

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Executive

Corporate Services Committee: 28 March 2007

Subject: Chief Executive's Department – Quarter 3 Performance Review

1. Purpose

1.1 This report sets out the performance of the Chief Executive's Department in the third quarter of 2006/2007, i.e. from 1 October to 31 December 2006.

2. Background

2.1 The new performance management framework introduced to the Council in 2004 requires all directorates to monitor, review and report their performance to the relevant committee/s on a quarterly basis.

2.2 Within the Chief Executive's Department this focuses on:-

- key performance indicators which are the responsibility of the Department;
- statutory performance indicators which are the responsibility of the Department;
- action plans for 2006/7 for the former Corporate Services (CS) and Chief Executive's Services (CES) and the extent to which these have helped deliver the corporate objectives and the specific objectives of the services;
- quality accreditations and awards;
- the Best Value review programme for the Department; and
- departmental sickness absence statistics.

2.3 As the service plans for CS and CES were developed several months prior to their merger, they are reported separately in this report. A single strategic plan for the new Chief Executive's Department is currently being developed for 2007/11.

3. Key Performance Indicators

3.1 A set of Key Performance Indicators (KPIs) has been established to monitor and manage the performance of the Council. These indicators focus on key areas which taken together provide an overview of the performance of the Council as a whole. They are monitored on a quarterly or annual basis, whichever is most relevant, and reported to the CMT for consideration and action if necessary.

3.2 The Chief Executive's Department has responsibility for monitoring and reporting 13 of the 93 KPIs. Those that are monitored quarterly are summarised below. All 13 are set out in more detail in Appendix 1.

- 3.3** Percentage of income due from Council Tax for the year, excluding reliefs and rebates, that was received during the year
The cumulative rate to the end of quarter 3 is 80.2%, a 0.7% increase on the same period last year. This indicator is on track to achieve the year end target of 91%.
- 3.4** Number of days lost through sickness absence expressed as a percentage of the total working days available for all groups of staff
The figure for quarter 3 is 5.9%, the same as quarter 3 in 2005/6. It is now unlikely that this indicator will meet the target of 5.4% set for the whole of 2006/7.
- 3.5** Percentage of complaints received that are found to be justified or part justified following investigation
The provisional figure for quarter 3 of 40% is on track to achieve the year end target of 59%.
- 3.6** Number of Investors in People (IIP) accreditations achieved and maintained
This target is unlikely to be achieved as one of the applications for accreditation has been delayed until 2007/8. It is anticipated that 4 of the 5 target applications will be achieved.
- 3.7** Number of Charter Mark accreditations achieved
This target is now unlikely to be achieved as only 5 of the 6 applications for Charter Mark are being progressed in quarter 3. It is anticipated that 5 out of the 6 Charter Marks will be achieved in 2006/7.
- 3.8** Ratio of Statutory Performance indicators in lower to upper quartiles as defined by Audit Scotland
The value of this annual indicator has recently become available from Audit Scotland. The ratio for 2006/7 was 1.0 which, although an improvement on the previous year, did not achieve the 1.5 target set.

4. Statutory Performance Indicators

- 4.1** The Chief Executive's Department has responsibility for reporting 13 Statutory Performance Indicators (SPIs) in 2006/7. While some are monitored on an annual rather than a quarterly basis, and some are KPIs, (see above), we have included them all here for completeness. Each SPI is summarised below and set out in detail at Appendix 2.
- 4.2** Sickness Absence - All Groups (This is also a KPI.)
The figure for quarter 3 is 5.9%, the same as quarter 3 in 2005/6. It is now unlikely that this indicator will meet the target of 5.4% set for the whole of 2006/7.
- 4.3** Sickness Absence - Local Government Employees
6.0% in Q3, a slight decrease from 6.2% in the same quarter last year. It is unlikely that this indicator will meet the target of 5.5% set for the whole of 2006/7.

- 4.4** Sickness Absence - Craft Workers
7.8% in Q3, a significant increase from 4.4% in the same quarter last year. This indicator will not meet its target of 5.0% for 2006/7.
- 4.5** Sickness Absence - Teachers
5.2% in Q3, an increase from 4.4% in the same quarter last year. This indicator may not meet the target of 3.7% set for the whole of 2006/7.
- 4.6** Number of Litigation Claims per 10,000 Population
42.3 in 2005/6, compared to 50 in 2004/5.
- 4.7** Equal Opportunities – Women in Top 2% of Earners
34.2% in 2005/6, the same as 2004/5.
- 4.8** Equal Opportunities – Women in Top 5% of Earners
45.4% in 2005/6, up from 42.3% the previous year. The target for 2006/7 is 47
- 4.9** Public Access - % of Council Buildings Delivering Services that are Suitable and Accessible to Disabled People.
28.6% in 2005/6, an improvement from 20.8% the previous year. The target for 2006/7 is 31%.
- 4.10** Cost of Council Tax Collection per Dwelling (This is also a KPI.)
£9.24 in 2005/6, a marked improvement from £12.14 the previous year.
- 4.11** Percentage of income due from Council Tax for the year, excluding reliefs and rebates, that was received during the year (This is also a KPI.)
The cumulative rate to the end of quarter 3 is 80.2%, a 0.7% increase on the same period last year. This indicator is on track to achieve the year end target of 91%.
- 4.12** Invoices Paid Within 30 Days (This is also a KPI.)
81.4% in 2005/6, up from 79.5% in 2004/5.
- 4.13** Asset Management - % of Accommodation in a Satisfactory Condition and % of Accommodation Suitable for Current Use
These are new indicators for 2006/7. As they are monitored annually, data will not be available until after the year end.
- 5. CES Service Plan 2005/9 (former Chief Executive's Services)**
- 5.1** The CES Service Plan sets out its actions to meet the corporate objectives. Each action comprises one or more outputs. In the third quarter of 2006/7, 13 outputs were achieved, 2 were achieved with delay, 72 were on track, 14 were delayed and 2 may not be achieved.
- 5.2** In addition, 20 actions were postponed. Of these, 7 were postponed when the External Funding Officer post became vacant within the Policy Unit. Following a review of this post, a wider Community Planning Partnership external funding unit was established within Housing, Regeneration, and Environmental Services.

