

Resources, Performance and Development Overview and Scrutiny Committee

11 November 2008

Agenda

A meeting of the Resources, Performance and Development Overview and Scrutiny Committee will be held at the **SHIRE HALL, WARWICK** on **TUESDAY, 11 NOVEMBER 2008** at **10.00 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 16 September 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. This report is to follow and will be forwarded separately.

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. Mid-year Directorate Report Cards 2008/09 (April - Sept 2008)

These reports provide an analysis of the Resources and the Performance and Development Directorates' performance at the mid-year point for 2008/09. It reports on performance against the key performance indicators as set out in the Directorate Report Cards

(1) Resources Directorate

For further information please contact David Clarke, Strategic Director, Resources. Tel: 01926 412003, e-mail davidclarkeTR@warwickshire.gov.uk or Joanna Rhodes, Head of Strategic Resources Development. Tel: 01926 412245, e-mail joannarhodes@warwickshire.gov.uk

(2) Performance and Development Directorate

For further information please contact: David Carter, Strategic Director of Performance & Development. Tel: 01926 412045, e-mail davidcarter@warwickshire.gov.uk or Marcus Heron, Business Improvement Manager. Tel. 01926 412590, e-mail marcusherron@warwickshire.gov.uk

Recommendation

That the Committee consider both the summary and detail of the performance indicators within the Directorate Report Cards at the mid-year point of 2008/09

5. Report on the Development of Customer Service & Access for Warwickshire County Council

Report of the Strategic Director of Performance and Development.

The purpose of this report is to appraise members of progress since the last report in regards to the development of the One Stop Shops/Kiosks and the Customer Service Centre.

Recommendation

That members consider and comment on the progress since the last report in regards to the development of the One Stop Shops/Kiosks and the Customer Service Centre.

That members indicate any further information they require

That six monthly reporting continues

For further information please contact: Kushal Birla, Head of Customer Service and Access, Tel: 01926 412013 E-mail kushalbirla@warwickshire.gov.uk, Adrienne Bellingeri Customer Contact Manager, Tel: 01926 412970 E-mail adriennebellingeri@warwickshire.gov.uk or Martin Lake, Senior Project Manager and Interim One Stop Manager, Tel: 01926 418090 E-mail martinlake@warwickshire.gov.uk.

6. Employee Absence Management

Report of the Strategic Director of Performance and Development.

This report is the latest in a series of quarterly reports which describes the latest performance information on employee absence levels.

Recommendation

That the Committee note the latest available performance information on sickness absence levels and continued progress in relation to the management of such absence.

For further information please contact: Reuben Bergman, Deputy Head of Human Resources (Employee Relations). Tel: 01926 41 2314, e-mail ruebenbergman@warwickshire.gov.uk

7. ICT Development Programme 2008-09 Half Year Report

Report of the Head of ICT, Resources.

As part of the ICT Strategy 2007-12 approved at Cabinet last year, it was agreed that a more formal approach would be adopted to the development and management of the Corporate ICT Development Plan, and that progress against the plan would be reported to both the SDLT and Resources O&S Committee on a half-yearly basis.

Recommendations

Resources Performance & Development Overview & Scrutiny Committee is asked to note and comment on the progress against the 2008/09 Corporate ICT Development Plan.

Resources Performance & Development Overview & Scrutiny Committee is asked to note the reservation of funding, in principle, for the Corporate GIS and Corporate ICT Skills projects in 2009/10.

For further information please contact Tonino Ciuffini, Head of ICT. Tel: 01926 412879, e-mail toninociuffini@warwickshire.gov.uk

8. ICT Risks & Business Continuity

Report of the Strategic Director of Resources.

Comment on the business continuity arrangements associated with the ICT risks reported in this document.

Recommendation

Resources Performance & Development Overview & Scrutiny Committee is asked to:-

1. Comment on the business continuity arrangements associated with the ICT risks reported in this document.
2. To propose any areas where they would like to see further arrangements considered and developed.

For further information please contact Tonino Ciuffini, Head of ICT. Tel: 01926 412879, e-mail toninociuffini@warwickshire.gov.uk

9. Development of the 2009/10 to 2011/12 Medium Term Financial Plan

Report of the Strategic Director of Resources.

The report seeks the Committees views on the content of the 2009/10 to 2011/12

Medium Term Financial Plan.

Recommendation

The Committee is asked to:

- Comment on the proposed structure for the 2009/10 to 2011/12 Medium Term Financial Plan shown in Appendix A
- Note the timetable for approval of the Plan shown in paragraph 2.2, and
- Review the content of the 2008/09 Plan, making recommendations for any changes.

For further information please contact: Virginia Rennie, Group Accountant. Tel: 01926 412239, e-mail vrennie@warwickshire.gov.uk

10. Provision of Water Coolers - Update Report

Report of the Strategic Director of Resources.

To update members on the progress in providing changed arrangements in the provision of water in Warwickshire County Council's non-schools stock.

Recommendation

Members note current work being undertaken to the changing of water provision arrangements in Warwickshire County Council buildings.

For further information please contact: Colin Stocker, Facilities Manager. Tel: 01926 737701, e-mail colinstocker@warwickshire.gov.uk or Phil Evans, Head of Facilities Management. Tel: 01926 412293, e-mail philevans@warwickshire.gov.uk

11. Property Condition Maintenance Backlog

Report of the Strategic Director of Resources.

This report explains the current condition of the Council's property stock. The data is used to enable planned maintenance work to be costed, prioritised and planned. The report provides some conclusions as to the effect the level of investment has made to date on backlog maintenance.

Recommendation:

That the contents of this report be reviewed by this Committee.

For further information please contact: Craig Roberts, Property Support Group Manager, Tel: 01926 412291, e-mail craigroberts@warwickshire.gov.uk

12. School Summer Holiday 2008 - Building and Engineering Projects

Report of the Strategic Director of Resources.

A report to inform members of the delivery of school building and engineering projects during the 2008 summer holiday.

Recommendation

That the report be noted and that Members comment on the delivery of Building and Engineering projects completed during the school summer holiday 2008.

For further information please contact: Craig Roberts, Property Support Manager
Tel: Tel: 01926 412291, e-mail craigroberts@warwickshire.gov.uk or Julian
Humphreys, Design & Construction Group Manager, Tel: Tel: 01926 418636,
julianhumphreys@warwickshire.gov.uk

13. Debt Recovery – Update

Report of the Strategic Director of Resources.

The Committee is invited to note the report and comment upon the progress on debt recovery.

Recommendation

Members are asked to review and comment on the progress since the last report in June 2008 on debt recovery.

For further information please contact: Rob Phillips, Corporate Accountant. Tel: 01926 412860, e-mail robertphillips@warwickshire.gov.uk

14. 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 16 September 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
“ Raj Randev
“ Dave Shilton
“ Ian Smith
“ Sid Tooth (replacing Brian Moss)
“ John Vereker

Other Councillors

Councillor Peter Fowler, Cabinet Member for Partnerships and Localities.
“ Heather Timms, Cabinet Member for Corporate Services.

Officers:

Performance and Development Directorate

David Carter, Strategic Director of Performance and Development,
Pete Keeley, Member Services,
Paul Williams, Scrutiny Officer,

Resources Directorate

Dave Clarke, Strategic Director of Resources.
Steve Smith, Head of Property.
Phil Evans, Facilities Manager.

1. General

(1) Apologies.

None.

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

Councillor David Booth declared a personal interest as a relative was employed in ICT in central government

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

(1) Minutes

Resolved:

That the Minutes of the Resources, Performance and Development Overview and Scrutiny Committee's 10 June meeting be approved and be signed by the Chair.

(2) Matters Arising

(a) Minute 5 - Items for future meetings

Phil Evans indicated that with regard to the replacement of bottled water, a poll of staff had shown that, of the options available, staff preferred tap water dispensed through water coolers. There were certain technical issues to be resolved and a full report would be submitted to the Committee's next meeting.

(b) Minute 6 LAA – Consideration of Performance and Progress

In response to comments from Councillor John Appleton, David Carter confirmed that the Overview and Scrutiny Co-ordinating Group would consider the action being taken by each Overview and Scrutiny Committee to scrutinize the Council's performance at its next meeting.

Members were advised that Chris Elliot, Chief Executive of the Warwick District Council would be invited to the next meeting to talk about the performance of the Safer Communities block.

In response to comments from Councillor John Haynes, David Carter indicated that he would update the Committee on any action being taken by the Children, Young People and Families Overview and Scrutiny Committee relating to Healthy Schools issues.

Tonino Ciuffini, Head of ICT outlined the action that had been taken to upgrade the Council's ICT network. He indicated that a full report about the ICT Risk to business would be submitted to the November meeting.

(c) Minute 10(1) - Post Office Closures

Members requested that, if the Post Office had not responded to the Council's representations, a letter should be sent to them making a

specific request for a response on Council's concerns about the accuracy of the data used by the Post Office.

2. Public Question Time (Standing Order 34)

There were no questions from the Public.

3. 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 about absence management and musculo-skeletal and stress related conditions and a report about Bottled Water would be submitted to the next Meeting

The Committee noted the remaining the items.

4. Public Access Works to Shire Hall

The Committee considered the report of the Strategic Director of Resources which was submitted in response to a request from the Committee for further details of the increased costs of the Shire Hall public access scheme.

Following advise about the processes that had been followed under the Councils Contract Standing Orders, it was Resolved:

That no further action is required.

5. Corporate Asset Management Plan Performance Indicator Report.

The Committee considered a report from the Strategic Director of Resources which recommended the Committee 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.

Steve Smith, Head of Property presented the report.

During the discussion the following points were noted:

- The resources allocated for the property maintenance had an impacted on the performance achieved. In particular resources originally allocated for

property maintenance had to be diverted to meet the essential work required in connection with asbestos removal.

- A report on reducing energy costs was to be submitted to the Cabinet in October
- Future reports about energy consumption should separate out the performance of school buildings from other property. If possible this information should be included in the report to Cabinet if time permits.

The Committee agreed:

- (1) to recommend the Cabinet that it:-
 - (i) Agrees that the Property Performance Indicator information is to be considered when undertaking Property and Service Level reviews.
 - (ii) Agrees the 2008/09 Performance Indicator Targets.
 - (iii) Notes the 2007/08 Asset Management Plan Performance Indicator Report at Appendix A to the report.
 - (iv) 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.
- (2) That future reports on this matter show the performance of school property separately from other property.

6. 2007/8 Environmental/Print Savings.

The Committee considered the joint report of the Strategic Director of Performance and Development and Resources, which provided further information on environmental/print savings required as apart of the 2007/08 budget.

David Carter presented the report.

During the discussion the following points were noted:

- The reasons for increases in the photocopying in the Adult, Health and Community Services and the Children, Young People and Families Directorates should be reported to a future meeting.
- Regard must be had to the possible impact on delivery/collection times and possible greater reliance on photocopying than printing through the offices of both Directorates being located at The Saltisford.
- With regard to the costs of the Children, Young People and Families Directorate, a large amount of material that needed to be circulated to schools/teachers.

The Committee agreed that:

- (1) Cabinet and SDLT be asked at the earliest opportunity to direct that all printing is put through "design2print".
- (2) The Environment and Economy Directorate be asked to explain why expenditure on printing and publications has increased over 2005/6 to 2007/8 and how it had enhanced their business.
- (3) The Children, Young People and Families Directorate be asked to explain the £0.4m increased costs shown in the table in paragraph 2.1 of the report.

7. Use of Consultants

The Committee considered the report of the Strategic Director of Resources which provided an analysis of the type and cost of the consultants used by the County Council.

Dave Clarke introduced the report

The following points were noted during the discussion:

- There is a need to speak to individual directorates to see why consultants engaged.
- With regard to the use of ICT consultants, Tonino Ciuffini reported that consultants were used when specific skills were required to keep pace with developments such as with Lotus Notes development and when there were periods of high demand.
- There was joint working across directorates on ICT issues.
- It was not uncommon for ICT staff that had been trained by the Council to take up employment with other organisations because of salary differences. Depending on the length of time since training, some costs were recoverable by the council.
- Members requested information about the number of ex-employees who were later engaged as consultants
- The Children, Young People and Families Directorate be asked to come to a future meeting to explain the reasons for the use of "educational specialists".

8. Any Other Items

(1) Update on Leeman Brothers

Dave Clarke Strategic Director of Resources gave Members a brief update on the financial crisis at the Leeman Brothers bank and indicated that there would be little impact on the Pension Fund owing to the way the Fund was managed.

He would report any significant developments to the Members.

(2) Joint Scrutiny

As a result of an earlier presentation by Jim Graham and Councillor Alan Farnell about the operation of the Public Services Board, the Chair requested a report on the process for joint scrutiny and also the identification of a joint scrutiny project that could be taken forward quickly.

The Committee rose at 12.31 p.m.

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Chair

AGENDA MANAGEMENT SHEET

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

Date of Committee 11 November 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 – 11 November6 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/Directorate Responsible	Date to be reported back to Committee or action undertaken
29.4.08			
	Supplementary Business Rates	E&E	As required
	Efficiency planning update	Resources	13.1.09
	Recruitment Practice Standards - Update	P&D	11.11.08
10.6.08			
	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

16.9.08			
	Absence management – Analysis of the “unknown reasons” for sickness	P&D/ R.Bergman	11.11.08
	Remedial measures that are being put in place to avoid musculo-skeletal and stress related conditions	P&D/ R.Bergman	11.11.08
	Update on replacement of bottled water to be brought forward	P.Evans	11.11.08
	ICT Risks to business	Tonino Ciufinini	11.11.08
	Condition of school buildings	Steve Smith	11.11.08
	Report on Customer service and access to include update on transfer of services and Southam one stop shop	K.Birla	11.11.08

Further actions –

1. Scrutiny Team to update committee on progress with Healthy Schools and whether it has or is being considered by Children, Young People and Families O&S.
2. Councillor Appleton to be briefed by Kushal Birla on whether the council questioned Post Office Limited over its use of inaccurate data.
3. Officers from E&E and CYP&F to explain their increases in printing costs. E & E in particular to explain why expenditure on printing and publications has increased over 2005/6 to 2007/8 and how it enhances their business. Children’s and Adults to explain why photocopying is so high in their directorates.
4. A separate report is required to OSGC on joint scrutiny. Michelle McHugh to be briefed on this.
5. Dave Clarke to notify members (by letter) of the number of consultants who are retired employees.
6. CYP&F to be asked to explain their spending on "educational specialists" from the use of consultants report considered on 16.9.08.

3. Provisional Items for Future Meetings

Meeting Date	Subject	Directorate
13/1/09		
	Quarterly Review of Absence Management	Perf & Dev
	Review of Customer Focus – Panel’s Report	Perf & Dev
	Draft Corporate Business Plan	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
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
	Strategy for Active Communities and a Thriving Third Sector - The report provides an overview of the Council's approach to working with Third Sector Organisations and proposes a new approach to funding Third Sector Support Services	No	Perf and Dev
	Procurement of Venue & Conference Facilities - Agreement to a tender process for the provision of venue and conference facilities	No	
	Implications of the Credit Crunch - This report provides a summary of the implications of the credit crunch for the County Council.	No	
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
	1st Draft of the Corporate Business Plan 2009-12	No	Perf and Dev
	Quality of Life in Warwickshire - Summary of key messages from the most recent analysis of trends in quality of life. Also to include proposals for content of forthcoming State of Warwickshire Report. Joint	No	Perf and Dev

	report from Strategic Directors for Performance & Development and Environment & Economy		
	Warwickshire County Council Integrated Improvement Plan - To consider the messages contained with in the CPA Corporate Assessment and Joint Area Review reports and the resultant Warwickshire County Council Integrated Improvement Plan	No	Perf and Dev
	Codes of Conduct for local authority members and employees -a consultation - The government is consulting on further changes to the member code of conduct and is proposing a code of conduct for employees.	No	Perf and Dev
	2009/10 Budget and 2009/10 to 2011/12 Medium Term Financial Plan - 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
	Sustainable Asset Management Policy 2009 - key purpose of this report is to resolve conflicts that have restricted endeavours to improve the sustainability of WCC's property related activities.	No	Resources
	Supply of Fruit and Vegetables - Procurement and distribution of fruit and vegetables to sites with catering provided by County Caterers	Yes	Resources
	Warwickshire County Council Integrated Improvement Plan - To consider the messages contained with in the CPA Corporate Assessment and Joint Area Review reports and the resultant Warwickshire County Council Integrated Improvement Plan	No	
8/1/2009			
	Consulttaion feedback in relation to the 2009/10 budget proposals to be approved by Council on 3 February 2009.	No	Resources
	Sale of land at South West Warwick Development - Preliminary Works EXEMPT - To inform members of the latest position in relation to the sale of land at	No	Resources

	South West Warwick and the funding of any works that need to be undertaken.		
	Minimising WCC's Energy Liabilities - Update Report - To provide an update to Cabinet on the ability of the Council to minimise its energy liabilities	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
	Projected 2008/09 revenue & capital outturn 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
29/1/09			
	Rugby One Stop Shop - Recommendations for the Cabinet to consider the Business Case for a One Stop Shop (Rugby Plus Project) at Rugby Art Gallery, Museum and Library.	No	Perf & Dev

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

November 2008

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:

Joanna Rhodes
 Head of Strategic Resources Development
 Tel: 01926 412245
 joannarhodes@warwickshire.gov.uk

David Clarke
 Strategic Director, Resources
 Tel: 01926 412003
 davidclarkeTR@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
- Finance
- Other Chief Officers David Clarke - Reporting Officer
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

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:

Type 1	Specialist areas, clearly led by one Directorate which appear in the Corporate Report Card <i>e.g. Environment CPA score</i>
Type 2	The Directorate's contribution to the cumulative Corporate figure which appears in the Corporate Report Card <i>e.g. Sickness absence</i>
Type 3	Measures specific to the Directorate, as taken from the Directorate Business Plan (Directorate Report Card only)
Type 4	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				
Ref	Description	Aim	Collection Frequency		Current Performance				
					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				
Ref	Description	Aim	Collection Frequency		Current Performance				
					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				
Ref	Description	Aim	Collection Frequency		Current Performance				
					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% directorates 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				
Ref	Description	Aim	Collection Frequency		Current Performance				
					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
	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				
Ref	Description	Aim	Collection Frequency		Current Performance				
					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				
Ref	Description	Aim	Collection Frequency		Current Performance				
					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				
Ref	Description	Aim	Collection Frequency		Current Performance				
					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 November 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				
Ref	Description	Aim	Collection Frequency		Current Performance				
					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	●	

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

AGENDA MANAGEMENT SHEET

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

Date of Committee 11th November 2008

Report Title Mid-year Directorate Report Card 2008/09 (April – Sept 2008).

Summary This report provides an analysis of the Performance and Development Directorate’s performance at the mid-year point for 2008/09. It reports on performance against the key performance indicators as set out in the Directorate Report Card

For further information please contact: Marcus Herron Business Improvement Manager Tel: 01926 41 2590 marcusherron@warwickshire.gov.uk David Carter Strategic Director of Performance & Development Tel: 01926 41 2564 davidcarter@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr David Booth and Cllr George Atkinson
- Cabinet Member Cllr Peter Fowler and Cllr Heather Timms
- Chief Executive
- Legal
- Finance
- Other Chief Officers Strategic Director of Performance and Development
- District Councils
- Health Authority

Police

Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by
this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Resources and Performance and Development Overview & Scrutiny Committee – 11th November 2008

Mid year Directorate Report Card (April – Sept) 2008/09

Report of the Strategic Director of Performance and Development

Recommendation

Resources, Performance and Development Overview and 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 1)

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 Performance and Development 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:




Type 1	Specialist areas, clearly led by one Directorate which appear in the Corporate Report Card <i>eg. Environment CPA score</i>
Type 2	The Directorate's contribution to the cumulative Corporate figure which appears in the Corporate Report Card <i>eg. Sickness absence</i>
Type 3	Measures specific to the Directorate, as taken from the Directorate Business Plan (Directorate Report Card only)
Type 4	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 **29** measures within the Directorate Report Card and at the mid-year point for 2007/08, performance is reported for **27** of these. Of the total number reported there are **3** National Indicators .

3.2 The performance at the mid-year for 2008/09 is presented in full in Appendix A and summarised in the table below.

	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	3	21%	9	64%	2	14%	14
Customer Results	0	0%	3	100%	0	17%	3
Corporate Health	0	0%	0	0%	2	100%	2
People measures	5	63%	1	13%	2	25%	8
OVERALL TOTAL	8	30%	13	48%	6	22%	27

3.3 The performance of the Performance & Development Directorate shows underlying strong performance with 78% of targets being realised or exceeded. Of the rest, it is evident that these indicators show underlying strong performance, with difficult target levels being close to realisation.

3.4 The Performance Results area shows strong performance with 85% of reported indicators currently exceeding end of year targets.

3.5 In the Customer Results the Directorate is performing well, improving its performance against the customer care standards while mystery shopping comments are also on target and show an increase on last years performance.

3.6 Our people results are showing underlying strong performance, with sickness well below target, and a strong set of staff survey results with 90% of results in the top quartile, despite a slight downturn in overall satisfaction.

3.7 The Corporate Health Results show managers are working to reduce our forecast budget overspend, and this forecast has reduced since last quarter. Our Corporate Governance Action set challenging targets and is now nearing completion.

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
LI334e	% Satisfaction that the County Council is a good employer <i>(Performance and Development Only)</i>	Directorate Management Team	Having been considered by the staff panel and DMT, Heads of Service are drawing together improvement plans for their divisions' based on the surveys results.
LI818	% staff receiving an appraisal <i>(Performance and Development Only)</i>	Head of Human Resources	Management information has been circulated to remind managers of gaps in returns and will be updated at quarter three to monitor progress.
PD 1	% of service transfers to Customer Service Centre by March 2009	Head of Customer Service and Access	CSC manager holding ongoing negotiations over funding and resource implications with client Directorates.
PD 7	New pay structure agreed by April 2009	Head of Human Resources	Options for completion of "phase 2" to will presented to Cabinet in January 2009.
LI329e	% Year end variance from budget <i>(Performance and Development Only)</i>	Directorate Management Team	Managers and Heads of Service have been asked to deliver efficiencies to balance the budget by year end. Regular monitoring is in place.
LI331e	% Compliance with Directorate Governance action plan <i>(Performance and Development Only)</i>	Head of Law and Governance	18 out of 21 actions have been completed. Of the outstanding work, one action has been completed, and the two further actions (Directorates Risks and FOI policy) completed and awaiting sign off.

5.0 Recommendations




Resources, Performance and Development Overview and 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 1)

David Carter
Strategic Director of Performance
and Development
Shire Hall, Warwick.
October 2008

Appendix A – Directorate Report Card (April – Sept 2008)

Performance and Development Mid Year Report Card 2008-9

Customers									
Indicators					2008 - 2009				SMART Remedial Action (To be carried out by Next Reporting Stage)
					Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Qtr 2 Actual (cumulative) (A)	Qtr 2 YE Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	
LI316e	% Achievement of WCC Customer Care Standards <i>(Performance and Development Only)</i>	Bigger is Better	Quarterly	91.00	92.00	92.00	92.00		
LI317e	Satisfaction with Mystery shopping exercise rating <i>(Performance and Development Only)</i>	Bigger is Better	Quarterly	84.50	85.00	85.00	85.00		
LI321e	Number of adverse Ombudsman complaints <i>(Performance and Development Only)</i>	Smaller is Better	Quarterly	0.00	0.00	0.00	0.00		




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




Performance and Development Mid Year Report Card 2008-9

People									
Indicators					2008 - 2009				SMART Remedial Action (To be carried out by Next Reporting Stage)
					Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Qtr 2 Actual (cumulative) (A)	Qtr 2 YE Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	
LI334e	% Satisfaction that the County Council is a good employer <i>(Performance and Development Only)</i>	Bigger is Better	Quarterly	84.04	83.00	83.00	86.00		<p>Overall the staff survey results have shown positive improvements with 66% response rate (highest in the Council) -86% of results equalled or increased compared to 2007 -90% of results were in benchmarking top quartile</p> <p>Having been considered by the staff panel and DMT, Heads of Service are drawing together improvement plans for their divisions' based on the surveys results.</p>
LI335e	% Staff satisfaction that Appraisal was of benefit <i>(Performance and Development Only)</i>	Bigger is Better	Quarterly	50.26	57.00	57.00	56.00		
	Year end forecast to exceed target								
	Year end forecast to meet target								
	Year end forecast to miss target (see remedial action)								





Performance and Development Mid Year Report Card 2008-9




People

Indicators					2008 - 2009				SMART Remedial Action (To be carried out by Next Reporting Stage)
					Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Qtr 2 Actual (cumulative) (A)	Qtr 2 YE Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	
L1336e	% of all benchmarkable staff satisfaction questions in the top quartile of all local authorities (ORC Benchmark) <i>(Performance and Development Only)</i>	Bigger is Better	Quarterly	N/A	90.00	90.00	90.00		
L1337e	No. Working days/ shifts lost due to sickness absence per FTE <i>(Performance and Development Only)</i>	Smaller is Better	Quarterly	7.92	5.37	5.37	8.00		
L1338e	% Employees who are disabled (Performance and Development Only)	Bigger is Better	Quarterly	0.99	2.00	2.00	1.50		




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




Performance and Development Mid Year Report Card 2008-9

People									
Indicators					2008 - 2009				SMART Remedial Action (To be carried out by Next Reporting Stage)
					Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Qtr 2 Actual (cumulative) (A)	Qtr 2 YE Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	
LI339e	% Employees from BME communities <i>(Performance and Development Only)</i>	Bigger is Better	Quarterly	8.80	9.00	9.00	5.00		
LI340e	Top 5% of earners (senior management posts) that are women <i>(Performance and Development Only)</i>	Bigger is Better	Quarterly	62.00	62.86	62.86	55.00		
LI818	% staff receiving an appraisal <i>(Performance and Development Only)</i>	Bigger is Better	Quarterly	91.04	81.00	81.00	93.00		Management information has been circulated to remind managers of gaps in returns and will be updated at quarter three to monitor progress.
NI001	% of people who believe people from different backgrounds get on well together in their local area	Bigger is Better	Quarterly	N/A	N/A	80.00	80.00		





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




Performance and Development Mid Year Report Card 2008-9

Performance Results									
Indicators					2008 - 2009				SMART Remedial Action (To be carried out by Next Reporting Stage)
					Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Qtr 2 Actual (cumulative) (A)	Qtr 2 YE Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	
NI004	% of people who feel they can influence decisions in their locality	Bigger is Better	Quarterly	N/A	N/A	33.00	33.00		
NI006	Participation in Regular volunteering	Bigger is Better	Quarterly	N/A	Baseline and future year targets to be established through Place Survey.				
PD 1	% of service transfers to Customer Service Centre by March 2009	Bigger is Better	Quarterly	N/A	33.00	33.00	83.00		Only two out of six planned transfers on target, and these are internal transfers with P&D CSC manager holding ongoing negotiations over funding and resource implications with client
PD 2	% of Customer Service Centre enquiries answered at first point of contact	Bigger is Better	Quarterly	N/A	82.00	82.00	80.00		



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




Performance and Development Mid Year Report Card 2008-9

Performance Results									
Indicators					2008 - 2009				SMART Remedial Action (To be carried out by Next Reporting Stage)
					Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Qtr 2 Actual (cumulative) (A)	Qtr 2 YE Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	
PD 3	% implementation of One Stop Shop programme action plan delivered by March 2009	Bigger is Better	Quarterly	N/A	33.00	83.00	83.00		
PD 4	% customer satisfaction with the services offered by Customer Service and Access	Bigger is Better	Quarterly	N/A	96.00	96.00	90.00		
PD 5	CPA Score for Risk Management/Internal control element of Use of Resource Assessment maintained	Plan is best	Annually	4	N/A	4	4		
PD 6	% of staff believe the Council encourages high standards	Bigger is Better	Annually	N/A	91.00	91.00	85.00		





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




Performance and Development Mid Year Report Card 2008-9

Performance Results									
Indicators					2008 - 2009				SMART Remedial Action (To be carried out by Next Reporting Stage)
					Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Qtr 2 Actual (cumulative) (A)	Qtr 2 YE Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	
PD 7	New pay structure agreed by April 2009	Bigger is Better	Quarterly	N/A	Nov 2009	Nov 2009	April 2009		Pilot exercise currently being evaluated. Options for completion of "phase 2" to will presented to Cabinet in January 2009. Whilst is likely that a new pay structure will be agreed early in the new financial year it is not likely that this will be implemented until November 2009.
PD 8	HR advisory centre model implemented and in place and key appointments	Bigger is Better	Quarterly	N/A	October 2008	October 2008	October 2008.		
LI322	Direction of travel CPA score	Bigger is Better	Annually	3	N/A	N/A	4		Direction of travel to be conducted in November 2008

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

Performance and Development Mid Year Report Card 2008-9

Performance Results									
Indicators					2008 - 2009				SMART Remedial Action (To be carried out by Next Reporting Stage)
					Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Qtr 2 Actual (cumulative) (A)	Qtr 2 YE Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v (C)	
LI300	% LAA measures on target	Bigger is Better	Quarterly	N/A	76.00	76.00	74.00		
PD 9	% of staff receive core brief	Bigger is Better	Quarterly	N/A	N/A	88.00	85.00		Increase of 19% since 07/08 staff survey result
PD 10	Improved reflection of the council brand in media coverage through: % of coverage relating directly to priorities and themes	Bigger is Better	Quarterly	N/A	80.00	80.00	80.00		
PD 11	800 plus votes on the Intranet Poll every week.	Bigger is Better	Quarterly	N/A	1000+	1000+	800		

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

Performance and Development Mid Year Report Card 2008-9

Corporate Health									
Indicators					2008 - 2009				SMART Remedial Action (To be carried out by Next Reporting Stage)
					Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Qtr 2 Actual (cumulative) (A)	Qtr 2 YE Forecast (B)	End of Year Target (C)	Qtr 2 YE Forecast against End of Year target (B) v(C)	
LI329e	% Year end variance from budget <i>(Performance and Development Only)</i>	Plan is Best	Quarterly	-5.90	2.17	2.17	0.00		Managers and Heads of Service have been asked to deliver efficiencies to balance the budget by year end. Regular monitoring is in place.
LI331e	% Compliance with Directorate Governance action plan <i>(Performance and Development Only)</i>	Bigger is Better	Quarterly	83.30	86.00	86.00	90.00		18 out of 21 actions have been completed. Of the outstanding work, one action has been completed, and the two further actions (Directorates Risks and FOI policy) completed and awaiting sign off.

