

**The Resources, Performance and Development Overview and Scrutiny Committee met at the Shire Hall, Warwick on the 12 February 2009.**

**Present:**

**Members of the Committee:**

Councillor David Booth (Chair of Committee)  
“ George Atkinson  
“ Les Caborn  
“ Tom Cavanagh  
“ Chris Davis  
“ John Haynes  
“ Raj Randev  
“ Ian Smith  
“ John Vereker

**Other Councillors**

Councillor Alan Cockburn, Cabinet Member for Resources  
Councillor Peter Fowler, Cabinet Member for Partnerships and Localities  
Councillor 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  
Oliver Winters, Head of Finance

**1. General**

**(1) Apologies.**

were received from Councillors John Appleton, Brian Moss and Dave Shilton.

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

None.

### **(3) Minutes of the meeting held on the 13 January and Matters Arising.**

It was agreed that the third paragraph of Minute 3 relating to Future Items, should be amended to read "With regard to action taken on previous decisions, all Members had been advised of the restrictions imposed on incoming e-mails".

#### **It was then Resolved:**

That the Minutes of the Resources, Performance and Development Overview and Scrutiny Committee's 13 January meeting be approved as amended and be signed by the Chair.

There were no matters arising.

### **2. Public Question Time (Standing Order 34)**

There were no questions from members of 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 regarding progress with Customer Service and Access focusing on where problems have arisen, which had been scheduled for the 10 March meeting would now be submitted to the 27 July meeting.

### **4. Quarter 3 Directorate Report Cards 2008/09 (April – December 2008)**

The Committee considered the reports relating to the performance of the Performance and Development and Resources Directorates' for Quarter 3 against the key performance indicators as set out in the Directorate Report Cards

#### **(1) Resources Directorate**

Following introductory comments from Dave Clarke, Strategic Director of Resources, Members discussed several aspects of the report. The following points were noted:

- Although Members acknowledged the reasons for the current method of identifying performance against targets, it was suggested that consideration should be given to a separate method of identifying performance that was achieving 100% of the target.

- Indicator LI922 – Availability of ICT.
 

Consideration should be given to preparing a “basket” of items for monitoring that would give a better picture of ICT performance.

This should include provision for the identification of days/hours lost and significant problems such as that which occurred with the network at King’s House, Bedworth which had subsequently been examined by the Committee.

Care would be needed with regard to the wording of a new target bearing in mind that there were often outside influences such as failure in the electricity supply.
- Indicator LI923 – CO2 Emissions. The end of year target figure of 0.36 should be 0.036 which meant that Quarter 3 Performance would not exceed the target.
- Indicator LI924 – Property Suitability. Future measurement should be based on numbers of properties and enable identification of larger offices such as the Shire Hall.
- Indicator LI901 – Outstanding Debt.
 

The Section 258 money referred to in the remedial action for this target was a reference to Section 278 money.

Councillor Raj Randev indicated that he would let Dave Clarke know of any cases where Section 106 monies were not being released to the Council as quickly as he had expected.

New invoicing arrangements introduced by the PCT would be monitored.

Members would continue to monitor the level of outstanding debt through regular reports.
- Indicator LI905 – Return on Investments. The current economic downturn will impact on this target for future years.
- Indicator LI907 – Support Calls. The figures related to support calls resolved at the ICT Call Centre as opposed to the corporate call centre. This would be clarified in future report cards.
- Indicator LI 908 – Server Downtime. Consideration would be given to performance being shown as a percentage to give a clearer picture of performance.
- Indicator LI913 – Major Office Buildings. The Sheffield Hallam University density study included comparisons with other councils.
- Indicator LI914 – Financial Outturn for Traded Services. The £25k projection referred to in the remedial action was a projected surplus. Members noted that school closures cost County caterers about £25K each day.
- Indicator LI928 – Customer Satisfaction. The performance measurement was a score out of 7.

