal and external suppliers. An extended range of design suppliers is currently being recruited through ESPO so that it is not possible to argue that the skills and services required cannot be sourced via Design2Print.
- 2.9 Once this is in place, there will be stronger enforcement of the single print and design channel. In the meantime general guidance will continue to be issued reminding staff and members of the importance of avoiding unnecessary print expenditure and maximising the use of online communications where this is likely to prove effective.

3 So-called 'glossies'

3.1 At its meeting in March, the committee asked for information about the numbers and impact of so-called 'glossies' on overall print spend. Below is a list of all such publications produced in 2007/8.

| Job Title | Dept | Size | Freq | Quantity | Cost |
|-----------------------------------|-------------|-------------|-------------|-----------------|-------------|
| TLC Newsletter | CYPF | 16pp | Monthly | 3000 | £2000 |
| Warwickshire View Magazine | P&D | 28pp | Quarterly | 228,000 | £27,000 |
| Reveal Newsletter | RE | 8pp | Quarterly | 700 | £740 |
| Pension Services Annual Report, | RE | 88pp | Annually | 500 | £4000 |
| Corporate Business Plan | P&D | 24pp | Annually | 500 | £2000 |
| Viewpoint | EED | 16pp | 6 monthly | 3000 | £2000 |
| Country Parks Events booklet | EED | 32pp | 6 monthly | 45,000 | £8500 |
| New Beginnings Booklet | CYPF | 44pp | once | 3000 | £4462 |
| EDS Primary Courses & Conferences | CYPF | 76pp | Annually | 1000 | £4650 |
| A Journey to Success | CYPF | 28pp | Once | 750 | £4000 |
| Working for Warwickshire | P&D | 12pp | 6 monthly | 7300 | £3000 |
| Extending the Learning Journey | CYPF | 56pp | Once | 1000 | £5000 |
| Parents Survey | CYPF | 12pp | Once | 18,000 | £3114 |
| How are we making it happen | CYPF | 30pp | Once | 1500 | £3500 |
| PAYP Celebration of Partnerships | CYPF | 44pp | Annually | 500 | £2000 |
| BSN Annual | EED | 16pp | Annually | 250 | £750 |

| | | | | | |
|--------------------------|------|------|-----------|-------|-------|
| Report | | | | | |
| Motorsport Valley | EED | 12pp | Annually | 1000 | £780 |
| Transport Guide | EED | 20pp | Annually | 5000 | £1637 |
| EDS Primary Courses | CYPF | 16pp | Annually | 500 | £1100 |
| EDS Advisors | CYPF | 20pp | Annually | 500 | £1450 |
| Walking Festival | EED | 48pp | Annually | 15000 | £4438 |
| Courses for Adults | CYPF | 48pp | Annually | 5000 | £3274 |
| Whats on Guide (Museums) | AS | 12pp | quarterly | 5000 | £1200 |

- 3.2 The above are regular publications. As can be seen, such publications represent a very small proportion of the overall Design2Print turnover – well below 10%.
- 3.3 Many are also key publications promoting important events and services, and as such perform an important function. Simply targeting such publications would not necessarily represent the most cost-effective approach to controlling print spend.

DAVID CARTER
Strategic Director, Performance & Development
Shire Hall
Warwick

DAVID CLARKE
Strategic Director, Resources

AGENDA MANAGEMENT SHEET

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

Date of Committee 16th September 2008

Report Title Use of Consultants

Summary The report provides an analysis of the type and cost of the consultants used by the County Council.

For further information please contact: Rob Phillips
Corporate Accountant
Tel: 01926 412860
robertphillips@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 Cllr Booth, Cllr Atkinson, Cllr Haynes
- Cabinet Member Cllr Cockburn – for information
- Chief Executive
- Legal Jane Pollard – comments incorporated
- Finance David Clarke – reporting officer
- Other Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals Paul Williams, Scrutiny Officer

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

Resources, Performance and Development Overview and Scrutiny Committee - 16th September 2008

Use of Consultants – Executive Summary

Report of the Strategic Director, Resources

Recommendation

Members are requested to review and comment on the County Council's use of consultants.

The report looks at the County Council's use of consultants as a whole and by Directorate. It examines the reasons why the Council uses consultants and the costs involved, looking at both total spend and the amount of the spending that is funded by government grant.