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

AGENDA MANAGEMENT SHEET

Name of Committee	Resources, Performance & Development Overview & Scrutiny Committee	
Date of Committee	11th November 2008	
Report Title	Report on the Development of Customer Service & Access for Warwickshire County Council	
Summary	The purpose of this report is to appraise members of progress since the last report in regards to the development of the One Stop Shops/Kiosks and the Customer Service Centre.	
For further information please contact:	Kushal Birla Head of Customer Service and Access Performance and Development Directorate kushalbirla@warwickshire.gov.uk Martin Lake Senior Project Manager and Interim One Stop Manager Performance and Development Directorate martinlake@warwickshire.gov.uk N/A	Adrienne Bellingeri Customer Contact Manager Performance and Development Directorate adriennebellingeri@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?		
Background papers	Report on the Development of Customer Access for Warwickshire County Council – June 2006 Report on the Development of Customer Access for Warwickshire County Council – September 2006 Report on the Development of Customer Access for Warwickshire County Council – January 2007 Report on the Development of Customer Access for Warwickshire County Council – June 2007 Report on the Development of Customer Access for Warwickshire County Council – November 2007 Report on the Development of Customer Service & Access for Warwickshire County Council April 2008	

CONSULTATION ALREADY UNDERTAKEN:-

- Other Committees
- Local Member(s) Not applicable
- Other Elected Members Councillor G Atkinson
Councillor D Booth
Councillor F McCarney
- Cabinet Member Councillor H Timms
- Chief Executive
- Legal Sarah Duxbury
- Finance
- Other Chief Officers All Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION N/A

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 & Development Overview & Scrutiny Committee

11th November 2008

Executive Summary

The following report sets out to appraise members of progress since the last report in regards to the development of the One Stop Shops/Kiosks and the Customer Service Centre.

The key messages include:

- Progress on the delivery of new front line services
- Information on services now offered through the Customer Service Centre and the One Stop Shops
- Progress on the developments within the Customer Service Centre
- Analysis of media coverage
- Performance against the key performance indicators
- Introduction to the “Customer Service Excellence” standard
- Introduction to the “WOW Awards”

Members are asked to:-

Consider and comment on the progress since the last report in regards to the development of the One Stop Shops/Kiosks and the Customer Service Centre.

Indicate any further information they require

Confirm that six monthly reporting should continue

Agenda No

Resources, Performance & Development Overview & Scrutiny Committee

11th November 2008

Report on the Development of Customer Service & Access for Warwickshire County Council

Report of the Strategic Director of Performance and Development

Recommendation

That members consider and comment on the progress since the last report in regards to the development of the One Stop Shops/Kiosks and the Customer Service Centre.

That members indicate any further information they require

That six monthly reporting continues

1 Background

- 1.1 The County Council has the strapline 'Working for Warwickshire'. This means putting citizens, customers and clients at the very core of our business thinking and service delivery.
- 1.2 On 27 June 2006, Cabinet approved the Customer Service & Access Strategy 2006-2009. The Strategy outlines Warwickshire County Council's vision for customer service and aims to put the customer at the heart of everything the Council does. It recognises the importance of customers' needs and attempts to ensure that our services are driven and shaped by all those who live, work and visit Warwickshire by embedding a passion for customer focus across the organisation.

2 Introduction

- 2.1 The Customer Service & Access agenda sits at the very core of the New Ways of Working Programme. Although the workload has been encapsulated within the associated workstream, the principles and requirements are visible in both the direction and content of the majority of workstreams which together comprise the Programme.

2.2 The Customer Service and Access Programme Board was formed on 19th December 2006. The Programme Board consists of representatives from all Directorates and meets on a six weekly basis. A review of the key deliverables of the Customer Service and Access Strategy 2006 – 2009 and the focus of the Programme Board was undertaken in September 2008. A piece of work is now being undertaken to pull together the portfolio of projects to deliver the customer and organisational outcomes beyond 2009 in a single programme managed in an holistic manner. It is envisaged that the revised programme and its supporting arrangements will be presented to the Customer Service and Access Programme Board in December 2008

3 Progress on the development of the One Stop Shops/Kiosks and the Customer Service Centre

3.1 North Warwickshire

3.1.1 The One Stop Shop, Warwickshire Direct – North Warwickshire was officially opened on 9th May 2007. The registration of births, marriages and deaths service was introduced in June 2007 and the first marriage ceremony at the Council offices was conducted on the 7th July.

3.1.2 The benefits of working with the Borough on this Scheme include:

- Pooling resources to improve services to customers
- Joined up service delivery for both authorities through a common front door, seamless and transparent.
- Opportunity to review our joint Customer Relationship Management approaches with a view to reducing transaction costs.
- Removal of customer confusion on 'which Council does what'
- Sharing of skills and knowledge in the development of One Stop Shop processes, removing service, geographical and professional barriers.
- Provision for the registration of births, marriages and deaths service

3.1.3 A summary of the monthly enquiries relating to County services in Warwickshire Direct – North Warwickshire is contained in Appendix 1

3.1.4 Kiosks – Preliminary site visits were undertaken on the 11th July with a view to establishing the potential location of a kiosk in the North Warwickshire Area. Work is currently underway to extend the services provided by the kiosks to include bus timetable information and this work needs to be concluded before the roll-out of the kiosks can be progressed.

3.2 Nuneaton & Bedworth Area

- 3.2.1 Warwickshire Direct – Bedworth opened to the public on the 24th November 2006 and has managed over 6974 visitors and enquiries during the first six months of 2008. We have taken a proactive approach to developing the customer base which has included visits to: the local CAB, Bedworth Civic Hall, Pensioners Ex Service Club, Bedworth Volunteer Bureau, Bedworth Carers Group, Bedworth Widows club and the Bedworth Health Centre. Since June 2008, Maxine Bennett, a Financial Inclusion Advisor from Coventry and Warwickshire Co-operative Development Agency, has held a surgery at Warwickshire Direct – Bedworth every Monday morning. She works closely with the local Credit Union. Councillor Surgeries are also now taking place once a month on Saturdays
- 3.2.2 Discussions are ongoing with Nuneaton & Bedworth Borough Council to look at the possibility of Borough Council services being offered at Kings House.
- 3.2.3 A summary of the monthly activity in Warwickshire Direct – Bedworth is contained in Appendix 2.
- 3.2.4 The Nuneaton and Bedworth Borough Council One Stop Shop, based in the Nuneaton Town Hall was launched on the 10th October 2007 and the County has a presence. The One Stop Shop has been branded Warwickshire Direct – Nuneaton and Bedworth.
- 3.2.5 Following early discussions with the Extended Services in Schools Team, it was recommended that the existing infrastructure and service provision at Stockingford Early Years Centre and Library would provide an opportunity to develop the first One Stop Shop in an Early Years setting within Warwickshire.
- 3.2.6 On 15th November 2007, Cabinet supported the development of a One Stop Shop at the Stockingford and Manor Park Cluster extended services site. The building works were completed on schedule on the 1st September. This will be the first example of a front line integration between three services and the associated HR issues are currently being worked through.
- 3.2.7 Opportunities to provide improved access to services are also being explored in the Camphill and Bedworth Heath areas. Details of these new initiatives will be shared once the business proposals from partners and customer benefits have been fully explored.

3.3 Rugby Area

- 3.3.1 On 27 June 2006, Cabinet supported a multi-site pilot of interactive kiosks. A number of authorities have implemented kiosk facilities as part of their overall integrated customer service and access strategy.
- 3.3.2 The kiosks were officially launched on the 4th May 2007 and provide local council, transport, Crimestoppers, community information, free e-mail, job finding services, and access to BBC news information. The kiosks also provide an outdoor controlled broadband service and access to the Customer Service Centre. There have been 2627 users of the free Wi-Fi between April and September 2008 who have used the service for an average of 31.83 minutes each.
- 3.3.3 There were 16,226 users of the kiosks for the period of April to September. It is worth noting that we had a high usage of 47.67% outside normal office hours ie 9 – 5 and the relative use of the e-government channel compares favourably to others. The e-government channel is where the content jointly created by Rugby Borough Council and Warwickshire County Council sits, for example the A-Z of Council Services, Who's My Councillor and Council feedback. Some comments made by users of the kiosk include *"this is great you can send email when you are in town"* – **Market Place, Rugby** and *"from Danielle this is very useful"* – **North Street, Rugby**.
- 3.3.4 The Newbold and Ken Marriott Leisure Centre kiosks were made operational in December 2007.
- 3.3.5 We are currently investigating the introduction of bus timetable information to the list of services provided by the kiosks.
- 3.3.6 A summary of the monthly usage figures for the kiosks and Wi-Fi are contained in Appendix 3.
- 3.3.7 Rugby Borough Council (RBC) have requested that we investigate the opportunity to develop a joint One Stop Shop in the Rugby Art Gallery, Museum and Library building. A Project Brief for the Rugby One Stop Shop has been achieved in collaboration between Karen Stone, Director at Rugby Borough Council, Edwina Cordwell, Head of Libraries Learning and Culture and Kushal Birla the Head of Customer Service and Access. On the 16th October 2008 Cabinet considered a report and supports in principle the development of a One Stop Shop at the Rugby Art Gallery Museum and Library subject to further evaluation of costs following the development of the detailed specifications and return of tenders and agreed that a further report containing a fully costed business case being submitted to Cabinet in April 2009.
- 3.3.8 Discussions are also taking place with Rugby Borough Council on having a County presence at the Brownsover Community Centre.

3.4 Stratford Area

- 3.4.1 Stratford and Alcester - A report considered by the Cabinet on the 27th September, agreed the development of One Stop Shops in Elizabeth House Stratford and Globe House Alcester by June 2008.
- 3.4.2 Stratford District Council (SDC) has commissioned WCC Property Services team to manage the tendering, design and refit projects, with the brief being to meet the target opening date for both Elizabeth House and Globe House of June 2009. The tender process to appoint a design and fit contractor is now underway and should be complete by mid or end of November.
- 3.4.3 Globe House – the proposals for this project have been discussed with a member of the Heritage Trust Board, who approved the plans in principal and a few suggestions that would improve the new layout. He is happy for the plans to be presented to the Board on the 19th November, with a view to opening Warwickshire Direct Alcester by June 2009.
- 3.4.4 Warwickshire Direct – Southam opened to the public on the 31st March 2008. The co-located staffing model was instead introduced and has been operating successfully since the opening.
- 3.4.5 Footfall figures were initially much higher than had been experienced at The Grange. The number of people making service enquiries at Southam has now stabilised and will continue to be monitored via normal performance measurement
- 3.4.6 Southam Hub - The form that a more permanent OSS facility will take in Southam has yet to be agreed. A number of meetings have taken place with the different partner agencies and a range of options discussed. The next meeting will take place on 21st October with a view to making a decision on the most realistic way forward.
- 3.4.7 Shipston - on-Stour - Draft report on the proposal to open Warwickshire Direct Shipston in SDC offices at Telegraph St., on a one-year pilot basis, was agreed by the Joint Member Officer group on 2nd September. The report was welcomed by the Stour Community Forum on 5th September and approved for forwarding to Cabinet by the South Joint Committee on 25th September. It will now go to SDC Cabinet on 24th November and a report will be prepared seeking WCC Development Fund support for the project. Should funding be approved, the target opening date is 30th March 2009.
- 3.4.8 Kiosks – Preliminary site visits were undertaken on the 9th May with a view to establishing the potential location of a couple of kiosks in the Stratford District Area. Work is currently underway to extend the services provided by the kiosks to include bus timetable information and this work needs to be concluded before the roll-out of the kiosks can be progressed.

3.5 Warwick Area

A range of integrated services are being and will be delivered with Warwick District Council:

- 3.5.1 Warwickshire Direct – Kenilworth (WD-K) delivers Warwickshire County Council and Warwick District Council services as a single service offering and celebrated its third birthday on 21st October 2007.
- 3.5.2 Staff continue to deliver a first class service and consistently exceed 95% of enquiries resolved at first point of contact. The annual customer satisfaction survey ran in May. Customers said that they were 90% very satisfied with the overall service and 87% said that they would be likely to recommend the service to friends, colleagues and relatives. Full details of the performance of WD – K is contained in Appendix 4.
- 3.5.3 Warwickshire Direct – Whitnash opened it's doors to the public in December 2007 bringing county, district and town council services as well as the Whitnash Safer Neighbourhoods Team together under one roof in Whitnash Library. A team of customer service advisors are on hand to answer queries on a range of subjects, from how to apply to go on the electoral register to apply for a disabled parking badge or a bus pass and claim housing and council tax benefit.
- 3.5.4 A summary of the monthly activity for Warwickshire Direct - Whitnash are contained in Appendix 5.
- 3.5.5 One Stop Shop in Warwick, Shire Hall - Work commenced on site on 8th October 2007 and the handover of the building to the OSS delivery team took place on the 16th April 2008. The work was not without its challenges, most notably, the very restricted means of access for plant and machinery and site storage. It has been likened to constructing "a building through a letterbox". The new OSS and Meet and Greet area opened for business as planned on the 21st April 2008 and have been very well received by staff and customers alike.
- 3.5.6 The new Warwickshire Direct branded facility incorporated a number of firsts:
 - The introduction of the Changing Places Changing Room designed for those with severe learning disabilities
 - The introduction of TV Media that takes live BBC feeds for news and weather as well as presenting dynamic video footage and local events information
 - The introduction of an audio and visual queuing system that give real time measures of customer activity and waiting times
 - The integration of the old reception into a new Meet and Greet function that is manned by well trained generalist advisors who deal with a broad range of County, Warwick District and other partner enquiries

- The creation of a customer centered environment that took it's design cues from customers and other user consultation, in particular the New Ideas Disability Group and the Staff Disability Network Group
- 3.5.9 Warwick Post Office relocated and opened for business in Shire Hall on 6th May 2008, which has secured the life of a Post Office in Warwick. To celebrate this and grand opening of Warwickshire Direct a special open day was held on the 5th July with the Lord Lieutenant of Warwickshire and Sharon Davis, Commonwealth Games gold medallist attending.
- 3.5.10 Since opening it's doors on the 21st April work has been undertaken to increase the breadth of services being offered to the public. The Nationality Checking service commenced on 12th May and operates every Monday between 9am – 5pm. PHILLIS surgeries were introduced on the 1st July which help promote health and independence for the over 50's. Also in July the Credit Union surgeries commenced and now take place every Thursday between 10am – 1pm.
- 3.5.11 A summary of the monthly activity for Warwickshire Direct – Shire Hall are contained in Appendix 6
- 3.5.12 A report outlining business proposals for the integration of Warwick District Council and Warwickshire County Council Customer Service Centres was considered by Cabinet on the 27th September 2007. Cabinet resolved to support the development of an integrated Customer Service Centre with Warwick District Council. Work has now commenced on achieving co-location of the two Customer Service Centres the delivery date for which will be dictated by our telephone numbering strategy for the operation. A fully integrated Customer Service Centre will be achieved within 6/9 months following co-location.
- 3.5.13 One Stop Shop in Leamington Spa – Two design proposals with costs awaited due from Paragon end of October to be reviewed by Partners.
- 3.5.14 One Stop Shop in Lillington – The development of a One Stop Shop within the Lillington Library is well under way and is due to open early 2009.

3.6 One Stop Shops – Governance & Financial Arrangements

3.6.1 Internal Audit and Risk Management concluded a review of the governance and financial arrangements relating to the development of the One Stop Shops in August 2008. The objective of the review was to document, evaluate and report upon the arrangements within the Performance and Development (P&D) Directorate relating to the establishment and operation of the One Stop Shops (OSS). The audit included a high level review of the governance arrangements in relation to:

- Ensuring that appropriate arrangements are in place between WCC and all District/Borough councils to reduce any financial, operational or reputational risks to the authority as much as possible;
- Confirming that satisfactory consideration and action has been taken with regards to the HR issues;
- The arrangements between the authorities on the day to day running of the One Stop Shops;
- The effectiveness of the OSS in delivering the Customer Service & Access Strategy is monitored.

3.6.2 Key Findings

- The governance arrangements between partners have until now been largely informal. As the One Stop Shop projects have now reached critical mass there should be formalisation of these relationships.
- Existing performance monitoring arrangements should be improved through uniform collection of statistics and the use of KPIs as per the Customer Service Centre.

3.6.3 Areas of Good Practice

- There is a strong level of support and enthusiasm for the One Stop Shops project from both elected members and senior officers within the Authority which has helped drive the project forwards.
- The development procedures for establishing a One Stop Shop have clearly been improved as each site has been developed, with the full use of project management techniques. For example, the introduction of Q-Matic into Warwickshire Direct Shire Hall gives a real time view of service levels and productivity and produces quality management information. The Q-Matic product was chosen for its scalability and roll-out potential. Since its introduction Stratford District Council have adopted the same product and Rugby Borough Council are interested

3.6.4 Understanding the customer proposition and its cost

Now that there is a critical mass of differing face to face customer propositions i.e. One Stop Shops we now need to establish a consistency in the services provided that represent local need and value for money. Work has commenced in understanding the transaction costs at each OSS so that focus can be brought to providing a sustainable range of services across all service channels in the future.

4 Progress on the developments within the Customer Service Centre

- 4.1 Following the Cabinet's decision of 27th June 2006 when the Customer Service & Access Strategy was approved. We are reviewing the pace at which services transfer into the centre as this has not been as fast as was hoped. Progress made since the last report is outlined below.:

Service/Provision
<p>Kings House – There has been significant disruption to the service provision from Kings House since the last report, due to the ongoing network issues. From mid May to 14th July the CSC operation was transferred to Shire Hall, and subsequent leavers have advised that the disruption contributed to their decision to resign. Intermittent network problems remain, causing interruptions to service from time to time. Following the recruitment of 18 advisors in February 2008, a further 8 advisors have been appointed during the latest campaign, and they are likely to start work over the next few weeks. All further expansion will now be supported through Kings House with space at the Warwick office allocated to the merger with the WDC Customer Service Centre.</p>
<p>Highways Management - customer service centre development and integration of systems - generates approximately 37,000 calls per annum. Progress to date: Workshops have been held with Highways to agree the re-engineering of the customer interaction element of the business with new process maps determined. Work on re-engineering is likely to begin in April 2009 and will be undertaken by Joanna Rhodes central re-engineering team, following potential changes within the Environment and Economy Directorate.</p>
<p>Registrations- answering frequently asked questions and booking of appointments Progress to date: The Registrations Service went live in the CSC on 16th September 2008 with the Rugby Office, and work to scope the rollout of further offices is about to start. The reorganisation of the Registrations Service to a single district in December 2008 will require further change to existing CSC processes. Future service enhancements may include taking telephone payments, and the integration of the booking system with the CSC Northgate system.</p>
<p>Inclusion of the 19 remaining libraries Progress to date: Initial discussions have taken place in this regard. The possibility of introducing a single number for such enquiries has been considered as the cost benefit case is presently an issue due to the need to pay for a second line in each of the remaining libraries. Given the need to introduce a numbering strategy for the County as a whole this is being considered as part of the work being undertaken by the Warwickshire Direct Partnership on Customer Access. The timescales for transferring this service are being reviewed.</p>
<p>Implementation of voice recognition for the switchboard function to reduce the number of calls answered in the centre and increase self serve call resolution (not a push button IVR solution, it recognises verbal requests) Progress to date: This is presently being tested before being rolled out to all</p>

WCC internal customers.
<p>Education transport-frequently asked questions and advice on application Progress to date: This area of work has been incorporated in Admissions as a consequence of the work undertaken by the central re-engineering team led by Joanna Rhodes. The timescales for transferring this service are being reviewed.</p>
<p>Free School Meals-frequently asked questions and advice on application Progress to date: This service went live in the CSC on 22nd April 2008. Proof of concept work has been undertaken corporately to investigate if a system called Singularity could support a new Free School Meals system. The outcome of this investigation is yet to be determined. The timescales for transferring this service are being reviewed.</p>
<p>Customer satisfaction - technology to automate satisfaction-testing activity. Initially trialled in CSC with a view to roll out for other services Progress to date: This is now live for libraries and Highways. Roll out to other services will be carried out over the coming months.</p>
<p>Introduce a performance management framework-IT work to pull together relevant statistical information across all access channels Progress to date: Individual targets have been set with this in mind. Qmax has been introduced for workforce management purposes and is now full utilised. Training is under way to support customised reporting out of Qmax. Work is also under way to construct a reporting tool which extracts data from a number of different sources/systems and delivers a consolidated picture of performance, it is anticipated that this will support the CSC initially with a view to it's being rolled out to cover the OSS outlets and potentially the WDP partnership.</p>
<p>Warwick District CSC merger Progress to date: IT aspects now understood and basic testing undertaken. Telephony infrastructure determined. Risk workshops undertaken to identify issues/work streams. The date for WDC to move across to Shire Hall is scheduled for November 2008. The slippage from the original planned date relates to the investigations relating to the telephone numbering approach when WDC move across.</p>
<p>Education frequently asked questions Progress to Date: In August the CSC implemented an initial offering which includes school term date and school closure questions.</p>
<p>Anti-Bullying Progress to Date: Workshops have been held to agree how the CSC can support this service and processes agreed. Currently Anti-Bullying are unable to supply funding for the staffing required to support implementation.</p>
<p>Traffic Progress to Date: . Work on re-engineering is expected to begin in April 2009 and will be undertaken by Joanna Rhodes central re-engineering team, following potential changes within the Environment and Economy Directorate.</p>
<p>Waste Management Progress to Date: Process development is complete and testing will be undertaken following the current upgrade of the Northgate system. The expectation is that the service will be live in the CSC before the end of 2008.</p>

<p>Waste Minimisation Progress to Date: Process development is complete and testing will be undertaken following the current upgrade of the Northgate system. The expectation is that the service will be live in the CSC before the end of 2008.</p>
<p>Complaints, Comments and Compliments Progress to Date: Process development is complete and testing will be undertaken following the current upgrade of the Northgate system. The expectation is that the service will be live in the CSC before the end of 2008.</p>
<p>Emergency Planning Progress to Date: A basic proposal has been drafted by Community Safety and Performance and Development for consideration of the CSC's role within Emergency Planning, with a decision to be made by SDLT in October 2008.</p>
<p>Member Information Progress to Date: Process development is complete and testing will be undertaken following the current upgrade of the Northgate system.</p>
<p>Business Cases are to be explored for the following services: F+R Fire - Safety Helpline-frequently asked questions F+R Help on call -frequently asked questions F+R Home call -frequently asked questions F+R Industrial + commercial unit -frequently asked questions F+R Working with Young People- frequently asked questions</p>
<p><i>The following projects were not included on the initial Cabinet Report:</i></p>
<p>National Fraud Initiative From 22nd September calls regarding this service are being handled via the CSC, following a request from Law and Governance. The NFI is a data matching exercise in which WCC is legally obliged to take part, and the CSC is filtering the basic frequently asked questions from the public.</p>
<p>Food and Drink Awards Between 23rd and 26th July the outbound calls relating to this campaign were handled via the CSC. The campaign was run by the Business and Tourism section from Environment and Economy, and the CSC made 505 calls on their behalf.</p>
<p>Switchboard through Macfarlane From 2nd October all traffic that is currently received through the county switchboard has been routed through the Macfarlane system (which is used internally in the CSC), which provides more efficient call management and information.</p>
<p>Disabled Parking Badges This service is currently being re-engineered to provide a more efficient customer service offering.</p>
<p>Racist Incidents Work is currently underway in association with The Warwickshire Race Equality Partnership to scope and develop an incident reporting line.</p>
<p>Tradeline Discussions with Trading Standards are underway to determine the potential for the CSC to receive calls relating to the existing service.</p>
<p>Shopmobility An initial discussion has been held with a representative from Environment and</p>

Economy in relation to the CSC picking up calls for the Shopmobility scheme.

Police Customer Satisfaction outbound calling

The contract for this work was successfully renewed in April 2008.

