

# **AGENDA MANAGEMENT SHEET**

**Name of Committee** Resources Performance & Development  
**Overview & Scrutiny Committee**  
**Date of Committee** 11th November 2008  
**Report Title** Mid-year Directorate Report Card 2008/09  
**(April - Sept 2008)**

**Summary**

**For further information  
please contact:**

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

No.

**Background papers**

None

**CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

- |                          |                                     |   |
|--------------------------|-------------------------------------|---|
| Other Committees         | <input type="checkbox"/>            | .....                                   |
| Local Member(s)          | <input type="checkbox"/>            | .....                                   |
| Other Elected Members    | <input checked="" type="checkbox"/> | Cllr Booth, Cllr Atkinson & Cllr Haynes |
| Cabinet Member           | <input checked="" type="checkbox"/> | Cllr Cockburn - for information         |
| Chief Executive          | <input type="checkbox"/>            | .....                                   |
| Legal                    | <input checked="" type="checkbox"/> | Jane Pollard                            |
| Finance                  | <input type="checkbox"/>            | .....                                   |
| Other Chief Officers     | <input checked="" type="checkbox"/> | David Clarke - Reporting Officer        |
| District Councils        | <input type="checkbox"/>            | .....                                   |
| Health Authority         | <input type="checkbox"/>            | .....                                   |
| Police                   | <input type="checkbox"/>            | .....                                   |
| Other Bodies/Individuals | <input type="checkbox"/>            | .....                                   |

**FINAL DECISION YES**

**SUGGESTED NEXT STEPS:**

Details to be specified

- |  |                          |       |
|--|--------------------------|-------|
| Further consideration by<br>this Committee | <input type="checkbox"/> | ..... |
| To Council                                 | <input type="checkbox"/> | ..... |
| To Cabinet                                 | <input type="checkbox"/> | ..... |
| To an O & S Committee                      | <input type="checkbox"/> | ..... |
| To an Area Committee                       | <input type="checkbox"/> | ..... |
| Further Consultation                       | <input type="checkbox"/> | ..... |

## EXECUTIVE SUMMARY

This report presents the Resources Performance and Development Overview & Scrutiny Committee with the mid year Directorate Report Card for Resources.

The report shows that: -

- At the mid year point, 31% of Performance Indicators are predicted to exceed their target, 50% are predicted to meet their target and 19% are predicted to miss their target (see table on page 6).

## **Agenda No**

### **Resources Performance & Development Overview & Scrutiny Committee - 11th November 2008.**

### **Mid-year Directorate Report Card 2008/09 (April - Sept 2008)**

### **Report of the Strategic Director, Resources**

#### **Recommendation**

Resources Performance and Development Overview & Scrutiny Committee are recommended to:

- Consider both the summary and detail of the performance indicators within the Directorate Report Card at the mid-year point of 2008/09 (Appendix A)

#### **1.0 Background**

- 1.1 This report presents Resources Performance and Development Overview & Scrutiny Committee with the mid-year update on the performance of the Directorate Report Card for Resources and is intrinsically linked to the Corporate Report Card which is considered by Cabinet.
- 1.2 All Directorate Report Cards will provide the specialist service based information which support the Council-wide position considered by Cabinet in the Corporate Report card.
- 1.3 After a year of operation the Report Card system has been enhanced and all Directorates will now provide an update on the performance of their Directorate Report Cards to the respective Overview & Scrutiny Committee on a quarterly basis.
- 1.4 The objective of the system is to provide Members with a detailed update on the key performance measures relating to the Directorate, from which Members can be signposted to more detailed reports and information if required.
- 1.5 This detail and a summary of content are set out in the following sections.

## 2.0 Content of the Directorate Report Card




- 2.1 As a minimum requirement the Directorate Report Card includes any indicators which are in the Corporate Report Card and are the responsibility of this Directorate either on the basis of our specific service areas or as contributions to a Corporate total.
- 2.2 Recognising the increased role which partnership plays in the delivery of County Council services, all LAA measures relevant to the Committee have been incorporated into the Directorate Report Card, In addition to the relevant measures from the Corporate Report Card all Directorate Report Cards will be made up of other 'local' indicators' which they feel are relevant to their services.
- 2.3 Directorate Report Cards will therefore potentially comprise the following four 'types' of measures:

<b>Type 1</b>	Specialist areas, clearly led by one Directorate which appear in the Corporate Report Card <i>e.g. Environment CPA score</i>
<b>Type 2</b>	The Directorate's contribution to the cumulative Corporate figure which appears in the Corporate Report Card <i>e.g. Sickness absence</i>
<b>Type 3</b>	Measures specific to the Directorate, as taken from the Directorate Business Plan (Directorate Report Card only)
<b>Type 4</b>	Measures related to the effectiveness of services delivered within the relevant Directorate (Directorate Report Card only)

- 2.4 The content of the Directorate Report Card has been agreed by the Directorate Management Team in consultation with Portfolio holders and Members.

