

AGENDA MANAGEMENT SHEET

Name of Committee Resources Performance & Development Overview & Scrutiny Committee

Date of Committee 12th February 2009

Report Title Quarter 3 Resources Directorate Report Card 2008/09 (April - December 2008)

Summary *This report presents the Resources Performance and Development Overview & Scrutiny Committee with the Quarter 3 Directorate Report Card for Resources.*

For further information please contact:

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

Background papers None

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- 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 Quarter 3 Directorate Report Card for Resources (1st April to 31st December 2008).

The report shows that: -

- At the quarter 3 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 - 12th February 2009.

Quarter 3 Directorate Report Card 2008/09 (April - December 2008)

Report of the Strategic Director of 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 quarter 3 point of 2008/09 (Appendix 1)

1.0 Background

- 1.1 This report presents Resources Performance and Development Overview & Scrutiny Committee with the quarter 3 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 quarter 3 point for 2008/09, performance is reported for 43 of these. Of the total number reported there is one National Indicator.

3.2 The performance at the quarter 3 point 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	8	50%	6	37.5%	2	12.5%	16
Customer Results	4	80%	1	20%	0	0%	5
Corporate Health	3	33%	5	61%	1	11%	9
People Measures	4	31%	4	31%	5	38%	13
OVERALL TOTAL	19	44%	16	37%	8	19%	43

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
LI924	% of properties with satisfactory (or above) suitability (excluding schools)	Steve Smith	The Suitability Surveys are completed by the property occupiers. It is therefore difficult to predict the occupiers views of the occupation which is why this indicator is slightly below target. We are continuing to undertake suitability surveys as part of the Area Property Review. It is anticipated that as part of this Area Review the Suitability Survey information will help to identify those properties that are unsuitable for service delivery. Over a period of time we will therefore prioritise investment in property that aids good service delivery.
LI901	Debt outstanding over 42 days as a % of total annual invoiced income	Oliver Winters	These figures have been hit by the economic downturn, and relate to large debts for S106/ S258 money. Whilst Directorates are making every effort to increase recovery the current

Ref	Measure	Responsible Head of Service	Summary of remedial action
			economic climate makes it difficult to forecast that we will hit our target.
LI914	Financial outturn for traded services	Phil Evans / Steve Smith	The STS projection has worsened between Qtr 3 and Qtr 4 with the STS deficit now projected as £46k. An urgent review of deficit mitigation is now being progressed. County Caterers is now projecting a surplus (adjusted for trading days yearly variation) of £25k which reduces the overall traded services deficit to £21k.
LI337f	Number of working days lost due to sickness absence per FTE	Joanna Rhodes	The year to date figure is at the end of Qtr 2. Data for Qtr 3 will not be available from HRMS until mid February. A review of return to work interviews has been carried out and a 'check-up' audit is programmed for April. The approach to training in manual handling is being reviewed.
LI340f	Top 5% of earners that are women	Joanna Rhodes	Directorate target set at 22%. There is a low turnover of staff at this level of management and in order to achieve a 1% improvement one male manager would need to leave at this level and be replaced by a woman. The Directorate Equalities Group are looking at what we can do to encourage women into senior positions in the directorate.
LI918	% of staff receiving an appraisal	Joanna Rhodes	Heads of Service are identifying outstanding appraisals to ensure that all are completed by March.
LI933	Average number of staff training days (office based)	Joanna Rhodes	Teams with lower than expected levels of training are being identified. Staff have been surveyed to elicit ideas to encourage more training & development.
LI934	Number of Reported Accidents	Phil Evans	An analysis is being undertaken by the directorate Health & Safety Officer to understand the reason for the increase.

5.0 Recommendations

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 quarter 3 point of 2008/09 (Appendix 1).