4.2 Performance Targets

The Customer Service Centre has supported the following business since 2005:

Year	Switchboard enquiries	CSC enquiries	Disabled Parking Badges processed
2005	619635	166912	7808
2006	555827	183895	9627
2007	519610	180660	9850
2008 (to date)	390914	142786	8120

The Key Performance Indicators (KPIs) for the Customer Service Centre are:

5% or less abandoned call rate (i.e. 5% or less customers will hang up before speaking to a person)

90% of calls to be answered within 20 seconds,

80 % of calls are answered at first point of contact (POC) (i.e. 80% or more calls will be answered by a member of the Customer Service Centre team without the need to transfer the caller to the back office environment)

Year	CSC enquiries	Answered in 20 seconds	Resolved at Point of Contact	Percentage abandoned
2005	166912	Not available	Not available	Not available
2006	183895	70.5%	70.61%	5.78%
2007	180660	73.70%	75.41%	5.78%
2008 (to date)	142786	82.67%	82.24%	8.63%

2008 saw fluctuating levels of service largely attributable to the network issues experienced during May and June.

The levels continue to be a little erratic as a consequence of a loss of staff and poor consistency of cover from temporary support.

Recent recruitment initiatives and ongoing training are expected to see an upturn in performance over the coming months.

The following processes are now offered through the identified channels. Clearly the integration of the WCC and WDC Customer Services Centres offers significant opportunity for increased service provision:

Services Offered	CSC	OSS
Checking books / multimedia in and out		√ only Kenilworth/Whitnash
Books on loan	√	only Kenilworth/Whitnash
Book Search	√	Redirected to LED only Kenilworth/Whitnash
Library renewals	√	√ only Kenilworth/Whitnash
Internet access in libraries	√	√ would direct customer to simply log on to PC – other enquires to LED only Kenilworth/Whitnash
Library opening times	√	√ only Kenilworth/Whitnash
Community information database	√	√ only Kenilworth/Whitnash
How do I join the library	√	√ only Kenilworth/Whitnash
Library Membership		√ only Kenilworth/Whitnash
Updating Cards – Patron Accounting		√ only Kenilworth/Whitnash
Library Fines		√ only Kenilworth/Whitnash
Other information about Libraries – call transferred only when necessary	√	√ only Kenilworth/Whitnash
Returning Not at Homes		√ only Kenilworth/Whitnash
Contact Assessments for adults- Social services assessment for adults, updating of referrals for adults, change of circumstance for adults.	√	Paper form for contact assessment
Disabled Parking Badges enquiry or application	√	DPB form issued & advised. Form checked & payment taken
Disabled Parking Badges application processing	√	N/A
Vintage-Services for over 50s not covered in other processes.	√	X
Freedom of information- First point of contact for telephone requests under the Freedom of Information Act 2000.	√	√-could potentially receive a face to face request.
Abandoned Vehicle reporting	√	√ Introduced since last report.
PHILLIS (low level care)	√	Presently available in paper format, electronic format currently being developed.
Police Customer Satisfaction Testing	√	N/A
Kiosk telephone enquiries	√	N/A

Registrations – appointment booking	√	N/A
Registrations - FAQs	√	can get info. off WCC website
Registrations – copy certificate enquiries	√	can get info. off WCC website
Free School Meals	√	can get info. off WCC website
Bus Timetables and information		√
Tourist Info and Local Info		√
Street Lighting	√	√
Residents Parking Now WDC, not WCC		√
Highways	√	√
Trading Standards		√
WCC General		√ Would download any appropriate info / forms form web
Benefits – Council Tax and Housing New claims, issuing forms and receiving completed forms Checking claim form and verifying required proofs Review forms Change of circumstances Claim progress Local Housing Allowance, replaced pre-tenancy determinations Use of IBS application on WDC line		√ All
Council Tax and NNDR Payment method enquiries, ordering of Allpay cards, new channels, Direct Debit Banding and Valuation Enquiries Death Notifications Discounts Exemptions Occupying and Vacating Payment arrangements General enquiries Use of IBS application on WDC line		√ All
Housing Payment method enquiries, ordering of Allpay cards, new channels, Direct Debit Disabled adaptations House Exchanges Homelessness Garage applications Household insurance Home Choice Info, what's available and how to bid Key Fobs Keys returned – House and Garage Medical Assessment		√ All

<p>New Housing Applications Property Maintenance Enquires Rent account Enquiries Repairs Right to Buy Services for the Elderly Older Peoples Accommodation Vacating a Notice to Quit a Property Lifeline Enquiries</p>		
<p>Environmental Health Blocked Drains Dog Wardens Dog Fouling Food Safety Concerns Pest Control Pollution – noise, smoke etc</p>		√ All
<p>Waste Management Refuse Collections, missed bins and info Recycling Enquiries and Collection Info Special Collections – info and arranging Street Cleansing Needles and Syringes Graffiti</p>		√ All
<p>Assisted Travel Scheme Bus Pass Information and Applications Communitaxi Information and Applications</p>		√ All
<p>Leisure and Amenities Car Parks, season ticket info, fees and charges, excess charge tickets CCTV Cameras Cemeteries and Crematorium Enquiries Grass cutting Parks and Open spaces Public Toilet Enquiries and Cleaning Pump Rooms and Art Gallery Spa Centre Enquiries Sports and Leisure Facilities Tree Maintenance Town Centre Management Enquiries and Local Events Residents parking permits, now WDC, not WCC</p>		√ All
<p>Members Services Who is my Local Councillor? Councillor and MP's surgeries Committee Information Council Meetings; Agendas and Minutes Election Enquiries Electoral Registration View Electoral Register Voting info – Postal and Proxy Licensing Enquires – Taxis, Hackney Carriage, Alcohol, Small Lotteries etc</p>		√ All

Planning Appeal Enquiries Building Control Conservation Areas General Enquiries and Leaflets Make Views Known and Objections Planning Application Forms Street Name Signs Site Visit Information Tree Preservation Order Enquiries View Planning Applications Use of Planning system – web based		√ All
Kenilworth Town Council Kenilworth Castle Pass Applications Councillor Information Committee Information, agendas and minutes		√ Kenilworth only for Kenilworth Town Council
DWP Range of booklets / leaflets Advice on benefits available and how to apply Pensions surgery – ceasing from 25 th May, but will then arrange referrals for home visits via Northgate form		√ Complete electronic form for Pension referrals
Age Concern Range of Leaflets Advise customers how / who to contact		√ All
Police Surgery Info Community Beat Info Assistance when station closed – will phone HQ for customers		√ Police based at Whitnash
CAB Surgery		√ Kenilworth hold Surgery
Credit Union surgeries		√ All
Meet and Greet function for Shire Hall Includes: Visitor passes Tenders Contractors Post/Parcels OSS Room bookings P&D Room bookings Shire Hall Committee Room bookings Directions & local information Smart board/Video conferencing Book customers on to PCs/wi-fi All other WCC information Use Q-Matic to record all customer transactions		Warwick Only

4.3 Customer Satisfaction

Quality checking in the Customer Service Centre has continued to be maintained to check both adherence to process and interactive skills of all employees. An overall quality level of 91% is presently being achieved.

A series of questions are now asked through the automated satisfaction tool to gauge opinion of the service provided through the CSC. The details are outlined below:

Question 1: Were you satisfied that your call was answered within an acceptable period of time?	89% Satisfied	8% No opinion	3% Not satisfied
Question 2: How satisfied were you with the helpfulness of the advisor when dealing with your enquiry?	7.06		
Question 3: Were things explained in a way that you could understand?	7.5		
Question 4: Did you feel the advisor listened and understood your enquiry?	8		
Question 5: Would you recommend this service to friends and family?	82% would recommend the service to family and friends		
Question 6: Overall, how satisfied were you with the service provided?	7.4		

Questions 2, 3, 4 and 6 are based on a scale where 1 is very poor and 9 is excellent

Additional work will be undertaken over the coming months to roll out satisfaction testing and improve reporting functionality to allow the new standards to be embedded as a key measure of performance.

5 Customer Service Excellence

- 5.1 Customer Service Excellence (CSE) is a new Government standard that not only replaces “Chartermark”, it further challenges Councils to prove that they provide the highest quality services to their customers.
- 5.2 Successful applicants will need to provide evidence that they provide excellent services within all the criteria of the Standard:- Customer Insight; Culture of the Organisation; Information & Access; Delivery and Timeliness & Quality.
- 5.3 The Customer Service and Access Division is considering an application for this Standard.
- 5.4 In order to achieve accreditation all the constituent parts of the Customer Service and Access Division must stand up to detailed scrutiny. This Division is particularly wide-ranging, comprising of Customer Relations; Interpretation and Translation Service; Registration & Coroner’s Service and Warwickshire Direct consisting of the Customer Service Centre and the One Stop Shops.

- 5.5 Warwickshire Direct has a particularly important role to play. It must not only stand up to independent accreditation in its own right but it also plays an increasingly important role as access channels for the other services of the Division. Therefore Warwickshire Direct can influence the service quality assessments of the remaining parts of the Division as well.
- 5.6 CSE will act as a driver of continuous improvement, as a skills development tool and as an independent validation of achievement. Achieving CSE is not a one off exercise; it is an ongoing process of assessment on a three year cycle.
- 5.7 Work on building up the evidence to obtain this challenging accreditation for the Customer Services and. Access Division is underway.

6 Customer Insight

- 6.1 In January 2008, the Customer Service & Access Board commissioned the Warwickshire Observatory to carry out a programme of research into customer insight to inform the authority's customer access and channel management activity. Customer insight is the process of utilising existing customer datasets, along with additional contextual information, to develop a better understanding of our customers' preferences, behaviours and needs.
- 6.2 The two primary aims of the research are to deliver information that will improve customer satisfaction levels (by delivering the right services to the right people at the right time and place and in the right channels) and achieving efficiencies for the authority by identifying the most cost effective methods of delivering services.
- 6.3 Given the datasets made available to the project to date there is a limited amount that can be achieved. In the future we could investigate the possibility of linking data sets across services in order to deliver a single view of our customer profile
- 6.4 It is proposed that, once Directorates have had a chance to respond to the opportunities presented in this paper, further investigation into the feasibility of customer insight and linking customer datasets across the authority is carried out.

7 Warwickshire Direct Partnership Data Sharing Protocol

- 7.1 An agreement for sharing data between partners of the Warwickshire Direct Partnership was published in August 2008. The agreement defines how personal and sensitive data will be provided to the Warwickshire Direct Partnership (WDP) and the methods used by the WDP for the secure legal management, accessing and processing of that data.
- 7.2 By establishing this protocol the development of relevant data sets that transcend traditional district, borough and county boundaries will assist in the planning and deployment of relevant local services in the future.

8 The WOW Awards

- 8.1 The WOW! Awards scheme is a unique reward system whereby staff and organisations can be nominated by customers for an Award, based on their experience of great customer service. The sole purpose of the Award is to help raise standards of customer service across the UK by encouraging and motivating staff and holding up examples of good practice.
- 8.2 The Customer Service & Access Programme Board has made the decision to roll out the WOW! Awards scheme corporately for internal and external customers and is expected to be launched in January 2009.

9 Recommendations

That members consider and comment on the progress since the last report in regards to the development of the One Stop Shops/Kiosks and the Customer Service Centre.

That members indicate any further information they require

That six monthly reporting continues

DAVID CARTER
Strategic Director
Performance and Development Directorate
October 2008

Warwickshire Direct – North Warwickshire 2008/09

Summary Data	April	May	June	July	August	Total
EducationSchools	9	2	8	4	3	26
Reports of Faults to the Public Highway	74	78	79	71	30	332
Social Services	26	26	27	14	11	104
Street Lighting	3	4	4	7	19	37
Trading Standards	0	3	0	7	2	12
Waste/Tips/Recycling	14	10	13	11	24	72
Asbestos	0	0	0	2	0	2
Blue Badge	11	7	8	5	7	38
Bridleways/Footpaths	0	1	0	2	1	4
Building Control (NBBC)	2	34	25	49	48	158
Buses/Bus Travel	1	1	1	1	3	7
Care Homes/Adult Serivces	0	3	0	1	3	7
Child Minders	0	0	0	2	0	2
Childs Team/Protection	1	0	0	0	4	5
Countryside	0	0	0	0	0	0
Fire Fighters	0	0	0	0	0	0
Fostering	0	0	0	0	0	0
Hazardous/Confidential Waste/Skips	1	2	0	0	2	5
Historical Record	0	0	0	0	0	0
Highways/Drainage	1	0	0	2	0	3
Heritage	0	0	0	1	0	1
Land Enquiry	0	0	0	0	0	0
Leisure	0	0	0	0	0	0
Libraries	1	0	0	3	2	6
Number/Transfer WCC	27	47	42	42	18	176
Parking	0	0	0	0	0	0
Pensions	1	0	0	0	0	1
Permits	0	0	0	0	0	0
Public Health	0	0	0	1	1	2
Records	0	0	0	0	0	0
Registrars	19	14	11	7	10	61
Rights of Way	0	0	0	0	1	1
Student Finance	1	4	4	6	0	15
Schools	0	0	0	2	3	5
School Meals	0	0	0	1	0	1
School Transport	0	0	0	0	1	1
School Uniforms	0	0	0	0	2	2
Tender	0	0	0	0	0	0
WDP partner numbers	9	28	19	12	7	75
Web Address	0	0	0	0	0	0
Wood Chipping/Composting	3	11	4	5	7	30
Total Contacts	204	275	245	258	209	1191

Warwickshire Direct - Bedworth - 2008/09							
	Apr	May	June	July	August	Sept	Total
Visits	1100	788	759	914	622	829	5012
Deliveries	86	66	87	89	89	92	509
Rooms	76	55	66	104	66	78	445
SUB TOT	1262	909	912	1107	777	999	5966
Disabled Parking Badges	17	18	20	14	9	9	87
Registrations	21	17	11	13	17	23	102
Social Services	15	6	22	22	25	18	108
Education	29	15	53	17	23	21	158
Highways	10	6	9	12	16	8	61
General	49	58	53	66	62	63	351
Env	3	2	5	5	4	1	20
Street Lights	3	4	0	2	3	2	14
Jobs	7	4	12	6	7	8	44
NBBC	4	12	8	16	15	8	63
OSS TOTAL	158	142	193	173	181	161	1008
GRAND TOTAL	1420	1051	1105	1280	958	1160	6974

Kiosk Usage 2008			
	USAGE	% OUTSIDE W/HRS	No OUTSIDE W/HRS
APRIL	2,781	55.63%	1,547
MAY	3,090	46.34%	1,432
JUNE	2,542	44.10%	1,121
JULY	2,833	50.02%	1,417
AUGUST	2,811	44.29%	1,245
SEPTEMBER	2,169	44.86%	973
OCTOBER			0
NOVEMBER			0
DECEMBER			0
JANUARY			0
FEBRUARY			0
MARCH			0
TOTAL	16,226	47.67%	7,735

Wireless Streetnet Report 2008			
	USERS	USAGE HRS	AVG SESSION (MINS)
APRIL	510	278.3	32.74
MAY	293	156.03	31.95
JUNE	322	156.66	29.19
JULY	398	187.33	28.24
AUGUST	547	320.24	35.13
SEPTEMBER	557	295.04	31.78
OCTOBER			#DIV/0!
NOVEMBER			#DIV/0!
DECEMBER			#DIV/0!
JANUARY			#DIV/0!
FEBRUARY			#DIV/0!
MARCH			#DIV/0!
TOTAL	2,627	1,393.60	31.83

Warwickshire Direct - Kenilworth 2008/09						
	Apr	May	June	July	Aug	Total
Benefits	53	60	61	64	73	311
Council Tax	75	41	39	41	45	241
NNDR		1		3		4
CIA	47	30	31	52	45	205
Local Info	42	41	59	54	28	224
Miscellaneous						0
Photocopying/Faxing	10	19	20	9	13	71
WDC Officer						0
Dog Warden	1	1				2
Food Safety						0
General -Env Health	3	5				8
Grants	3		2	2	3	10
Grass Cutting		3	4	4	6	17
Pest Control				1	1	2
Pollution				1		1
Recycling	150	42	22	17	7	238
Waste Management	112	46	21	25	35	239
Bus Passes/Communi	410	189	163	210	128	1100
Housing Finance	32	9	6	4	2	53
Housing General	16	9	11	24	16	76
Housing Needs / Homeless		31	31	33	70	165
Repairs	12	3	16	21	14	66
Car Parks	12	13	7	6	14	52
Cemeteries						0
General - L & A				6		6
Leisure Centres		1	1	6		8
Parks	1	3		3		7
Public Conveniences			1			1
Spa Centre						0
Town Centre Management	1	72	17	53	1	144
Trees				1	3	4
Committee Info						0
Councillors	3	2	7	6	2	20
Elections / Electoral Roll	11	10	5	5	9	40
Licensing			3			3
Development	15	16	16	21	25	93
Land Charges						0
Property		1				1
Other Enquiries - Section						0
Benefits Agency	2	3	5	4	3	17
Age Concern	1	1	2	2	3	9
CAB	19	12	9	23	16	79
Entertainment		2				2
Castle Passes	86	41	19	42	31	219
Kenilworth Town Council		1			11	12
MP	4	3	3	2	3	15
Pensions	3		1	4	3	11
Inland Revenue		2				2

Appendix 4

Job Centre		3				3
WCC General	2	11	3	1	4	21
Bus Timetables	119	83	59	87	91	439
Highways	7	5	5	10	5	32
Police		2	3	2	3	10
Residents Parking						0
Social Services		4	12	2	3	21
Street Lighting	2	1				3
Disabled badges	19	8	13	9	5	54
Student Loans	34	43	60	16	4	157
Trading Standards	1			1	1	3
TOTAL	1308	873	737	877	726	4521

Warwickshire Direct - Whitnash 2008/09						
	Apr	May	June	July	Aug	Total
Benefits	12	7	10	23	24	76
Council Tax	10	4	1	10	4	29
NNDR						0
CIA	1		2	2	1	6
Local Info	6	5	2	15	1	29
Miscellaneous						0
Photocopying/Faxing	15	7	22	7	14	65
WDC Officer						0
Dog Warden						0
Food Safety						0
General -Env Health	2			2		4
Grants						0
Grass Cutting					1	1
Pest Control	1					1
Pollution					1	1
Recycling	27	12	4	5	1	49
Waste Management	26	8	6	7	2	49
Bus Passes/Communi	83	32	31	26	18	190
Housing Finance	1					1
Housing General	3	2	3	2	1	11
Housing Needs / Homeless	2	4	4	8	13	31
Repairs		4		2	1	7
Car Parks	2					2
Cemeteries						0
General - L & A						0
Leisure Centres				1		1
Parks						0
Public Conveniences						0
Spa Centre						0
Town Centre Management						0
Trees		3	1			4
Committee Info						0
Councillors	1		2			3
Elections / Electoral Roll	1			3		4
Licensing						0
Development	1	2	4	1		8
Land Charges						0
Property						0
Other Enquiries - Section						0
Benefits Agency	1			2	1	4
Age Concern				1		1
CAB						0
Entertainment					1	1
Castle Passes						0
Whitnash Town Council	3		15	48	35	101
MP			2	1		3
Pensions						0
Inland Revenue						0

Appendix 5

Job Centre						0
WCC General		3	2			5
Bus Timetables	3	5	1	3	2	14
Highways	1	5				6
Police	15	15	14	30	13	87
Residents Parking						0
Social Services	1		2			3
Street Lighting		1				1
Tourist Info						0
Disabled badges	13	2	5	2	2	24
Student Loans	24	23	52	7	8	114
Trading Standards						0
TOTAL	255	144	185	208	144	936

Warwickshire Direct WDC Section Analysis 2008-2009

	Apr	May	June	July	Aug	Sept	Total
Benefits	53	47	76	74	88	133	471
Council Tax	59	59	79	84	75	78	434
NNDR	0	1	3	0	4	1	9
CIA	38	76	113	136	123	0	486
WDC Officer	5	0	0	0	0	0	5
Dog Warden	0	0	0	0	0	0	0
Food Safety	0	1	0	1	1	0	3
General -Env Health	1	5	3	2	5	1	17
Grants	3	0	1	0	0	2	6
Grass Cutting	0	1	3	0	4	0	8
Pest Control	0	1	0	5	2	2	10
Pollution	1	1	1	3	0	3	9
Waste Management	333	91	58	57	43	54	636
Bus Passes/Communi	292	139	139	133	97	111	911
Housing Finance	4	9	10	6	10	26	65
Housing General	26	15	35	29	6	19	130
Housing Needs / Homeless	37	16	22	57	106	110	348
Repairs	20	24	26	27	28	55	180
Car Parks	43	51	78	48	38	37	295
Cemeteries	0	0	0	0	1	0	1
General - L & A	1	1	2	3	2	2	11
Leisure Centres	0	0	0	1	0	2	3
Parks	2	0	1	0	1	1	5
Public Conveniences	1	0	1	0	0	0	2
Spa Centre	0	0	0	0	0	0	0
Town Centre Management	0	1	0	1	1	0	3
Trees	2	2	6	3	2	1	16
Committee Info	1	1	1	0	0	0	3
Councillors	2	4	3	1	2	1	13
Elections / Electoral Roll	10	8	11	3	10	12	54
Licensing	1	0	2	0	1	4	8
Development	16	15	20	19	11	12	93
Land Charges	0	0	0	1	0	0	1
Property	1	2	1	1	0	0	5
Other Enquiries - Section	1	2	1	2	0	2	8
TOTAL	953	573	696	697	661	669	4249

W/Direct Analysis of Other Agencies 08/09

	Apr	May	June	July	Aug	Sept	Total
Benefits Agency	3	1	13	14	5	3	39
Age Concern	1	7	13	10	6	0	37
CAB	0	10	6	4	6	2	28
Credit Union	0	1	3	3	5	1	13
Warwick Town Council	0	2	2	1	0	0	5
MP	1	0	2	2	0	1	6
Pensions	3	6	6	6	6	11	38
Inland Revenue	0	0	0	0	1	4	5
Job Centre	1	0	0	2	3	8	14
TOTAL	9	27	45	42	32	30	185

Warwickshire Direct WCC Profile 2008 / 2009

	Apr	May	June	July	Aug	Sept	Total
Adult Health & Community Services	9	1	7	2	11	5	35
AH&CS Contact Assessment Services	2	0	0	1	2	0	5
Disabled Persons Badge	26	39	58	23	26	40	212
Libraries	3	0	0	0	0	0	3
Museums & Heritage	2	0	0	0	0	1	3
PHILLIS	0	0	1	0	3	4	8
Supporting People	0	0	0	0	1	0	1
Trading Standards	1	0	2	1	0	0	4
Vintage Services	0	0	0	0	0	0	0
Children, Young People & Families	0	0	1	1	1	1	4
Childminders	0	0	2	1	0	1	4
Children in Need	0	0	0	0	0	0	0
Connexions	0	0	0	0	0	0	0
Free School Meals	0	0	3	1	1	3	8
Nurseries	0	0	2	0	1	1	0
Schools	0	0	0	2	6	6	14
Student Finance	40	40	80	23	19	31	233
Community Protection General	0	0	0	0	0	0	0
Emergency Planning	0	0	0	0	0	0	0
Fire & Rescue	0	0	0	0	1	0	1
Fire Referral	0	0	0	0	0	0	0
Environment & Economy General	0	0	0	1	0	2	3
Bus Timetables	17	15	15	7	4	10	68
Composting	2	0	0	0	0	0	2
Countryside Recreation	0	0	0	0	0	1	1
Hazardous Waste	0	0	0	0	0	0	0
Highways	3	2	7	25	15	25	77
Street Lighting	2	4	0	10	2	6	24
Sandbags	0	0	0	0	0	0	0
School Transport	0	1	0	1	1	2	5
Sustainable Travel	0	0	0	0	0	1	1
Tip Van Permits	0	0	0	0	0	0	0
Tourism	0	0	0	0	1	0	1
Waste Management inc. Recycling	3	1	1	1	0	2	8
Wood Chipping	1	0	0	0	0	0	1
Corporate Complaints	0	0	0	0	0	0	0
Performance & Development General	0	1	6	1	0	2	10
Local Information	0	0	0	0	0	150	150
Credit Union Surgery	0	0	2	2	1	1	6
Members Service Committee Info	0	0	0	0	0	0	0
Member Services Councillors WCC	0	0	1	1	0	0	2
Member Services Elections WCC	0	0	0	0	0	0	0
PHILLIS surgery	0	0	0	0	0	0	0
Registration Services	2	1	12	0	1	2	18
Website WCC	3	0	0	0	0	0	3
WCC Jobs	0	0	0	1	0	0	1
What is WD?	0	0	0	1	1	0	2
Other WCC	9	2	4	2	1	0	18
Police	0	0	0	0	1	0	1
Totals	125	107	204	108	100	297	936

Shire Hall Meet and Greet Casual Caller Analysis

	Apr*	May	June	July	Aug	Sept	Total
Caretakers	0	0	0	0	0	25	25
Committee Room Booking	6	11	16	5	3	27	68
Complaint Form Issued	0	1	1	2	3	4	11
Complaint Form Received	0	1	4	2	0	2	9
Contractor	25	198	249	202	255	358	1287
Courier Pick up/Drop off	53	68	62	44	69	44	340
Courts	0	0	0	0	0	7	7
Display Leaflets/posters	0	0	0	3	5	12	20
Displays/screens	0	6	7	7	0	2	22
Fax	0	0	0	0	2	3	5
ICT Service Desk	0	11	20	25	26	28	110
Interpretation & Translation	0	0	2	0	0	0	2
Kiosks	7	0	0	0	0	0	7
Lost Property	1	0	4	4	4	4	17
Number/Transfer	4	9	14	8	3	6	44
Occupational Health	0	0	0	10	30	32	72
OSS Room Booking	6	16	49	17	25	29	142
Other	11	21	38	14	5	9	98
Other Meeting Rooms	0	0	0	0	0	5	5
P&D Room Booking	0	18	25	21	95	25	0
Personal staff visit	0	0	0	1	2	5	8
Pensions	0	0	0	0	0	1	1
Photocopying	0	4	17	6	5	12	44
Post	41	49	162	82	91	102	527
Post Office	4	98	1413	437	196	182	2330
Public Toilets	0	0	23	38	42	50	153
Public PCs	0	4	40	94	122	133	393
Refreshments	0	0	3	7	10	13	33
Sale of Goods	3	1	3	2	0	1	10
Service not delivered here	1	4	1	0	2	1	9
Staff Visit	112	293	291	210	152	269	1327
Staff car parks	0	0	0	2	2	6	10
Taxi	0	0	0	2	2	0	4
Tenders	12	20	23	27	34	13	129
Touch down PCs	0	2	13	4	1	5	25
Video Conferencing/Smart t	0	0	9	8	3	5	25
Visitor & Passes	346	865	1069	933	533	1338	5084
Voicemail	0	0	0	0	0	23	23
What is WD?	0	0	0	14	6		20
Wi-Fi	0	0	1	5	3	9	0
Totals	632	1700	3559	2236	1731	2790	12421

AGENDA MANAGEMENT SHEET

Name of Committee Resources Performance and Development
Overview & Scrutiny Committee

Date of Committee 11th November 2008

Report Title Employee absence management

Summary This report is the latest in a series of quarterly reports which describes the latest performance information on employee absence levels.