- 5.3** The remaining 13 actions were postponed due to long term sickness absence but it is anticipated that some progress will be made in the final quarter of 2006/7 following the lead officer's return to work.
- 5.4** As well as contributing to meeting the corporate objectives, the Plan sets out service objectives for the CES and identifies actions to help meet these. In the third quarter of 2006/7, 8 outputs were achieved, 1 was achieved with delay, 2 were achieved in part, 31 were on track, 16 were delayed and 2 may not be achieved.
- 5.5** For each service objective referred to at 5.4 above, at least one performance indicator has been developed to measure progress towards it and targets have been set for 2006/7. Final progress towards these service objectives will be reported at the end of quarter 4.
- 5.6** Significant achievements in meeting the corporate and service objectives during the third quarter of 2006/7 are summarised below:-
- The Disability Equality Scheme was finalised. This sets out the Council's approach to promoting equal opportunities for disabled people and forms part of the Council's overall Equality & Diversity Strategy. On the day that public authorities had to have schemes in place, BBC Scotland Television News focused on West Dunbartonshire Council to illustrate how Councils are developing their services to support disabled people. The news item involved a senior Councillor describing the Council's approach, with emphasis on the involvement of disabled people, and presented three examples: the walking audits used to identify improvements required to pedestrian routes; the password system used in homecare to protect visually impaired clients from bogus callers; and the arrangements for large print versions of Council Tax papers.
 - An annual progress report on meeting the Race Equalities Scheme specific duties set out in the Race Relations Act 1975 and amended in 2000 was submitted to the Social Justice Committee on 8 November 2006.
 - An annual progress report on delivering the Equality & Diversity Strategy was also submitted to the same committee.
 - An event to promote links with young people and help to identify ways of involving them was held in December 2006. The event was planned jointly by young people from youth forums, with input from a community representative from the Community Participation Committee (CPC), the Convenor of the CPC and officers of the Council. The event was structured and led by the young people. The next steps will be to consider how we can continue to develop links with young people. Some of the issues identified may provide the basis for future events or presentations.
 - The December edition of the staff magazine was distributed at the end of November 2006.
 - Reports on key departmental performance indicators and corporate health indicators were submitted to the Corporate Management Team in November 2006.
 - A sustainable development section was completed for the draft Community Plan in December 2006.

5.7 Significant outputs assessed as 'delayed', achieved with delay', or 'may not be achieved' against corporate objectives at the end of quarter 3 and the reasons for this are summarised below:-

- Four outputs relating to the implementation of the Anti Poverty Strategy have all been delayed due to the lead officer's involvement in other priorities. However, two of the outputs relating to the year end evaluation of progress and subsequent revision of the Anti Poverty Strategy may still be achieved by the original target date of 31 March 2007.
- Agreeing a list of amendments for a future release of the Action Planning Database has been delayed. This is due to the delay in rolling out the new release of the Action Planning Database due to resourcing issues (reported to Committee on 28 November 2006). A list of amendments for the next release of the database is currently being prepared.
- A draft service plan for the Chief Executive's Department outlining the resource implications of each service's proposed actions for 2007/8 and beyond was submitted to Finance Services on 12 December 2006, a few weeks later than the 27 October target date. A number of key sections had not been completed by all services at this stage, including draft action plans. Consequently, the final plan may not be completed by the original target date of 31 March 2007 unless the necessary resources are directed towards achieving this.
- A report to the CMT and subsequently to the Audit & Performance Review Committee on the review of the Best Value service review process was submitted in December 2006, slightly later than the September 2006 target date. The recommendations set out in the report were accepted. A new target date of July 2007 has now been set for producing a guide for services based on the recommendations.
- A Best Value Audit Improvement Plan was agreed at a special Council meeting on the 17 January 2007, slightly later than the November 2006 target date.
- Four outputs which were originally part of the draft Best Value Improvement Plan have been delayed. Relating to introducing a new team briefing process, conducting a staff survey, and developing guides for options appraisal and benchmarking, the outputs have now been incorporated in the revised Best Value Audit Improvement Plan agreed in January 2007.
- A review of employment policies in relation to the employment, support and advancement of disabled employees may not be achieved as responsibility for this area has moved to the Positive Employment Forum which will identify new priorities and new target dates.
- Reporting the progress of the access improvement programme every quarter to the CMT has been delayed. This will now be replaced by an annual report in June each year once the statutory performance indicator for access improvement has been calculated for audit.
- An annual statement of performance improvement actions will be published in West Dunbartonshire News early in 2007, slightly later than the December 2006 target date.

5.8 Significant outputs assessed as 'delayed', 'achieved with delay', 'achieved in part', or 'may not be achieved' against service objectives at the end of quarter 3 and the reasons for this are summarised below:-

- Consulting on the draft Community Plan and agreeing, printing and distributing the final version have all been delayed. A revised date of 30 April has now been set.
- Developing a draft Sustainable Development Strategy has been delayed. A revised deadline of June 2007 has been agreed to take account of the new Community Plan.
- Developing quality of life indicators and the subsequent reporting of these to the Best Value Strategy Group and to Council have all been delayed. These will now be incorporated in the Sustainable Development Strategy due to be finalised in June 2007 and reported to the Best Value Strategy Group and to Council the same month.
- Developing a Local Biodiversity Action Plan, submitting the draft to the Best Value Strategy Group and reporting to Council have all been delayed. A new postholder will take these outputs forward in 2007/8 and beyond.
- Developing and implementing the sexual orientation strand of the employment regulations in compliance with legislation has been delayed by six months as a result of a delay by Parliament.
- Producing and distributing the Social & Economic Profile and Quick Facts 2006/7 and publishing the Profile on the web have all been delayed due to the lead officer's involvement in other priorities.
- Enhancing the Procurement Strategy to take more account of sustainability has been achieved with delay. The enhancements were agreed with the Sustainable Development Working Group and submitted to the Corporate Services Committee in January 2007.
- Implementing walking audits to identify access improvements may not be achieved by the end of March 2007. Roads Services personnel were available for the audits but the Access Panel was not able to field volunteer members to take part due to individual circumstances.
- Training members of the Anti Poverty Working Group in the Scottish Index of Multiple Deprivation (SMID) and producing information in map form have both been achieved in part. However, linking departmental address databases with the SIMD may not be achieved. The main issue has been the changes to ward boundaries which will require the deprivation statistics to be mapped to the new wards. A new release of the statistics is due 6 February after which the mapping process will begin.

6. CS Service Plan 2005/9 (former Corporate Services)

6.1 The CS Service Plan sets out its actions to meet the corporate objectives. In the third quarter of 2006/7, 8 outputs were achieved, 2 were achieved in part, 29 were on track and 2 were delayed.

6.2 The Plan also sets out service specific objectives for each of the four CS services and identifies actions to help meet these. In the third quarter of 2006/7, 41 outputs were achieved, 63 were on track and 6 were delayed.

6.3 For each service objective referred to at 6.2 above, at least one performance indicator should have been developed to measure progress towards it. The year end performance of those objectives for which performance indicators and targets have been identified will be reported at the end of quarter 4. We will work to identify appropriate indicators for all service objectives for 2007/8.