DAVE CLARKE
Strategic Director of
Resources

Shire Hall
Warwick
29 January 2009

Resources Directorate Report Card - Quarter 3 2008 - 2009

Corporate Health									
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009				
Ref	Description	Aim	Collection Frequency		Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
					Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI328	Use of Resources CPA Score	Bigger is Better	Annually	4	-	4.00	4.00	●	
LI329f	% Year end variance from budget (RE Directorate only)	Plan is Best	Quarterly	-0.5	0.00	0.00	0.00	●	
LI331f	% Compliance with Directorate Governance action plan	Bigger is Better	Quarterly	N/A	100.00	100.00	90.00	★	On target to achieve 100% compliance.
LI920	Value for Money (CPA)	Bigger is Better	Annually	3	3.00	3.00	3.00	●	
LI921	Degree of achieving agreed efficiency savings	Bigger is Better	Quarterly	100	100.00	100.00	100.00	●	
LI922	Overall availability of ICT (SOCITM KPI 15)	Bigger is Better	Quarterly	99.64	99.56	99.60	98.00	★	Downtime experienced was largely out of hours. Return on investment in resilience. More stringent change control procedures.
LI923	CO2 emissions in tonnes per sq m.	Smaller is Better	Quarterly	0.04	0.05	0.04	0.36	★	Emission rates per kWh for electricity have been increased because higher emitting fuels are being used for electricity generation. This is beyond our control.


★ Year End forecast to exceed target


● Year End forecast to meet target


▲ Year End forecast to miss target (see remedial action)

Resources Directorate Report Card - Quarter 3 2008 - 2009

Corporate Health									
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009				
Ref	Description	Aim	Collection Frequency		Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
					Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI924	% of properties with satisfactory (or above) suitability (excluding schools)	Bigger is Better	Quarterly	80	81.00	82.00	85.00	▲	The Suitability Surveys are completed by the property occupiers. It is therefore difficult to predict the occupiers views of the occupation which is why this indicator is slightly below target. We are continuing to undertake suitability surveys as part of the Area Property Review. It is anticipated that as part of this Area Review the Suitability Survey information will help to identify those properties that are unsuitable for service delivery. Over a period of time we will therefore prioritise investment in property that aides good service delivery.
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	2.47	3	3	●	

 Year End forecast to exceed target

 Year End forecast to meet target

 Year End forecast to miss target (see remedial action)

Resources Directorate Report Card - Quarter 3 2008 - 2009

Performance Results									
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009				
Ref	Description	Aim	Collection Frequency		Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
					Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI900	Budget and Balanced Capital Programme approved	Plan is Best	Annually	1.00	-	-	1.00	-	This is an annual process and it is anticipated that the target will be met (Target date = 28/02/09)
LI901	Debt outstanding over 42 days as a % of total annual invoiced income	Smaller is Better	Quarterly	4.78	8.32	6.00	4.00	▲	These figures have been hit by the economic downturn, and relate to large debts for S106/S258 money. Whilst Directorates are making every effort to increase recovery the current economic climate makes it difficult to forecast that we will hit our target.
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 audit opinion achieved for 2007-2008 accounts by 30 September and accounts published by same date in accordance with statutory deadlines.
LI904	% pay days met	Bigger is Better	Quarterly	100.00	100.00	100.00	100.00	●	100% target due to be met
LI905	Return on Council Investments	Bigger is Better	Quarterly	5.81	4.98	4.98	4.68	★	
LI906	Return on LGPS investments	Bigger is Better	Quarterly	-1.60	-7.70	-7.70	-7.80	★	This applies for the year to date to 30 September 2008
LI907	% of support calls resolved at point of contact	Bigger is Better	Quarterly	57.58	63.38	60.00	60.00	●	

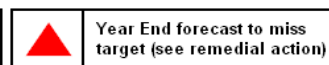
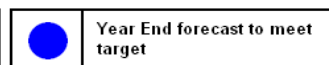
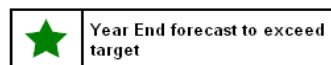
★ Year End forecast to exceed target

● Year End forecast to meet target

▲ Year End forecast to miss target (see remedial action)