For further information please contact: Reuben Bergman
 Deputy Head of Human Resources
 (Employee Relations)
 Tel: 01926 41 2314

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 Councillor Haynes
 Councillor Booth
 Councillor Atkinson
- Cabinet Member Councillor Timms
- Chief Executive
- Legal
- Finance
- 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 Recommendation that this Committee continues to receive quarterly progress reports

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Agenda No

Resources Performance and Development Overview & Scrutiny Committee

11th November 2008

Employee Sickness Absence Management

Report of the Strategic Director of Performance & Development

Recommendation

That the Committee note the latest available performance information on sickness absence levels and continued progress in relation to the management of such absence

1. Background

This report provides information on sickness absence figures for year ending June 2008. It forms part of a regular quarterly update for Members on this key issue.

2. Comparative Absence Figures

2.1 A summary of comparative absence figures over the last four years is as set out below: -

Year Ending	2003/4	2004/5	2005/6	2006/7	2007/8	June 08
Days Lost per Employee*	12.47	10.12	10.57	9.51	8.51	8.41

* based on full time equivalent

2.2 The following specific issues are brought to the attention of Members: -

- The overall trend in relation to sickness absence levels remains downwards. Days lost through sickness absence have decreased by 0.10 days per employee since the end of the financial year 2007/2008 and by 1.1 days since the end of the previous financial year (2006/7).
- Current sickness absence levels are now lower than both the latest national local government figures (9.6 days absence per FTE employee) and the CBI National average for public sector employers (9.0 days). Significantly they are also now lower than the average for County Councils (8.47 days).
- Sickness absence rates do however remain higher than the CBI National average for private sector employees (6.3 days) and the upper quartile average for County Councils (7.91 days).

- Over the last year (up to June 2008) approximately 33% of employees had no sickness absence.
- Members will note that the report has again been refined to split sickness absence levels within the Children Young People and Families Directorate between schools and non-schools.

2.3 A more detailed analysis of sickness absence by service is given at Appendix A.

3. Analysis of sickness absence statistics

3.1 Over the last year long-term sickness accounted for approximately 57% of all working days lost through sickness absence but only 18% of all sickness absence occurrences. Long-term absence is defined as absence of longer than four continuous weeks and which often require a medical intervention to aid recovery and return to work. An analysis of the main causes of long-term absence is covered within section 4 of this report.

3.3 21% of all working days lost through sickness absence were categorised as short term/intermittent (i.e. of three days or less in duration). Whilst the percentage of overall sickness absence is low, short-term absence accounts for 69% of all sickness absence occurrences and requires more of a management rather than a medical focus. A breakdown of this is given below: -

Length of sickness absence	Days Lost	% of total days lost	Incidences	% of total incidences
1 day	9601	8%	9601	41%
2 day	9228	8%	4614	19%
3 day	6330	5%	2110	9%

* Figures based on year ending June 2008

3.4 All figures within this report relate only to sickness absence as reported through appropriate procedures and managed through the Council's management of attendance procedure. In the very rare occasions where there is strong evidence that employees are not genuinely sick then this would be dealt with as a disciplinary issue and would not be included in the sickness figures.

3.5 The figures do not include absence for non-sickness reasons such as annual leave, maternity, paternity, or adoption leave, unpaid leave and leave for compassionate reasons.

4. Reasons for Absence

4.1 A breakdown of the specific reasons for sickness absence is given in Appendix B. Members will note that the "top three" reasons for sickness absence relate to musculo-skeletal issues (back pain, arthritis and muscular problems), stress/mental health issues and absences categorised as being for "unknown reasons". The days lost for these reasons accounted for 49% of all absence and as such continue to merit particular attention. A brief commentary on all three issues is given below:-

Musculo-skeletal issues

- 4.1.1 Musculo-skeletal disorders (MSD) remain the highest reason for sickness absence across the Council accounting for some 10,272 days lost in the last year and nearly 18% of all absences. This is congruent with national statistics from the Confederation of British Industry, which states that MSD account for a third of all GP referrals and cause 9.5 million lost working days per year.
- 4.1.2 A breakdown of MSD related absences across the Council is given in Appendix C. The highest level of absences (in terms of days lost) occur in front line services such as home, day and residential care within Adult Health and Community Services (22.42%) and catering, cleaning and caretaking services within the Resources Directorate (20.22%). This is unsurprising given the physical nature of the jobs undertaken. Where such absences occur they are often long term and thereby contribute disproportionately to higher rates of sickness absence.
- 4.1.3 In the areas referred to above, there is a robust regime of occupational risk assessment to minimise the likelihood of injury together with an extensive and preventative programme of manual handling and other occupational specific training to prevent inappropriate practice. Over the last quarter some 155 home care staff have attended “safer people handling” training and 248 employees have received training on the use of hoists in residential and home care settings.
- 4.1.4 At a wider level, health and safety co-ordinators in all directorates provide support to managers and staff on the appropriate use of display screen equipment. Over the last two years an on-line assessment tool (Assessrite) has been rolled out to office staff to enable individual training on the safe use of computer equipment and a referral system to managers where problems have been identified. A similar package (Handlerite) will shortly be launched to ensure safer systems of manual handling and lifting.
- 4.1.5 In addition to the above, information is available to all staff on the “MyTime” pages of the Council’s intranet and including NHS guidance on “backpain@work” and useful information from a range of other agencies and charities. Such information is provided as part of the Council’s Healthy Workforce Strategy.
- 4.1.4 Whilst it is accepted that the percentage of MSD related absence will always be relatively high, there can clearly be no room for complacency. As part of this it is recommended that further action includes: -
- A service-by-service review of “hotspots” within Directorates and historical trend analysis across the County Council.
 - A cost/benefit analysis of the use of “fast tracking” opportunities (for example in relation to the funding of MRI scans or physiotherapy) where this might reduce the length of time an employee is on long term sickness absence.

Mental Health / Stress

- 4.1.5 According to CBI statistics, non-work related mental health/stress disorders are the most significant cause of long-term sickness absence in the UK accounting for 24% of all absence. Across the County Council mental health/stress issues are the second highest reason for sickness absence accounting for some 9238 days and 16% of all absences. This figure clearly includes both work related and non-work related stress.
- 4.1.6 A breakdown of such absences across the Council is given in Appendix C. The figures, at present, do not provide clear enough information in relation to patterns or trends although it is clear that absences are generally higher in areas of front line services and particular in social care. The high percentage of stress related absence in the Community Protection Directorate is based on very low figures (67 days out of 124) and as such cannot be seen as significant. The Directorate also have a dedicated occupational health service and have undertaken a lot of positive work in relation to stress management over recent years.
- 4.1.7 Over the last 2 years there have been significant initiatives to support health and well being in the workplace and specifically to prevent absences due to occupational related stress. Initiatives have included: -
- The provision of voluntary and proactive health checks for over 1800 employees in front line and other services
 - The running of well-being workshops and stress management courses both for managers and staff as part of the Corporate Development Menu
 - The running of well-being team and learning/development events across the Council as well as regular lunchtime sessions on tai chi, pilates and yoga.
 - The promotion of positive health initiatives and events on the “My-Time” pages of the Council’s intranet.
 - The continued provision of an internal staff-counselling unit within Adult Health and Community Services for front line social care staff. A review is currently looking at the benefits of extending this service to employees in all Directorates and rationalising our wider use of external counselling agencies.
 - An ongoing health and well-being study being carried out in partnership with Warwick Medical School, the second phase of which will re-commence in November 2008.
- 4.1.8 As with musculo-skeletal disorders it is important that more detailed work is undertaken over the next 12 months to look at stress related hotspots, historical trend analysis and the outcomes of the above initiatives. This will be carried out in accordance with Health & Safety Executive guidelines and building on results from the last Staff Survey.

Unknown Reasons

- 4.1.8 For the 12-month period up to 30th June 2008 some 15.6% of all sickness absence has not been appropriately categorised as part of the absence recording process. This clearly results from a problem in relation to the “sickness reasons” listings available to managers or a training issue for managers in recording such absences. Either way the high percentage of “unknown” sickness absences is unacceptable and prevents accurate reporting and ultimately management. A breakdown of “unknown” reasons across the Council is given in Appendix C.
- 4.1.9 It is strongly anticipated that this issue will improve over the course of the next 12 months as a result of a review of the absence classification list and a focus on hot-spot areas within Directorates. In addition, the continued rollout of the Council’s “self-service” system will ensure more direct and accurate recording of sickness absences by line managers and their employees.

Other Reasons

- 4.1.10 An analysis of other main reasons for sickness absence is set out in Appendix B. This includes those absences relating to viral infections (11.93%), operations (9.67%), digestive disorders (5.99%), chest infections (3.81%) and eyes/ears/nose disorders (3.10%). The percentage of absence is felt to be either stable or falling and, as such, detailed analysis is not, at present, seen as a priority. Clearly, however, this position will be reviewed as part of future reports on absence management.

5. Conclusion

- 5.1 It remains pleasing that sickness absence rates are continuing to reduce across the Council. As always, however, there can be no complacency. The reduction in absence levels is not consistent across all parts of the Council and further work is needed to understand the patterns and trends of such absence. We need to work hard, together with our trade union colleagues to ensure continued progress.
- 5.2 Work will continue in accordance with the action plan agreed by this Committee on the 4th September 2007 and with a focus on the long term absence issues as identified in this report. It is suggested that a further report is presented to this Committee at the end of the current financial year.

David Carter

Shire Hall
Warwick

Strategic Director of Performance
and Development

November 2008

SICKNESS ABSENCE LEVELS (DAY'S ABSENCE PER FTE EMPLOYEE) FOR THE PREVIOUS REPORTING PERIODS.

DIRECTORATE	2006/7	2007/ 08	JUNE 08
Resources	8.42	8.59	9.08
CYP&F (schools)	8.30*	7.97*	7.72*
CYP&F (non schools)	7.70	6.52	7.56
Performance & Development	9.84	7.20	6.80
Community Protection	8.31	9.00	8.70
Adult Health & C. Services	14.11**	14.46**	14.53
Environment & Economy	7.52	7.20	7.48
	9.51	8.51	8.41

(*) Based on headcount figures (rather than FTE) in order to retain comparative base (over the last three years) and in order to balance the difficulties in recording term time/part time absence data

(**) The apparent increase in absence in A, H & C between 2006/07 and 2007/08 reflects statistical anomalies resulting from changes to the composition of the workforce and changes to the method of calculation to bring it into line with the rest of the organisation.

**TOP EIGHT REASONS FOR SICKNESS ABSENCE (DAYS LOST AND %)
YEAR END JUNE 2008.**

TOP REASONS FOR ABSENCE	DAYS LOST	DAYS LOST TREND OVER LAST 3 QUARTERS	% OF ALL ABSENCE
Muscular-Skeletal issues	10272	↔	17.76%
Stress & Mental Health	9238	↑	15.98%
Unknown Reasons	9036	↑	15.63%
Viral	6896	↓	11.93%
Operation/Post Op	5592	↑	9.67%
Digestive Systems	3465	↓	5.99%
Chest/Respiratory	2206	↔	3.81%
Ear/Eye/Nose/Mouth	1818	↔	3.1%

**TOP THREE REASONS FOR SICKNESS ABSENCE LEVELS PER DIRECTORATE
DAY'S ABSENCE AS A % OF ALL ABSENCE)**

DIRECTORATE	Muscular/Skeletal		Stress/Mental Health		Unidentified Reasons	
	Days Lost	%	Days Lost	%	Days Lost	%
Resources	1731	22.89	944	12.49	1160	15.35
CYP&F (exc. schools)	1630	11.10	2201	14.99	3329	22.27
Performance & Development	279	11.71	333	13.96	117	4.95
Community Protection	17	13.73	67	54.85	16	13.17
Adult Health & C. Services	5864	20.41	5390	18.76	3479	12.11
Environment & Economy	750	17.22	300	6.90	932	21.14
		17.76		15.98		15.63

AGENDA MANAGEMENT SHEET

Name of Committee Resources Performance & Development Overview & Scrutiny Committee

Date of Committee 11th November 2008

Report Title ICT Development Programme 2008-09 Half Year Report

Summary As part of the ICT Strategy 2007-12 approved at Cabinet last year, it was agreed that a more formal approach would be adopted to the development and management of the Corporate ICT Development Plan, and that progress against the plan would be reported to both the SDLT and Resources O&S Committee on a half-yearly basis.

For further information please contact: Tonino Ciuffini
Head of ICT
Tel: 01926 412879
toninociuffini@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers ICT Strategy 2007-12

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s) Cllr Booth, Cllr Atkinson, Cllr Haynes,
- Other Elected Members Cllr Cockburn.....
- Cabinet Member
- Chief Executive
- Legal Jane Pollard.....
- Finance
- Other Chief Officers Dave Clarke, Resources Strategic Director
- 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

Executive Summary

As part of the ICT Strategy 2007-12 approved at Cabinet last year, it was agreed that a more formal approach would be adopted to the development and management of the Corporate ICT Development Plan, and that progress against the plan would be reported to the SDLT and Resources Performance & Development Overview & Scrutiny Committee on a half-yearly basis.

Resources Performance & Development Overview & Scrutiny Committee

11th November 2008

ICT Development Programme 2008-09 Half Year Report

Report of the Head of ICT, Resources

Recommendations

Resources Performance & Development Overview & Scrutiny Committee is asked to note and comment on the progress against the 2008/09 Corporate ICT Development Plan.

Resources Performance & Development Overview & Scrutiny Committee is asked to note the reservation of funding, in principle, for the Corporate GIS and Corporate ICT Skills projects in 2009/10.

1. Introduction

- 1.1 The 2008/9 Corporate ICT Development Plan was approved by SDLT on 30th April 2008. This report is the half-year progress update. It will also be submitted to the Resources, Performance and Development Overview and Scrutiny Committee on 10th November 2008.
- 1.2 As last year, the Plan was developed to support the WCC Vision, the Corporate Business Plan, the New Ways of Working Programme and other relevant plans and documents. The plan again focuses on five high priority areas identified by the authority:-
 1. Modern and Flexible Working
 2. Customer Access Initiatives
 3. Intranet and Document Management
 4. Core Applications Development
 5. Other Projects
- 1.3 Each of these is dealt with in turn below.

Resources Performance & Development Overview & Scrutiny Committee is asked to:-

1. Note the achievements to date
2. Note the reservation of funding, in principle, in 2009/10 for the Corporate GIS and Corporate ICT Skills Projects in order to mitigate project risks.

2. Progress against the 2008/09 Corporate ICT Development Plan

Good progress has been made across a range of projects on the Corporate ICT Development Plan in the first 6 months of the year. This part of this report highlights the key achievements. Appendix A contains a full summary, outlines the work to be completed in the next 6 months, and shows the expected budget outturn.

As reported to SDLT in April, the 2008/9 budget was over allocated by 10% at the beginning of the financial year in anticipation of under spends on some projects. The current forecast is to spend on-budget (£1,835,000), but we will continue to monitor this closely in case any additional costs are incurred.

2.1 Modern and Flexible Working

- 2.1.1 We have continued to support the modern and flexible working initiative for social workers in the Adult Services pilot. This has delivered quantifiable efficiency improvements. The project has been entered into three national competitions.
- 2.1.2 The success of the Modern and Flexible working initiative last year has been demonstrated by the increasing number of requests for advice and guidance that are coming from directorates. This is being catered for within the New Ways of Working Team, and through the Modern & Flexible Working Toolkit now available on the intranet.
- 2.1.3 New hot-desk facilities have been set up in Saltisford 3, and touch down points are available in the new Shire Hall One Stop Shop, increasing the options for flexible working.
- 2.1.4 Work continues on the pilots set up in Trading Standards (food inspections) and Adult, Health and Community Services (Strategic Commissioning), and valuable lessons are being learnt about the technical and organisational aspects of flexible working.

- 2.1.5 Progress has been made on the VPN project, which aims to simplify the remote logon procedure and to deliver a wider range of services to remote users. The technical underpinnings (software and licence upgrades) are now in place, initial technical testing has been done, and problems identified in testing corrected. Pilots are now being planned to test the new facilities.
- 2.1.6 A mobile application for cleaning audits is being piloted as a way of increasing efficiency. Inspection staff will be able to record inspection results on hand-held devices and synchronise these with the central database over a wireless connection. Additional wireless facilities have been rolled out to 6 locations.
- 2.1.7 WCC was one of the first local authorities to become connected to the Government's secure network under the aegis of the GovConnect project. We were also used as the pilot site to ensure that the GovConnect secure email service would work with Lotus Notes. This has been proven. The infrastructure project has now been completed and we are moving into the business implementation phase. We are working with directorates to identify where there is a requirement for secure email, and 5 pilot areas will be chosen. The need for effective security has become much more prominent in recent months; the GovConnect network will ensure that emails can be sent securely to protect personal and sensitive information.

2.2 Customer & Access Initiatives

2.2.1 WDC/WCC Customer Service Centre Co-location

- Project management and technical resources have been made available to support the co-location of the WDC and WCC Customer Service Centres at Shire Hall.
- The project has successfully established and tested VOIP telephone links between WCC and WDC to allow call transfer to Riverside House, and established facilities to allow WDC staff to use WDC systems from Shire Hall.
- There are business as well as technical issues to address e.g. identifying differences in working practices between the two organizations that could lead to future difficulties, and finalizing the telephony arrangements.
- The implications for co-location of PCI DSS regulations (relating to credit card payments) are being kept under review. PCI DSS regulations set out how credit card details should be stored and transmitted by the organizations that receive them. Differences in practice between WCC and WDC have been identified that need to be resolved.

- The project was scheduled to be complete by end of November. The ongoing telephony options review will inevitably lead to delay, but is critical to the feasibility of the current approach to co-location.

2.2.2 One Stop Shops

- Further One Stop Shops have been opened, requiring significant ICT input. The One Stop Shop in Southam went live for Stratford District Council Services in April 2008. The One Stop Shop in Stockingford went live for Education, Library and Warwickshire Direct Services on 28th August.

2.2.3 CSC Developments

- Corporate ICT Development funds have again been made available to part-fund resources to develop additional CSC services, and this has increased the pace at which new processes can be rolled out. The Registrars and Free School Meal processes have gone live, the Disabled Parking Badge process had been redesigned, a Racist Incidents reporting process had been created and is awaiting testing, and an anti-bullying process is ready for CSA training.

2.2.4 WDP

- The ICT Development fund also paid our contribution to the Warwickshire Direct Partnership, and the Programme Office.

2.3 Intranet and Document Management

2.3.1 Intranet

- In the end of year report for the 2007/8 plan we indicated that alternative ways of delivering the intranet would be investigated in order to overcome limitations with the current intranet product. In line with the ICT Strategy to consolidate around Microsoft products we carried out an evaluation of the Microsoft content management tool (SharePoint). This was very positive and showed that we could deliver significantly improved facilities for content authors, reduce the level of technical support required to keep the intranet running, and increase our development capacity in order to further enrich the intranet in future. The Project Board endorsed a project to transfer the intranet from its current Vignette environment to SharePoint. Excellent progress has been made so far. Consultants have been appointed to produce the functional and technical specifications and the new intranet is due to be launched by the end of the financial year.

- Funding has been provided for an extra resource in P&D to prepare intranet content. This helped to deal with the extra activity generated by the CPA.
- Work is underway to stabilise and rationalise the infrastructure for both the intranet and Vignette document management.

2.3.2 Document Management

- Effort on document management has concentrated on two areas: HRER (HR Electronic Records) and generic EDRM (Electronic Document and Records Management) facilities.
- Technical and project management support has been provided to the HRER project to build on the facilities developed in phase 1. Firm project plans were established for phase 2 and a clear set of products were defined. Good progress has been made in a number of areas relating to scanning, automatically setting up and updating new employee details, bulk loading data, importing documents, checking in electronic documents, and creating a training environment. This has involved collaborative working across the HRER, HRSC and HRMS teams.
- It has become increasingly clear that the business processes in the HR Service Centre need to be fundamentally reviewed and agreed before appropriate technical solutions can be implemented. Phase 2 of the HRER project is expected to finish by the end of November 2008, but supplementary requirements are being drawn up to address outstanding issues. Significant business process analysis and records management resources will be required to work on this project before technical solutions can be specified and developed. Further ICT input is expected to be required in 2009/10. It will also be necessary to release the appropriate HR resources. Phase 2 targets have slipped on several occasions because of conflicts of priority for the customer between the HRER project work and business of the day. This has delayed the implementation of developed solutions into the live environment.
- A project board has been set up to oversee work on generic document management facilities. This will meet for the first time in November to agree the project initiation document. Pilot areas have been selected to model several document management scenarios, and SharePoint consultants will be appointed to assist in the specification and development of the solutions. By using SharePoint we will benefit from easier integration between the intranet and corporate documents. The pilots will be used to help quantify the benefits of electronic document management.
- Proof of concept work on a Business Process Management tool has demonstrated that business processes can link seamlessly and invisibly to the Vignette records management system. This supports a

central aim of the ICT Strategy to deliver better integration between systems in support of business processes. This work will be built upon in developing the Applications Development Strategy.

2.4. Core Applications Development

2.4.1 Financial Systems

- The PQQ for the replacement financial systems has been evaluated, leading to a supplier shortlist. A Statement of Requirements and draft Terms and Conditions of Contract have been drawn up and the invitation to tender issued. The tender evaluation model has been prepared.

2.4.2 Property Systems

- Development is continuing on an integrated suite of property-related systems that support both Property and Facilities Management Services. The systems can be accessed by customers and contractors over the internet. The currently available modules are: asbestos and condition information; projects; hotline orders; Corgi registrations; CRB registrations; and contact information. The Corgi and CRB modules allow contractors to register and update their own information. Data is either maintained directly through the new modules, or loaded overnight from the existing Corporate Property Register (CPR). Over time the full CPR will be redeveloped in this way.
- The development activity has been underpinned by extensive business analysis and review of current business processes. The new systems are being developed on a single coherent platform that will ultimately replace the more piecemeal systems currently in place.

2.4.3 GIS Management

- Progress on this project has accelerated now that the corporate GIS team is in place. A corporate GIS board has been set up that has signed off two critical documents – the Project Initiation Document and the Invitation to Tender for the Corporate GI Web Application Framework (CGIWAF). This framework will be used to deliver internal browser-based GIS tools to a much wider audience in the authority, as well as improved public-facing GIS to support both information and service delivery. As well as delivering enhanced facilities, the new corporate approach will also lead to cost savings and improve the management and accuracy of spatial data across the authority.
- The project risk analysis has identified staffing as a serious risk. The two members of the corporate GIS team are currently on short-term contracts, funded from the Corporate ICT Development Fund. These

posts need to be extended for a further 12 months to ensure continuity of staffing and skills. **It is proposed to reserve funding for these two posts, in principle, for 2009/10 to reduce uncertainty and to give the team an opportunity to demonstrate the benefits of the proposed GIS strategy. This will then allow a fully supported business case for sustainable funding to be put together in 2009/10.**

2.4.4 HRMS

- After a successful trial of Manager and Employee Self Service in ICT, work is underway on a wider roll-out to the rest of Resources and to Performance and Development.
- Pay & Conditions Phase II - work continuing with Job Evaluation Team to support the phase II work and to ensure any changes coming out of phase II can be implemented successfully.
- HR-ER Project - Proof of concept work has shown that documents can be successfully sent directly into Vignette Records Management System. Work is now underway to send HR employment contracts directly to Vignette via this new route.

2.5 Other Projects

2.5.1 Printing Strategy Implementation

- Tangible benefits are already being realised by the implementation of the printing strategy. Site reviews have led to significant reductions in the number of devices (printers and photocopiers) deployed. For example:
 - Orion House – a reduction from 46 to 13 devices. This will reduce by a further 7 with the introduction of a Multi-Functional Device (MFD)
 - Leamington & Rugby Adult Commissioning. Each site has replaced 7 devices with 1, liberating space for hot desking
 - SEN Lillington – a reduction from 19 to 3 devices planned for half-term. Annual saving of £8,000
 - Corporate HR – replacing 16 devices with 3 MFDs planned for half-term. Annual saving of £10,000
 - Fawsley House, Rugby. Replacing 12 printers and two photocopiers with an MFD. Annual saving of £4,000
 - A total of 150 devices have been removed from the network.
- The new strategy has had a dramatic impact on orders for printers. Last year 210 printers were ordered. So far this year only 24 printers have been ordered. This has been achieved partly by implementing the

new strategy, and partly by redeploying liberated printers elsewhere. Konica will now only deal directly with the central print strategy team, allowing for greater co-ordination and rationalisation.

- As well as delivering cash savings, the MFDs can increase privacy and security in multi-occupancy offices by only releasing print jobs when the user presents their ID badge to a card reader. This facility is currently being tested for wider release. It also reduces the incidence of uncollected print jobs. Users are also presented with information on the cost of their print jobs, raising awareness of the cost of colour printing in particular.
- This project is a superb example of the benefits of a centralised approach to ICT purchasing and deployment, and of creative use of new technology.

2.5.2 Supporting Staff ICT Skills Development

- This is a key project in developing a workforce that is able to deliver business benefits through better use of ICT facilities. A specialist external project manager has been recruited to lead the work on defining measurable ICT competencies and delivering a training delivery strategy. He starts in mid-October. A cross-directorate project board is being set up to oversee the project. This project will run for 12 months and will therefore carry forward to 2009/10. **It is again proposed to reserve funding, in principle, for this project in 2009/10 to ensure continuity in the project management resource.**

2.5.3 PCs to Good Causes

- This popular scheme is running again this year. 25 refurbished computers are available to voluntary and community groups in each District. The scheme was advertised on 1st October and bids will be evaluated by local councillors. An additional 25 computers are being made available across the county this year. In addition to the corporate funding, Schools Technical Service provides the administrative support.

2.5.4 Education Attainment Project

- This project supports the government's 'Computers for Pupils' initiative
- Corporate ICT funding has contributed to the purchase of forty laptop computers for use by children from disadvantaged homes in Warwickshire. Using the multiple deprivation indices we have initially focused our work with forty pupils attending George Eliot school in Nuneaton. These pupils have been given a laptop computer which is warranted and insured against accidental damage and theft for three years

- The most important aspect of the project is to deliver secure Internet access for these pupils from home, school, and other remote sites. The laptops are restricted to connect only through the Warwickshire WAN. This provides necessary safeguards for the pupils and also filters and monitors their Internet use
- Reports from the school, the pupils and their parents indicate a very successful start to this three year initiative
- The educational achievements of these pupils are being monitored so that we will, eventually, be able to compare the achievements of these pupils against a 'control' group of pupils who do not have access to this technology.