## 3.0 Overall Summary of Full Year Performance

- 3.1 There are 48 measures within the Directorate Report Card and at the mid-year point for 2007/08, performance is reported for 42 of these. Of the total number reported there is one National Indicator.
- 3.2 The performance at the mid-year for 2008/09 is presented in full in **Appendix A** and summarised in the table on the next page.

	Mid year forecast compared to 2007/08 target						Total
	Mid year forecast exceeding target		Mid year forecast meeting target		Mid year forecast missed target		
							
	Total no. of measures	%	Total no. of measures	%	Total no. of measures	%	Total no. of measures
Performance Results	4	24.5%	9	53%	4	24.5%	17
Customer Results	2	67%	1	33%	0	0%	3
Corporate Health	3	33%	6	67%	0	0%	9
People measures	4	31%	5	38%	4	31%	13
OVERALL TOTAL	13	31%	21	50%	8	19%	42

## 4.0 Remedial action

- 4.1 In response to Member concerns this year a great emphasis has been placed on the need for robust remedial action in relation to measures which are forecast not to meet target.
- 4.2 The table below summarises the key remedial action which will address underperforming areas and take place between now and the next reporting period, as taken from the table in **Appendix A**.

Ref	Measure	Responsible Head of Service	Summary of remedial action
LI337f	No. Working days/ shifts lost due to sickness absence per FTE.	Joanna Rhodes	A series of audits are being carried out to make sure the Absence Management Policy is fully embedded.
LI340f	Top 5% of earners that are women	Joanna Rhodes	A realistic directorate target will be set.
LI931	No significant difference by age, sex or ethnicity – The County Council is a good employer.	Joanna Rhodes	Analysis of the equality data from the staff survey will be analysed by the Directorate Equalities Group.
LI933	Average number of staff training days per FTE	Joanna Rhodes	Director will discuss training and development with each Service Head in their next 1-2-1 session.
LI906	Return on LGPS investments	Oliver Winters	A Fund Manager Review is being carried out.

Ref	Measure	Responsible Head of Service	Summary of remedial action
LI911	% Catering in secondary school sites retained	Phil Evans	No action required. Reduction in the number of secondary sites is related to realignment of risk and reward between County Caterers and individual schools.
LI912	% Sites retained – cleaning	Phil Evans	Detailed exit interviews with cleaning sites are being undertaken to determine client decisions.
LI914	Financial outturn for traded services	Phil Evans	STS are predicting a £20k deficit. Work is being undertaken to minimise that projection by means of investigating income generation and expenditure reductions.

## 5.0 Recommendations

5.1 Resources Performance and Development Overview & Scrutiny Committee are recommended to:

- Consider both the summary and detail of the performance indicators within the Directorate Report Card at the mid-year point of 2008/09 (**Appendix A**)

DAVID CLARKE  
Strategic Director of  
Resources

Shire Hall  
Warwick

21 October 2008

## Resources Directorate Mid Year Report Card 2008/09 2008 - 2009

Customer									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 2 Actual (Apr to Sept) (A)	Qtr 2 Year End Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI316f	% Achievement of WCC customer care standards	Bigger is Better	Quarterly	N/A	99.00	99.00	92.00	★	
LI321f	Number of adverse Ombudsman complaints	Smaller is Better	Quarterly	0	0.00	0.00	0.00	●	
LI925	Overall score from Members in customer survey for meeting their needs	Bigger is Better	Annually	78.6	N/A	N/A	81.00	-	To be reported in Qtr 3
LI926	Overall score from WCC staff for Resources services	Bigger is Better	Annually	60.1	N/A	N/A	62.00	-	To be reported in Qtr 3
LI927	Overall score from WCC managers for Resources services	Bigger is Better	Annually	59.5	N/A	N/A	62.00	-	To be reported in Qtr 3
LI928	Customer Satisfaction as measured by SOCITM Customer Satisfaction Survey	Bigger is Better	Annually	5.08	5.43	5.43	5.10	★	
LI929	No of justifiable complaints	Smaller is Better	Quarterly	N/A	7.00	14.00	Set Benchmark	-	

★	Year End forecast to exceed target
●	Year end forecast to meet target
▲	Year end forecast to miss target (see remedial section)