It finds that the total spend on consultants in 2007/08 was £5.462 million. This is expected to decrease by £0.360 million to £5.102 million in 2008/09. The amount of the total spend funded by government grant is expected to increase from £878,000 in 2007/08 to £913,000 in 2008/09. This represents an increase from 16% to 18% of the expected spending. Although overall the authority's forecast spend on consultants is reducing there are differences between Directorates:

Approximately 40% of the overall spending in consultants relates to ICT consultants, across all Directorates. The next most significant areas are management consultants and education consultants.

Resources, Performance and Development Overview and Scrutiny Committee - 16th September 2008

Use of Consultants

Report of the Strategic Director, Resources

Recommendation

Members are requested to review and comment on the County Council's use of consultants.

1 Introduction

- 1.1 The debate on the 2008/09 Budget at Council on 5 February 2008 highlighted three areas that should be reviewed during the year - reserves, capital slippage and the use of consultants. A report on the authority's reserves policy and level of reserves was considered by Cabinet on 31 July 2008. A low level of capital slippage was reported to Cabinet in the 2007/08 Capital Outturn report in June 2008, so a further report was felt not to be needed at this stage. This report deals with the authority's use of consultants and completes the three areas for review.
- 1.2 The report looks at the County Council's use of consultants as a whole and by Directorate. It examines the reasons why the Council uses consultants and the costs involved.

2 Use of Consultants

- 2.1 In order to prepare this report Directorates were asked to provide information on their actual use of consultants during 2007/08 and to forecast their expected use of consultants to the end of 2008/09. Directorates were also requested to identify where the use of consultants was directly funded through government grant.
- 2.2 The definition of a consultant was given as:

"A person (not an employee), agency or firm engaged for a limited period of time on a fee basis to carry out specific task or tasks. A consultant provides subject matter expertise and/ or experience to the Council either because it

does not possess the skills or resources in-house or because an independent evaluation is required.”

- 2.3 The total spend on consultants in 2007/08 was £5.462 million. This is expected to decrease to £5.102 million in 2008/09. This overall decrease is despite an increase in the amount of spending on consultants expected to be funded from government grant over the same period.
- 2.4 A summary of the information from Directorates is shown in Table 1 below, with detailed figures for each Directorate included as appendices to this report.

| Table 1: Spend on Consultants by Directorate | | | | | | |
|---|-----------------|-------------------------------|-------------------|-------------------------------|--------------|-------------------------------|
| Directorate | 2007/08 Actuals | | 2008/09 Forecasts | | Difference | |
| | Total Spend | Government Grant Contribution | Total Spend | Government Grant Contribution | Total Spend | Government Grant Contribution |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| a | b | c | d | e | d – b | E – c |
| AH&CS | 423 | 100 | 675 | 187 | 252 | 87 |
| CYP&F | 1,264 | 701 | 1,341 | 671 | 77 | (30) |
| Community Protection | 31 | - | 69 | - | 38 | - |
| E&E | 846 | 77 | 538 | 55 | (308) | (22) |
| P&D | 731 | - | 754 | - | 23 | - |
| Resources | 2,167 | - | 1,725 | - | (442) | - |
| Total | 5,462 | 878 | 5,102 | 913 | (360) | 35 |

- 2.5 Although overall the authority’s forecast spend on consultants is reducing there are difference between Directorates:

Adult Health and Community Services Directorate – the planned increase in spending on consultants is due to the use of management consultancy to develop the Directorate’s strategies, to support personalisation and partnership working across Warwickshire and the adult social care transformation programme amongst others.

Children, Young People and Families Directorate - a slight increase in spending on consultants is planned, largely through a significant spend on the Government funded virtual school head project.