David Clarke
Strategic Director, Resources

October 2008

Appendix A – Half Year Progress Report on 2008/09 Corporate ICT Development Plan

Project Area	Original Budget	Forecast Outturn	Staff resources contributed	Achievements to date and products delivered	Additional outcomes to be delivered by end of March 2009
Total Budget	£2,017,000	£1,835,400			
Modern & Flexible Working	£160,000	£171,000			
Modern and Flexible Working pilots	£25,000	£36,000	4.2 FTE	Pilot work is progressing at Trading Standards (Food Inspections) and Adult, Health and Community Services (Strategic Commissioning).	<ul style="list-style-type: none"> • Complete both pilots.
Enabling technologies and infrastructure	£100,000	£100,000		<ul style="list-style-type: none"> • Hot desk facilities launched Saltisford 3 • Touch down facilities launched in Shire Hall One Stop Shop • VPN infrastructure implemented to simplify and enrich remote access from WCC devices • Mobile cleaning audit application and handheld devices in pilot • Additional wireless facilities at the following locations: Fire & Rescue HQ; Budbrooke County Highways; Budbrooke Materials Laboratory; Saltisford 3; Law and Governance meeting room, Shire Hall; Budbrooke Trading Standards • GovConnect infrastructure for secure email installed and tested with Lotus Notes. 	<ul style="list-style-type: none"> • Launch hot desk facilities in Shire Hall • Present proposals for additional hot desk facilities around the county • Additional wireless facilities in Northgate House and Shire Hall block 58 (subject to plans for refurbishment). • Project initiation for business implementation phase of GovConnect • VPN pilot • Review business benefits of mobile cleaning audit system. • Identification of new ICT facilities to support modern and flexible working • Review and upgrade the Citrix infrastructure to cater for the increased demand for remote working.
Advice and guidance	£35,000	£35,000		<ul style="list-style-type: none"> • The intranet-based Modern and Flexible Working toolkit has been developed and now provides a range of advice and guidance documents • The New Ways of Working Team is responding to a growing number of requests for advice and guidance from directorates. 	<ul style="list-style-type: none"> • Review of time independent working • Implement training materials and support for managers

Project Area	Original Budget	Forecast Outturn	Staff resources contributed	Achievements to date and products delivered	Additional outcomes to be delivered by end of March 2009
Customer & Access Projects	£250,000	£200,000			
ICT support of general C&A activities	£75,000	£75,000	2 FTE	<p>WDC/WCC CSC co-location</p> <ul style="list-style-type: none"> • Project management and technical resources • VOIP links between WCC and Riverside House established – call transfer facilitated • WDC systems available from Shire Hall • Identification of HR issues relating to working practices • Review of telephony options following public debate. Serious potential investment issues raised • Ongoing review of PCI DSS regulations and impact on credit card payments • One Stop Shops opened in Southam for SDC services and in Stockingford for Education, Library and Warwickshire Direct Services • Telephone payments project put on hold with agreement of CSC as this is part of the new financial systems tender. Decision to be reviewed following financial systems tender evaluation. 	<p>Pending agreement by the WDP Board a number of additional task may come onto the agenda this year:</p> <ul style="list-style-type: none"> • common online payment system • common online booking facilities • self-service forms on the web site (dependant on upgrading to Northgate version 3.3, currently in test). To include a review of citizen authentication facilities <p>Following the contractual changes relating to the Northgate Front Office system, and the move from Steria to Northgate for hosting, to provide support for the system move.</p>
Customer Service Centre development activities	£80,000	£80,000		<ul style="list-style-type: none"> • Registrars process live • Free School Meals process live • Disabled Parking Badge process redesigned (form, business case, revised process maps) • Racist incident form constructed and awaiting testing • Anti-bullying process built and ready for CSA training 	<ul style="list-style-type: none"> • Disabled Parking Badge process completed and live • Racist incidents process live • Registrars process rebuilt to support single district and additional office roll out • Registrars booking system integrated • Registrars web-based tool integrated with Front Office and documented • Additional projects identified following completion of first tranche. Current projects being carried out by contractors are all planned to finish this financial year.
Single customer database	£50,000	£0		<ul style="list-style-type: none"> • No progress. This project requires resources from our suppliers, Northgate, that have not been forthcoming. No progress expected this financial year. Internal project management resources are now committed to other projects 	<ul style="list-style-type: none"> • None
WDP subscription	£45,000	£45,000		Subscription to WDP and Programme Office paid	

Project Area	Original Budget	Forecast Outturn	Staff resources contributed	Achievements to date and products delivered	Additional outcomes to be delivered by end of March 2009
Intranet & Document Management	£550,000	£530,000			
WCC Intranet Development	£275,000	£255,000	4.8 FTE	<ul style="list-style-type: none"> • Evaluation of Microsoft SharePoint • Project to move the intranet from Vignette to SharePoint agreed and started • Funding provided for additional content resource • Further stabilising the intranet and document management infrastructure 	<ul style="list-style-type: none"> • Launch the re-written intranet
Document Management	£275,000	£275,000	3.4 FTE	<p>HRER</p> <ul style="list-style-type: none"> • Technical and project management support given to HRER project. Firm plans and product descriptions produced • Facilities developed for scanning, automatic set up and update of new employee details, bulk data loading, document import, electronic check-in of documents, and system training • Business Process issues identified <p>Generic document management</p> <ul style="list-style-type: none"> • Project Board established • Project initiation document written • Pilot areas recruited • Links between business process management environment and Vignette Records system established in proof of concept. 	<ul style="list-style-type: none"> • Complete current phase of HRER project <ul style="list-style-type: none"> ○ Training environment ○ Electronic check-in live ○ New scanning functionality live ○ Notes/HRER integration ○ System training complete ○ Process to handle incorrectly scanned documents live ○ Securing file transfers • Define supplementary activities for HRER project • Start generic document management pilots

Project Area	Original Budget	Forecast Outturn	Staff resources contributed	Achievements to date and products delivered	Additional outcomes to be delivered by end of March 2008
Applications Strategy and Core Applications	£787,000	£733,400			
Financial Systems – project to replace existing financial systems	£150,000	£92,000	3.5 FTE	<ul style="list-style-type: none"> • PQQ evaluated • Suppliers shortlisted • Statement of requirements and draft terms & conditions of contract written • Invitation to tender issued • Tender evaluation model developed 	<ul style="list-style-type: none"> • Tender evaluation, including site visits and demonstrations • Recommendation of preferred supplier
Property Systems – development and replacement	£150,000	£150,000		<ul style="list-style-type: none"> • Business process analysis • Development of an integrated suite of property-related systems. Web-based modules developed so far are: asbestos and condition information; project information; hotline orders; Corgi registrations; CRB registrations; contact information • Data load routines 	<ul style="list-style-type: none"> • Additional business process analysis on projects and hotline • Initial work on implementing business processes in line with the Corporate Application Development Strategy.
GIS Management - Corporate Approach	£150,000	£150,000		<ul style="list-style-type: none"> • Corporate GIS team established • Project Board established • Project Initiation document approved by the Board • Invitation to Tender for Corporate GI Web Application Framework (CGIWAF) written and approved by the Board • OS MasterMap rolled out to all MapInfo users with a new version of the software • MapInfo licences audited and rationalised 	<ul style="list-style-type: none"> • CGIWAF tender issued • Supplier selected • GIS Strategy signed off by Project Board • Intranet GIS tool implemented • Basic integration with Front Office CRM delivered
HRMS Payroll & Phase 2	£337,000	£341,400	12.75 FTE	<ul style="list-style-type: none"> • Work progressing on the rollout of Manager and Employee Self Service to Resources and Performance and Development Directorates. • Pay & Conditions Phase II - work continuing with Job Evaluation Team to provide supporting information. • HR-ER Project - Proof of concept documents successfully sent directly into Vignette System. Work continuing on sending HR employment contracts via this new route 	<ul style="list-style-type: none"> • Complete roll-out of Manager and Employee Self-Service to Resources, and Performance and Development Directorates • Continuing support to Pay & Conditions Phase II project • HR-ER – support for phase II products.

Project Area	Original Budget	Forecast Outturn	Staff resources contributed	Achievements to date and products delivered	Additional outcomes to be delivered by end of March 2008
Other	£270,000	£201,000			
Printing strategy implementation	£50,000	£31,000		<ul style="list-style-type: none"> • 33 printers removed from Orion House. The 13 remaining will reduce to 7 with the introduction of a new MFD • 16 printers to be removed from SEN Lillington at half-term. Annual savings of £8,000 • 16 devices to be removed from Corporate HR at half-term. Annual savings of £10,000 • 12 devices removed from Fawsley House, Rugby. 2 photocopiers replaced with MFDs. Annual savings of £4,000 • 8 devices removed from Leamington Adult Commissioning. Space released for hot desks • 8 devices removed from Rugby Adult Commissioning. Space released for hot desks • 7 devices removed from ICT CSS group • Assisted in purchasing MFDs for Resources Finance, Shire Hall OSS and Bedworth Adult Services • Remote Care introduced with all new devices to automatically request consumables by SMS when required • Printer purchases reduced to 24 so far this year (compared with 210 in the whole of last year) • Process of printer redeployment implemented • Printing procurement centralised through print strategy team • Konica leases now under regular review 	<p>Printer rationalisation is planned at the following sites:</p> <ul style="list-style-type: none"> • WES schools team • Kenilworth Adult team • Alcester Adult team • Budbrooke Road Safety • Atherstone Warwick House • Nuneaton Warwick House Finance team • The Grange, Southam • Bedworth Beada House • ICT Production Services <p>Evaluate Konica driver setup as a replacement for Click and Print</p> <p>Successful completion of Docuprint trial at Saltisford 1</p> <p>Improvement to Remote Care service to co-ordinate and minimise consumable deliveries in buildings with multiple MFDs</p> <p>User training materials</p>
PCs to Good Causes	£20,000	£20,000		<ul style="list-style-type: none"> • Scheme launched on 1st October across Warwickshire 	<ul style="list-style-type: none"> • Applications evaluated by local councillors • 125 computers distributed
Supporting Staff ICT Skills	£150,000	£100,000		<ul style="list-style-type: none"> • Specialist project manager recruited 	<ul style="list-style-type: none"> • Detailed plans • Begin work on strategy for ICT competencies • Begin work on strategy for ICT training delivery
Educational attainment project	£50,000	£50,000		<ul style="list-style-type: none"> • 40 laptops purchased for participants in the "Computers for Pupils" project at George Elliot School, Nuneaton • Pilot pupils selected • 3G USB modems purchased for internet access • Modem management systems configured to restrict connections to Warwickshire WAN • Filtering and monitoring services established to safeguard pupils • Encouraging feedback from the school, parents and pupils 	<ul style="list-style-type: none"> • Laptop computers and secure internet access at home for 30 looked after children

AGENDA MANAGEMENT SHEET

Name of Committee Resources Performance & Development Overview & Scrutiny Committee

Date of Committee 11 November 2008

Report Title ICT Risks & Business Continuity

Summary Comment on the business continuity arrangements associated with the ICT risks reported in this document.

For further information please contact: Tonino Ciuffini
Head of ICT
toninociuffini@warwickshire.gov.uk
Tel: 01926 41 2879

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) Cllr Booth, Cllr Atkinson, Cllr Haynes
- Other Elected Members Cllr Cockburn
- Cabinet Member
- Chief Executive
- Legal Jane Pollard
- Finance
- Other Chief Officers Dave Clarke, Resources Strategic Director
- 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

Executive Summary

In response to some recent ICT network issues, this paper presents the current arrangements to deal with the risks associated with significant loss of ICT Services. It outlines both ICT activities to support service business continuity plans, and to mitigate risks associated with general ICT failure.

Resources Performance & Development Overview & Scrutiny Committee are invited to comment on the business continuity arrangements described and to propose any areas where they would like to see further arrangements considered.

Agenda No

Resources Performance & Development Overview & Scrutiny Committee - 11 November 2008

ICT Risks & Business Continuity

Report of the Head of ICT, Resources

Recommendation

Resources Performance & Development Overview & Scrutiny Committee is asked to:-

1. Comment on the business continuity arrangements associated with the ICT risks reported in this document.
2. To propose any areas where they would like to see further arrangements considered and developed.

1. Introduction

This paper has been requested by the Chair of the Overview & Scrutiny Committee in response to recent ICT network issues. It presents the current arrangements to deal with the risks associated with significant loss of ICT Services. It will cover:-

- Potential areas of ICT risk and mitigating actions in place.
- Business Continuity arrangements in place in the event of a major ICT loss of service.

Although not the primary purpose of this document this report will also provide:-

- The background to the recent ICT network issue as an example of potential issues associated with the loss of ICT including the latest position of this incident.
- A description of the potential business impact of ICT issues using the recent incident as an example.

2. Background to Recent ICT Network Issue

- 2.1 Over the period late May to June we suffered a number of separate but related ICT issues.
 - On the 26th, 27th and 28th May issues associated with the NTL/Telewest supplied element of our network meant loss of service to customers from

08:30 - 16:30 on both the 26th/27th May and for part of the morning of the 28th May. These issues affected the sites connected by the NTL network which was approximately 30% of sites. For a short period on the 26th and 27th other remote sites may have been impacted until the NTL service was removed by ICT technical staff.

- On Friday 6th June there was a brief recurrence of the network issue affecting the NTL network sites for up to one hour early in the afternoon.
- On Thursday 19th June an upgrade to the two key network components in Shire Hall as part of the work to resolve an outstanding issues with the Kings House service, corrupted these two main corporate switches. This meant no service availability for the main Warwickshire County Council network from 08:30 until 12:15hrs.
- On 23rd and 24th June there was a third recurrence of the NTL Network related problem, again just affecting the users of the NTL network. This meant loss of service for these sites between 15:30hrs on Monday 23rd until 16:00 hrs on 24th. Some sites in the Atherstone and Warwick area were restored from 12:30hrs on 24th as part of the investigation work.

- 2.2 A full report on these incidents was provided to the Leaders Liaison Group in July 2008.
- 2.3 These incidents followed a period of stability where we had enjoyed significant improvements in ICT service availability. These improvements were reflected in our externally benchmarked customer satisfaction survey results just prior to the incidents. Our scores have risen for a third consecutive year and Warwickshire County Council was the top performing of the twelve County Councils that participate in 17/18 customer satisfaction areas with the other question ranked number two. Our score for overall opinion of the ICT service ranked us second compared with the 58 other top tier Authorities that participate.
- 2.4 The latest position of the network issue is that the problem recurred in early October. Fortunately the work since May meant that the issue was restricted to the NTL network sites alone. However, once again all NTL sites were impacted and suffered almost 24 hours of non availability. This included 30 schools, and 40 other WCC buildings, and also for several hours the District Council Contact Centres. Our main sites were not affected at this time.
- 2.5 Also, our investigative work prior to and our work with NTL at the time of the recurrence means that we believe that we have now been able to trace the possible cause of the recent incidents. It is believed that some of the NTL equipment was unable to cope with some of the business services we were running over the network. They have upgraded their equipment and as an additional precaution, Warwickshire County Council have removed our Patapsco voice facilities, which allowed us to provide telephone services to some sites over the data network, until network stability has been clearly demonstrated and any potential issues with these have been further

investigated. We are currently investigating service credits from NTL associated with these incidents.

3. Potential Business Impact of the Loss of ICT Service

3.1 ICT is now a critical element of our service delivery arrangements. The impact of the loss of ICT service can be severe, although the precise severity will depend on the element of the ICT service lost, the criticality of the service provided, and the dependence of elements of the service on their ICT facilities. The recent incidents have demonstrated some of the potential business impact that the Authority can suffer as a result of losing elements of its ICT service.

- The NTL/Telewest network related issues affected approximately 40 buildings and 80 schools. There was a loss of their Wide Area Network service and therefore use of their central systems for almost two days in May and one day in June. Areas such as Warwickshire County Council Registration Services and some District Council Contact Centres were also impacted. Fortunately the May incident occurred during half term, so the impact on schools was reduced but during the later issues the loss of service can impact on the ability to deliver lessons if the teacher is looking to use Internet facilities etc.
- Telephone services were also affected for some sites, primarily Montague Road services due to the use of a form of Voice over IP technology (VOIP), where the data network is used to carry telephone call traffic. This can impact the ability of the public to contact us.
- For the incident on the 19th June, the half day loss of service affected nearly all network ICT facilities for almost all staff. Staff were not able to connect to the network, therefore unable to use any systems including LOTUS Notes, although emails were still received. This impacted front line Warwickshire services such as the Customer Service Centre, although they could still receive calls. As a demonstration of how the impact can vary, due to the nature of the problem on this occasion the schools systems were available, and District Council Contact Centres were also unaffected.

3.2 On all occasions ICT actions were taken to minimise the period for which the ICT loss was suffered. This included extensive out of hours working by internal staff and use of external partners on direct problem resolution. Also as part of the action taken we were often able to reduce the number of sites and hence number of ICT users affected by the loss of service. In addition to this, particularly in the non schools arena we were able to take Business Continuity style action to mitigate against the problems by:-

- Re-directing critical public telephone numbers to personal mobiles to enable us to receive calls

- Supplying laptops with mobile working facilities to provide alternative network access to their systems for key customer facing sites. e.g. the Registration Services and Home Care Teams
- Assisting staff to work from other locations including alternative County buildings and also from home, by providing additional access to our remote access service.
- Moving data to customers to allow them to continue to work where they were unable to access their information via the network facilities.
- In particular, in Kings House we employed a range of these services to provide alternative arrangements while they continued to suffer intermittent problems. The largest example of this is that the Customer Service Centre was moved to work from Shire Hall, although this did introduce logistics and staffing issues for the service.

Unfortunately, in the Schools environment the current design of the facilities means that there are no such business continuity actions that can be taken.

4. Business Continuity Arrangements Associated with the Loss of ICT Service

- 4.1 In line with the County Council's approach to business continuity we have been developing our plans to support the corporate policy and strategy and service continuity plans now in place. It should be noted that Business Continuity is not an ICT issue and we applaud the recognition of this fact in the new corporate approach. An example of this is that a service could lose access to its ICT and information facilities through non ICT factors. e.g. loss of building through flooding, fire, introduction of an exclusion zone, significant loss of key staff within a service.

However, there are two elements to the overall Business Continuity that ICT can contribute to;

1. ICT activities to support specific service Business Continuity Plans.
2. ICT activities to mitigate the risks associated with the general ICT facilities.

5. ICT activities to support specific Service Business Continuity Plans

- 5.1 Warwickshire County Council has identified fourteen priority areas for Business Continuity and ICT have been working with Simone Wray, the Strategic Risk Manager to put in place a specific arrangement to support these.

Examples of the arrangements we have put in place or strengthened over the last twelve months include:-

- For thirteen of the fourteen priorities areas we have agreed a time for recovery of their priority systems at a dedicated disaster recovery site we have reserved at Kings House. These agreed timescales vary from 2 days to a month. The one service currently outstanding is the use of the Carefirst system for Adult and Children Services, which is requesting immediate recovery, a facility that up until now has not been catered for.
- To support the Business Continuity process we have a contract with a third party disaster recovery supplier, ICM, who will provide us equipment on which we could recover our infrastructure, and run the priority systems in the event that we are unable to use/repair the equipment that normally provides the service.
- It should be noted that the plan requires that in order for services to use these systems our network facilities would need to be operational, or else the staff would need to move to the Kings House facilities, and in the event of a major Disaster Recovery situation we may need to relocate other staff from Kings House to accommodate the key service staff.
- HR, Payroll, Notes email, Notes systems, and our remote access Citrix systems for initially up to 50 users are also covered by this arrangement.
- We also have a disaster 'spike' arrangement agreed for our remote access Citrix facilities that allows us to utilise a hundred extra licences for 90 days.

5.2 Whilst it is necessary for ICT to review its own continuity arrangements and ensure it can support these priority services, it is also necessary for the priority services to consider and plan workarounds as part of their service continuity plans to enable them to continue delivery of key activities in the event that ICT is not available. Whilst the emphasis of this paper is on availability of ICT as part of normal working arrangements, priority services need to have resilience in the event that ICT is not available as a result of a cause outside of their own control.

5.3 All Warwickshire County Council services should be considering their Business Continuity position. Those services that have not been identified as a Warwickshire County Council priority should consider how they would operate if ICT Services were not available for at least three days. It should be noted that ICT are happy to put in place additional ICT Business Continuity arrangements for the non priority services wherever possible, however, only if these can be delivered without jeopardising the key agreed corporate priorities.

6. ICT Business Continuity Activities to mitigate the risks associated with general ICT Failure

6.1 The second area that ICT can contribute to in general business continuity is by taking actions to safeguard and minimise the impact of ICT issues within the ICT infrastructure that it has responsibility for. There will always be a balance of risk management arrangements and costs, as while fuller business continuity arrangements could be put in place we cannot afford to aim for zero

risk even if it was achievable. The following are a list of the actions that we are currently taking to improve ICT Service availability and business continuity.

6.2 Designing facilities to reduce the risk of service loss, this is normally through the introduction of resilient facilities that will survive the failure of one element of the system. Examples include:-

- Dual network links, so that if one connection fails there is an alternative connection route. It should be noted that we have only funded these for the central elements of the network used by the majority of users or key sites such as Kings House. It is also worth being aware that the NTL facilities that have suffered the recent problems were introduced to provide this facility and indeed did so successfully for two years.
- Dual Network Switches - these are utilised so that in the event of failure of the first switch a second or third can operate and continue to provide the service.
- Multiple Servers - e.g. for Lotus Notes and for the remote access Citrix system there are two or more Servers so that in the event that one of the service fails, others will continue to operate although possibly at a reduced performance. Similar facilities are to be introduced for the HR and Payroll system.
- Storage Area Network (SAN) Facilities are used to central manage the data used by our staff and systems. This facility allows us to have data replication across different sites, and the general arrangements can speed up recovery in a major disaster recover situation.
- Virtualising applications to run on 'Blade' servers. This reduces the number of computers that need to be recovered, and as a result speeds up the recovery process.

6.3 ICT Infrastructure Replacement Fund; As part of the introduction of the Unit Charge approach in the early part of the decade, we have created an annual charge to contribute to updates of the key elements of the infrastructure on a rolling basis. To date, this has been able to fund the replacement of key elements by managing funds for replacement over a typically four year period.

6.4 A limited 'out of hours' support arrangement was introduced to monitor the network from 6am up until 10pm to help manage and deal with any issues that occur to reduce the impact on the normal service delivery hours. However, it should be noted that:-

- This is a skeleton team of one or two staff who then call other staff who are paid to be 'on -call' and receive additional payment if called out. This 'on-call' arrangement is purely voluntary and is only able to operate due to the excellent goodwill and dedication shown by the staff on the duty rota. The charges associated with this 'out of hour's duty rota' have not

increased since 2004 and we are now looking to do so subject to the Job Evaluation Phase II process.

- Other than the skeleton team, all our staff are only contracted to help cover them Monday to Friday, 08.30 a.m. to 5.30 p.m. arrangements. Over recent years we have seen expectation increase from staff and Members for ICT Services to be available for almost 24/7 e.g.
 - Customer Service Centre open until 8.00 p.m. and on Saturdays
 - Libraries, open Saturdays and Sundays
 - Emergency Duty Teams require access at all times
 - Elected Members requiring systems both at night and before business in the morning
 - Schools are now also requesting facilities until 9pm in the evening.

To date, any attempt to ask the business to pay for increased support hours has led to a withdrawal of the request for formal facilities so we have continued to seek to deliver the extended day and out of hour's service by the use of resilient design and the heavy use of voluntary out of hours support arrangements discussed above.

This is not unusual in the Local Government arena, and we are assuming that in the current financial climate we will continue to adopt the same approach but this should be recognised when staff expect problems to be resolved out of hours.

- 6.5 Another issue associated with this drift towards a 24/7 service expectation is that it is increasingly difficult to negotiate times for carrying out critical upgrades to the system. Where we have resilient duplicate facilities we can take one element out of service while we upgrade the other. But for the vast majority of our critical facilities an upgrade means a service non availability.

This becomes increasingly difficult to negotiate with the business and ICT staff have are either working at 10:00 p.m. in the evening or 6:00 a.m. in the morning and in the case of some recent major changes, staff worked from 4:00 p.m. on Sunday afternoon, overnight until 6am on Monday morning. This increases the risk to the business as important upgrades are both delayed and staff may be applying important, urgent changes at anti-social times that are only agreed at the last minute.

To mitigate this we plan to introduce some scheduled maintenance downtime every quarter on a Sunday will allow these important changes to be planned and published well in advance.

- 6.6 Our main Computer Room at Shire Hall is 30 years old and is sited below ground level. Whilst this room was fit for purpose when mainframe computers were around - as often the floors could not be adapted to support the necessary equipment associated it is not a room fit for purpose in today's changing IT environment. There are many problems associated with modern IT provision across the basement rooms (CR1, 2, 3 & 4) including the potential of flooding. In July 2007 the major floods did cause us to isolate

computer room 2 due to risk of water ingress and as a result access was lost to our social care systems for the weekend.

The problems of having computer rooms developed over such a period of time means that cabling, fire suppression, access control fall short of the guidelines levels we should have in place - to industry and BS standard requirements but we are hoping that as part of the Shire Hall Redevelopment Plans we will be able to move to a more modern and fit for purpose DataCentre facility. This is raised in the context of ICT risks because as part of this introduction we plan to design in the opportunity to ensure that resilient facilities are replicated across more than one site and reduce the network reliance on single points of failure, and also to protect us against the risk of flood, fire, building exclusion zones.

- 6.7 External Support Contracts are another tool in the armoury to minimise impact of ICT failure is the use of external support contracts in the event of major issues. While we primarily try and utilise internal staff due to the flexibility that it provides to redirect results immediately, and the benefit of having knowledge applied in implementing and managing day to day service rather than just problems, we also have contracts and arrangements in place to escalate problems to our partners e.g. Novell on Local Area Network issues, NTL and Alcatel for Wide Area Network issues in the event of a major issue. We also have maintenance and support contracts with the major suppliers of our key applications.
- 6.8 Finally, we have our own ICT Business Continuity Plan Version 1.3 is about to be published. This identifies the staff and activities that will be involved in providing the Business Continuity activities described in this report.

Dave Clarke
Strategic Director, Resources

Shire Hall
Warwick

October 2008

AGENDA MANAGEMENT SHEET

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

Date of Committee 11 November 2008

Report Title Development of the 2009/10 to 2011/12 Medium Term Financial Plan

Summary The report seeks the Committees views on the content of the 2009/10 to 2011/12 Medium Term Financial Plan.

For further information please contact: Virginia Rennie
Group Accountant
Tel: 01926 412239
vrennie@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 Haynes, Cllr Atkinson - for clearance
- Cabinet Member Cllr Cockburn for information
- Chief Executive
- Legal Jane Pollard
- Finance David Clarke - reporting officer
- Other Chief Officers
- 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 The 2009/10 to 2011/12 Medium Term Financial Plan will be approved by Council in March 2009

To Cabinet There will be further consideration of the Medium Term Financial Plan by Cabinet in February/March 2009

To an O & S Committee

To an Area Committee

Further Consultation

Resources, Performance and Development Overview and Scrutiny Committee - 11 November 2008

Development of the 2009/10 to 2011/12 Medium Term Financial Plan

Report of the Strategic Director, Resources

Recommendation

The Committee is asked to:

- Comment on the proposed structure for the 2009/10 to 2011/12 Medium Term Financial Plan shown in Appendix A
- Note the timetable for approval of the Plan shown in paragraph 2.2, and
- Review the content of the 2008/09 Plan, making recommendations for any changes.

