

Adult and Community Services Overview and Scrutiny Committee

2 December 2009

Agenda

The Adult and Community Services Overview and Scrutiny Committee will meet at the **SHIRE HALL, WARWICK** on **WEDNESDAY, the 2 DECEMBER 2009 at 10.00 a.m.**

The agenda will be:-

1. General

- (1) Apologies for Absence
- (2) Members' Declarations of Personal and Prejudicial Interests

Note: Members are reminded that they should declare 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.

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

(3) Remit of the Adult and Community Services Overview and Scrutiny Committee

To review and or scrutinise the provision of public services in Warwickshire relating to adult social care services, leisure and cultural services including libraries, heritage and community education, tourism and countryside leisure.

(4) Minutes of the Adult and Community Services Overview and Scrutiny Committee Meetings held on the 9 September 2009

(5) Feedback from Overview and Scrutiny Board

(6) Chair's Announcements

2. Public Question Time

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 Adult and Community Services Overview and Scrutiny Committee.

Questioners may ask two questions and can speak for up to three minutes each.

To be sure of receiving an answer to an appropriate question, please contact Jean Hardwick on 01926 412476 or e-mail jeanhardwick@warwickshire.gov.uk working days before the meeting. Otherwise, please arrive at least 15 minutes before the start of the meeting and ensure that Council staff are aware of the matter on which you wish to speak.

3. Update by Portfolio Holders

Councillor Colin Hayfield (Adult Social Care)

Councillor Chris Saint (Leisure, Culture and Housing)

4. Personalised Agenda

A presentation by Liz Bruce, Head of Local Commissioning, on the Personalisation Agenda to examine progress and developments in relation to the personalisation agenda, including low level intervention and preventative initiatives.

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

5. Dignity in Care/Quality Assurance in Home Care Services

Joint presentation by Rob Wilkes, Quality and Procurement Services Manager and Steve J Smith, Services Development Team Manager.

6. Safeguarding Vulnerable Adults in Warwickshire

Report of the Strategic Director for Adult, Health and Community Services

This report and accompanying papers outline the local arrangements in Warwickshire to Safeguard Vulnerable Adults from abuse. Projected demand in this area of work over the coming four years is outlined, together with recommendations for additional new resource that will be required to manage the area of work safely over this time period.

Recommendation

It is recommended that the Overview and Scrutiny Committee consider the content of the report and note the budget pressures that will be generated over the next four years to manage this growing and critical area of demand safely.

For further information please contact Edward Williams, Adult Protection Co-ordinator Tel: 01926 745105 email edwardwilliams@warwickshire.gov.uk

7. Care and Choice Accommodation Programme – Progress Report.

Report of the Strategic Director for Adult, Health and Community Services

Further to the Cabinet reports of 22 May 2008 and 26 February 2009, this report now provides Overview and Scrutiny with updates on the progress on the Care and Choice Accommodation Programme, including details of the first tender process for the procurement of Extra Care Housing on the site adjacent to Attleborough Grange in Nuneaton, and the current position of the tender for up to 5 Partners for inclusion on a County Council Preferred Partnership Framework for both the future provision of housing with care and support and specialist residential care. Furthermore the report provides updates on care accommodation development in all five countywide Borough and Districts local partnership working

Recommendation

It is recommended that the Overview and Scrutiny Committee:

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

1. Considers and comments on the progress made by the Care and Choice Accommodation Programme with regard to the delivery and provision of countywide care accommodation services in line with key strategic objectives.
2. Continues to support the progress of the Care and Choice Accommodation Programme with regard to the delivery of a range of care accommodation services that offer Warwickshire's citizens improved choice, control and independence.

For further information please contact Tim Willis, Strategic Commissioning Project Lead Tel: 01926 745140 email timwillis@warwickshire.gov.uk.

8. Q2 Corporate Performance Report April – September 2009

Report of the Partnership and Performance Unit.

This report presents mid-year performance for 2009/10 under the enhanced performance management arrangements.

Recommendation

That the Committee:

- Scrutinises the performance and improvement activity of services under the remit of the committee
- Make recommendations to the Portfolio Holder in relation to areas of under or over performance as part of the next round of the performance cycle.
- Request that the Portfolio Holder report back to the committee at the following meeting on the actions taken

For further information please contact Tricia Morrison, Head of Performance Tel: 01926 736319 email triciamorrison@warwickshire.gov.uk.

9. Provisional Items for Future Meetings and Forward Plan Items Relevant to the Work of this Committee

A table setting out provisional items for future meetings is attached.

10. Any Other Items

which the Chair decides are urgent.

JIM GRAHAM
Chief Executive

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

Adult and Community Services Overview and Scrutiny Committee Membership

Councillors Peter Butlin, Les Caborn (Chair), Jose Compton, Richard Dodd (S), Mike Gittus, Bob Hicks, Barry Longden (S), Tilly May (Vice Chair), Kate Rolfe, Sid Tooth, Claire Watson, Sonja Wilson.

