

# APPENDIX 1



## Quarterly Performance Management Report 2004-05 Select Committee Report - Resources

### Quarter 3 Report: October - December 2004

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## Section 1: Summary – Quarterly Performance Management Report 2004-05 Quarter 3 (October-December)

### 1.1 Performance Summary: – Performance Indicators

The summary provides information for all of the Key Performance Indicator Targets and Local Public Service Agreement (PSA) Targets by Portfolio for 2004-05. This table presents a summary of - 84 Performance Indicators by type and by Portfolio, as drawn from the:

- Key PI Quarterly Basket - 72 key performance indicators, 67 reported quarterly and 5 have no quarterly targets
- Public Service Agreement - 12 targets 3 of which are reported annually

#### Performance Indicators by Portfolio – QUARTERLY ACHIEVEMENT OF TARGETS

PORTFOLIO	NO. OF INDICATORS	TARGET ACHIEVED	WITHIN 5% TARGET	TARGET NOT ACHIEVED	NO QUARTER TARGETS
RESOURCES *	14	7 = (53%)	4 = (29%)	3 = (18%)	0

- Resources – has three additional Performance Indicators relating to Customer Services

## SECTION 2: PERFORMANCE MANAGEMENT & ASSESSMENT – BY PORTFOLIO

### 2.8 PORTFOLIO: RESOURCES CORPORATE OBJECTIVES: Making it Happen

KEY ACHIEVEMENTS QUARTER 3 – 2004-05
Successful relocation of engineering services to Enterprise house – In line with the corporate accommodation review
Externally delivered training on the Freedom of Information Act, to 200 council members, staff, including schools. This was a joint event with Health and other partners.
Functional IT (Customer Relationship Management based) system developed to deliver consistent and compliant response to requests.
Successful 2004 Staff Awards Ceremony
Development and approval of People Management Framework
Development of Corporate support initiative for Fire Service
Completion of Autumn citizens panel survey
Accounts closed within new shorter statutory timetable, and with unqualified Audit opinion
Select Committee work plans have been drafted for the period of January to April 2005

AREAS TO WATCH –2004-05			
Quarter Reported	Area to Watch	Action to be taken	Risk Assessment
Q2/Q3 2004-05	Progress on E-Government	Now top priority for the Organisational Development Department, but needs sustained political, managerial and staff support throughout 2005. Process owners identified for all processes. Statements being delivered. Additional staff recruited Implementation in progress. Business Process Re-engineering resources directed to enable E-Government agenda to be progressed.	Risk Score = 12 Impact 4 Likelihood 3
Q2/Q3/Q4 2003-04 Q1/Q2/Q3 2004-05	Delays in funding the Land and Property Gazetteer and the CRM project will mean that these projects miss their planned implementation dates.	Project on hold due to lack of funding. Alternative approach being considered by Information Management Group.	Risk Score = 9 Impact 3 Likelihood 3
Q4 2003-04 Q1/Q2/Q3 2004-05	ICT business continuity / disaster recovery	Interviews for ICT Security Manager held and position offered.	Risk Score = 8 Impact 2 Likelihood 4
NEW Q3 2004-05	Preparations for combined election – possibly General Election, Local Elections, Parish/Town Council Elections and a Mayoral Referendum on the same day.	Date for the Mayoral Referendum has been set for May 5 <sup>th</sup> 2005. The date for the General Election will remain uncertain for some time yet. Delivery plan under development (first draft due end January 2005).	Risk Score = 8 Impact 4 Likelihood 2

## PERFORMANCE MANAGEMENT INFORMATION – KEY PERFORMANCE INDICATORS

Please note that the figures in brackets are the quarterly target profile figures for each of the Indicators

KPI Description	Q1 - 2004 Apr- June (Profile)	Q2 - 2004 July-Sept (Profile)	Q3 - 2004 Oct-Dec (Profile)	Q4 - 2005 Jan-Mar (Profile)	Target 2004-05	Comments
	Performance Assessment Actual Against Profile				↗→↘	
1. Number of working days/shifts per employee (full time equivalent) lost due to sickness absence this quarter (BVPI 12/CPA)	2.13 (2.3)	1.9 (1.9)	2.3 (2.7)	(2.8)	9.1	Updated figure for Q2 is 1.9 and early indications of Q3 are 2.3 – this figure is likely to increase as more data comes in as this is usually a high quarter
	↗	↗	↗		9.3	
2. The number of staff undertaking one or more training activities this quarter (via IWC training Services) as a % of the total workforce excluding Education Staff – (Local Indicator)	788 (789)	570 (530)	1182 (778)	(659)	47%	The profile is the target % of the maximum number of delegates attending training each quarter (The figure is derived from the planned/anticipated training activity each quarter within 2004/2005)
	↗	↗	↗		1,523 staff 66.6%	
3. The number of members undertaking one or more training activities this quarter (out of all 48 members). (Local Indicator)	16 (34)	22 (38)	22 (38)	(38)	80%	The profile is the target % of the maximum number of members undertaking training activity each quarter (n.b. we rely on feedback from other departments to inform us of Elected Member training activity as we do not run our own, and therefore cannot anticipate any activity)
	↘	↘	↘		42 Members 87.5%	
4. The percentage of women in the top 4 tiers of management. (Local Indicator)	35% (50%)	35% (50%)	35% (50%)	(50%)	50%	Top 4 tiers of management includes: - Directors; Heads of Service; Service Managers and the Managers responsible to them. This figure excludes Schools.
	↘	↘	↘			
5. Number of Complaints across the Authority (Local Indicator)	45	63	56		220	Of the total of 55 complaints 8 were new complaints referred to the Council from the Ombudsmen. Of the 16 complaints against Adult Services 12 refer to dissatisfaction about libraries and leisure centres. Of the 12 complaints against Corporate Services there are 5 complaints against HR relating to the same one
	(50)	(60)	(60)	(50)		