1 Introduction

- 1.1 At the 24th June meeting of the County Council the core work programme for Overview and Scrutiny Committees was agreed. This required, amongst other things, that the Medium Term Financial Plan (MTFP) for the Council be presented to Resources, Performance and Development O&S in November 2008. This is to enable the committee to have some input into the plan as part of the corporate planning process.
- 1.2 The MTFP is the resource framework within which the Corporate Business Plan (CBP) will be developed. As such it helps align policy to resource availability and achieve value for money in the delivery of services. It is published as a companion document to the CBP.

2 Timetable for the Production of the Medium Term Financial Plan

- 2.1 The key document in the development of the MTFP is the agreement of the budget resolution for the forthcoming year. Therefore, other than agreeing the general focus and structure of the MTFP, little progress can be made on the content before the 2009/10 Budget is agreed by Council on 3 February 2009.

- 2.2 As a result the timetable for the production of the MTFP is condensed into the six weeks after the budget is agreed and before the full Council meeting in March. The timetable for the approval of the MTFP is outlined below.

Date	Consideration by:
11/11/08	Resources, Performance and Development Overview and Scrutiny consider the outline proposal (this paper)
03/02/09	Council approve the 2009/10 Budget and Medium Term Financial Planning Framework
25/02/09	Draft MTFP to SDLT for approval
10/03/09	Draft MTFP to Resources, Performance and Development Overview and Scrutiny for consideration
19/03/09	Cabinet approve the MTFP for recommendation to Council
24/03/09	Council approve the 2009/10 to 2011/12 MTFP

3 Outline Proposal

- 3.1 It is proposed that the broad structure of the MTFP remains unchanged for 2009/10, with the key underlying document being the budget resolution. Some proposed changes are recommended to reflect enhanced requirements of medium term planning reflected in the relevant Key Lines of Enquiry in the 2009 Use of Resources assessment currently out to consultation, and the continued development of the LAA and partnership working.
- 3.2 It is therefore proposed that the following new sections are included in the 2009/10 to 2011/12 MTFP:
- ◆ Sustainability including long term cost management
 - ◆ Strategic commissioning
 - ◆ Financial risk management, including treasury management
- 3.3 Incorporating these changes the proposed structure of the 2008/09 to 2010/11 MTFP is shown in **Appendix A**. It is not expected that adding these additional sections will increase the size of the MTFP far beyond the current 16 pages.
- 3.4 Attached at **Appendix B** is a full copy of the current MTFP that the Committee may wish to use as a reference point when considering any changes they would like see.

DAVID CLARKE
Strategic Director, Resources

Shire Hall
Warwick

16 October 2008

Outline Structure of the Medium Term Financial Plan

Section	Contents
1.0	Introduction
2.0	Contextual Background
2.1	Financial constraints/uncertainty
2.2	Value for Money
2.3	Partnership Working
3.0	Our Priorities
4.0	Resourcing our Priorities
5.0	Financial Strategy
5.1	Low Council Tax Levels
5.2	Bridging the Funding Gap
5.3	Funding for Schools and Pupil Services
5.4	Area Based Grant
5.5	Strategic Commissioning
5.6	Prudent Levels of Reserves, Contingencies and Balances
5.7	Budget Management
6.0	Efficiency Planning
7.0	Guideline Revenue Allocations
8.0	Capital Strategy and Capital Programme Allocations
9.0	Sustainability
10.0	Financial Risk Management
10.1	Key Financial Risks
10.2	Treasury Management
11.0	Value for Money
11.1	What do we mean by Value for Money?
11.2	Objectives
11.3	Delivering Value for Money
11.4	Responsibilities for Value for Money
11.5	Equality and Access
12.0	Partnership Working
12.1	Warwickshire Local Area Agreement
12.2	Enhanced Two-Tier Working
12.3	Significant Partnerships

Medium Term Financial Plan

Introduction

The Corporate Business Plan has been developed within a medium term resource framework to reflect changes both in the way we work and the environment in which we operate. Planning over the medium term (three years) will help to align policy to resource availability and achieve value for money in the delivery of services. This Medium Term Financial Plan is therefore published as a companion document to the Corporate Business Plan.

Contextual Background

In considering the medium term resources and their allocation to support delivery of the Corporate Business Plan it is useful to understand the contextual background. There are a number of factors that heavily influence the future environment in which we will be operating. While these are discussed later in the plan, a flavour of the issues is set out below to provide some contextual background to the Medium Term Financial Plan.

1. Financial constraints/uncertainty

The 2007 Comprehensive Spending Review (CSR) was announced in October 2007 with the financial settlements for the period 2008/09 to 2010/11 announced in January 2008. Whilst providing increased certainty, as anticipated, these announcements revealed a tight settlement across the public sector, and included a cash efficiency savings target of 3% a year over the period of the CSR. Council tax capping is expected to be enforced at similar levels to previous years and so the overall picture for the next three years at least remains one of restricted financial resources. As is highlighted later in this document, this is at a time when demands are growing.

In the wider financial climate, recent events in the world economy reinforce the need for careful budget and treasury management. A number of other issues have the potential to impact upon our financial position within the period of the CSR, such as the possibility of 3-year pay agreements in Local Government, the possible introduction of Supplementary Business Rates and the outcomes of reviews of key services such as Adult Social Care.

2. Value for Money

We have a long track record of delivering efficiency savings. Over the last decade services have been required to deliver year on year efficiency savings of approximately 2.5%, and as noted above this has now increased to a 3% target of entirely cash efficiency gains. With the tightening financial position it is essential that we deliver significant savings from an aggressive value for money agenda. A programme of value for money reviews has been identified with the expectation of identifying significant future savings.

3. Partnership working

The current national and local agenda is about new ways of working. This involves joining up service provision and support services to enhance the service, and cost effectiveness, to the customer. The Warwickshire Local Area Agreement that was introduced in 2007 alongside the enhancement of two-tier working and the consideration of wider public sector shared service provision are key strands in our approach.

Our Priorities

Our long-term vision for Warwickshire sets out a focus for our services and acts as a reference point in the allocation of resources. The Corporate Business Plan 2008-2011 takes forward this focus and identifies actions and targets for the next three years to our key priority outcomes.

Our long-term vision for Warwickshire is “Working in Partnership to put Customers First; Improve Services and Lead Communities”.

Our top priorities in striving for our vision are:

1. **Raising levels of Educational Attainment**
2. **Caring for Older People**
3. **Pursuing a Sustainable Environment and Economy**
4. **Protecting the Community and Making it a Safer Place to Live**

Resourcing Our Priorities

We recognise that the demand for more and better services will always outstrip the availability of additional resources to deliver them. In order for resources to be allocated to the areas of most priority, reductions from areas of lower priority have to be made.

In 2008/09 we plan to spend £897.8 million providing services and investing in our infrastructure. Much of this planned spending has been previously approved or is funded by government grants directed to specific services. However, as part of agreeing the 2008/09 budget £67.3 million of new allocations will be invested in our priorities.

The type of investment will vary depending on the nature of the service. For example, our investment in caring for older people is mainly a revenue cost on the day-to-day provision of services, whereas pursuing a sustainable environment is about investing in our infrastructure over the longer term. Of the £67.3 million invested £29.0 million was revenue investment (of which £9.1 million is the increase in Dedicated Schools Grant (DSG) and £19.9 million net revenue allocations) and £38.3 million capital investment.

Diagrams 1 and 2 below show how the revenue (excluding DSG) and new capital allocations in our 2008/09 budget demonstrate that resources are allocated to our priorities. The £9.1 million additional investment funded by DSG was included in our Medium Term Financial Plan and will be invested in meeting our priority of raising levels of educational attainment.

Diagram 1: 2008/09 Revenue Allocations – by Priority (excluding DSG)

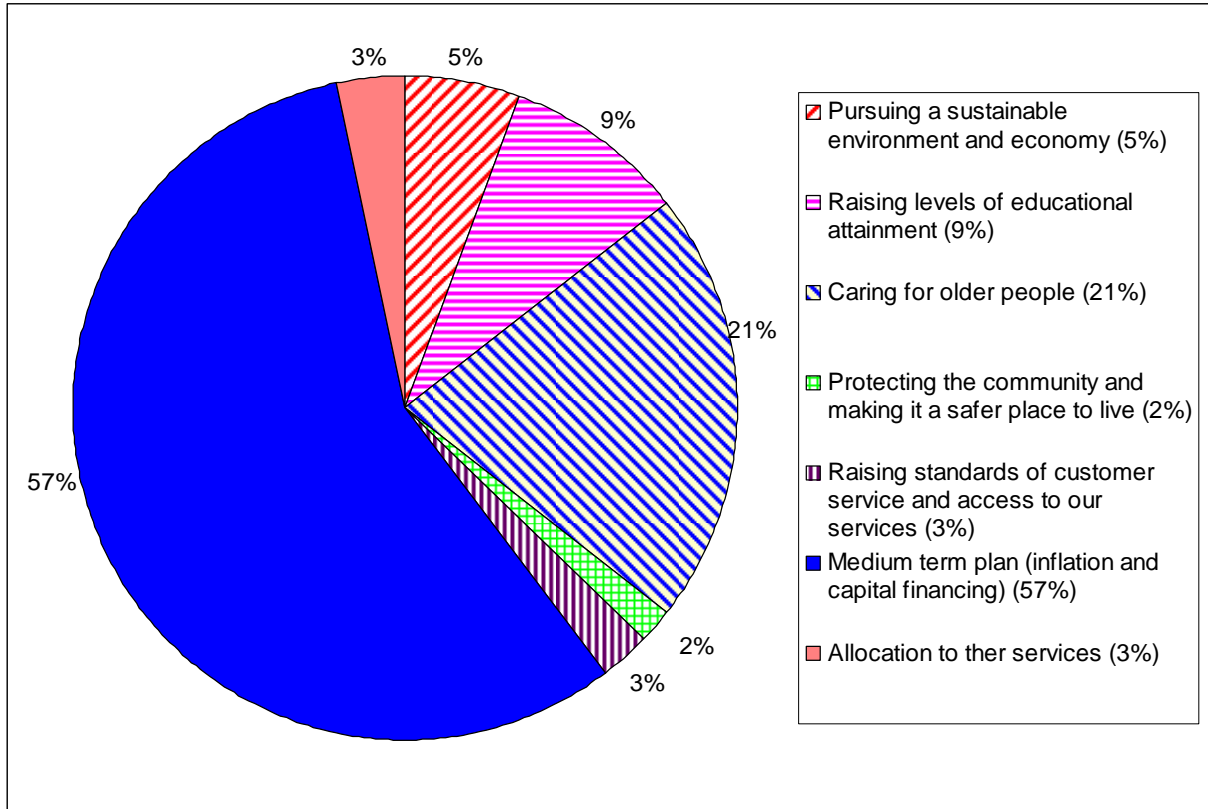
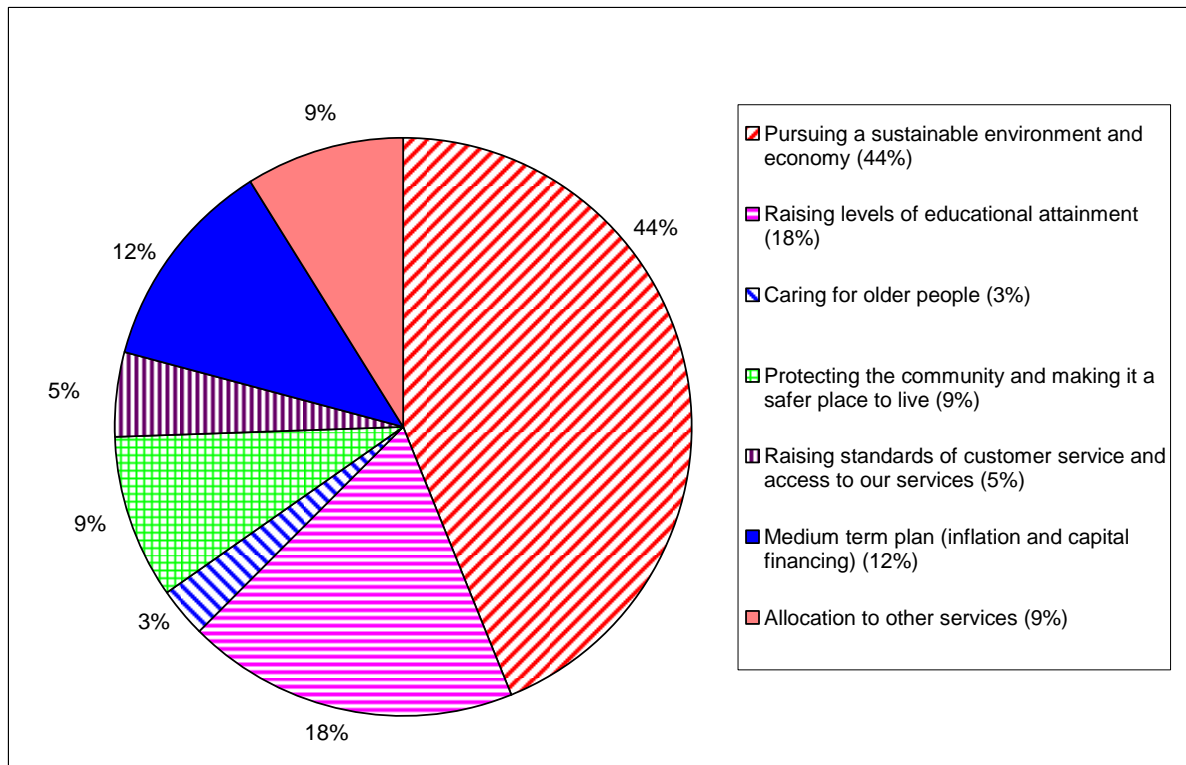


Diagram 2: 2008/09 New Capital Allocations – by Priority *



* The allocations shown here are those funded from borrowing. They do not include capital allocations funded by government grant or third parties.

We will use resource planning over the medium term as the tool that will help us manage competing priorities. Whilst it covers a three-year period, the Medium Term Financial Plan will be refreshed annually to reflect changes in the Corporate Business Plan and our priorities.

Our key mechanisms for resource planning include:

- Invest-to-save programmes that will generate long-term savings for the authority.
- Continuing to work closely with partners, in particular our district and borough councils, where we are committed to increasing efficiency and effectiveness by exploring shared services.
- Investigation of the opportunities to deliver savings through the implementation of the customer access strategy.
- A programme of reviews to improve the value for money provided by our services.
- Reducing Warwickshire's energy costs as part of our commitment to a sustainable development programme, reducing Warwickshire's overall carbon footprint.
- The development of proposals for how increased community engagement within localities can be taken forward, including the consideration of devolved budgets to localities in light of the growing focus on locality working and the new duty to involve.

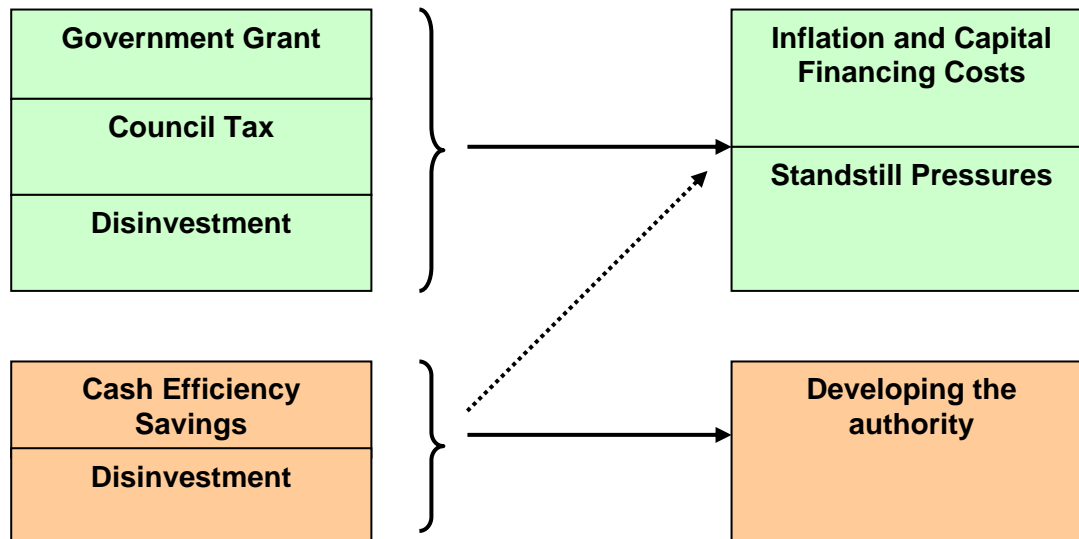
Financial Strategy

We have achieved sustainable revenue and capital budgets and a prudent level of reserves. Our approved Medium Term Financial Strategy is:

- Inflation and the corporate costs of capital will be funded from government grant and council tax income.
- The financing costs of a base capital programme to ensure the long-term maintenance of our asset infrastructure will be funded from government grant and council tax income.
- Any other spending pressures members deem to be unavoidable and wish to meet will be funded from the balance of council tax income and reducing investment in low priority services.
- Spending on schools and pupil related services will be guaranteed to the level of the Dedicated Schools Grant.
- New developments will be funded from efficiency savings (with a minimum of 3% cash savings generated each year) and any further reduced investment in low priority services.
- In setting the council tax increase in future years we will work within any guidelines issued by the government.

The medium term financial strategy is shown more clearly in Diagram 3 below.

Diagram 3: Medium Term Financial Strategy



The overall revenue position for the authority over the medium term, after applying the Medium Term Financial Strategy is shown in Table 1 below. This does not include any resources or spending commitments that may arise as a result of disinvestment.

Table 1: Overall Predicted Council Revenue Position		2008/09	2009/10	2010/11
		£m	£m	£m
Resources	Formula grant	86.486	89.103	92.092
	Council Tax (3.90% increase in 2008/09 and 0% in 2009/10 and 2010/11) ¹	215.167	216.243	217.324
	Reserves and balances	0.386	-	-
Total Council Resources		302.039	305.346	309.416
Spending	Net spend ²	302.039	297.335	302.264
	Inflation and capital financing costs	-	11.469	12.005
	Total Net Spending	302.039	308.804	314.269
Net Deficit in year		-	(3.458)	(4.853)
Deficit carried forward				(3.458)
Cumulative Deficit				(8.311)

Notes:

1. Council Tax figures assume a 0.5% year-on-year increase in tax base in 2009/10 and 2010/11
2. Net spend figures have been reduced by the efficiency savings shown in Table 4

The financial strategy has been developed in order to manage both revenue and capital spending and to ensure that resources are directly linked to our priorities. The key elements of the strategy are as follows:

Low Council Tax Levels

We have made a commitment to keep council tax levels at or below the government guidelines. To maintain council tax at this level means that we must exercise the strongest control over performance and expenditure. We have specific corporate processes designed to ensure that this control exists, ranging from corporate planning process to the corporate performance management framework. Council tax increases of 0% for 2009/10 and 2010/11 have been assumed as a planning guideline for the next two years and have been built into

the figures in Table 1. The resulting deficits indicate that keeping council tax levels constant in this way in 2009/10 and 2010/11 is not sustainable.

In light of this and without significant disinvestment in services, some increase in council tax is likely. Table 2 summarises the additional resources that could be made available by increasing levels of Council Tax in 2009/10 and 2010/11. A 5% increase in council tax (in line with the Government's statements on the maximum allowable increase) would generate an additional £10.812 million in 2009/10 and a further £10.866 million in 2010/11.

Table 2: Additional resources from future increases in Council Tax			
Council Tax Increase	Band D Council Tax £	2009/10 Additional resources £m	2010/11 Additional resources £m¹
0%	1,085.98	-	-
1%	1,096.84	2.162	2.173
2%	1,107.70	4.325	4.346
3%	1,118.56	6.487	6.520
4%	1,129.42	8.650	8.693
5%	1,140.28	10.812	10.866

Notes:

1. 2010/11 Additional resources are calculated assuming a 0% increase in council tax in 2009/10

Bridging the Funding Gap

Sustainable funding provides a firm base for delivering consistently high quality services. It is important, however, to ensure that we spend our money on the services that our community tells us they most need. It is vital we are able to disinvest from services that are not important to our communities and invest in and protect those services that are.

In addition to funding inflation and the costs of financing our capital programme, future indicative spending pressures of £3.538 million for 2009/10 and £3.374 million for 2010/11 have been identified to date and funding committed as part of setting the 2008/09 budget. Table 3 provides the detail of these spending pressures.

Table 3: Future Spending Pressures	2009/10 £m	2010/11 £m
Adult Health and Community Services		
• Increasing numbers of older people	1.694	1.956
• Other, mainly increasing numbers of residents with learning disabilities	1.447	1.297
Environment and Economy		
• Waste disposal	0.322	0.121
Resources	0.075	-
Total	3.538	3.374

In addition there will inevitably be a number of unplanned spending pressures that will emerge over the next two years and funding to meet these will also need to be identified. We therefore have in place a range of strategies and programmes to allow us to bridge the funding gap.

These strategies/policies include:

- A commitment to working in a more efficient and effective way through our New Ways of Working programme, which draws together transformation activity across the authority which will change the way we work and make the organisation fit for

purpose. The programme includes approaches ranging from culture change and capacity building to re-engineering.

- A review of the relationships with schools and the provision of services to schools, in conjunction with the Schools Forum, to ensure a common understanding and approach is adopted within a clear set of corporate principles.
- A value for money review programme (see separate section below).
- A corporate charging policy and review of all income streams and income collection processes, with implementation of any changes for 2009/10.
- A review of sustainability across the organisation that builds on the sustainable development programme included in the 2007/08 MTFP, to incorporate the planning needed for the Comprehensive Area Assessment being introduced from 2009/10.
- The transfer of services into the Customer Service Centre and One-Stop Shops wherever this is feasible.

Savings identified from these programmes and reviews will contribute to bridging the funding gap and provide flexibility for investment in higher priority services.

Funding for Schools and Pupil Services

Funding for schools and pupil services is primarily through a specific government grant called Dedicated Schools Grant. We are committed to funding schools up to the level of the grant received in any year. Any pressures to increase spending on these services above the level of the grant will be considered alongside all other spending priorities.

The expected level of grant to be received in 2008/09 is £277.867 million. Indicative indications for 2009/10 and 2010/11 are £285.673 million and £295.881 million respectively.

Area Based Grant

Area Based Grant was introduced by Government to support local authorities and their partners in delivering their local, regional and national priorities. It increases local flexibility over the use of resources, and reduces reporting requirements. The totals allocated to Warwickshire are £22.063 million in 2008/09, rising to £33.140 million in 2009/10 and £32.518 million in 2010/11 when the funding of the Supporting People programme becomes part of the grant. As the County Council in a two-tier area we are responsible for the allocation of the Area Based Grant and we recognise its importance in delivering, in particular, the aims and priorities of our Local Area Agreement.

Key Financial Risks

The Council is committed to considering risk as an integral part of corporate and service planning, service delivery and project and partnership governance. As part of this proactive approach we carry out strategic risk assessments annually to assess the potential risks to the delivery of our priorities. All employees share the need to understand and look for risks and opportunities in their work. The Corporate Risk Policy and Strategy expand further upon our approach to risk management.

A number of uncertainties can be identified which may have an impact on the Council's financial strategy and for which no accurate estimates of future resource needs are yet known, including:

- **Waste disposal costs** – costs are set to rise significantly year on year and it is likely we will have to spend significant amounts of money in the future on new and innovative ways of reducing and disposing of the County's waste.
- **Demographic growth** – The population of Warwickshire is growing rapidly with 41,000 additional houses planned over the next 20 years. Inevitably this means increasing demands for services and hence increased costs. This is particularly acute in adult social care where the increased numbers of older people are forecast to mean increased costs of about £2 million a year.
- **Impact of Climate Change** - in recent years, emergencies such as flooding have become more prevalent. Whilst such events attract short term funding support from the Government, we need to be able to respond with immediate aid and support. We will also continue to consider and invest in longer-term solutions with our strategic partners.

Prudent levels of reserves, contingencies and balances

We have built up our reserves and balances in line with the financial risk assessment undertaken by the Strategic Director, Resources. Our general balances are expected to be about 2% of annual net revenue spending over the medium term.

These balances allow us to deal with very unexpected financial shocks in a planned way, reducing the risk of service failure and reducing the cost of such shocks to the organisation. Balances will be maintained at least in line with the risk assessment throughout the medium term. We also have a process for managing service financial risks through the use of earmarked reserves and contingencies.

To pump prime investment in services that will deliver future savings we operate a Virtual Bank, whereby a service can "borrow" money to be repaid, with interest, from future savings.

Table 4: Forecast County Council Reserves and Balances as at 31 March				
	2008	2009	2010	2011
	£m	£m	£m	£m
General Reserves	8.045	6.500	6.500	6.500
Earmarked Reserves	7.335	6.000	6.000	6.000
Schools Reserves	14.758	14.000	14.000	14.000
Insurance Fund	9.220	9.000	9.000	9.000
Virtual Bank	(3.485)	(2.400)	(1.400)	(0.800)
Capital Fund	0.607	0.300	0.600	0.600
Total	36.480	33.400	34.700	35.300

Our forecast general reserves of £8.045 million in 2008/09 are above the minimum level of £6.5 million specified by the Strategic Director, Resources in his risk assessment. This is because of additional advice that it would be advisable to retain any reserves, above the minimum level, to meet any costs arising from Phase 2 of the pay and conditions review.

Budget Management

Effective budget management arrangements are the cornerstone of Directorates' work to secure value for money. Directorates, and also schools, are encouraged to take a medium term view of spending commitments and to ensure a prudent approach is adopted, both in entering into initiatives which create commitments in future years and developing clear strategies for the utilisation of service reserves. Directorates report their revenue and capital financial performance as well as progress in the delivery of their savings targets quarterly to Cabinet, identifying any variances of projected outturn against budget and action plans to counteract such variances.

Efficiency Planning

As part of our medium-term, aggressive approach to the delivery of savings Directorates will be required to deliver savings of £6.2 million in 2008/09 rising to £8.8 million by 2010/11. The targets allocated to Directorates are shown in Table 5 below and represent the balance between the drive for greater efficiency across the organisation with the direct contribution that each Directorate makes towards our Corporate Priorities.

Table 5: Approved savings targets						
Service	2008/09		2009/10		2010/11	
	Percent	£m	Percent	£m	Percent	£m
Adult, Health & Community Services	2%	2.002	3%	3.003	4%	4.004
Children, Young People and Families	3%	1.932	3%	1.932	3%	1.932
Community Protection (community safety element only)	-	0.140	-	-	-	-
Environment and Economy	2%	0.768	3%	1.152	4%	1.536
Performance and Development	5%	0.533	5%	0.533	5%	0.533
Resources	5%	0.822	5%	0.822	5%	0.822
Total		6.197		7.442		8.827

Guideline Revenue Allocations

The benefits of medium term financial planning in a financially constrained environment, as a key tool in aligning policy to resource availability and ensuring value for money in the delivery of services, are not only relevant for the whole authority, but apply equally to individual services. Cascading the overall predicted revenue position down to directorate level improves the ability of services to plan and develop over the medium term.

The Medium Term Financial Strategy would give minimum guideline allocations for individual services as set out in Table 6 below. These figures include the efficiency savings shown in Table 5 above.