6.4 Significant achievements in meeting the corporate and service objectives during the third quarter of 2006/7 are summarised below:-

- Legal & Administrative Services organised successful elections for the Community Councils in October 2006.
- That same month the service also organised a successful exchange visit between pupils attending Clydebank College and a lycee in Argenteuil, as part of the town-twinning arrangements between the two towns. The purpose of the visits is to improve educational and cultural opportunities for young people in Clydebank and establish closer links between the two towns.
- The planning and provision of effective civil ceremonies has been successful, with three out of three civil ceremonies venues extending their licences for a further three years.
- The COSLA Excellence Awards recognise projects that have demonstrated high levels of service. ICT & Business Development received bronze recognition for their professional development in the category of “securing a workforce for the future”.
- ICT & Business Development has retained the Charter Mark Customer Service Excellence recognition after an intense surveillance audit from the centre for assessment. The service is fully compliant with every aspect of the standard, now rated as a “low” risk service provider and the auditors reporting that “there is a clear sense of commitment to delivering quality services” within ICT & Business Development.
- Implementation of The Employment Equality (Age) Regulations and guidance for managers.
- Development and issue of “Safer Recruitment and Employment Practice” guidance which addressed changes in legislation and builds on good employment practices specifically in relation to the Disclosure process.
- Review and approval of Discretions Policy to incorporate changes in pensions regulations in respect of early retirement and redundancy.
- Development and launch of Voluntary Early Retirement/Voluntary Severance Scheme.
- Establishment of Positive Employment Forum to address wide range of equality and diversity issues and promote good practice.
- Completion of job evaluation for benchmark posts to support implementation of Single Status Agreement.
- Development of proposals for revised pay and grading framework and terms and conditions of employment which were submitted in a detailed report to Council on 20 December 2006 in relation to the implementation of Single Status within West Dunbartonshire Council. Council approved the

recommendation that an offer be made to Trade Unions based on the proposals.

- Completion of SHAW portfolio for interim assessment.
- The STAR Awards were held in Clydebank Town Hall on 4th October 2006. The event was attended by approximately 160 people, the majority being employees. Feedback obtained from those attending stated that the evening was an outstanding success. Plans have already started on the 2007 awards which will be held on 02 November in Clydebank Town Hall.
- Corporate Personnel represent West Dunbartonshire Council on the Clyde Valley Learning and Development Consortium which has been awarded £1.15m from the National Board of Shared Services over a three year period to develop and run or provide a range of learning and development opportunities to consortium members.
- On behalf of the Council, Finance has awarded grants totaling £31,820 to West Dunbartonshire organisations in quarter 3 including £5.5K to Age Concern Vale of Leven, £3.5K to Bonhill Senior Citizens Association, £5K to the Scottish Cinema Organ Trust and £12K to West Dunbartonshire Community Care Forum.

6.5 Significant outputs assessed as ‘delayed’ or ‘achieved in part’ against corporate objectives at the end of quarter 3 and the reasons for this are summarised below:

- The population of the asset register database has been delayed due to problems with the software. An upgrade to the software within the next few weeks will be assessed to determine what additional consultancy work from the software supplier is necessary to improve the reporting functionality to meet the requirements of users. It is likely to be at least a few months before the necessary software changes can be completed. A revised target date has still to be agreed by the Asset Management Planning Group.
- Finance Service’s application for Investors in People (IIP) accreditation has been delayed due to slippage with fully implementing PDP within Finance Services, one of the requirements for obtaining IIP. It is unlikely, therefore, that the target date of 31 March will be met.
- Supporting directorates to implement quality frameworks has been achieved in part. There are no specific reasons that can be attributed to this slow progress, but most likely it is due to other work related pressures and demands.

6.6 The main CS outputs assessed as ‘delayed’ against service objectives at the end of quarter 3 and the reasons for this are summarised below:

- A refresher seminar on Data Protection Awareness and Security for managers and other relevant personnel was delayed pending funding to procure the necessary training materials. Funding has now been identified to deliver an effective on-line training solution.
- The implementation of an internal, intranet based online booking system for registrars appointments has been delayed pending internal agreement

on implementation. However, the installation and training has been completed and the customisation of the system is underway.

- The introduction of policy and best practice to comply with the Employment Equality (Age) Regulations 2006 has been delayed. Implementing the project plan has slipped resulting in delays to the three outputs, namely review and update benefit practices, incorporate age into harassment policies, and revise the employee development policy.

7. Quality Accreditations and Awards

7.1 As reported to the Committee on 28 November, two accredited awards are progressing within the Chief Executive's Department. Registration Services in Legal & Administrative Services are preparing for CharterMark and Financial Services for Investors in People (IIP).

7.2 Staff in Registration Services are approximately half way through preparing evidence for the six main Chartermark criteria. Originally, it was hoped to make the necessary submission by the end of March 2007. Unfortunately, due to officer involvement in the forthcoming local authority and Scottish Parliamentary elections and the review into the Council's decision making process which will be undertaken over the next few months, we now intend submitting the application by the end of the current calendar year.

7.3 The Investors in People accreditation in Finance Services was planned to be complete by March 2007. However, the accreditation will be delayed beyond the March 2007 target to allow a full cycle of PDP 6-monthly reviews to take place.

8. Best Value Review Programme

8.1 Two Best Value reviews are underway in the Department. One covers the Public Relations Service, which is provided by the Department on behalf of the Council and the other covers the Policy Function, in other words, a review of our approach to policy, strategy and research across all departments of the Council.

8.2 Current service reports for both reviews will be completed and reported to the Best Value Strategy Group on 13 February 2007. An update of the next stage of the review process, the consultation phase, will also be reported at this meeting. It is anticipated that consultation will be completed for both reviews by April 2007.

9. Sickness Absence Statistics

9.1 Table 1 summarises the sickness absence statistics for quarter 3 2006/7 for the Chief Executive's Department.

9.2 The total absence rate for the Chief Executive's Department shows a slight decrease of 0.1% from the same quarter the previous year.

- 9.3 The Scottish average absence figure was 3.9% in 2005/6 and the UK national average for public sector organisations was 4.3% (CIPD Report 2006).

Table 1: Quarter 3 Summary

SECTION	Q3 2006/7	Q3 2005/6
CE Policy & PR	8.4%	2.0%
Finance	4.5%	6.2%
Personnel	11.1%	6.0%
Legal & Admin.	4.0%	2.7%
ICT & Bus. Dev.	3.0%	3.8%
Chief Executive's Department Total	4.7%	4.8%

- 9.4 Table 2 shows long and short term absence for quarter 3 2006/7.

