Resources, Performance and Development Overview and Scrutiny Committee

Agenda

A meeting of the Resources, Performance and Development Overview and Scrutiny Committee will be held at the **SHIRE HALL, WARWICK on THURSDAY, 12 FEBRUARY 2009 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 13 January 2009 (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 petekeeley@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 petekeeley@warwickshire.gov.uk

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

These reports provide an analysis of the Performance and Development and Resources Directorates' performance for Quarter 3. They report on performance against the key performance indicators as set out in the Directorate Report Cards

(1)   Resources Directorate

For further information please contact Dave Clarke, Strategic Director of Resources, Tel 01926 412003 , e-,ail daveclarkeTR@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 and Development. Tel 01926 41   , e-mail davidcarter@warwickshire.go.uk or Marcus Herron, Business Improvement Manager. Tel: 01926 41 2590, e-mail marcusherron@warwickshire.gov.uk .

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers
Res P & D Agenda 09-02-12.doc   2

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County Council

5.   Any Other Items

which the Chair decides are urgent.

Shire Hall,   **JIM GRAHAM**
Warwick   **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 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.

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Date: 05/03/2009
Author: Pkee

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(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 Dircetor of Resources, Members discussed several aspects of the report. The following points were noted:

Although Members acknowledged the reasons for the current means of identifying individual performance, it was suggested that consideration should be given to an additional way of identifying those indicators achieiving 100% of the target.

LI923 – the end of year target figure of 0.36 should be 0.036 which meant that the Quarter 3 Performance would not exceed the target.

LI922 – 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 the Committee subsequently considered a report on.

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.

LI924 – Future measurment should be based on numbers of properties and enable identification of larger offices such as the Shire Hall.

LI179 - LI901 – The Section 258 money referred to in th eremedial action ofr this target was a reference to Section 278 money. Councillor Raj Randev would let Dave Clarke know of any cases where Section 106 monies were slow in coming to the council.

NI 179 cant understand DC explained efefciicency savings 3% governm,net calculation

Since early 1990s had to make effcienacy savings haas to merntion on tax leaflets.

Quarterly reports to cabinet on effeicency savings

Devlopers continue to struggle   278 not 258

S196 monies £s not coming inwhy

Debt not all s106 pct as well

RR r to let DC know of specific cases.

Maximize oif collection ate inprocessrathae than earlier

12 months ago noproblem but developers first to notice recession

Regular report mad eon debts

The Committee has been involed in srutuing many of tehred trianlgle areas

Different involivcng arangments with pCT has resulte din some delays w=in the payments of accounts.

Parcticxe being monitored and if required single inveoices will have to be sent to the PCT.

Maximizing control of debts

905 next rate will be based on base rate

907 ICT Call Centre should say so

908 should be a s a %

913 SHeffeield

 Is university survey of our buildings includes comparison

Formul;a used toprodcue

914 catering and specialist technical services clean etc

25k a day lost of schools close

928 units – score out of 7

Each compliant s examine do see ifit is justifiable

LI337F we ar looking at

Appraiasla

335f question on corporate staff survey

340f reflects attractivenss of job

More in accounts lees in ICT and propewrty

Examining to see how to stop being mak=le dominated long trem issue
Recruitmenty parcatisce

933 training for cleaning staff ;ifting
Wcc doestrain but don't know figures for cleaningh
Reportable accidents details circulated at the meteing
Compensations paid by the council
Onlu liable if at fault
Noted that received accient detail receiving rreports on Red trianlgles.

(2)   Performance and Development Directorate

LI800
Report on barriers to transfer for July meeting?
Cost neutral transfer
Hours ofoperation
So not a saving
School transport and meals school admission shoud be looked at all together
Larger libraries transfer not smaller
Customer complaints and feed and registration tooklonger than anticipated because of the difficulties with the Northgate ystem.

LI300 disucsiosn beingheld with the GOWM
29% not meeting
Target area 6
Child – wcc 82% on target or abour
Old paopel Jt wcc/pct 50%
Env Rugby and Nuneaton 67%
Economiy chamber of Commerce 50%
Safer Communities police 66%
Stronger Communitiesa Warwick 80%

The relevant Overview and Scrutiny Committee sadvised if not will do
PSB made aware
All to attention of relevant OSCs for thme to decide

PF LAA meetiong block leaders Q3 perofmance meteing to discuss
Trages agreed by full council
Set based on previous years ecxxernces

LAA targets to council in March to agree
Look at to see if could 802 progress with Strtatford working to a June opening
We get reh=gular report on this anyway
805 SDLT
Report to sdlt on phase 2 for next Cabinet
Time scale 2009/10 to agree
10?11 to implement
Reports to Committee re implementation
808 how measuredmeasure medium covered would have cost £4m
Tragtae press office on core 4 priioty
And on narroiwning gap
80%
Positrive 90% negative coverage 10%
Police authority media porttrail is critical partnership issue with police to measure.