Table 6: Directorate Guideline Medium Term Allocations ¹			
Service	2008/09 £m	2009/10 £m	2010/11 £m
Adult, Health and Community Services	113.021	115.288	116.710
Children, Young People and Families	68.145	68.533	69.312
Community Protection	21.849	22.158	22.807
Environment and Economy	41.527	42.335	42.371
Performance and Development	11.145	10.745	10.462
Resources	15.833	15.725	15.252
Other Services	30.519	34.020	37.355
Authority Total	302.039	308.804	314.269

Notes:

1. The costs of services provided by one Directorate to another are shown in the guideline allocation of the Directorate undertaking the spending.

Capital Strategy and Capital Programme Allocations

We have over many years invested in assets that have a lasting value, for example land, roads, buildings and large items of equipment such as vehicles. Each year we need to spend more money to ensure our existing assets are still suitable for use in the provision of services and to invest in new assets to meet our changing needs and requirements.

Our Capital Strategy sets out a framework of how we aim to use our capital resources to invest in assets with a lasting value, ensuring all investment decisions maximise the benefits to the people of Warwickshire.

The level of planned capital investment is partially determined by the level of resources available.

- All directorates are encouraged to look for external funding prior to bidding for corporate resources.
- We continuously monitor and review our property portfolio to ensure we make the best use of the capital value tied up on those assets, taking decisions on the disposal of assets where and when it is in our best interest to do so. Any decisions made are in accordance with our Corporate Property Strategy and Capital Receipts Strategy.
- We borrow money for investing based on a set of principles called prudential guidelines. These include an assessment of affordability, efficiency, sustainability and investment returns. Our prudential guidelines are continuously monitored and agreed annually as part of the Treasury Management Strategy. However, there is a tangible revenue cost to borrowing.
- Directorates can use their own resources for day-to-day spending to directly fund capital investment. We also encourage investment that will result in savings or generate additional income in the future.
- We operate within a set of corporate performance standards that seek to regulate quality, equality of opportunity, competition, sustainability, economic regeneration and a whole life-cycle costing approach to our capital investment decisions.

Table 7 below sets out our approved capital programme for the next three years. The draft capital programmes for 2009/10 and 2010/11 above were approved by the Council in January 2008. The future years programme will be further enhanced by:

- Additional externally funded schemes for transport and other services
- Projects approved in line with our medium term objectives
- Purchases of vehicles, plant and equipment funded from revenue budgets

Table 7: Approved Capital Programme			
Service	2008/09 £m	2009/10 £m	2010/11 £m
Capital Resources			
Borrowing	54.579	37.991	26.526
Capital Receipts	25.507	13.152	-
Grants and External Contributions	63.707	40.207	36.813
Revenue	1.812	0.364	-
Total Capital Resources	145.605	91.714	63.339
Capital Spending			
Adult, Health and Community Services	3.234	0.890	0.395
Children, Young People and Families	57.122	44.912	37.692
Community Protection	0.889	0.770	0.785
Environment and Economy			
• Transport	58.790	30.876	19.797
• Waste Management	3.646	5.066	1.240
• Regeneration and Economic Development	4.850	0.034	-
• Other, including Countryside and Rural Strategy	4.266	0.635	0.460
Performance and Development	0.807	-	-
Resources			
• Office Accommodation and Property	10.301	7.351	2.930
• Other, including Finance and Information Technology	1.700	1.180	0.040
Total Capital Spending	145.605	91.714	63.339

Value for Money

We have been successful in recent years in dealing effectively with increasing demands for services whilst at the same time driving up performance in our key services and hence improving value for money. Our capacity to reprioritise resources is constrained by the ring fencing of the budget for schools and pupil services that represents half our revenue spending. It is against this backdrop of increasing demands for services in the context of a constrained budget that we have worked creatively to secure value for money.

Whilst we strive to deliver high quality services, which are recognised by local residents as value for money, the government also currently requires us to make 3% cash savings annually. Since the Government introduced formal reporting of efficiency savings in 2005/06, we have delivered, proportionately, the 5th highest efficiency gains out of all shire counties.

What do we mean by value for money?

We have a statutory duty to deliver best value in the provision of our services. We aim to achieve value for money by efficiently delivering effective and economic services to our citizens. These are services that meet the needs of the population and our priorities and are delivered to the right place, for the right price, at the right time. Our target is to provide value for money (as measured through a cost performance comparison) at the upper quartile for all services.

Objectives

We will remain a cost effective, high performing council that spends its taxpayers' money wisely by:

- Maintaining a clear focus on our citizens' priorities
- Working "smarter" and making the best use of new technologies to improve services whilst reducing costs
- Actively managing procurement across the organisation
- Driving out efficiency savings and making the best use of our assets to further invest in our priorities
- Working through an efficient organisational structure
- Making appropriate use of management systems e.g. risk management, performance management
- Ensuring we recruit the right people and retain and develop their skills
- Working with partners to achieve economies and deliver more efficient and effective services
- Actively pursuing external funding to contribute to the delivery of our priorities
- Achieving public confidence in our prudent financial management, service delivery and corporate governance through positive external audit and inspection feedback, and
- Maintaining a level of council tax such that the public feel we make good use of the money we spend and it reflects the quality of services they receive.

Delivering Value for Money

We have a comprehensive range of approaches to promoting and delivering our value for money objectives which provide a degree of challenge and ensure that value for money is at the forefront of everything we do.

We assess the value for money of our services in three ways:

- The cost vs. performance analysis of services using spend per head and performance across all BVPIs, and those included as corporate headline indicators, relative to all shire counties
- A review of the Audit Commission Value for Money Profiles and the PwC Benchmarking analysis, and
- An analysis of spend per head compared to shire counties showing performance relative to the median and the upper and lower quartiles

This assessment reflects the absolute position at any point in time and, as far as possible, the trends over recent years.

As a result of this analysis we operate a rolling programme of value for money reviews. These are being undertaken to generate cash savings to increase the resources available for direction to our priorities over the medium term. Our current review programme is:

Medium Term Review Programme	
Year	Review
2008/09	<ul style="list-style-type: none"> • Transport provision, including the viability of introducing a concessionary travel scheme for young people • Adult/Post 16 learning and skills provision • Community safety • The sustainability of Children's Centre's
2009/10	<ul style="list-style-type: none"> • Youth Services • Rural and countryside services and estates • Culture, heritage, tourism and the arts
2010/11	<ul style="list-style-type: none"> • Transport infrastructure • Customer service and access • Performance management

We will use our value for money assessments to update the review programme on an annual basis.

Responsibilities for Value for Money

The responsibility for delivering value for money lies with all members and staff and is not restricted to those with resource or financial management responsibilities. Responsibility for value for money is devolved to an appropriate level and the responsibilities of Members are set out in the terms of reference for both the offices they hold and the committees and panels of which they are members. The Strategic Director, Resources is responsible for reviewing the Value for Money strategy on an annual basis and the methodologies to be used in consultation with Strategic Directors' Leadership Team prior to their approval by Cabinet.

With the increased focus on partnership working, it is important that services delivered through these mechanisms are subject to the same level of value for money scrutiny as other services. Our partnership agreements include the allocation of responsibility for the performance and success of the partnership, which includes achieving value for money. Such agreements also clarify all budgeting and financial monitoring arrangements. Our Partnership Governance Toolkit provides further advice on these requirements.

Equality and Access

Our definition of value for money recognises the diverse needs of the residents of Warwickshire. The Council is committed to understanding the needs and priorities of our entire community and using our value for money assessments to measure the impact of our services on all our residents.

Partnership Working

We see effective partnership working as the key to tackling many of the challenges facing the County. Whilst most parts of Warwickshire can properly be seen as being relatively prosperous, there are many residents living in both urban and rural areas who experience significant levels of deprivation. These complex issues cannot be addressed by any one agency working in isolation and demand joined up and focussed delivery through partnership.

Warwickshire Local Area Agreement

In Warwickshire we aim to tackle those issues which have the greatest impact on the quality of life of local residents through our Local Area Agreement. We intend that the continued development of the Local Area Agreement will start off a longer-term continuous process of improvement that will bring greater benefits to Warwickshire people and communities year-on-year. The outcomes from our Local Area Agreement focus on those that are best delivered through partnership approaches to deliver our aim of Narrowing the Gap and the link to the medium term financial plan ensures there are sufficient resources in place to deliver the outcomes.

Most of the specific funding for the Local Area Agreement for 2008/09 will come from our Area Based Grant. We have the responsibility for the allocation of this grant and decisions will go hand in hand with developing and agreeing the Local Area Agreement. However, in operational terms the Public Service Board and other partners will have considerable influence over the allocation of Area Based Grant.

We approved allocations of £23.063 million Area Based Grant as part of our budget setting for 2008/09. These allocations are £1 million above the level of the grant. The additional £1 million is funded on a one-off basis in 2008/09 from our reserves and will be repaid from the reward grant we expect to deliver as a result of the improved performance we have delivered through our partnership working. Table 8 summarises our plans for using Area Based Grant in 2008/09.

Table 8: Allocation of 2008/09 Area Based Grant	
Partner	Allocations £m
County Council	
• Adult, Health and Community Services Directorate	7.864
• Children, Young People and Families Directorate	5.822
• Environment and Economy Directorate	1.432
• Performance and Development Directorate	0.212
Sub-total	15.330
Warwickshire Safer Communities Partnership	2.554
Connexions	4.379
Local Strategic Partnerships (for Narrowing the Gap)	0.800
Total	23.063

We are committed to undertaking a joint review, with our partners, of the value delivered before any decisions about allocations in future years are made.

Enhanced Two-Tier Working

To build on the partnerships emerging through the development of our Local Area Agreement we are committed to moving forward with enhanced two-tier working in Warwickshire. Based upon robust business cases plans demonstrating that partnership outcomes will be attained, we are committed to pursuing:

- A set of integrated front door access arrangements for all our services.
- A shared back office service solution between as many public agencies and local councils as possible.
- The joining up of services locally to ensure greater accountability at all levels.
- The integration of services delivered to the public across organisational boundaries.
- The integration of plant, equipment and building solutions across the public sector bodies is a "given".

- The use of an integrated Workforce Planning Strategy.
- Integrated governance arrangements for a range of place and people specific services, beginning with a number of pilots.
- Solutions that go across the county boundary in those areas where this would increase service efficiencies and enhance effectiveness.

We aim to begin working on those elements of the collaborative programme that have not yet started in 2008/09. Alongside this work we aim to develop a collaborative financial strategy for the County to manage the challenges of the 2007 Comprehensive Spending Review.

Significant Partnerships

As our involvement in partnership working expands, the Council recognises that it is essential to identify those partnerships which are particularly significant, in order to ensure that they have appropriate arrangements for governance, operation and monitoring their value for money. We regard a partnership as significant if:

- It is a statutory requirement upon the Council
- It is fundamental to delivery of our services
- It is fundamental to achieving our corporate objectives
- We allocate significant resources to the partnership.

An initial assessment has identified 66 such partnerships.

Our strategy for managing significant partnerships encompasses the following aspects:

- Clear lists of objectives, outputs and outcomes expected from each partnership
- Regular review of financial performance and outputs, with established monitoring and control arrangements
- Consideration of risks and plans for their management
- Regular assessment of value for money offered by each partnership, benchmarking where possible to identify trends and plan improvements where necessary.

AGENDA MANAGEMENT SHEET

Name of Committee Resources Performance And Development Overview And Scrutiny Committee

Date of Committee 11th November 2008

Report Title Provision of Water Coolers - Update Report

Summary To update members on the progress in providing changed arrangements in the provision of water in Warwickshire County Council's non-schools stock.

For further information please contact:

Colin Stocker Facilities Manager Tel: 01926 737701 colinstocker@warwickshire.gov.uk	Phil Evans Head of Facilities Management Tel: 01926 412293 philevans@warwickshire.gov.uk
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Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers Resources Performance and Development Overview and Scrutiny Committee Report - 28th April 2008

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllrs Atkinson, Booth and Haynes
- Cabinet Member Cllr Cockburn – for information
- Chief Executive
- Legal Jane Pollard
- Finance David Clarke – Reporting Officer
- Other Chief Officers
- District Councils
- Health Authority
- Police

Other Bodies/Individuals

FINAL DECISION Yes

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by
this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Executive Summary

This report provides an update for Members on progress towards replacing existing bottled water coolers within the County Council's non-schools stock with mains fed units.

Agenda No

Resources Performance and Development Overview and Scrutiny Committee - 11th November 2008.

Provision of Water Coolers - Update Report

Report of the Strategic Director of Resources

Recommendation

Members note current work being undertaken to the changing of water provision arrangements in Warwickshire County Council buildings.

1.0 Background

- 1.1 A report was presented to this committee in April of this year outlining a proposal, that where possible freestanding bottle water coolers be replaced with some other form of water provision. At that meeting members requested a six monthly update on progress.
- 1.2 Members agreed that, for both financial and environmental reasons, the Council should look at alternative ways we should provide water for our staff and visitors to our buildings.

2.0 Progress to Date

- 2.1 At present three key WCC sites are now using mains fed cooled water, the Saltisford, Kings House and Barrack St, (apart from one office as there was no mains water provision close-by).
- 2.2 Furthermore within Shire Hall a further five mains feed cooled water systems have been introduced.
- 2.3 Further analysis has now been undertaken to identify the extent of bottle water coolers facilities in our buildings and how these can be replaced.
- 2.4 In addition, as members will be aware, through the intranet, a poll was undertaken to assess staff views on what options would be best to replace the existing freestanding bottle water coolers. The outcome of the poll identified that staff preferred the option of mains fed cooled filter water, similar to those already available in the Saltisford.

2.5 In general it is proposed that work is focused on those sites with the highest number of bottled water coolers. These are:

- Shire Hall
- Orion House
- Wedgnoek
- Budbrooke
- Montague Rd

3.0 Current Financial Position

3.1 In the report presented to members in April it was identified that Warwickshire County Council spent £118,350 on water provision in 2006/7 (excluding schools). Note that this information could not be aggregated down to bottled water coolers compared to mains fed based coolers. Since that point, the Saltisford, Kings House and Barrack St have already progressed to mains fed water systems.

3.2 To date, this year the cost of providing water to our staff at the half year period is £29,156 (excluding schools).

4.0 Next Stages of Development

4.1 Officers are progressing a number of activities to ensure, wherever possible, the replacement of existing bottled water coolers with mains fed water coolers. Officers have completed the analysis of assessing locations for the positioning of new water facilities in Shire Hall and the associated issues of providing suitable water and electricity points are in hand. Following completion of Shire Hall works will then progress to other locations where there is still a high level of bottled water coolers.

5.0 Timescales

5.1 It is anticipated that we will be able to migrate Shire Hall water facilities to mains fed by December of this year. Following this introduction, officers will then focus on the remaining properties. This focus will include communication with staff and premise managers.

DAVID CLARKE
Strategic Director, Resources

Shire Hall
Warwick

October 2008

AGENDA MANAGEMENT SHEET

Name of Committee Resources, Performance & Development

Date of Committee 11th November 2008

Report Title Property Condition Maintenance Backlog

Summary This report explains the current condition of the Council's property stock. The data is used to enable planned maintenance work to be costed, prioritised and planned. The report provides some conclusions as to the effect the level of investment has made to date on backlog maintenance.

For further information please contact: Craig Roberts
Property Support Group
Manager
Tel: 01926 412291
craigroberts@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 Councillor Booth; Councillor Atkinson and Councillor Haynes
- Cabinet Member Councillor Cockburn - for information
- Chief Executive
- Legal Barry Jukes
- Finance David Clarke - Strategic Director, Resources - reporting officer
- Other Chief Officers
- District Councils

Health Authority

Police

Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Executive Summary

- This report explains the current condition of the Council's property stock. The data is used to enable planned maintenance work to be costed, prioritised and planned.
- The report provides some conclusions as to the effect the level of investment has made to date on backlog maintenance.
- Over the last 6 years WCC has invested approximately £53.68m in maintenance works (planned and reactive).
- The value of backlog maintenance has increased from £128.56m in 2002/03 to a value of £137.45m at the start of 2008/09.
- A strategic approach to the entire management of the property portfolio is required to enable targeting of finite resources which will deliver the greatest benefit to the Council as a whole.

Agenda No

Resources, Performance & Development - 11th November 2008.

Property Condition Maintenance Backlog

Report of the Strategic Director, Resources

Recommendation

That the contents of this report be reviewed by this Committee.

1. Introduction

- 1.1 This report has been drafted to explain for the Overview and Scrutiny Committee the current condition of the Warwickshire County Council (WCC) property stock. Establishing the condition of the portfolio is necessary to enable the planned maintenance works to be costed, prioritised and planned.
- 1.2 All surveys are carried out in accordance with the Department for Children, Schools and Families (DCSF - formerly DfES) requirements. A description of the condition grades and priorities used, along with particular WCC site specific examples are given in **Appendix B**.
- 1.3 It should be noted that the methodology is based on the assessment of condition of the component elements of the properties, as opposed to a summarised condition ranking to the property itself. Detail on the assessment of overall property condition ranking is subject to a separate Corporate Asset Management Plan (AMP) Performance Indicator Report, presented to this committee at its 16th September 2008 meeting.

2. Background

- 2.1 As part of the Asset Management Plan (AMP) process, property condition surveys were originally commissioned through an external consultant in 2002/03. Their aim was to identify the works necessary to bring the WCC property stock up to a serviceable state of repair. The surveys have been continuously improved, managed and updated internally by the Property Support Group (formerly Property Services Department – Construction Services) since this date.

- 2.2 Condition data was downloaded to meet the DCSF requirements in 2002 and 2003 and rigorously audited/approved by them. More recently Condition data was again downloaded in 2005 and also approved by the DCSF. Further downloads are available to the DCSF upon request.

Note: Specialist surveys such as Asbestos and Water Risk Assessments are subject to bespoke reports based on alternative criteria and the remedial costs identified by these specialist surveys are not included in the Condition Surveys.

3. WCC Property Portfolio

- 3.1 The current managed property portfolio is made up of Schools, Non Schools and Smallholdings, as described in Table 1.

Table 1 WCC Property Portfolio with Condition Surveys

Group	No. of Properties	Total Floor Area m2
Schools	269	664,200
Non Schools	261	199,400
Smallholdings	69	95,650
Grand Total	599	959,250

- 3.2 For further detail regarding the make up of the above groups refer to **Appendix C.**

4. Results of 2008/09 Condition Surveys

- 4.1 The following tables provide a summary of the cost of the maintenance backlog.

Table 2: 2008/09 Nett Total (Capital and Revenue) Condition Survey Maintenance Backlog by Condition/Priority.

Table 3: Trend of Nett Total Condition Survey Maintenance Backlog Costs Split by Capital & Revenue.

4.2 Notes:

- The term Nett in this paper refers to base costs of work required without allowance for Preliminaries, Contingency Sums and Professional Fees, which would normally be associated with carrying out works.
- Tables 2 and 3 refer to the costs 'Including all Landlord and Tenant responsibility elements' - this ensures that the costs give a complete picture of the condition of the portfolio by including all costs associated with the condition of the building regardless of funding responsibility.
- Detailed copies of the condition survey reports are available on request. Examples of specific condition grading D priority 2 items are available in **Appendix B.**

Table 2

2008/09 Nett Total (Capital and Revenue) Condition Survey Maintenance Backlog by Condition/ Priority

Condition Survey Data as @ 1st April 2008

Condition D (Bad)								
Priority	Maintenance Cost £'000							
	Schools				Non Schools	Smallholdings	Vacant	Grand Total
	Community	Voluntary Aided	Foundation	Total				
1 – Urgent	0	0	0	0	0	0	0	0
2 - Essential	13,159	1,170	820	15,149	5,492	1,972	233	22,846
3 - Advisable	0	0	0	0	0	0	0	0
Totals	13,159	1,170	820	15,149	5,492	1,972	233	22,846

Condition C (Poor)								
Priority	Maintenance Cost £'000							
	Schools				Non Schools	Smallholdings	Vacant	Grand Total
	Community	Voluntary Aided	Foundation	Total				
1 – Urgent	0	0	0	0	0	0	0	0
2 - Essential	31,727	6,881	3,827	42,435	6,625	602	1,051	50,713
3 - Advisable	18,197	2,919	2,689	23,805	6,571	104	179	30,659
Totals	49,924	9,800	6,516	66,240	13,196	706	1,230	81,372

Condition B (Satisfactory)								
Priority	Maintenance Cost £'000							
	Schools				Non Schools	Smallholdings	Vacant	Grand Total
	Community	Voluntary Aided	Foundation	Total				
1 – Urgent	0	0	0	0	0	0	0	0
2 - Essential	7,674	1,666	659	9,999	904	820	294	12,017
3 - Advisable	13,172	2,137	1,911	17,220	3021	806	167	21,213
Totals	20,846	3,803	2,570	27,219	3,925	1,626	461	33,231
Grand Total	83,929	14,773	9,906	108,608	22,613	4,304	1,924	137,449

Note: The costs above include All Landlord & Tenant responsibility elements (refer to notes in item 4.2)

Table 3

Trend of Nett Total Condition Survey Maintenance Backlog Costs Split by Capital & Revenue

Condition Survey Data as @ 1st April 2008

		Maintenance Cost £'000														
Year Start	No. of Properties with surveys	Schools			Non Schools			Smallholdings			Vacant/Disposed			Grand Totals		
		Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total
2002/3	530	62,157	41,405	103,562	10,778	9,192	19,970	Not Surveyed	Not Surveyed	Not Surveyed	3,275	1,758	5,033	76,210	52,355	128,565
2003/4	529	65,499	43,966	109,465	11,403	9,706	21,109	Not Surveyed	Not Surveyed	Not Surveyed	3,451	1,869	5,320	80,353	55,541	135,894
2004/5	590	65,343	45,454	110,797	12,369	9,999	22,368	60% Surveyed	60% Surveyed	60% Surveyed	3,047	1,641	4,688	80,759	57,094	137,853
2005/6	602	64,889	43,160	108,049	12,945	10,849	23,794	1,993	1,215	3,208	3,626	1,701	5,327	83,453	56,925	140,378
2006/7	604	62,953	36,847	99,800	12,956	9,947	22,903	2,218	1,736	3,954	1,760	539	2,299	79,887	49,069	128,956
2007/8	597	66,281	36,657	102,938	12,960	9,659	22,619	2,490	1,777	4,267	1,584	462	2,046	83,315	48,555	131,870
2008/9	599	68,790	39,818	108,608	13,249	9,364	22,613	2,496	1,808	4,304	1,519	405	1,924	86,054	51,395	137,449

NOTES:

- The costs above include inflation increases applied annually derived from the Building Cost Information Service (BCIS)
- The costs above include All Landlord & Tenant responsibility elements (refer to notes in item 4.2)

5. Analysis of 2008/09 Condition Survey Data

- 5.1 In order to get the complete picture of the Condition Survey data for 2008/09 it is necessary to look at the costs for previous years.
- 5.2 As can be seen from Table 3, the cost of the total backlog of maintenance is £137.4m which is currently 7% higher than the total costs of 2002/03 (£128.6m).
- 5.3 The graph shown in **Appendix A**, illustrates the nett maintenance backlog **with** investment, against the nett maintenance backlog **without** investment.
- This graph illustrates that although a significant investment has been made without any apparent reduction in the backlog, to have made **no** investment at all would have resulted in the nett backlog at the end of 2007/08 being over £157m.
 - Over the past six years, inflation, calculated using the Building Cost Information Service (BCIS) indices has added £28.9 million pounds worth of cost to the original backlog valuation assessed in 2002/03 (£128.6m) – (Calculated cost of Nett Maintenance Backlog with NO Investment £157.5m)
 - With works carried out using investment made to the values shown in the table associated with the graph, and further deterioration to the property stock, the backlog valuation at the end of 2007/08 is £131.9 million (Refer to Table 3).
 - The combined effect of a deteriorating portfolio and annual inflationary pressures shows that the initial 2002/03 backlog valuation (£128.6m) has grown by £3.3 million (2007/08 backlog figure of £131.9m) even with an investment of £33.9 million over the past six years.
 - Based on the current level of maintenance investment and the trend of continuing deterioration, the levels of maintenance backlog will continue to increase.
- 5.4 A constraint on revenue funding hinders the reduction of the total maintenance backlog and in some cases accelerates the deterioration. The CIPFA Code of practice defines revenue and capital expenditure in detail. In summary revenue expenditure is defined as being used for the repair of an existing asset. Capital expenditure is defined as the replacement of the asset.
- 5.5 For example, external decoration work to a window is revenue work. A deterioration in decoration can lead to a future capital burden in having to carry out complete replacement of the window.
- 5.6 Referring to the trend outlined in Table 3, the revenue backlog over the past 7 years is on average £53 million. However the capital backlog has increased by £10 million. This trend reaffirms that by not addressing defects requiring a revenue funded repair, its increasing deterioration results in the defect

becoming capital expenditure, effectively becoming a replacement rather than a repair.

- 5.7 Over a period of time the deterioration in condition will mean that more properties will fall into the “bad” category.
- 5.8 The analysis of data includes the maintenance backlog for properties where there is potential for rationalisation incorporating disposal or re-builds. Dependant on the outcome of services embracing new ways of working, and projects in partnership with other public agencies, rationalisation can bring about a reduction in the maintenance backlog.
- 5.9 Therefore all properties with any rationalisation plans are reviewed prior to any planned maintenance expenditure. Furthermore the disposal strategy should take into account levels of backlog when reviewing the property portfolio.

6. Work Priority Programme

- 6.1 A methodology is applied to all condition defect records to enable the effective prioritisation and management of condition works. The system uses condition survey data and applies weightings to relevant key factors. The key factors include the original assessment of condition and priority, along with risk factors such as building integrity and legislative requirements. These are then sorted to give an overall order of priority of works for both the Capital and Revenue budgets. The result is a ‘fluid’ league table of priority works.
- 6.2 From the provisional budgets projected for future years, schools are able to determine where they feature in the Property Support Group planned overall maintenance programme. This transparent approach enables schools to pre-plan and commit to the funding of maintenance projects with their Devolved Formula Capital (DFC) funding. This approach increases the available funding within Property Support Group ensuring stakeholders with devolved funds commit to investing into their property condition where appropriate.