Table 2: Quarter 3 Long and Short Term Absence

SECTION	0-3 days	4 - 7 days	8 days up to 1 mnth	over 1 up to 6 mnths	over 6 up to 12 mnths	over 12 up to 18 mnths	over 18 mnths	TOTAL
CE Policy & PR	2	1	1	1	0	0	0	5
Finance	28	10	6	3	0	0	0	47
Personnel	9	1	1	2	0	0	0	13
Legal & Admin.	27	11	5	1	1	0	0	45
IT & Bus. Dev.	25	3	1	1	0	0	0	30
TOTAL OCCASIONS	91	26	14	8	1	0	0	140

- 9.5 Short term absences of between 0 and 3 days were the most frequently occurring.
- 9.6 The overall absence figures for quarter 3 demonstrate that medically certificated absence remains the most significant contributor to the Council's absence statistics with 64% of days lost being medically certificated within the Chief Executive's Department for this period.
- 9.7 Table 3 outlines the underlying reasons for absence for the 859 days which were lost due to sickness in quarter 3 2006/7. It shows that musculoskeletal absence was the main reason for absence, accounting for 24% of days lost.

Table 3: Quarter 3 Underlying Absence

Illness Categories and Reasons	Q3 2006/7 %	Total No. Days Lost
C1 Stomach/Bowel/Blood/Metabolic	13.4	115
C2 Cardiovascular	0.3	3
C3 Psychological	9.3	80
C4 Musculoskeletal/ Joint Disorders	24.0	206
C5 Respiratory	3.4	29
C6 Cancer	10.6	91
C7 Neurological & Endocrine	9.2	79
C8 Gynaelological/Urological	6.8	58
C9 Skin	1.0	9
C10 Ear/Nose/Throat/Mouth/Eye	11.6	100
C11 Infectious Diseases	10.4	89
TOTAL	100.0	859

10. Personnel Issues

10.1 There are no personnel issues.

11. Financial Implications

11.1 There are no financial implications.

12. Risk Analysis

12.1 No risk assessment was required.

13. Recommendations

13.1 The Committee are requested to consider and note the contents of this report.

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Date: 15 March 2007

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Appendix 1: Key Performance Indicators
Appendix 2: Statutory Performance Indicators

Background Papers: Corporate Services - Service Plan 2005/9
Chief Executive's Services - Service Plan 2005/9

Wards Affected: None

Appendix 1: Key Performance Indicators

Objective	Description	Target	Actual Value 06/07	SPI	Position 05/06	Trend 05/06	Comments	Q3
Increase the community's knowledge, interest and participation in the political processes	Number of functioning Community Councils maintained	>=10					Annual Monitoring	
Ensure corporate priorities are reflected in financial plans and that finances are being reallocated to corporate priorities	Corporate Budgetary Control - %'s of Actual against Budget	100%					Annual Monitoring	
Increase the in-year recovery of council tax	CM6 Percentage of income due from Council Tax for the year, excluding reliefs and rebates, that was received during the year	91%		✓	31st	90.4% GREEN	Q1 25.9% (05/06 - 24.8%) Q2 52.5% (05/06 - 52.7%) Q3 80.2% (05/06 79.5%)	On Track
Improve efficiency in the collection of Council Tax	CM5 Collection Costs: the cost of collecting Council Tax per dwelling			✓	5th	£9.24 GREEN	Annual Monitoring	
Increase the in year collection rate of Non Domestic Rates	Recovery of Non-Domestic Rates			Deleted SPI			Annual Monitoring	
Increase the number of invoices paid within 30 calendar days	CM7 The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	82%		✓	23rd	81.4% GREEN	Annual Monitoring	
Reduce time lost due to sickness absence	CM1 Number of days lost through sickness absence expressed as a percentage of the total working days available	5.4%		✓	16th	5.6% GREEN	Q1 5.2% (05/06 - 5.2%) Q2 5.4% (05/06 - 5.2%) Q3 5.9% (05/06 - 5.9%)	Not on Track
Improve service performance and standards	Ratio of SPIs in lower to upper quartiles as defined by Audit Scotland	1.5	1.0			Improved - target not achieved	Annual Monitoring	Not achieved
Improve service performance and standards	% of complaints received that are found to be justified or part justified following investigation	59%					Q1 40% Q2 44% Q3 *40% *provisional figure	On Track
Provide employees with opportunities to learn and develop to help them fulfill their roles to the best of their abilities	Number of IIP accreditations achieved and maintained	5					Q1 - 2 achieved, 3 in progress Q2 - 3 in progress Q3 - 2 in progress	Not On Track
Improve service performance and standards	% of Best Value Audit actions completed on schedule	100%					Annual Monitoring	
Improve service performance and standards	% of Citizen Panel respondents who are satisfied or very satisfied with Council services	55%	60%				Annual Monitoring	Achieved
Improve service performance and standards	Number of Charter Mark accreditations achieved	6					Q1 6 in progress Q2 6 in progress Q3 5 in progress	Not On Track

Appendix 2: Statutory Performance Indicators - Summary

Description	Date	Target	Actual Value	KPI	Position 05/06	Trend 05/06	Comments	Trend Q3
CM1 Percentage of days lost through sickness absence for all staff	31/03/2007	5.4%		✓	16th	5.6% GREEN	Q1 5.2% (05/06 - 5.2%) Q2 5.4% (05/06 - 5.2%) Q3 5.9% (05/06 - 5.9%)	Not on Track
CM1a Percentage of days lost through sickness absence for 'Local Government Employees'.	31/03/2007	5.5%			29th	6.0% GREEN	Q1 5.6% (05/06 5.7%) Q2 5.7% (05/06 5.6%) Q3 6.0% (05/06 6.2%)	Not on Track
CM1b Percentage of day lost through sickness absence for 'Craft' workers.	31/03/2007	5.0%			11 th	5.2% GREEN	Q1 5.7% (05/06 5.4%) Q2 6.2% (05/06 4.2%) Q3 7.8% (05/06 4.4%)	Not on Track
CM1c Percentage of days lost through sickness absence for 'Teachers'.	31/03/2007	3.7%			18th	3.9% AMBER	Q1 2.9% (05/06 3.1%) Q2 2.9% (05/06 2.7%) Q3 5.2% (05/06 4.4%)	Slightly down on previous year, target may not be achieved
CM2 The number and value of Civil Liability claims incurred by the Council in the year: Number of claims per 10,000 population	31/03/2007	42.3			26 th	42.3 GREEN	Annual Monitoring	
CM3a The percentage of the highest paid 2% of earners among council employees that are woman	31/03/2007	N/A			8 th	34.2% AMBER	Annual Monitoring	
CM3b The percentage of the highest paid 5% of earners among council employees who are women	31/03/2007	44%			2 nd	45.4% GREEN	Annual Monitoring	
CM4 % of Council buildings delivering services that are suitable for and accessible to disabled people	31/03/2007	31%			24 th	28.6% GREEN	Annual Monitoring	
CM5 Collection Costs: the cost of collecting Council Tax per dwelling	31/03/2007			✓	5th	£9.24 GREEN	Annual Monitoring	
CM6 Percentage of income due from Council Tax for the year, excluding reliefs and rebates, that was received during the year	31/03/2007	91%		✓	31st	90.4% GREEN	Q1 25.9% (05/06 - 24.8%) Q2 52.5% (05/06 - 52.7%) Q3 80.2% (05/06 - 79.5%)	On Track
CM7 The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	31/03/2007	82%		✓	23rd	81.4% GREEN	Annual Monitoring	

Position 05/06: Position compared to the other Scottish Councils (SPI's only)

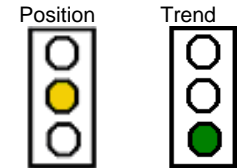
Trend 05/06: This is the trend compared to 04/05 figures. For Key Performance Indicators that are not SPI's there is no 'position 05/06' as we have no comparative figures with other Councils so the 'trend' is compared to the previous years figure if available.