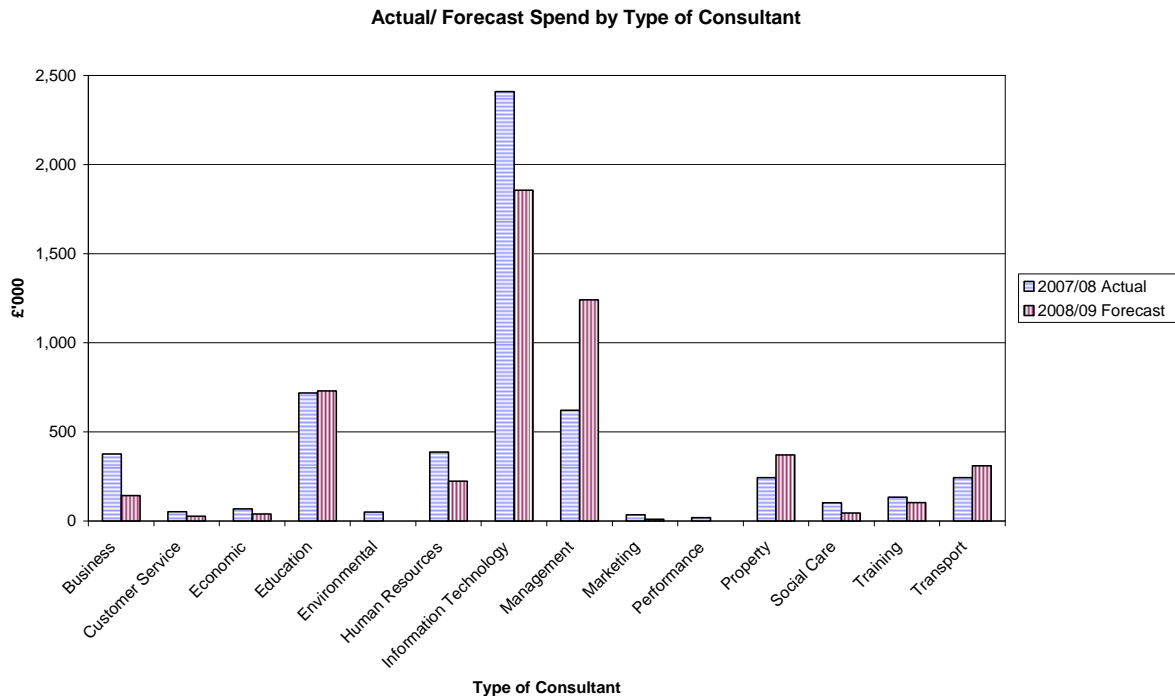
Community Protection Directorate - a rise in spending on consultants is forecast through the increased use for the provision of professional services.

Environment and Economy Directorate - are forecasting a decrease in spending through a reduction in the use of ICT consultants.

Performance and Development Directorate - have forecast an increase in spending on consultants, mainly through an increase in external legal work.

Resources Directorate – are forecasting a decrease in spending on consultants through a reduction in the use of ICT consultants.

2.6 The following chart shows how spend on different types of consultants is forecast to change between 2007/08 to 2008/09. It should be noted that to allocate a consultant into one of the types listed below can be problematic as many consultants cross over some of the boundaries. In these cases a judgement as to the most appropriate type has been made.



2.7 The above chart reflects the decreasing spend shown in Table 1 above. There have, however, been some notable changes between the actual spend in 2007/08 and the forecast spend for 2008/09 in the type of consultants the authority plans to use.

2.8 The introduction of the Human Resources Management System (HRMS) has reduced the forecast spend on IT consultants. Whereas spending on management consultants is expected to increase between 2007/08 and 2008/09. This is due to Adult Health and Community Services Directorate increased spend for reviewing, planning and implementing their changes to working practices and the increased external legal work in the Performance and Development Directorate. The increase in the planned use of property consultants is due to the number of building projects that the authority is undertaking. These projects include the refurbishment of Shire Hall and the continued roll-out of the One Stop Shops programme.

DAVID CLARKE
Strategic Director, Resources

Shire Hall
Warwick

30 August 2008

Resources Directorate

| Type of Consultant | Actual Spend 2007/08 £000 | Government Grant Contribution 2007/08 £000 | Forecast Spend 2008/09 £000 | Government Grant Contribution 2008/09 £000 | Comments |
|----------------------------------|---------------------------------|---|-----------------------------------|---|--|
| Building Surveyors Fees | 0 | | 0 | | |
| Clerk of Works Fees | 40 | | 200 | | |
| Customer Focus | 0 | | 5 | | |
| Design Services Fees | | | 3 | | |
| Engineering Fees | 3 | | | | |
| ICT | 1,645 | | 1,118 | | Fees funded from e-Government CEC income & traded income |
| Management | 95 | | 55 | | |
| Project Management | 301 | | 198 | | |
| Quality, Charter Mark Assessment | 2 | | 3 | | |
| Quantity Surveyors Fees | 28 | | 27 | | |
| Structural Fees | | | | | |
| Valuers Fees | 49 | | 92 | | Fees re-imbursed against Capital receipts |
| Total | 2,164 | 0 | 1,701 | 0 | |