KPI Description	Q1 - 2004 Apr- June (Profile)	Q2 - 2004 July-Sept (Profile)	Q3 - 2004 Oct-Dec (Profile)	Q4 - 2005 Jan-Mar (Profile)	Target 2004-05	Comments
	Performance Assessment Actual Against Profile				↗→↘	
	↗	→	↗		209	recruitment incident. HR Committee have reviewed the matter. One complainant has been referred to Legal Services to initiate the vexatious and persistent policy. Corporate Services = 12 Children's Services = 11 Adult & Community Services = 16 Fire & Rescue = 0 Environment Services = 17
6. The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery. (BVPI 157/CPA)	23.46% (60%)	30% (60%)	19.2% (60%)	(60%)	60%	An extremely rigorous evaluation has taken place, which resulted in a pessimistic figure of 19.2% compliance. This figure has been reported to the Programme Board. The dip is expected by ODPM as Councils change to the new measuring methodology. Two teams from Organisational Development are working with Services across the Council to e-enable their services, and the results are being updated weekly, and made available to Heads of Services and Directors. Services are appointing their own 'e-service champions' to encourage and focus efforts to achieve the e-government target. Regular meetings are taking place with Heads of Service and e-service champions groups to ensure sufficient effort is put into achieving these targets.
	↘	↘	↘		23.46%	
7. The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority. (BVPI 8/CPA)	91% (95%)	90% (95%)	91.7% (95%)	(95%)	95%	Certain Departments are still failing to understand the importance of meeting timescales for the submission of invoices. Details of those departments who have submitted late invoices to the Payments Section are circulated to Directors and Heads of Service.
	↘	↘	→		93%	
8. The percentage of standard searches carried out in 10 working days (BVPI 179/CPA)	100% (100%)	100% (100%)	100% (100%)	(100%)	100%	We do everything within our control to ensure that the 10 working day target is not exceeded and will continue to do so.
	↗	↗	↗		100%	
9. Total operating cost (TOC) of IWC property per employee (Local indicator)	£311.50 (275.00)	£191.86 (275.00)	£220.06 (275.00)	(275.00)	£275.00	The operating cost figures for the second quarter in a row are within the target figures for the authority
	↘	↗	↗			

KPI Description	Q1 - 2004 Apr- June (Profile)	Q2 - 2004 July-Sept (Profile)	Q3 - 2004 Oct-Dec (Profile)	Q4 - 2005 Jan-Mar (Profile)	Target 2004-05	Comments
	Performance Assessment Actual Against Profile				↗→↘	
10. % of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people. (BVPI 156/CPA)	17% (18%)	17% (18%)	17% (18%)	(18%)	18%	Work is ongoing in respect of improvements to council owned portfolio .It is difficult to report the improvements at this stage as a % figure
	→	→	→		17%	
14. Customer enquiries dealt with at the first point of contact – as a % of enquiries logged on the CRM system. The target is 30% by 31/12/04, 45% by 31/03/05, 60% by 30/06/05 and 80% by 31/12/05. Includes enquiries dealt with over the phone, face to face and via the website (Local Indicator)	12.1% (30%)	23.5% (30%)	29.9 (30%)	- (45%)	45%	In respect of enquiries dealt with over the telephone and face-to-face, these figures only refer to sites with the CRM system. As the CRM system is rolled out across the Council, it is expected that more enquiries will be handled at the first point of contact. The plan is to roll out the CRM system completely by 31 <sup>st</sup> December 2005.
	↘	↘	→		-	
15a. Average response time to answer the telephone call (Local Indicator)			99.39% (100%)	- (100%)	100%	Target is for 100% of calls to be answered with 15 seconds. Source of the data is the Call Logger and data excludes sites not linked to the 821000 network and the Corporate Call Centre. The latter will be added when Symposium is installed.
			→			
15b. Average time to see customer upon arrival (Local Indicator)			5 minutes (5 minutes)	(5 minutes)	5 mins	Target is to see 100% of customers, to deal with initial enquiry, within 5 minutes of arrival. Source of data is the CRM system and excludes sites where CRM is not enabled
			↗			
16. Number of complaints upheld relating to failure to achieve service standards – as a % of all customer complaints upheld (Local Indicator)			36% (50%)	- (50%)	50%	Target is for the number of complaints upheld in respect of service standards to be less than 50 % of the total number of complaints upheld
			↗			