Trend Q3: Trend in Quarter 3 (October to December) or if the 'actual' figure available this box indicates if the target has been achieved.

Statutory Performance Indicators - Detailed

CM 1: Sickness Absence (All Groups)

Department: All **Date:** 31 December 2006
(Reported by Corporate Services)

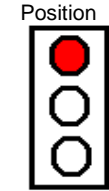


Annual Performance Data compared to Scottish Average	Annual Performance Data compared to Comparative Group Average	Summary of Improvement Action Plan																														
<table border="1" data-bbox="219 810 922 874"> <thead> <tr> <th></th> <th>00/01</th> <th>01/02</th> <th>02/03</th> <th>03/04</th> <th>04/05</th> <th>05/06</th> <th>06/07</th> <th>07/08</th> <th>08/09</th> </tr> </thead> <tbody> <tr> <td>WDC</td> <td>6.7%</td> <td>6.7%</td> <td>6.4%</td> <td>5.7%</td> <td>6.1%</td> <td>5.6%</td> <td>5.4%</td> <td>5.0%</td> <td>4.6%</td> </tr> <tr> <td>Scotland</td> <td>5.4%</td> <td>5.4%</td> <td>5.4%</td> <td>5.3%</td> <td>5.0%</td> <td>5.0%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	WDC	6.7%	6.7%	6.4%	5.7%	6.1%	5.6%	5.4%	5.0%	4.6%	Scotland	5.4%	5.4%	5.4%	5.3%	5.0%	5.0%				N/A	Significant intervention has been put in place for long term sickness e.g. Occupational Health Service. Corporate Personnel will work in partnership with services to develop strategies for improving short term sickness statistics and a pilot is underway in Social Work Services.
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Comments	Comparator Group Information	Progress in 06/07																														
In 2005/06 there has been an improvement in the absenteeism rate compared to the previous year with a 0.5% reduction.		<table border="1"> <thead> <tr> <th></th> <th>04/05</th> <th>05/06</th> <th>06/07</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>6.0%</td> <td>5.2%</td> <td>5.2%</td> </tr> <tr> <td>Q2</td> <td>5.9%</td> <td>5.2%</td> <td>5.4%</td> </tr> <tr> <td>Q3</td> <td>6.1%</td> <td>5.9%</td> <td>5.9%</td> </tr> <tr> <td>Q4</td> <td>6.3%</td> <td>6.1%</td> <td></td> </tr> </tbody> </table>		04/05	05/06	06/07	Q1	6.0%	5.2%	5.2%	Q2	5.9%	5.2%	5.4%	Q3	6.1%	5.9%	5.9%	Q4	6.3%	6.1%											
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	Legend Council % (Cyan bar) WDC (Red bar) Comparator (Dotted bar) Average (Blue line)	<table border="1"> <tbody> <tr> <td>05/06</td> <td>5.8%</td> </tr> <tr> <td>06/07</td> <td>5.4%</td> </tr> <tr> <td>07/08</td> <td>5.0%</td> </tr> <tr> <td>08/09</td> <td>4.6%</td> </tr> </tbody> </table> <p>Aim is to be at 4.6% by March 2009</p>	05/06	5.8%	06/07	5.4%	07/08	5.0%	08/09	4.6%																						
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**CM 1a: Sickness Absence
(Government Employees)**

**Department: All
(Reported by Corporate Services)**

Date: 31 December 2006

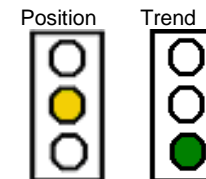


<p>Annual Performance Data compared to Scottish Average</p> <table border="1"> <thead> <tr> <th></th> <th>00/01</th> <th>01/02</th> <th>02/03</th> <th>03/04</th> <th>04/05</th> <th>05/06</th> <th>06/07</th> <th>07/08</th> <th>08/09</th> </tr> </thead> <tbody> <tr> <td>WDC</td> <td>6.7%</td> <td>6.7%</td> <td>6.1%</td> <td>5.4%</td> <td>6.5%</td> <td>6.0%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Scotland</td> <td>5.2%</td> <td>5.2%</td> <td>5.3%</td> <td>5.2%</td> <td>5.5%</td> <td>5.4%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	WDC	6.7%	6.7%	6.1%	5.4%	6.5%	6.0%				Scotland	5.2%	5.2%	5.3%	5.2%	5.5%	5.4%				<p>Annual Performance Data compared to Comparative Group Average</p>	<p>Summary of Improvement Action Plan</p> <p>Significant intervention has been put in place for long term sickness e.g. Occupational Health Service. The Head of Personnel will work in partnership with services to develop strategies for improving short term sickness statistics and a pilot is underway in Social Work Services.</p>
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<p>Audit Scotland SPI data for all Scottish Councils. (05/06)</p> <p>Legend</p> <ul style="list-style-type: none"> Council % WDC Comparator Average 		<p>TARGETS</p> <p>To be provided by Personnel and Training Services</p> <table border="1"> <tbody> <tr> <td>06/07</td> <td>5.5%</td> </tr> <tr> <td>07/08</td> <td></td> </tr> <tr> <td>08/09</td> <td></td> </tr> </tbody> </table>	06/07	5.5%	07/08		08/09																									
06/07	5.5%																															
07/08																																
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CM 1b: Sickness Absence (Craft)

Department: All
(Reported by Corporate Services)