Joint working with LAA regular meetings of communications ofciers

I342 why 80% is realistic target dgc will review

322 what do we need to di to get to 4
Ddetial embargoed until 26 Feb
CPA info plus likely directions of travel
Lowest score cap
Member development and training some support services plus better working withhealth
Direction of travel perfoirmance over 3 years 2 best improving but slowed
Adult Socila Care inspection 2
Support rasing fear of crime

334e any
Similar to other directorates
Targets differenmt in customer service and access – action to be taken examined
Team leadership
Will lokk at the whole in the enxt few weeks
In 6 months report if there been an improvement and action.
Explained not necessariy bad mangers
Sickness absence firm action toimporoive attendance
Implications coud cause dissatisfaction
Can reviuew target some not in our control
Industry standard
LG 8 private 6.5
340e
818 appraisal is it a way of improving business yes
Areas cocnetrated on includes process issuees
Long term illness manager
Customer centre lots of staff will put management plan into action
Alotof work is being done to improve satisfaction
Members houdl beroe involved in settingtartgets
How get invoeld through working group
Bbackbenchers and PHs
Dgc couldbring issue sto briefings cold then explain reasoning behnd targets
Possible workshiop time constraints

How doother councils do it good parcatice
Take up looking at targets at briefings not all at same time
Lots of targets

9. **Any Other Items**

There were no urgent items to consider.

The Committee rose at 11.45.m.

………………………….
Chair of Committee

AGENDA MANAGEMENT SHEET

Name of Committee	**Resources, Performance and Development Overview and Scrutiny Committee**
Date of Committee	**12 February 2009**
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
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)	☒	County wide
Other Elected Members	☐	....
Cabinet Member	☐	....
Chief Executive	☐	....
Legal	☒	David Carter - reporting officer
Finance	☐	....
Other Strategic Directors	☐	....
District Councils	☐	....

Warwickshire County Council

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 ☐ . ...

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Resources, Performance and Development Overview and Scrutiny Committee – 12 February 2009.

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.

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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

Action	Date	Officer Responsible
Report on Cost of Advertising of Jobs (Suggest broken down by Directorate)	21/4/09 (provisional date)	Bob Perks/ Reuben Bergman
Report on Appraisal Returns across the Council (Suggest broken down by Directorate	21/4/09	Bob Perks/ Reuben Bergman
Assessment of whether customer satisfaction has increased as a result of one stop shops (and customer contact centres)	10/11/09	Kushal Birla
Report regarding progress with Customer Service and Access focusing on where problems have arisen.	10/3/09	Kushal Birla

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Action	Date	Officer Responsible
Update (6-monthly) report on ICT Development Programme	21/4/09	Tonino Ciuffini
Managing Sickness Absence - Next report to examine musculo-skeletal and stress "hotspots" in directorates	21/4/09	Bob Perks/Reuben Bergman
Managing Sickness Absence - Next report to list incidence of viral infections in Appendix C.	21/4/09	Bob Perks/Reuben Bergman
Report concerning County Council printing	21/4/09	David Carter
Update on recruitment practice standards	7/7/09	Bob Perks
Annual health and safety report to be presented earlier in cycle.	Autumn 09	Colin Jones' successor (TBA)

3. Provisional Items for Future Meetings

Meeting Date	Subject	Directorate
10/3/09		
	No items in forward planning system	
21/4/09		
	ICT Development Plan –Year End Report 2008/09	Resources
	Review of Absence Management [The Committee will receive a quarterly update on sickness absence figures]	Perf & Dev
16/06/2009		
	Full Year Directorate Report Cards	Perf & Dev Resources
7/7/2009		
	Development of Customer Access for the County Council [To appraise members of progress in regards to the customer access agenda, the Customer Service Centre and the One Stop Shops]	Perf & Dev