- Indicator LI929 – Justifiable Complaints. Each complaint was examined and determined based on individual circumstances given the difficulties in agreeing a precise definition.
- Indicator LI 335f – Staff Satisfaction. Information on satisfaction with Appraisals was obtained through the corporate staff survey.
- Indicator LI337f – Sickness Absence. The Committee would continue to scrutinise absence management.
- Indicator LI933 – Staff Training Days. Training was given to manual and office based staff. There were no figures currently available for cleaning staff.
- Indicator LI934 – Reported Accidents. Details of reported accidents were circulated at the meeting [and may be viewed on the Committee Administration System]. The Council was not at fault in the vast majority of cases.

Members acknowledged that they had been involved in scrutinizing many of the areas where performance was lower than expected.

## **(2) Performance and Development Directorate**

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

The following points were noted during the discussion:

- Indicator LI300 - LAA Targets
  - Members were informed of the progress towards meeting the targets of each of the LAA Blocks as follows:
    - The Children and Young People Block which was managed by the County Council was 82% on target.
    - Healthier Communities and Older People Block which was managed jointly by the Council and the PCT was 50% on target
    - The Climate Change and Environment Block which was managed by Rugby Borough Council and Nuneaton and Bedworth Borough Council was 67% on target.
    - The Economic Development and Enterprise Block which was managed by the Chamber of Commerce was 50% on target.
    - The Safer Communities Block which managed by the Police was 66% on target.
    - The Stronger Communities Block which was managed by Warwick District Council was 80% on target.

The PSB and relevant Overview and Scrutiny Committee were advised of progress.

Councillor Peter Fowler, Portfolio Holder for Partnerships and Localities, indicated that he was to meet Block Leaders to discuss Quarter 3 performance.

Targets were agreed by full Council based on previous years experiences

- Indicator LI800 – service transfers to the Customer Service Centre.
  - a report would be submitted to the July meeting of the Committee about any barriers to the transfer of services.
  - Bearing in mind the increased hours of operation, the cost of transfer would be neutral.
  - School transport, meals and admissions should be transferred all together.
  - Calls to larger libraries would be transferred but not smaller libraries.
  - Difficulties with the Northgate System had resulted in delays in transferring some services.
- Indicator LI802 – One Stop Shop Programme. Members acknowledged that they received regular reports about the progress with the implementation of the One Stop Shop programme.
- Indicator LI805 – New Pay Structure. Cabinet would receive a report on progress with the implementation of Phase 2 of the new pay structure. Regular reports to the Overview and Scrutiny Committee were requested.
- Indicator LI808 – Media coverage
  - Members were advised that a considerable amount of media coverage had been obtained by the Communications Division which, it was estimated would have cost the Council an estimated £4m.
  - Joint working on the LAA was enhanced by regular meetings of communication officers of partner organisations.
  - The importance of working with partners in communication was stressed.
- Indicator LI342 – Enquiries Resolved at Contact Centres. The end of year target would be reassessed to see if it was a realistic target.
- Indicator LI322 – Direction of Travel CPA. In response to an enquiry about the action needed to be taken by the Council to achieve a 4 start rating Members were advised that the CPA “Direction of Travel” assessment of the Council would be announced after the 26 February and this would indicate any areas which might need attention to raise the Council’s rating.
- Indicator LI334e – Satisfaction with the Council as an Employer. There were difficulties in setting targets. Attention would be given to improving the level of staff satisfaction including in Customer Service and Access and in team leadership. A report was requested in 6 months on progress with these issues.

- Indicator LI818 – Appraisals. There had been issues with the actual appraisal process such as illness of key managers that had impacted on the performance. A management plan was being introduced to overcome these matters.
- Some targets were not in the Council's control.

Members requested that consideration should be given to ways to achieve greater Member input into target setting. This could include a workshop or incorporation of target setting discussions as part of the existing arrangements for briefing spokespersons.

Regard should also be had to good practice in other councils regarding Member involvement.

## **9. Any Other Items**

There were no urgent items to consider.

The Committee rose at 11.45 a.m.

.....  
Chair of Committee