Date: 31 December 2006

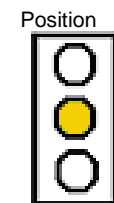


Annual Performance Data compared to Scottish Average	Annual Performance Data compared to Comparative Group Average	Summary of Improvement Action Plan																														
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Comments	Comparator Group Information	Progress in 06/07																														
There has been a significant increase in the absence rate for craft employees in comparison to the same quarter in 2005/6, from 4.4% to 7.8%. This is mainly due to a number of long term absences with underlying medical reasons.		<table border="1"> <thead> <tr> <th></th> <th>04/05</th> <th>05/06</th> <th>06/07</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>7.8%</td> <td>5.4%</td> <td>5.7%</td> </tr> <tr> <td>Q2</td> <td>6.8%</td> <td>4.2%</td> <td>6.2%</td> </tr> <tr> <td>Q3</td> <td>9.8%</td> <td>4.4%</td> <td>7.8%</td> </tr> <tr> <td>Q4</td> <td>4.8%</td> <td>6.2%</td> <td></td> </tr> </tbody> </table>		04/05	05/06	06/07	Q1	7.8%	5.4%	5.7%	Q2	6.8%	4.2%	6.2%	Q3	9.8%	4.4%	7.8%	Q4	4.8%	6.2%											
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Audit Scotland SPI data for all Scottish Councils. (05/06)		TARGETS																														
	<p>Legend</p> <ul style="list-style-type: none"> Council % WDC Comparator Average 	<p>To be provided by Personnel and Training Services</p> <p>06/07 5.0%</p> <p>07/08</p> <p>08/09</p>																														

CM 1c: Sickness Absence (Teachers)

Department: All
(Reported by Corporate Services)

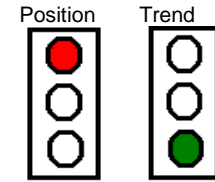
Date: 31 December 2006



<p>Annual Performance Data compared to Scottish Average</p> <table border="1"> <thead> <tr> <th></th> <th>00/01</th> <th>01/02</th> <th>02/03</th> <th>03/04</th> <th>04/05</th> <th>05/06</th> <th>06/07</th> <th>07/08</th> <th>08/09</th> </tr> </thead> <tbody> <tr> <td>WDC</td> <td>5.5%</td> <td>4.3%</td> <td>4.2%</td> <td>4.2%</td> <td>3.9%</td> <td>3.9%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Scotland</td> <td>4.0%</td> <td>4.0%</td> <td>3.9%</td> <td>3.8%</td> <td>3.7%</td> <td>3.8%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	WDC	5.5%	4.3%	4.2%	4.2%	3.9%	3.9%				Scotland	4.0%	4.0%	3.9%	3.8%	3.7%	3.8%				<p>Annual Performance Data compared to Comparative Group Average</p>	<p>Summary of Improvement Action Plan</p> <p>Significant intervention has been put in place for long term sickness e.g. Occupational Health Service. The Head of Personnel will work in partnership with services to develop strategies for improving short term sickness statistics and a pilot is underway in Social Work Services.</p>
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WDC	5.5%	4.3%	4.2%	4.2%	3.9%	3.9%																										
Scotland	4.0%	4.0%	3.9%	3.8%	3.7%	3.8%																										
<p>Comments</p> <p>In quarter 3 there has been a slight increase of 0.8% compared to the same quarter in 2005/6.</p>	<p>Comparator Group Information</p>	<p>Progress in 06/07</p> <table border="1"> <thead> <tr> <th></th> <th>04/05</th> <th>05/06</th> <th>06/07</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>3.8%</td> <td>3.1%</td> <td>2.9%</td> </tr> <tr> <td>Q2</td> <td>3.1%</td> <td>2.7%</td> <td>2.9%</td> </tr> <tr> <td>Q3</td> <td>3.8%</td> <td>4.4%</td> <td>5.2%</td> </tr> <tr> <td>Q4</td> <td>4.9%</td> <td>4.9%</td> <td></td> </tr> </tbody> </table>		04/05	05/06	06/07	Q1	3.8%	3.1%	2.9%	Q2	3.1%	2.7%	2.9%	Q3	3.8%	4.4%	5.2%	Q4	4.9%	4.9%											
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<p>Audit Scotland SPI data for all Scottish Councils. (05/06)</p> <p>Legend</p> <ul style="list-style-type: none"> Council % WDC Comparator Average 		<p>TARGETS</p> <p>To be provided by Personnel and Training Services</p> <p>06/07 3.7%</p> <p>07/08</p> <p>08/09</p>																														

CM 2: Number of Litigation Claims per 10,000 population

Department: Corporate Services Date: 31 December 2006

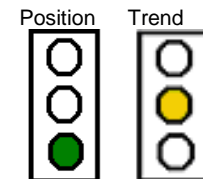


<p>Annual Performance Data compared to Scottish Average</p> <table border="1"> <caption>CM 2 Number of Litigation Claims per 10,000 Population</caption> <thead> <tr> <th>Year</th> <th>WDC</th> <th>Scotland</th> </tr> </thead> <tbody> <tr> <td>03/04</td> <td>41</td> <td>32</td> </tr> <tr> <td>04/05</td> <td>50</td> <td>34</td> </tr> <tr> <td>05/06</td> <td>42.3</td> <td>29.3</td> </tr> <tr> <td>06/07</td> <td></td> <td></td> </tr> <tr> <td>07/08</td> <td></td> <td></td> </tr> <tr> <td>08/09</td> <td></td> <td></td> </tr> </tbody> </table>	Year	WDC	Scotland	03/04	41	32	04/05	50	34	05/06	42.3	29.3	06/07			07/08			08/09			<p>Annual Performance Data compared to Comparative Group Average</p> <p style="text-align: center;">N/A</p>	<p>Summary of Improvement Action Plan</p> <p>The appointment of a Risk Management Adviser with overall responsibility for and authority to implement cross-departmental improvements will assist Departments to address areas which are the subject of repeated claims. Furthermore, by adopting a more proactive approach it is anticipated that losses will be mitigated.</p>
Year	WDC	Scotland																					
03/04	41	32																					
04/05	50	34																					
05/06	42.3	29.3																					
06/07																							
07/08																							
08/09																							
<p>Comments</p> <p>We acquired a new Claims Management package and sought further guidance from Audit Scotland which has provided a more accurate figure in 05/06. There was a 7.7% improvement on performance in 05/06.</p>	<p>Comparator Group Information</p> <p style="text-align: center;">N/A</p>	<p>Progress in 06/07</p> <p>Annual Monitoring</p>																					
<p>Audit Scotland SPI data for all Scottish Councils. (05/06)</p> <p>Legend</p> <ul style="list-style-type: none"> Council % WDC Comparator Average 		<p>TARGETS</p> <p>The installation of the Claims Management system will assist in the identification of claim trends. This will allow us to target resources to specific areas that will result in a reduction in claims.</p>																					

CM 3a: Equal Opportunities- Number of Women in top 2% of earners

Department: All
(reported by Corporate Services)