## Resources Directorate Mid Year Report Card 2008/09 2008 - 2009

People									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 2 Actual (Apr to Sept) (A)	Qtr 2 Year End Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI334f	% Satisfaction that the County Council is a good employer	Bigger is Better	Annually	84.00	84.00	84.00	78.00	★	
LI335f	% Staff satisfaction that Appraisal was of benefit	Bigger is Better	Annually	65.00	61.00	61.00	56.00	★	
LI336f	% of all benchmarkable staff satisfaction questions in the top quartile of all local authorities (ORC Benchmark)	Bigger is Better	Annually	95.00	95.00	95.00	95.00	●	
LI337f	No. Working days/ shifts lost due to sickness absence per FTE	Smaller is Better	Quarterly	8.59	9.04	9.04	8.00	▲	Calculated on a 12 month rolling basis (as at end June 08). A series of audits are being carried out to make sure the Absence Management Policy is fully embedded.
LI338f	% Employees who are disabled	Bigger is Better	Quarterly	1.68	2.00	2.00	1.50	★	
LI339f	% Employees from BME communities	Bigger is Better	Quarterly	5.00	6.00	6.00	5.00	★	
LI340f	Top 5% of earners (senior management posts) that are women	Bigger is Better	Quarterly	20.37	21.43	21.43	55.00	▲	This is a corporate target. A realistic directorate target will be set.

★	Year End forecast to exceed target
●	Year end forecast to meet target
▲	Year end forecast to miss target (see remedial section)

## Resources Directorate Mid Year Report Card 2008/09 2008 - 2009

People									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 2 Actual (Apr to Sept) (A)	Qtr 2 Year End Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI918	% staff receiving an appraisal (Directorates Only)	Bigger is Better	Quarterly	87.00	54.00	94.00	94.00		
LI930	Upward Appraisal - % agreeing "overall my manager does a good job"	Bigger is Better	Annually	82.10	N/A	N/A	84.00	-	Not due until Qtr 4
LI931	No significant difference by age, sex or ethnicity - The County Council is a good employer	Bigger is Better	Annually	N/A	Outside Target	Outside Target	Within +/- 10% directorate mean		There is no significant difference by sex. The 16 -20 age group scored 10.2% higher than the directorate mean (NB this is a small group of staff - only 3% of staff in this age bracket). The over 60 age group scored 3.9% lower than the directorate mean. For ethnicity, the non-white group scored 5% higher than the directorate mean. Equalities analysis of the staff survey data will be analysed by the Directorate Equalities Group.
LI932	% of new staff (actual not FTE) receiving training/development (site based)	Bigger is Better	Quarterly	100.00	100.00	100.00	100.00		

★	Year End forecast to exceed target
●	Year end forecast to meet target
▲	Year end forecast to miss target (see remedial section)

## Resources Directorate Mid Year Report Card 2008/09 2008 - 2009

People									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 2 Actual (Apr to Sept) (A)	Qtr 2 Year End Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI933	Average number of staff training days per FTE (office based)	Bigger is Better	Quarterly	6.18	2.50	5.00	7.00	▲	Ensure that all training is captured and reported. Learning & Development Fortnight in November will boost figures but not significantly. Dave Clarke will pick up training and development with each Service Head in their next 1-2-1.
LI934	Number of Reported Accidents	Smaller is Better	Quarterly	58.00	30.00	50.00	50.00	●	Of these 7 were RIDDOR reportable
LI935	Number of formal grievances raised	Smaller is Better	Quarterly	1.00	0.00	0.00	0.00	●	






★	Year End forecast to exceed target
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## Resources Directorate Mid Year Report Card 2008/09 2008 - 2009

Performance Results									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 2 Actual (Apr to Sept) (A)	Qtr 2 Year End Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI900	Budget and Balanced Capital Programme approved	Plan is Best	Annually	1.00	1.00	1.00	1.00	★	
LI901	Debt outstanding over 42 days as a % of total annual invoiced income	Smaller is Better	Quarterly	4.78	5.59	4.00	4.00	●	It is hoped that recovery action taken during the remainder of the year will result in the end of year target being achieved.
LI902	Accounts for previous year approved by Members	Bigger is Better	Annually	1.00	1.00	1.00	1.00	●	Achieved by due date
LI903	External audit opinion on the accounts	Bigger is Better	Annually	1.00	1.00	1.00	1.00	●	Unqualified
LI904	% pay days met	Bigger is Better	Quarterly	100.00	100.00	100.00	100.00	●	
LI905	Return on Council Investments	Bigger is Better	Quarterly	5.81	5.75	5.75	5.04	★	Favourable market conditions
LI906	Return on LGPS investments	Bigger is Better	Quarterly	-1.60	-7.20	-7.20	-6.40	▲	Impossible to forecast end of year performance. Performance is the current half year position. A fund manager review is being carried out.
LI907	% of support calls resolved at point of contact	Bigger is Better	Quarterly	57.58	69.94	68.00	60.00	★	