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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
26/2/09			
	Pay and Conditions Review EXEMPT [To provide an update on the progress of phase 2 of the pay and conditions review and to set out options for consultation]		Perf & Dev
	Race Equality Grants 2008/09 [Approval of grants under the above scheme for 2008/09]		Perf & Dev
	Corporate Report Card Quarter 3 [Consider the performance of indicators within the Corporate Report Card at Quarter 3 of 2008/09]		Perf & Dev
	LPSA 2 Q3 Performance and Progress [Giving an update on LPSA2 Q3 Performance]		Perf & Dev
19/3/09			
	SCS Update [Giving an update on the progress of the development of the Sustainable Community Strategy]		Perf & Dev
	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 South West Warwick and the funding of any works that need to be undertaken.]		Resources
2/4/09			
	Single Equality Scheme [WCC's Single Equality Scheme for 2009-2012, this includes our equalities vision and policy statement and the equality schemes which form part of our statutory duties.]		Perf & Dev
23/4/09			
	Case for a One Stop Shop (Rugby Plus Project) at Rugby Art Gallery, Museum and Library.]		Perf & Dev
28/5/09			
	Annual Governance Statement – Draft strategy for submission to Council		Perf & Dev
	Provisional Outturn 2008/09		Resources
9/7/09			
	Key Messages from Public Consultation – an overview		Perf & Dev

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	Sustainable Communities Strategy		Perf & Dev
	Business Case for One Stop Shop in Leamington Spa		Perf & Dev
	Final Revenue Outturn Report		Resources

D.G.CARTER,
Strategic Director of Performance and Development,
Shire Hall,
Warwick.
February 2009

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:

Dave Clarke
Strategic Director, Resources
Tel: 01926 412003
daveclarkeTR@warwickshire.gov.uk

Joanna Rhodes
Head of Strategic Resource Development
Tel: 01926 412245
joannarhodes@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	☐	....

Warwickshire
County Council

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).

Warwickshire County Council

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.

Warwickshire County Council

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 *e.g. Environment CPA score*
Type 2	The Directorate's contribution to the cumulative Corporate figure which appears in the Corporate Report Card *e.g. Sickness absence*
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.

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| | 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 form 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 aides 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

Warwickshire County Council

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 handing 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

Warwickshire
County Council

					Corporate Health				
					2008 - 2009				
	Indicators				Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	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)	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	-	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)

A1

					Corporate Health				
					2008 - 2009				
Indicators					**Current Performance**				
Ref	**Description**	**Aim**	**Collection Frequency**	**Baseline (2007-2008 Year End Actual)**	**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)	**SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments**
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)

A2

| | | | | | **2008 - 2009** | | | | |
| **Performance Results** | | | | | | | | | |

| Indicators | | | | Baseline (2007-2008 Year End Actual) | **Current Performance** | | | | |
Ref	**Description**	**Aim**	**Collection Frequency**	**Baseline (2007-2008 Year End Actual)**	**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)	**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	-	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	●	

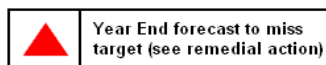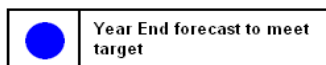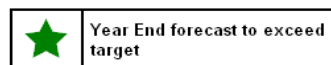| ★ Year End forecast to exceed target	● Year End forecast to meet target	▲ Year End forecast to miss target (see remedial action)

Performance Results								
Indicators				2008 - 2009				
				Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	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)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI908	Server downtime against scheduled availability	Smaller is Better	Quarterly	0.65	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 delyaed and was undertaken in December 2008. Analyis 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

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

| | | | | | 2008 - 2009 | | | | |
| Performance Results | | | | | | | | | |

| Indicators | | | | Baseline (2007-2008 Year End Actual) | Current Performance | | | | |
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)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
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

⭐ Year End forecast to exceed target	🔵 Year End forecast to meet target	🔺 Year End forecast to miss target (see remedial action)

					2008 - 2009				
	Indicators				Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	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)	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	⭐	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

⭐ Year End forecast to exceed target	🔵 Year End forecast to meet target	🔺 Year End forecast to miss target (see remedial action)

					People Results				

| | Indicators | | | Baseline (2007-2008 Year End Actual) | 2008 - 2009 | | | | |
| | | | | | Current Performance | | | | |
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)	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	★	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 handing 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	★	

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

					2008 - 2009				
				People Results					
	Indicators			**Baseline (2007-2008 Year End Actual)**	**Current Performance**				
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)	**SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments**
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**				
					Current Performance				
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)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
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)

Agenda No

AGENDA MANAGEMENT SHEET

Name of Committee	Resources, Performance and Development Overview and Scrutiny Committee
Date of Committee	**12ᵗʰ February 2009**
Report Title	**Quarter 3 Directorate Report Card 2008/09 (October – December 2008).**
Summary	This report provides an analysis of the Performance and Development Directorate's performance at quarter 3 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 – 12th February 2009

Quarter 3 Directorate Report Card (Oct – Dec) 2008/09

Report of the Strategic Director of Performance and Development

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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 quarter three 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 *eg. Environment CPA score*
Type 2	The Directorate's contribution to the cumulative Corporate figure which appears in the Corporate Report Card *eg. Sickness absence*
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 quarter 3 for 2008/09 is presented in full in Appendix A and summarised in the table below.