Date: 31 December 2006

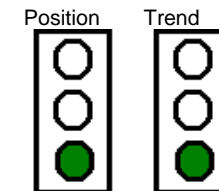


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	03/04	04/05	05/06	06/07	07/08	08/09																	
WDC	34.0%	34.2%	34.2%																				
Scotland	27.6%	29.6%	31.7%																				
<p>Comments</p> <p>The 2005/06 figure has remained constant at 34.2%.</p>	<p>Comparator Group Information</p> <p style="text-align: center;">N/A</p>	<p>Progress in 06/07</p> <p>Annual Monitoring only</p>																					
<p>Audit Scotland SPI data for all Scottish Councils. (05/06)</p> <p style="text-align: center;">WDC 34.2%</p> <p style="text-align: center;">Scottish Average 31.7%</p> <div style="border: 1px solid black; padding: 5px;"> <p>Legend</p> <ul style="list-style-type: none"> Council % WDC Comparator Average </div>		<p>TARGETS</p> <p>The Council is committed to identifying the most competent person for leadership posts, therefore targets are not set for this category as posts will always be awarded on merit.</p>																					

CM 3b: Equal Opportunities- Number of Women in top 5% of earners

Department: All
(reported by Corporate Services)

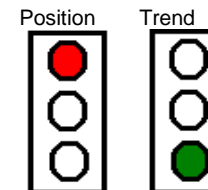
Date: 31 December 2006



<p>Annual Performance Data compared to Scottish Average</p> <table border="1"> <caption>CM 3b Top 5% Of earners who are Women</caption> <thead> <tr> <th></th> <th>03/04</th> <th>04/05</th> <th>05/06</th> <th>06/07</th> <th>07/08</th> <th>08/09</th> </tr> </thead> <tbody> <tr> <td>WDC</td> <td>37.6%</td> <td>42.3%</td> <td>45.4%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Scotland</td> <td>35.8%</td> <td>36.6%</td> <td>38.0%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		03/04	04/05	05/06	06/07	07/08	08/09	WDC	37.6%	42.3%	45.4%				Scotland	35.8%	36.6%	38.0%				<p>Annual Performance Data compared to Comparative Group Average</p> <p style="text-align: center;">N/A</p>	<p>Summary of Improvement Action Plan</p> <p>The Council will continue to focus energy on ensuring that any aspiring manager is supported in their development.</p> <p>Management development opportunities will be made equally available to women.</p> <p>Flexible working arrangements will be supported when operationally feasible.</p>
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<p>Comments</p> <p>2005/06 figures are 45.4% which exceeded the target set for last year.</p>	<p>Comparator Group Information</p> <p style="text-align: center;">N/A</p>	<p>Progress in 06/07</p> <p>Annual Monitoring only</p>																					
<p>Audit Scotland SPI data for all Scottish Councils. (05/06)</p> <p style="text-align: center;">CM 3b Top 5% of Earners who are Women 05/06</p> <p style="text-align: center;">Scottish Average 38.0%</p> <p style="text-align: right;">WDC 45.4%</p> <p>Legend</p> <ul style="list-style-type: none"> Council % WDC Comparator Average 		<p>TARGETS</p> <table border="1"> <tbody> <tr> <td>05/06</td> <td>43%</td> </tr> <tr> <td>06/07</td> <td>46%</td> </tr> <tr> <td>07/08</td> <td>47%</td> </tr> <tr> <td>08/09</td> <td>50%</td> </tr> </tbody> </table>	05/06	43%	06/07	46%	07/08	47%	08/09	50%													
05/06	43%																						
06/07	46%																						
07/08	47%																						
08/09	50%																						

CM 4: Public Access: % of Council Buildings delivering Services that are Suitable and Accessible to Disabled People

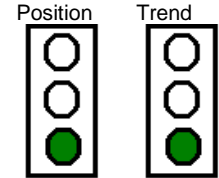
Department: Corporate Services Date: 31 December 2006



<p>Annual Performance Data compared to Scottish Average</p> <table border="1"> <caption>CM 4. Public Access - Council Buildings</caption> <thead> <tr> <th></th> <th>04/05</th> <th>05/06</th> <th>06/07</th> <th>07/08</th> <th>08/09</th> </tr> </thead> <tbody> <tr> <td>WDC</td> <td>20.8%</td> <td>28.6%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Scotland</td> <td>37.4%</td> <td>43.4%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		04/05	05/06	06/07	07/08	08/09	WDC	20.8%	28.6%				Scotland	37.4%	43.4%				<p>Annual Performance Data compared to Comparative Group Average</p> <p style="text-align: center;">N/A</p>	<p>Summary of Improvement Action Plan</p> <p>£200k was allocated in 2005/6 to carry out improvements to Council buildings. £100k is allocated in 2006/7 for improvement priority buildings identified by services.</p>
	04/05	05/06	06/07	07/08	08/09															
WDC	20.8%	28.6%																		
Scotland	37.4%	43.4%																		
<p>Comments</p> <p>Out of 98 relevant Council buildings, 28 are suitable for and accessible to disabled people. In 05/06 there was a 7.8% improvement in the number of accessible buildings which exceeded the target set for the year.</p>	<p>Comparator Group Information</p> <p style="text-align: center;">N/A</p>	<p>Progress in 06/07</p> <p>Annual Monitoring</p>																		
<p>Audit Scotland SPI data for all Scottish Councils. (05/06)</p> <p>Legend</p> <ul style="list-style-type: none"> Council % WDC Comparator Average 		<p>TARGETS</p> <p>2005/6 28% 2006/7 31% 2007/8 34%</p>																		

CM 5: Cost of Council Tax collection per Dwelling

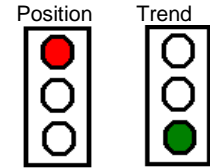
Department: Corporate Services Date: 31 December 2006



<p>Annual Performance Data compared to Scottish Average</p>	<p>Annual Performance Data compared to Comparative Group Average</p>	<p>Summary of Improvement Action Plan</p>																																																
<table border="1"> <caption>CM 5 Cost of Collecting Council Tax per Dwelling</caption> <thead> <tr> <th></th> <th>02/03</th> <th>03/04</th> <th>04/05</th> <th>05/06</th> <th>06/07</th> <th>07/08</th> <th>08/09</th> </tr> </thead> <tbody> <tr> <td>WDC</td> <td>£27.91</td> <td>£15.79</td> <td>£12.14</td> <td>£9.24</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Scotland</td> <td>£13.53</td> <td>£14.11</td> <td>£13.23</td> <td>£13.62</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		02/03	03/04	04/05	05/06	06/07	07/08	08/09	WDC	£27.91	£15.79	£12.14	£9.24				Scotland	£13.53	£14.11	£13.23	£13.62				<table border="1"> <caption>CM5. Cost of Collection of Council Tax</caption> <thead> <tr> <th></th> <th>02/03</th> <th>03/04</th> <th>04/05</th> <th>05/06</th> <th>06/07</th> <th>07/08</th> <th>08/09</th> </tr> </thead> <tbody> <tr> <td>WDC</td> <td>£27.91</td> <td>£15.79</td> <td>£12.14</td> <td>£9.24</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Family C</td> <td>£16.22</td> <td>£15.08</td> <td>£15.25</td> <td>£12.66</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		02/03	03/04	04/05	05/06	06/07	07/08	08/09	WDC	£27.91	£15.79	£12.14	£9.24				Family C	£16.22	£15.08	£15.25	£12.66				<ul style="list-style-type: none"> Savings in Sheriff Officers collection fees and postages More volume of collection for the same costs.
	02/03	03/04	04/05	05/06	06/07	07/08	08/09																																											
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<p>The definition changed in 04/05 and is therefore not a direct comparator with previous years. However the costs were reduced the by £2.90 and improved on performance for the 4th year in a row.</p>	<p>In 04/05 we were below average for the comparator group which is Family C and below the Scottish average (as defined by Audit Scotland)</p>	<p>Annual Monitoring only</p>																																																
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<p>Legend</p> <ul style="list-style-type: none"> Council % WDC Comparator Average 		<p>05/06 To be agreed 06/07 07/08 08/09</p>																																																