## SECTION 3: FINANCE REPORT

### 3.1: Revenue Budget Monitor by Portfolio – to the end of December 2004

<b>Resources</b>	
Corporate Services Directorate	Budget currently on target.
Legal and Democratic Services	Land charges income has reduced significantly due to the slow-down in housing activity and there is likely to be a shortfall on the target budget exceeding £50,000 (7%). Other budgets on target.
Financial Services	Budget currently on target.
Information Communications Technology	Budget currently on target although a number of ICT projects, particularly those related to delivery of ODPM E-government targets, are funded partly from reserves and Government grants. There are ongoing funding implications of those projects, and it is essential to ensure that base budgets are in place to allow the continuing development of the approved projects; in addition, there are a number of proposed developments for which funding streams will also have to be identified if further progress is to be made.
Human Resources & Training	The budget for the Health and Safety training programme for managers is currently 80% paid and committed – the remainder will probably be spent during this financial year. Central training (Learning Centre) budget is tight but any overspend subsequently arising can be funded from existing reserves. Other budgets on target.
Policy & Communications	Currently on target overall – however, budget pressures are still partly being funded from one-off resources carried forward from previous years – the continuation of such measures is unlikely to be available in future years. The under-recovering print unit budget is currently being considered as part of the budget strategy along with other elements of the communications budget.
Best Value & Select Committee Support	Currently on target. Budget now restructured to ensure continuity, thereby freeing up reserve previously set aside to support expenditure peaks in early years.
Property Services	Budget on target to date.
Building Maintenance	Budget on target to date.

### 3.2: Revenue Expenditure Budget Monitor by Portfolio – to the end of December 2004 Portfolio Holder Summary Report - Revenue (Revised) + Commitments

	Revised Budget	Spend To Period	Committed	Left
<b>8A</b> Children's Services	£85,946,479	£54,682,908	£143,952	£31,119,620
<b>8B</b> Adult and Community Services	£34,250,883	£23,115,537	£457,789	£10,677,556
<b>8C</b> Fire, Emergency Planning & Consumer Protection	£9,768,057	£6,442,702	£272,436	£3,052,919
<b>8D</b> Tourism and Leisure	£5,553,235	£2,329,131	£655,589	£2,568,515
<b>8E</b> Economic Development	£293,577	£265,755	£0	£27,822
<b>8F</b> Transport	£8,965,943	£2,640,739	£835,482	£5,489,722
<b>8I</b> Sustainable Development, Environment, Planning	£12,546,623	£6,063,386	£2,844,943	£3,638,294
<b>8Z</b> Resources	£7,688,448	£11,311,169	£392,618	-£4,015,338
	£165,013,245	£106,851,327	£5,602,808	£52,559,109

#### Notes

- 1) Budgets revised from original to take account of carry forwards from previous year, additional grants etc
- 2) Spend to date represents 64.8% of approved budget and includes expenditure incurred to 31 December 2004
- 3) Spend and commitments represent 68.2% of approved budget
- 4) Spend to date excludes capital financing charges, support service charges and other adjustments and recharges
- 5) Spend to date on Resources Portfolio service areas includes gross expenditure on support services prior to recharges being made
- 6) Spend to date on Resources Portfolio also includes expenditure incurred on Housing Benefits pending receipt of Government grant
- 7) Total figures may not add up exactly due to rounding
- 8) Staff costs account for approximately 73% of the Children's Services budget. The committed figure shown above relates to the purchase of supplies and services only. It is estimated that a further £18m is committed for staff costs from January until the end of the financial year



**3.3: Capital Expenditure Budget Monitor by Portfolio – to the end of December 2004  
Portfolio Holder Summary Report - Capital + Commitments**

		<b>Revised Budget</b>	<b>Spend To Period</b>	<b>Committed</b>	<b>Left</b>
<b>8A</b>	Children's Services	£10,766,403	£7,011,329	£4,226,203	-£471,129
<b>8B</b>	Adult and Community Services	£5,388,447	£1,679,097	£172,309	£3,537,041
<b>8C</b>	Fire, Emergency Planning & Consumer Protection	£290,702	£69,183	£37,820	£183,699
<b>8D</b>	Tourism and Leisure	£243,333	£66,635	£20,079	£156,619
<b>8F</b>	Transport	£7,898,173	£3,194,641	£558,574	£4,144,958
<b>8I</b>	Sustainable Development, Environment, Planning	£3,360,943	£2,657,264	£22,272	£681,407
<b>8Z</b>	Resources	£1,364,082	£944,636	£454,113	-£34,667
		£29,312,083	£15,622,785	£5,491,370	£8,197,928

**Notes**

- 1) Spend to date represents 53.3% of approved budget and includes expenditure incurred to 31 December 2004
- 2) Spend and commitments represent 72.0% of approved budget (see note 3 below)
- 3) The apparent over-commitment on Children's Services relates to committed expenditure which will not be incurred until next financial year
- 4) Total figures may not add up exactly due to rounding