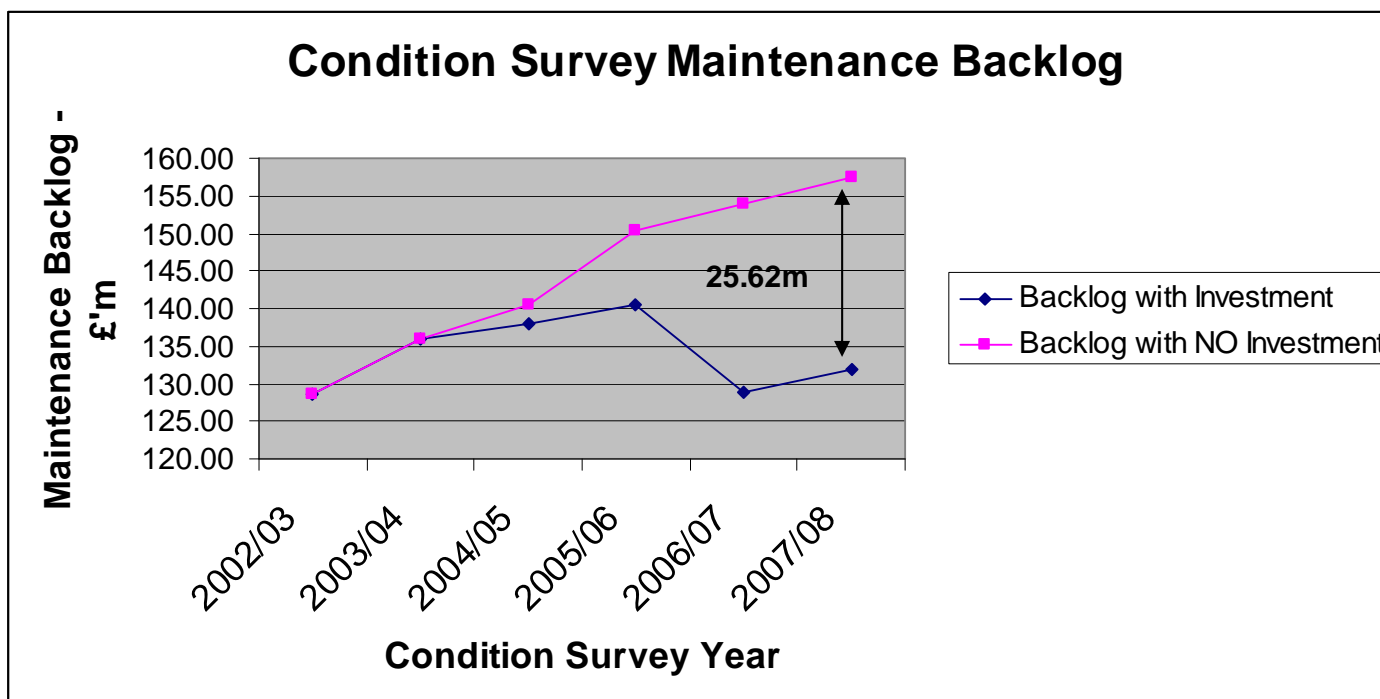
7. Conclusions

- 7.1 Investment for repair and maintenance over the last 6 years has been very significant. Just under £54 million has had the effect of stabilising the overall level of backlog maintenance over the period. However because of the scale of the problem it has not reduced the level of backlog maintenance.
- 7.2 The current levels of investment are unable to deal with all the issues of the worst (bad) condition, and there is a growing quantum of deteriorating poor condition that cannot be addressed with the current levels of investment. In other words, the risk of building failure is increasing.
- 7.3 Opportunities for rationalisation of the property stock need to be taken in order to reduce the worst condition properties and therefore partly mitigate the risk of building failure. This will also relieve some pressure on the available maintenance funding.

DAVID CLARKE
Strategic Director, Resources

Shire Hall
Warwick

27 October 2008



Note: This chart plots the difference investment has made to date (Backlog with Investment) against not having invested £33.91m in Planned Maintenance Backlog reduction (Backlog with NO Investment)

Year	Investment £'m			Calculated cost of Nett Maintenance Backlog with NO Investment £'m	Backlog with Investment
	Planned Preventative Maintenance	Reactive Maintenance - Day to Day Including Service Contracts	Total		
2002/03	5.58	2.80	8.38	128.57	128.57
2003/04	8.05	3.28	11.33	135.90	135.89
2004/05	3.27	3.40	6.67	140.38	137.85
2005/06	4.02	3.24	7.26	150.49	140.38
2006/07	5.3	3.20	8.5	153.80	128.96
2007/08	7.69	3.85	11.54	157.49	131.87
Totals	33.91	19.77	53.68		

NOTE: 2008/09 figures have not been included as the Planned Work Programme has not been completed to date

DCSF Guidelines (Source: Section 3 Condition Assessment document)

Condition grading

Grade A – Good, performing as intended and operating efficiently

Grade B – Satisfactory, performing as intended but exhibiting minor deterioration

Grade C – Poor, exhibiting major defects and/or not operating as intended

Grade D – Bad, life expired and/or serious risk of imminent failure

Priority grading

Priority 1 – Urgent work that will prevent the immediate closure of premises and/or address an immediate high risk to the health and safety of occupants and/or remedy a serious breach of legislation

Priority 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 less serious breach of legislation

Priority 3 – Advisable / Desirable work required within three to five 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 remedy a minor breach of legislation

Priority 4 – Long term work required outside the five year planning period that will prevent deterioration of the fabric or services

WCC Examples of Specific Condition D, Priority 2 Items

(Quoted direct from condition survey reports.)

Example 1 – Original flat felt roof to single storey section, bad condition

3090 Bilton School, A Maths & Computing College

Block 1

Renew including insulation to rooms 390 - 1100

Example 2 – Heating boilers, past extent of working life

5079 Champion School & Community College

Block 1

Tasso boilers to room 210, past extent of working life, replace

Example 3 – Electrical Wiring, aged

4173 Southam College

Block 4

Control, power and lighting – fittings & wiring aged, replace

WCC Property Portfolio with Condition Surveys*

Group	Property Type	No. of Properties	Total Floor Area m2
Schools	Community Schools	199	490,300
	Voluntary Aided Schools	51	101,300
	Foundation Schools	15	62,800
	Vacant Schools	4	9,800
	Total Schools	269	664,200
Non Schools	Business Units	10	14,400
	Centres – Community, Education, Social	35	22,400
	Country Parks	6	1,600
	Fire Stations	23	13,950
	Travellers Caravan Site	1	12,400
	Homes for Elderly People	10	14,500
	Highways Depots	8	8,800
	Houses – Fireman, Caretaker, Group Homes	35	5,300
	Libraries	28	17,850
	Museums	2	2,200
	Swimming Pools	1	500
	Vacant Property	3	900
	Waste Facilities	6	1,600
	WCC Offices	68	73,000
	Youth Centres/Offices	25	10,000
	Total Non Schools	261	199,400
	Smallholdings	Farms/Cottages	69
Total Farms/Cottages		69	95,650
	Grand Totals	599	959,250

* The above list confirms the numbers of properties in the WCC portfolio for which a condition survey has currently been carried out.

AGENDA MANAGEMENT SHEET

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

Date of Committee 11th November 2008

Report Title School Summer Holiday 2008 - Building and Engineering Projects

Summary A report to inform members of the delivery of school building and engineering projects during the 2008 summer holiday.

For further information please contact: Craig Roberts Property Support Manager Tel: 01926 412291 craigroberts@warwickshire.gov.uk
Julian Humphreys Design & Construction Group Manager Tel: 01926 418636 julianhumphreys@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 Cllrs D. Booth, G. Atkinson and J. Haynes
- Cabinet Member Cllr A. Cockburn - for information
- Chief Executive
- Legal Barry Jukes
- Finance David Clarke, Strategic Director, Resources - reporting officer
- Other Chief Officers
- District Councils
- Health Authority

Police

Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Executive Summary

- This report details the schools building and engineering projects carried out during the 2008 school summer holiday.
- During the summer holiday period, Resources – Property had a total workload of 474 projects at various phases having a value of £19.7 million.
- Of the 474 projects having a construction phase due for completion by the start of the school autumn term there were;
 - **NIL** Unmanaged Lates
 - 24 Managed Lates –These were projects that were not completed but were professionally managed, reprogrammed and alternative arrangements made with the schools in a timely manner, resulting in **NO** teaching disruption to the schools.

Agenda No

Resources, Performance and Development Overview and Scrutiny Committee - 11th November 2008.

School Summer Holiday 2008 - Building and Engineering Projects

Report of the Strategic Director, Resources

Recommendation

That the report be noted and that Members comment on the delivery of Building and Engineering projects completed during the school summer holiday 2008.

1. Background

- 1.1 In November 2002 this committee considered a report on the number of school building projects which were not completed on time by the end of the 2002 school summer holiday. Members noted the actions proposed to address the problem and requested that progress be reviewed in six and twelve months' time.
- 1.2 The reviews were duly carried out, and all projects outstanding at the end of the summer term 2002 were completed to time scales agreed with each school.
- 1.3 A similar review was undertaken and reported for all projects carried out during the 2003 to 2007 school summer holidays. This report details the performance with regard to the 2008 school summer holiday.

2. Summer Holiday 2008

- 2.1 This report refers to 'Unmanaged Late Projects' and 'Managed Late Projects'.
 - Unmanaged Late Projects are defined as projects that were not completed during the school summer holiday period and were not reprogrammed and no alternative arrangements made in a timely manner, thus resulting in disruption and inconvenience to the functioning of the school.
 - Managed Late Projects are defined as projects that were not completed during the school summer holiday period, but were reprogrammed and alternative arrangements made in a timely manner thus resulting in no teaching disruption to the school.

2.2 During the period 18th July to 31st October 2008, Resources – Property had a concurrent workload of 474 projects valued at £19.7 million. Of the projects having a construction phase due for completion by the start of the school autumn term, there were **NIL** projects that were Unmanaged Late Projects.

2.3 The following table shows a summary of the summer holiday projects over the last 7 years.

1. Summary of School Summer Holiday Projects by Year				
Year	Total No. of Projects	Total Value £'m	Total No. of Unmanaged Lates	Total No. of Managed Lates
2002	578	24.2	24	Not measured
2003	642	14.3	7	Not measured
2004	533	21.8	6	Not measured
2005	538	20.8	2	18
2006	416	20.7	1	9
2007	502	34.9	0	20
2008	474	19.7	0	24

2.4 These results indicate an overall sustained improvement in the service delivery of projects. This is encouraging and is further evidence of the commitment to provide a quality service. It is considered that a number of factors have led to this level of improvement, namely;

- Detailed resource programming of all planned maintenance projects from timeliness of work programme scheduling and budget allocation to specification stage and completion.
- Ongoing use of a comprehensive performance management system of contractors and project managers.
- Rigorous management of multi disciplinary workload monitoring to both contractors and project managers.
- A proactive approach to addressing issues arising from schools WES customer survey's resulting in a closer working relationship with schools.
- A systematic and responsive professional approach to project management and customer care.

2.5 Where delays have occurred, the schools have been made aware and alternative arrangements made to ensure the schools remain operational. **Appendix A** lists the total of 24 'Managed Late Projects' where alternative arrangements were made to ensure that there was no teaching disruption to the schools.

2.6 Analysis of the 'Managed Late Projects' indicates that the reasons for the delays fall into the following categories. This information has been taken into account when drawing up the conclusions and action plan for future years.

Reason for Delay	No. of Projects Affected
Supply Chain Delay	7
Unforeseen Site Specific Problems	3
Project Amendment /Additional Work / Late Instruction	6
Inclement Weather	4
Contractor Error / Issue	4

2.7 It should be noted that on the 15th July 2008 confirmation was received that a major contractor used by Property ceased to trade and was unable to fulfil its contractual obligations. Property had circa £1 million of work planned with this contractor. Property in conjunction with Legal and Procurement rescheduled and reallocated summer critical works to alternative contractors / sub contractors thus limiting the effect felt to schools. This was a major piece of work in addition to the fundamental planning required to deliver the programme.

3. Conclusion

3.1 Lessons learnt from the 2008 results are similar in theme to the 2007 results and will continue to be actioned to continually strive to improve service delivery. The items to address and continue to improve on include;

- Continue to ensure identification of realistic work programmes with all stakeholders.
- Continue to ensure adequate lead in time is allowed on all projects, and orders are placed well in advance of the scheduled start dates to enable contractors to effectively manage workload.
- To support the above action points, the delivery of the planned building and engineering maintenance programme will be programmed to be resourced internally during a January to December timescale to ensure a longer lead in time to the school summer holiday period.
- Continue to carry out pre-contract intrusive checks to areas to determine possible hidden problems and potential delays, where appropriate.
- Seek confirmation of approval of all clients ahead of schemes starting on site.
- Develop specific completed project work portfolios to enable clients to visualise the proposed finished scheme.

3.2 Members are asked to note the 2008 works and comment as necessary on performance.

DAVID CLARKE
Strategic Director, Resources

Shire Hall, Warwick
19 October 2008

SUMMARY OF 'MANAGED LATE' * PROJECTS 2008/09 – SCHOOL SUMMER HOLIDAYS

UPRN	Property	Work	Cost £	Main Contractor	Reason for Delay	Alternative Arrangements Made	Revised Planned Completion Arrangements
5021	The Ferncumbe CE Primary School, Hatton	Adaptations to toilet facility and other internal adaptations	8,000	Arden Construction	Some specific adaption's e.g. handrail to be fitted when child attends school to ensure correct height etc	Handrail to be fitted by agreement with the school	26.9.08
5066	Lapworth CE Primary School	Provision of a hygiene changing room	15,000	SOL Construction	Design difficulties and lead time for steelwork	Revised programme and working agreed with school	31.10.08
1247	Goodyers End Primary School, Bedworth	Extend hygiene changing room and widen doors and external works	15,000	SOL Construction	Site conditions necessitated alternative design for ramp and thus a revised Building Regs application	School made aware. Ramp to be completed half term	31.10.08
5009	Budbrooke Primary School	Hygiene change facility	18,000	Arden Construction	Work complete apart from delivery of specialist bed	Revised delivery date being sought and agreed with school	26.9.08
5015	Cubbington CE Primary School	Hygiene change facility	14,000	Arden Construction	Design difficulties and Building Regs application precluded start and completion during summer holiday	Revised programme and working arrangements to be agreed with school	31.10.08

*Not completed, but reprogrammed and alternative arrangements made with the school in a timely manner, resulting in **NO** teaching disruption to the school.

SUMMARY OF 'MANAGED LATE' * PROJECTS 2008/09 – SCHOOL SUMMER HOLIDAYS

UPRN	Property	Work	Cost £	Main Contractor	Reason for Delay	Alternative Arrangements Made	Revised Planned Completion Arrangements
5290	Briar Hill Infant School, Whitnash	Adaptations to accessible toilet to incorporate shower and change bed and handrails	4,500	Arden Construction	Work complete apart from delivery of specialist bed	Revised delivery date being sought and agreed with school	26.9.08
5033	Thorns Community Infant School, Kenilworth	External works / door threshold / ramp and roof to swimming pool	48,000	Arden Construction	Delay with specialist supplier of roof sheeting	Revised programme and working agreed with school	26.9.08
5101	Clapham Terrace Community Primary School, Leamington Spa	Adaptations to toilet facility	3,000	Arden Construction	Most work is complete - additional item requested by school	Work will be carried out by agreement with school	26.9.08
1133	Our Lady of the Angels Catholic Infant School, Nuneaton	Toilet adaptations to incorporate shower and Security fencing works	7,000	SOL Construction	Late client request, contractor did not have capacity to complete by end August	Revised programme and working agreed with school	31.10.08
5086	Telford Junior School, Leamington Spa	Extend and tarmac pathways	3,500	Arden Construction	Late client request, contractor did not have capacity to complete by end August	Revised programme and working agreed with school	31.10.08
4298	Welford-on-Avon Primary School	Provision of height adjustable bed in hygiene room and handrails to steps	2,500	Arden Construction	Late client request, contractor did not have capacity to complete by end August	Revised programme and working agreed with school	31.10.08

*Not completed, but reprogrammed and alternative arrangements made with the school in a timely manner, resulting in **NO** teaching disruption to the school.

SUMMARY OF 'MANAGED LATE' * PROJECTS 2008/09 – SCHOOL SUMMER HOLIDAYS

UPRN	Property	Work	Cost £	Main Contractor	Reason for Delay	Alternative Arrangements Made	Revised Planned Completion Arrangements
3070	Boughton Leigh Infant School	Refurbishment of Hall	21,000	Ian Williams Ltd	Extended deliver time for wall panelling	School advised. School function not affected	Arranged with school to complete during October half term
1120	Stockingford Infants School	Complete replacement of defective roofing	35,000	Central roofing	Inclement weather and specification changes	School advised. School function not affected. High risk works completed during summer shut down	Completion agreed with school week commencing 08/09/08
1143	Queens Junior School	Complete replacement of defective roofing	120,000	Clarendon Roofing	Inclement weather	School advised. School function not affected. High risk works completed during summer shut down	Completion agreed with school week commencing 22/09/08
2209	Birchwood Primary School	Installation of Canopies and internal works	23,000	NWP Limited	Original main contractor (PJ Rowan) ceased trading 15 th July 2008. Urgent alternative arrangement made with sub contractors	Canopy works ordered through sub contractors and completed on time. Internal works reprogrammed with school agreement	Internal works to be carried during September / October by arrangement to eliminate disruption of the school function

*Not completed, but reprogrammed and alternative arrangements made with the school in a timely manner, resulting in **NO** teaching disruption to the school.

SUMMARY OF 'MANAGED LATE' * PROJECTS 2008/09 – SCHOOL SUMMER HOLIDAYS

UPRN	Property	Work	Cost £	Main Contractor	Reason for Delay	Alternative Arrangements Made	Revised Planned Completion Arrangements
1137	Alderman Smith	Complete replacement of defective roofing to dining / changing areas	80,000	James M Green	Inclement weather	School advised. School function not affected. High risk works completed during summer shut down	Completion agreed with school during October half term
1249	Newdigate Primary School	Internal alterations	35,000	A E Maintenance	Original main contractor (PJ Rowan) ceased trading 15 th July 2008. Urgent arrangement made with alternative contractor	School advised. School function not affected	Completion planned for 06/10/08
1015	Exhall Cedars Infant School	Toilet Refurbishment	25,000	Newdigate Builders	Late instruction for go ahead of work received from client	Work phased to ensure school function not affected	Planned for completion 30/09/08
3204	Provost Williams Primary School	Alteration and refurbishment of toilets	40,000	Ian Williams	Issues with existing drainage in shower room	School advised. School function not affected. Work to continue so as not to cause disruption to school	Overall function of school not affected. New disabled shower room not completed however no immediate need for this facility at present

*Not completed, but reprogrammed and alternative arrangements made with the school in a timely manner, resulting in **NO** teaching disruption to the school.

SUMMARY OF 'MANAGED LATE' * PROJECTS 2008/09 – SCHOOL SUMMER HOLIDAYS

UPRN	Property	Work	Cost £	Main Contractor	Reason for Delay	Alternative Arrangements Made	Revised Planned Completion Arrangements
3090	Bilton High School	Complete replacement of defective roofing	220,000	Mitie	Inclement weather	School made aware, work continuing to progress on site. School function not affected	Planned Completion 26/09/08
3114	Henry Hinde Junior School	Complete replacement of defective windows	78,000	James Pearson	Original main contractor (PJ Rowan) ceased trading 15 th July 2008. Urgent arrangement made with alternative contractor	School advised and programme agreed to progress into autumn term. School function not affected	Planned Completion 26/09/08
4191	Shipston High School	Provision of Entrance Canopy	27,000	Arden Construction	Manufacturer failed to meet planned timescale	School made aware. Revised programme agreed	Canopy to be installed during October half term
1121	Stockingford Junior School	Boiler Refurbishment and heating distribution replacement	145,000	Lord Combustion	Initial insufficient human resources allocated to contract	School made aware. Internal heating distribution works completed during shut down. Works contained within boiler continuing	Completion for 21/09/08. School function not affected
5079	Campion School & Community College	Main switch gear replacement and part rewire to main block	75,000	Novacray Ltd	Utilities provider did not perform to agreed provider	School made aware. School function not affected. Internal works completed	Final main panel to be replaced during October half term

*Not completed, but reprogrammed and alternative arrangements made with the school in a timely manner, resulting in **NO** teaching disruption to the school.

AGENDA MANAGEMENT SHEET

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

Date of Committee 11th November 2008

Report Title Debt Recovery - Update

Summary The Committee is invited to note the report and comment upon the progress on debt recovery.

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 Haynes, Cllr Atkinson
- Cabinet Member Cllr Cockburn – for information
- Chief Executive
- Legal Jane Pollard
- Finance David Clarke – reporting officer
- Other Chief Officers
- District Councils
- Health Authority
- Police

Other Bodies/Individuals Paul Williams, Scrutiny Officer

FINAL DECISION Yes

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Executive Summary

Background

This report updates members on the progress on debt recovery since June 2008. This report also briefly outlines the recovery action that directorates can take before referring debts for legal action. This report is a snapshot as at 22nd October 2008. The report updates members on the outstanding over-42 days, over-£30,000 debts reported in June.

Recovery Action

The County Council have a Statement of Recommended Practice on recovery action of outstanding debts. It is the responsibility of Cost Centre Managers as originators of the invoice to collect outstanding debts relating to their cost centre. The County Council's standard payment terms are 21 days. Directorates are likely to employ a combination of techniques, including letter, telephone or a specific course of action, depending on the type or nature of the unpaid debt to encourage payment of the invoice before referring unpaid invoices for legal action.

Over-42 Days, Over £30,000 Debt

As at 22 October 2008, the County Council has 20 debts outstanding that are over-42 days, over-£30,000 totalling approximately £1.5 million.

Resources, Performance and Development Overview and Scrutiny Committee - 11th November 2008

Debt Recovery - Update

Report of the Strategic Director, Resources

Recommendation

Members are asked to review and comment on the progress since the last report in June 2008 on debt recovery.

1 Background

- 1.1 At the Resources, Performance and Development Overview and Scrutiny Committee meeting on 10th June 2008, members requested the continuation of regular reporting on debt recovery. This report also briefly outlines the recovery action that directorates can take before referring debts for legal action as requested at the same meeting. This report is a snapshot as at 22nd October 2008. The report updates members on the outstanding over-42 days, over-£30,000 debts reported in June.

2 Recovery Action

- 2.1 At the meeting in June 2008, members requested details of the Council's debt recovery policy. The following is a brief synopsis of the recovery action highlighted within the County Council's Statement of Recognised Practice (part of the Best Practice Guide).
- 2.2 It is the responsibility of Cost Centre Managers as originators of the invoice to collect outstanding debts relating to their cost centre. In many cases directorates have dedicated debt recovery teams who continually chase payment of invoices.
- 2.3 The County Council's standard payment terms are 21 days. Any variations from this standard must be authorised by the directorate's Financial Services Manager. If payment has not been received a reminder should be issued as soon as the due date has passed unless there are sound reasons for not doing so. This may be due to an agreement or an arrangement to pay having already been confirmed.

2.4 At least one reminder letter demanding payment should be sent to the debtor demanding payment before the outstanding invoice is sent for legal action. However, directorates may feel that sending more than one letter demanding payment is appropriate. If following this reminder letter the debtor remains unpaid then the directorate have a number of options:

- Telephone the debtor
- A specific course of action relating to the debtor
- Refer for legal action

Directorates are likely to employ a combination of techniques depending on the type or nature of the unpaid debt to encourage payment of the invoice before referring unpaid invoices for legal action.

3 Over-42 Days, Over-£30,000 Debt

3.1 The Audit Commission recommends referral of unpaid invoices for legal action after 42 days. Our experience has been that the first legal letter, sent out by Legal Services shortly after receipt of a referral from a Directorate is effective in recovery of debt. Based on this experience the following provision is included in our Statement of Recognised Practice:

Strategic Directors are required to:

'Refer all debts not paid within 42 days for legal action. If a debt is not referred for legal action at 42 days, Strategic Directors must be able to justify the reason for not doing so.'

3.2 Members will recall the report in June 2008 gave a list of the over 42 days debt greater than £30,000. An update of this list is given in table 1 overleaf. The debts previously reported to members in June are highlighted in bold in the shaded area.

Table 1: Outstanding over-42 days, over-£30,000 debt

Directorate	Invoice No	Debtor Name	Value of invoice (£)	Outstanding amount (£)	Invoice Date
EE	00137881	Warwick District Council	87,971	69,865	11/04/2006
EE	00158223	Warwick District Council	95,844	95,844	03/04/2007
CYPF	00160023	Warwickshire PCT	73,419	73,419	11/05/2007
EE	00166068	Color Estates Ltd	80,602	60,602	05/09/2007
AHCS	00179205	Care through the Millennium	44,314	35,743	05/09/2007
CYPF	00182293	George Wimpey (West Midlands) Ltd	79,848	79,848	30/05/2008
CYPF	00182599	AGN Design & Build LTD	38,468	38,468	03/06/2008
AHCS	00183217	Warwickshire PCT	81,359	81,359	10/06/2008
AHCS	00183224	Warwickshire PCT	62,584	62,584	10/06/2008
CYPF	00184299	Hilltop Development (UK) LTD	38,468	38,468	01/07/2008
AHCS	00184812	Warwickshire PCT	63,247	63,247	04/07/2008
AHCS	00184818	Warwickshire PCT	74,470	74,470	04/07/2008
AHCS	00185055	Warwickshire PCT	35,448	35,448	10/07/2008
AHCS	00185821	Warwickshire PCT	63,575	63,575	30/07/2008
CYPF	00185918	Coventry and Warwick LSC	140,000	140,000	04/08/2008
AHCS	00186159	Warwickshire PCT	81,720	81,720	08/08/2008
AHCS	00186162	Warwickshire PCT	64,825	64,825	08/08/2008
AHCS	0186311	Warwickshire PCT	65,607	65,607	12/08/2008
Res	00186455	Warwickshire Community & Voluntary Action	36,618	36,618	13/08/2008
PD	00186545	J.J Gallagher LTD	246,618	246,618	07/08/2008
		Total		1,508,328	

- 3.3 The value of over-42 days, over-£30,000 debt has increased from the position shown in June 2008, when the total value outstanding on these types of debt was £1,038,069. However, of the 19 debts shown in the previous report, there are only 4 debts remaining and a further 16 new debts.
- 3.4 Warwickshire PCT has 10 invoices on the list, totalling £702,872. All bar one of these debts is new to the list. The PCT have confirmed that it takes some time to agree the clients that these invoices relate to. However, communication is continuing between the County Council and the PCT and payment of these invoices is expected imminently. Additionally we are working with the PCT to examine how invoicing processes can be simplified and clarified.
- 3.5 The two Warwick District Council debts are still outstanding and the prospect of mediation is currently being investigated in order to resolve this dispute. Members will recall that agreement had been reached with Color Estates to pay the debt in instalments although it is disappointing to learn these payments have since stopped. Legal Services are chasing this payment up.

- 3.6 There are a significant number of debts relating to Section 106 monies owed from developers. These debts are being chased although it is understood that some of this money is delayed due to falling property sales in the economic slowdown. The debt outstanding from J J Gallagher relates to Section 106 contributions for Rugby Western Relief Road. The debts for AGN Design and Build Ltd and George Wimpey (West Midlands) Ltd are also Section 106 payments. An arrangement has been made by Hilltop Developments (UK) Ltd to pay the debt (also Section 106) by instalments and the first payment is due imminently.
- 3.7 Coventry and Warwickshire LSC have passed the invoice to their payments division and payment is expected imminently. The debt for Care in the Millennium relates to a client in residential care. The company have queried the charges and these have been reduced (see table 1 above) and the company have agreed payment of the outstanding amount. The invoice outstanding for Warwickshire Community and Voluntary Action relates to the loss of contribution to the pension fund through an early retirement. Discussions are progressing concerning payment of this debt.

DAVID CLARKE,
Strategic Director, Resources

Shire Hall
Warwick

22nd October 2008