CM 6: Council Tax Collection Rates

Department: Corporate Services Date: 31 December 2006



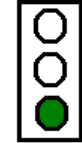
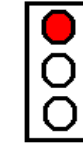
<p>Annual Performance Data compared to Scottish Average</p> <table border="1"> <thead> <tr> <th></th> <th>99/00</th> <th>00/01</th> <th>01/02</th> <th>02/03</th> <th>03/04</th> <th>04/05</th> <th>05/06</th> <th>06/07</th> <th>07/08</th> <th>08/09</th> </tr> </thead> <tbody> <tr> <td>WDC</td> <td>80.4</td> <td>79.6</td> <td>84.5</td> <td>87.0</td> <td>87.5</td> <td>89.4</td> <td>90.4</td> <td>91</td> <td>92</td> <td>93</td> </tr> <tr> <td>Scotland</td> <td>88.3</td> <td>89.2</td> <td>90.6</td> <td>91.4</td> <td>91.7</td> <td>92.7</td> <td>93.3</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	WDC	80.4	79.6	84.5	87.0	87.5	89.4	90.4	91	92	93	Scotland	88.3	89.2	90.6	91.4	91.7	92.7	93.3				<p>Annual Performance Data compared to Comparative Group Average</p> <table border="1"> <thead> <tr> <th></th> <th>99/00</th> <th>00/01</th> <th>01/02</th> <th>02/03</th> <th>03/04</th> <th>04/05</th> <th>05/06</th> <th>06/07</th> <th>07/08</th> <th>08/09</th> </tr> </thead> <tbody> <tr> <td>WDC</td> <td>80.4</td> <td>79.6</td> <td>84.5</td> <td>87.0</td> <td>87.5</td> <td>89.4</td> <td>90.4</td> <td>91</td> <td>92</td> <td>93</td> </tr> <tr> <td>Family C</td> <td>85.4</td> <td>86.1</td> <td>88.3</td> <td>89.4</td> <td>89.7</td> <td>90.9</td> <td>91.8</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	WDC	80.4	79.6	84.5	87.0	87.5	89.4	90.4	91	92	93	Family C	85.4	86.1	88.3	89.4	89.7	90.9	91.8				<p>Summary of Improvement Action Plan</p> <ul style="list-style-type: none"> • Increase direct debit uptake • Review of debt recovery processes (PWC) • Automated payments 							
	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09																																																																	
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<p>Comments</p> <p>In 2005/06 there has been an improvement in the collection rate by 1.0% from 2004/05.</p>	<p>Comparator Group Information</p> <p>Family C as defined by Audit Scotland.</p>	<p>Progress in 06/07</p> <table border="1"> <thead> <tr> <th></th> <th>04/05</th> <th>05/06</th> <th>06/07</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>25.4%</td> <td>24.8%</td> <td>25.9%</td> </tr> <tr> <td>Q2</td> <td>52.1%</td> <td>52.7%</td> <td>52.5%</td> </tr> <tr> <td>Q3</td> <td>79.4 %</td> <td>79.5%</td> <td>80.2%</td> </tr> <tr> <td>Q4</td> <td>89.4%</td> <td>90.4%</td> <td></td> </tr> </tbody> </table>		04/05	05/06	06/07	Q1	25.4%	24.8%	25.9%	Q2	52.1%	52.7%	52.5%	Q3	79.4 %	79.5%	80.2%	Q4	89.4%	90.4%																																																						
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CM 7: % of Invoices paid within 30 days

Department: Corporate Services Date: 31 December 2006

Scottish Position

Trend



<p>Annual Performance Data compared to Scottish Average</p> <table border="1"> <thead> <tr> <th></th> <th>03/04</th> <th>04/05</th> <th>05/06</th> <th>06/07</th> <th>07/08</th> <th>08/09</th> </tr> </thead> <tbody> <tr> <td>WDC</td> <td>82.0%</td> <td>79.5%</td> <td>81.4%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Scotland</td> <td>82.9%</td> <td>83.7%</td> <td>85.1%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		03/04	04/05	05/06	06/07	07/08	08/09	WDC	82.0%	79.5%	81.4%				Scotland	82.9%	83.7%	85.1%				<p>Annual Performance Data compared to Comparative Group Average</p> <p style="text-align: center;">None</p>	<p>Summary of Improvement Action Plan</p> <p>Improvement action plan to monitor FMIS with an additional action of the introduction of purchase cards on a pilot basis, thereafter to be rolled out throughout the council.</p>
	03/04	04/05	05/06	06/07	07/08	08/09																	
WDC	82.0%	79.5%	81.4%																				
Scotland	82.9%	83.7%	85.1%																				
<p>Comments</p> <p>The improvement of 1.9% on last year has been due to the re prioritisation of resources to meet the requirements of the introduction of the Financial Monitoring Information System (FMIS).</p>	<p>Comparator Group Information</p> <p style="text-align: center;">None</p>	<p>Progress in 06/07</p> <p>Annual Monitoring only</p>																					
<p>Audit Scotland SPI data for all Scottish Councils. (05/06)</p>		<p>TARGETS</p>																					
<p style="text-align: center;">WDC 81.4% Scottish Average 85.1%</p>		<p>Legend</p> <ul style="list-style-type: none"> Council % WDC Comparator Average <p>05/06 82%</p> <p>06/07</p> <p>07/08</p> <p>08/09</p>																					

Briefing

This report sets out the performance of the Chief Executive's Department in the third quarter of 2006/7, that is, from 1 October to 31 December 2006.

It focuses on performance in relation to:

- key performance indicators which are the responsibility of the Department;
- statutory performance indicators which are the responsibility of the Department;
- action plans for 2006/7 for the former Corporate Services (CS) and Chief Executive's Services (CES) and the extent to which these have helped deliver the corporate objectives and the specific objectives of the services;
- quality accreditations and awards;
- the Best Value review programme for the Department; and
- departmental sickness absence statistics.

Members are requested to consider and note the contents of this report.