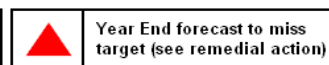
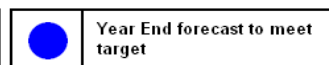
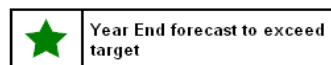
Resources Directorate Report Card - Quarter 3 2008 - 2009

Performance Results									
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009				
Ref	Description	Aim	Collection Frequency		Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
					Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI908	Server downtime against scheduled availability	Smaller is Better	Quarterly	0.65	0.19	0.19	0.90	★	Downtime experienced was largely out of hours. Return on investment in resilience. More stringent change control procedures.
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	100.00	99.00	87.00	★	Two sites left County Caterers but two additional sites now purchasing meals via CC - two small primary sites still at risk during Qtr 4.
LI911	% catering in secondary school sites retained	Bigger is Better	Quarterly	94.00	100.00	100.00	88.00	★	
LI912	% sites retained - cleaning (total of all services)	Bigger is Better	Quarterly	96.50	98.00	98.00	96.00	★	
LI913	Quartile position in Sheffield Hallam University density survey - WCC's major office buildings	Bigger is Better	Annually	1.00	-	-	1.00	-	The survey has been delayed and was undertaken in December 2008. Analysis to be provided within Qtr 4.
LI914	Financial outturn for traded services (£)	Bigger is Better	Quarterly	-270,000.00	-	-21,000.00	0	▲	The STS projection has worsened between Qtr 3 and Qtr 4 with the STS deficit now projected as £46k. An urgent review of deficit mitigation is now being progressed. County Caterers is now projecting a (adjusted for trading days yearly variation) of £25k which reduces the overall traded services deficit to £21k



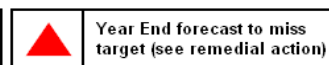
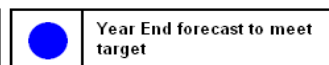
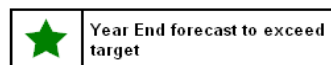
Resources Directorate Report Card - Quarter 3 2008 - 2009

Performance Results									
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009				
Ref	Description	Aim	Collection Frequency		Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
					Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI915	Summer Holiday "unmanaged late projects"	Smaller is Better	Annually	0	0	0	0	●	Target reached and completed in Qtr 2 - end of summer holidays
LI916	% of the maintenance backlog professionally recommended for completion within 2 years	Smaller is Better	Quarterly	63.05	62	62	64	★	The cost of the maintenance works that require urgent attention within the next 2 years have reduced. However, the maintenance costs that require attention within the next 5 years have increased slightly and there has been only minimal reduction to the overall maintenance backlog.
LI917	20% Schools Condition Surveys completed (m2)	Bigger is Better	Quarterly	156000	110000	145000	130000	★	Note 17,500 m2 of non school audits also carried out against a programme of 50,000m2



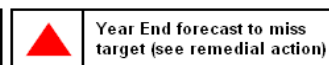
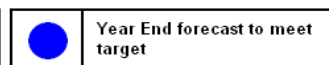
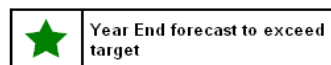
Resources Directorate Report Card - Quarter 3 2008 - 2009

Customer Results									
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009				
Ref	Description	Aim	Collection Frequency		Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
					Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI316f	% Achievement of WCC customer care standards	Bigger is Better	Quarterly	N/A	99.00	99.00	92.00	★	Best performing directorate
LI321f	Number of adverse Ombudsman complaints	Smaller is Better	Quarterly	N/A	0.00	0.00	0.00	●	
LI925	Overall score from Members in customer survey for meeting their needs	Bigger is Better	Annually	78.60	-	-	81.00	-	To be reported in Qtr 4
LI926	Overall score from WCC staff for Resources services	Bigger is Better	Annually	60.10	66.00	66.00	62.00	★	Increase of 6% on 2007/08 score.
LI927	Overall score from WCC managers for Resources services	Bigger is Better	Annually	59.50	68.80	68.80	62.00	★	Increase of 9% on 2007/08 score.
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	10.00	13.00	-	-	Number of justified complaints for each service: ICT = 1, FAAM = 7, Finance = 2