	Quarter 3 forecast compared to 2008/09 target						Total
	Quarter 3 forecast exceeding target ⭐		Quarter 3 forecast meeting target 🔵		Quarter 3 forecast missed target 🔺		
	Total no. of measures	%	Total no. of measures	%	Total no. of measures	%	Total no. of measures
Performance Results	6	40	4	27	5	33	15
Customer Results	0	0	2	100	0	0	2
Corporate Health	1	50	1	50	0	0	2
People measures	5	62.5	1	12.5	2	25	8
OVERALL TOTAL	**12**	**44**	**8**	**30**	**7**	**26**	**27**

3.3 The performance of the Performance & Development Directorate shows underlying strong performance with 74% 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 67% of reported indicators currently exceeding end of year targets.

3.5 In the Customer Results the Directorate is performing well, performance against the customer care standards has remained constant in comparison with the previous quarter. Currently 100% of reported indicators have been met.

3.6 Our people results are showing underlying strong performance, with 75% of targets being realised or exceeded. Sickness levels are better than the target and the Directorate has achieved 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 at Quarter 3 100% of these are on target for completion by year end.

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 form the table in Appendix A.

Ref	Measure	Responsible Head of Service	Summary of remedial action
LI300	% LAA measures on target	Monica Fogarty	Work is being undertaken with Block Leaders on a number of levels to ensure that remedial actions are undertaken to ensure that targets are back on track. In instances where reported underperformance is due to unrealistic targets (either as a result of target setting or changes in the economic environment), discussions are envisaged with Government Office for the West Midlands during the review and refresh period to ensure that revised targets are put in place where there is sound evidence to do so.
LI800	% of service transfers to Customer Service Centre by March 2009	Kushal Birla	CSC manager holding ongoing negotiations over funding and resources implications with relevant directorates.
LI802	% implementation of One Stop Shop programme action plan delivered by March 2009	Kushal Birla	Delays are partly due to location changes; choices are currently being considered.
LI805	New pay structure agreed by April 2009 and implemented by November 2009	Bob Perks	Strategy in relation to the completion of "Phase 2" will be considered by SDLT on 21-1-08 and which may change the targets with relation to the pay and condition review

LI322	Direction of Travel CPA Score	Monica Fogarty	The CPA Direction of Travel result will be published by the Audit Commission on the 26th February 2009.
LI334e	% Satisfaction that the County Council is a good employer (PD Directorate only)	Bob Perks	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 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 (Directorate only)	Bob Perks	Management information has been circulated to remind managers of gaps in returns and will be updated at quarter three to monitor progress.

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 quarter 3 of 2008/09 (Appendix 1)

David Carter
Strategic Director of Performance
and Development
Shire Hall, Warwick.
February 2009

		Performance & Development Quarter 3 Report Card 2008 - 2009							

Performance Results

					2008 - 2009				
Indicators					Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	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)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI300	% LAA measures on target	Bigger is Better	Quarterly	N/A	71.00	71.00	74.00	▲	Work is being undertaken with Block Leaders on a number of levels to ensure that remedial actions are undertaken to ensure that targets are back on track. In instances where reported underperformance is due to unrealistic targets (either as a result of target setting or changes in the economic environment), discussions are envisaged with Government Office for the West Midlands during the review and refresh period to ensure that revised targets are put in place where there is sound evidence to do so.
NI001	% of people who believe people from different backgrounds get on well together in their local area	Bigger is Better	Biennial	N/A	-	80.00	80.00	●	
NI004	% of people who feel they can influence decisions in their locality	Bigger is Better	Biennial	N/A	-	33.00	33.00	●	
NI006	Participation in Regular volunteering (%)	Bigger is Better	Biennial	N/A	-	-	-	-	Baseline will be established via place survey due to report end of January 2009 - Targets for future periods will be set thereafter.
LI328	Use of Resources CPA Score	Bigger is Better	Annually	4	4.00	4.00	4.00	●	
LI800	% of service transfers to Customer Service Centre by March 2009	Bigger is Better	Quarterly	N/A	33.00	33.00	83.00	▲	CSC manager holding ongoing negotiations over funding and resources implications with client