★	Year End forecast to exceed target
●	Year end forecast to meet target
▲	Year end forecast to miss target (see remedial section)

## Resources Directorate Mid Year Report Card 2008/09 2008 - 2009

Performance Results									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 2 Actual (Apr to Sept) (A)	Qtr 2 Year End Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI908	Server downtime against scheduled availability	Smaller is Better	Quarterly	0.36	0.25	0.90	0.90		
LI909	Business Alignment of ICT Development - % of projects proposed by ICT approved by SDLT	Bigger is Better	Quarterly	100.00	100.00	100.00	100.00		Was approved as proposed at SDLT 30/04/08
LI910	% catering in special and primary school sites retained	Bigger is Better	Quarterly	98.00	99.00	95.00	87.00		
LI911	% catering in secondary school sites retained	Bigger is Better	Quarterly	94.00	100.00	84.00	88.00		No action required. Reduction in the number of secondary sites is related to realignment of risk and reward between County Caterers and individual schools.
LI912	% sites retained - cleaning (total of all services)	Bigger is Better	Quarterly	94.00	97.01	95.00	96.00		Detailed exit interviews with cleaning sites are being undertaken to determine client decisions.
LI913	Quartile position in Sheffield Hallam University density survey - WCC's major office buildings	Bigger is Better	Annually	1.00	N/A	N/A	1.00	-	Survey Undertaken Qtr 2 and results published Qtr 3

★	Year End forecast to exceed target
●	Year end forecast to meet target
▲	Year end forecast to miss target (see remedial section)

## Resources Directorate Mid Year Report Card 2008/09 2008 - 2009

Performance Results									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 2 Actual (Apr to Sept) (A)	Qtr 2 Year End Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI914	Financial outturn for traded services	Bigger is Better	Quarterly	-1	-20	-20	0	▲	STS are predicting a £20k deficit. Work is being undertaken to minimise that projection by means of investigating income generation and expenditure reductions.
LI915	Summer Holiday "unmanaged late projects"	Smaller is Better	Annually	0	0	0	0	●	All summer holiday works completed. No 'unmanaged lates'. Report drafted for Novemeber O&S Committee
LI916	% of the maintenance backlog professionally recommended for completion within 2 years	Smaller is Better	Quarterly	63	63	64	64	●	
LI917	20% Schools Condition Surveys completed (m2)	Bigger is Better	Quarterly	156000	74000	130000	130000	●	This is 57% of the annual target. Survey work on target. Future monthly progress will fluctuate as some Non School surveying is also commencing

★	Year End forecast to exceed target
●	Year end forecast to meet target
▲	Year end forecast to miss target (see remedial section)




## Resources Directorate Mid Year Report Card 2008/09 2008 - 2009

Corporate Health									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 2 Actual (Apr to Sept) (A)	Qtr 2 Year End Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI328	Use of Resources CPA Score	Bigger is Better	Annually	4.00	N/A	4.00	4.00	●	
LI329f	% Year end variance from budget (RE Directorate only)	Plan is Best	Quarterly	-0.50	0.68	0.68	0.00	●	
LI331f	% Compliance with Directorate Governance action plan	Bigger is Better	Quarterly	N/A	100.00	100.00	90.00	★	
LI920	Value for Money (CPA)	Bigger is Better	Annually	3.00	N/A	3.00	3.00	●	Assessment results due Qtr 3
LI921	Degree of achieving agreed efficiency savings	Bigger is Better	Quarterly	100.00	100.00	100.00	100.00	●	
LI922	Overall availability of ICT (SOCITM KPI 15)	Bigger is Better	Quarterly	99.64	99.46	99.00	98.00	★	Better managed change control.
LI923	CO2 emissions in tonnes per sq m.	Smaller is Better	Quarterly	0.04	0.06	0.06	0.36	★	Target will be reviewed for 2009/10.
LI924	% of properties with satisfactory (or above) suitability (excluding schools)	Bigger is Better	Quarterly	80	80	85	85	●	A Suitability Survey programme is ongoing as part of the Area Review process.

★	Year End forecast to exceed target
●	Year end forecast to meet target
▲	Year end forecast to miss target (see remedial section)

## Resources Directorate Mid Year Report Card 2008/09 2008 - 2009

Corporate Health									
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency		Qtr 2 Actual (Apr to Sept) (A)	Qtr 2 Year End Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI179	Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year	Bigger is Better	Quarterly	N/A	3	3	3	<div></div>	

	Year End forecast to exceed target
	Year end forecast to meet target
	Year end forecast to miss target (see remedial section)