Resources Directorate Report Card - Quarter 3 2008 - 2009

People Results									
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009				
Ref	Description	Aim	Collection Frequency		Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
					Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI334f	% Satisfaction that the County Council is a good employer	Bigger is Better	Annually	84.00	84.00	84.00	78.00	★	Corporate target. Highest scoring directorate (6% above WCC score).
LI335f	% Staff satisfaction that Appraisal was of benefit	Bigger is Better	Annually	65.00	61.00	61.00	56.00	★	Corporate Target. Second highest scoring directorate (5% above the WCC score). 4% decrease since last year (NB different working to 2007). The score for SRD is significantly higher than other services. FM and ICT are below the Resources average.
LI336f	% of all benchmarkable staff satisfaction questions in the top quartile of all local authorities (ORC Benchmark)	Bigger is Better	Annually	N/A	95.00	95.00	95.00	●	
LI337f	No. Working days/ shifts lost due to sickness absence per FTE	Smaller is Better	Quarterly	8.59	9.26	9.26	8.00	▲	The year to date figure is at the end of Qtr 2. Data for Qtr 3 will not be available from HRMS until mid February. A review of return to work interviews has been carried out and a 'check-up' audit is programmed for April. The approach to training in manual handling is being reviewed.
LI338f	% Employees who are disabled	Bigger is Better	Quarterly	N/A	2.00	2.00	1.50	★	
LI339f	% Employees from BME communities	Bigger is Better	Quarterly	N/A	5.64	5.64	5.00	★	



Resources Directorate Report Card - Quarter 3 2008 - 2009

People Results									
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009				
					Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
Ref	Description	Aim	Collection Frequency		Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)	
LI340f	Top 5% of earners (senior management posts) that are women	Bigger is Better	Quarterly	20.37	21.05	21.05	22.00	▲	Directorate target set at 22%. There is a low turnover of staff at this level of management and in order to achieve a 1% improvement one male manager would need to leave at this level and be replaced by a woman. The Directorate Equalities Group are looking at what we can do to encourage women into senior positions in the directorate.
LI918	% staff receiving an appraisal (Directorates Only)	Bigger is Better	Annually	87.00	60.50	80.70	94.00	▲	Heads of Service are identifying outstanding appraisals to ensure that all are completed by March.
LI930	Upward Appraisal - % agreeing "overall my manager does a good job"	Bigger is Better	Annually	82.10	-	-	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	1.00	1.00	1.00	●	Using Chi Squared test for significance - we can be 97% confident that there is no significant difference by age, sex, or ethnicity in the answer to the staff survey question "The County Council is a good employer"
LI932	% of new staff (actual not FTE) receiving training/development (site based)	Bigger is Better	Quarterly	100.00	100.00	100.00	100.00	●	On the job training carried out mainly at site level as appropriate to position
LI933	Average number of staff training days per FTE (office based)	Bigger is Better	Quarterly	6.18	4.32	5.76	7	▲	Teams with lower than expected levels of training are being identified. Staff have been surveyed to elicit ideas to encourage more training & development.


★ Year End forecast to exceed target


● Year End forecast to meet target


▲ Year End forecast to miss target (see remedial action)

Resources Directorate Report Card - Quarter 3 2008 - 2009

People Results										
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009					SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
Ref	Description	Aim	Collection Frequency		Current Performance					
					Qtr 3 Actual (Apr to Dec) (A)	Qtr 3 Year End Forecast (B)	End of Year Target (C)	Qtr 3 YE Forecast against End of Year target (B) v (C)		
LI934	Number of Reported Accidents	Smaller is Better	Quarterly	58	52	65	50	▲	11 of these were RIDDOR reportable. An analysis is being undertaken to understand the reason for the increase.	
LI935	Number of formal grievances raised	Smaller is Better	Quarterly	1	0	0	0	●		

 Year End forecast to exceed target

 Year End forecast to meet target

 Year End forecast to miss target (see remedial action)