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

A1

Performance & Development Quarter 3 Report Card 2008 - 2009

					2008 - 2009				
Performance Results									
Indicators					**Current Performance**				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	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)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI802	% implementation of One Stop Shop programme action plan delivered by March 2009	Bigger is Better	Quarterly	N/A	50.00	50.00	83.00	▲	Delays are partly due to location changes; a number of locations are currently being considered.
LI803	% customer satisfaction with the services offered by Customer Service and Access	Bigger is Better	Quarterly	N/A	95.00	95.00	90.00	★	
LI804	% of staff believe the Council encourages high standards	Bigger is Better	Annually	N/A	91.00	91.00	85.00	★	
LI805	New pay structure agreed by April 2009 and implemented by November 2009	Bigger is Better	Quarterly	N/A	0.00	0.00	1.00	▲	Strategy in relation to the completion of "Phase 2" will be considered by SDLT on 21-1-08 and which may change the targets with relation to the pay and condition review
LI806	HR advisory centre model implemented and in place and key appointments	Bigger is Better	Quarterly	N/A	1	1	1	●	Basic model implemented on target with business partners identified and in post. Significant on-going work is required to release full benefits of the new model.
LI807	% of staff receive core brief	Bigger is Better	Annually	N/A	88	88	85	★	Increase of 19% since 07/08 staff survey result
LI808	Improved reflection of the council brand in media coverage through:% of coverage relating directly to priorities and themes	Bigger is Better	Quarterly	N/A	81	81	80	★	
LI809	800 plus votes on the Intranet Poll every week.	Bigger is Better	Quarterly	N/A	900	900	800	★	
LI342	% Public enquiries resolved at first point of contact - Contact Centre	Bigger is Better	Quarterly	94.07	95	95	80	★	

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

	Performance Results								
	Indicators				2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	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)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI322	Direction of Travel CPA Score	Bigger is Better	Annually	3	3	3	4	▲	The CPA Direction of Travel result will be published by the Audit Commission on the 26th February 2009.

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

A3

| | | | | | 2008 - 2009 | | | | |
| | Indicators | | | | Current Performance | | | | |
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	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)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI316e	% Achievement of WCC Customer Care Standards (PD Directorate only)	Bigger is Better	Quarterly	91	92.00	92.00	92.00	●	
LI317e	Satisfaction with Mystery shopping excersise rating (PD Directorate only)	Bigger is Better	Annually	84.5	-	-	85.00	-	Mystery Shopping results to be published Feb/March 2009 and as such will be reported in the end of year Report Card
LI321e	Number of adverse Ombudsman complaints (PD Directorate only)	Smaller is Better	Quarterly	N/A	0.00	0.00	0.00	●	

Customers

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

A1

| | | | | | 2008 - 2009 | | | | |
| | | | | | Current Performance | | | | |
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	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)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
				Corporate Health					
			Indicators						
LI329e	% Year end variance from budget	Plan is Best	Quarterly	-5.9	0.00	0.00	0.00	🔵	
LI331e	% Compliance with Directorate Governance action plan	Bigger is Better	Quarterly	83.3	100.00	100.00	90.00	⭐	

⭐ Year End forecast to exceed target	🔵 Year End forecast to meet target	🔺 Year End forecast to miss target (see remedial action)

A1

	People								
	Indicators				**2008 - 2009**				
					Current Performance				
Ref	**Description**	**Aim**	**Collection Frequency**	**Baseline (2007-2008 Year End Actual)**	**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)	**SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments**
LI334e	% Satisfaction that the County Council is a good employer (PD Directorate only)	Bigger is Better	Annually	84.04	83.00	83.00	86.00	▲	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 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.
LI335e	% Staff satisfaction that Appraisal was of benefit (PD Directorate only)	Bigger is Better	Annually	50.26	57.00	57.00	56.00	★	
LI336e	% of all benchmarkable staff satisfaction questions in the top quartile of all local authorities (ORC Benchmark) (PD Directorate only)	Bigger is Better	Annually	N/A	90.00	90.00	90.00	●	
LI337e	No. Working days/ shifts lost due to sickness absence per FTE (PD Directorate only)	Smaller is Better	Quarterly	7.92	6.09	6.09	8.00	★	
LI338e	% Employees who are disabled (PD Directorate only)	Bigger is Better	Quarterly	0.99	3.00	3.00	1.50	★	
LI339e	% Employees from BME communities (PD Directorate only)	Bigger is Better	Quarterly	8.8	10.14	10.14	5.00	★	
LI340e	Top 5% of earners (senior management posts) that are women (PD Directorate only)	Bigger is Better	Quarterly	62	61.76	61.76	55.00	★	

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

People									
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009				
					Current Performance				
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)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI818	% staff receiving an appraisal (Directorates Only)	Bigger is Better	Annually	91.04	81	81	93	▲	Management information has been circulated to remind managers of gaps in returns and will be updated at quarter three to monitor progress.

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