Portfolio Holders:- Councillor Colin Hayfield (Adult Social Care)
Councillor Chris Saint (Leisure, Culture and Housing)

The reports referred to are available in large print if requested

General Enquiries: Please contact Jean Hardwick on 01926 412476
E-mail: jeanhardwick@warwickshire.gov.uk

Enquiries about specific reports: Please contact the officers named in the reports.

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

Minutes of the Meeting of the Adult and Community Services Overview and Scrutiny Committee held on 9 September 2009 at Shire Hall, Warwick

Present:

| | |
|---------------------------------|--|
| Members of the Committee | Councillor Peter Butlin “ Les Caborn (Chair) “ Jose Compton “ Mike Gittus “ Tilly May “ Frank McCarney “ Kate Rolfe “ Claire Watson “ Sonja Wilson |
| Other County Councillors | Councillor Colin Hayfield (Portfolio Holder for Adult Social Care) Councillor Chris Saint (Portfolio Holder for Leisure, Culture and Housing) |
| Officers | Graeme Betts, Strategic Director Samantha Burkin, Service Broker – Autistic Spectrum Conditions Kim Harlock, Head of Strategic Commissioning and Performance Management Ann Mawdsley, Principal Committee Administrator Caroline Sampson, Head of Heritage and Culture (Archives) Diana Sellwood, Service Development Manager Simon Veasey, Service Delivery Manager |

There was one member of the public in attendance.

1. General

The Chair welcomed everyone to the meeting.

(1) Apologies for absence

Apologies for absence were received on behalf of Councillors Richard Dodd and Bob Hicks.

(2) Members Declarations of Personal and Prejudicial Interests

Members declared personal interests as set out below:

- (1) Councillor Colin Hayfield declared a personal interest as a Non-Executive Director of NHS Warwickshire.
- (2) Councillor Kate Rolfe declared a personal interest as a private carer not employed by Warwickshire County Council.

(3) Remit of the Adult and Community Services Overview and Scrutiny Committee

Noted.

(4) Minutes of the Adult and Community Services Overview and Scrutiny Committee Meetings held on 8 May 2009 and 29 July 2009

8 May 2009

The minutes of the meeting of the Adult and Community Services Overview and Scrutiny Committee meeting held on 8 May 2009 were agreed as a correct record and signed by the Chair.

Matters arising

None.

29 July 2009

The minutes of the meeting of the Adult and Community Services Overview and Scrutiny Committee meeting on 29 July 2009 were agreed as a correct record and signed by the Chair.

Matters arising

None.

(5) Feedback from Overview and Scrutiny Board

The Chair outlined the key messages from the Overview and Scrutiny Board meeting held on 2 September 2009.

2. Public Question Time

There were no public questions.

3. Update by Portfolio Holders

Councillor Colin Hayfield (Adult Social Care)

Councillor Chris Saint (Leisure, Culture and Housing)

4. Personalised Agenda

A presentation from Liz Bruce on the Personalisation Agenda to examine progress and developments in relation to the personalisation agenda, including low level intervention and preventative initiatives.

5. Dignity in Care/Quality Assurance

Report of the Strategic Director for Adult, Health and Community Services

This report will

Recommendation

It is recommended that the committee consider and comment on this report, and

For further information please contact Simon Robson/Kim Harlock.

6. Warwickshire Safeguarding Adults Annual Activity Plan

Report of the Strategic Director for Adult, Health and Community Services

This report .

Recommendation

It is recommended that the Adult and Community Services Overview and Scrutiny Committee consider and comment on the progress as detailed in the report.

For further information please contact Edward Williams

7. Care and Choice Accommodation Programme: Extra Care Housing and Specialist Residential Care

Report of the Strategic Director for Adult, Health and Community Services

The report .

Recommendation

It is recommended that the committee .

For further information please contact

8. Adult and Community Learning

Report of the Strategic Director for Adult, Health and Community Services

The report .

Recommendation

It is recommended that the committee .

For further information please contact Simon Robson

9. Provisional Items for Future Meetings and Forward Plan Items Relevant to the Work of this Committee

A table setting out provisional items for future meetings is attached.

10. Any Other Items

which the Chair decides are urgent.

None.

Chair of Committee

The Committee rose at 12: pm.

AGENDA MANAGEMENT SHEET

Name of Committee **Adult and Community Services Overview and Scrutiny Committee**

Date of Committee **2nd December 2009**

Report Title **Safeguarding Vulnerable Adults in Warwickshire**

Summary This report and accompanying papers outline the local arrangements in Warwickshire to Safeguard Vulnerable Adults from abuse. Projected demand in this area of work over the coming four years is outlined, together with recommendations for additional new resource that will be required to manage the area of work safely over this time period.

For further information please contact:

Dr. Graeme Betts
Strategic Director
Adult, Health & Community Services
Tel: 01926 742967
graemebetts@warwickshire.gov.uk

Edward Williams
Adult Protection Coordinator
Local Commissioning AHCS
Tel: 01926 745105
edwardwilliams@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) Not Applicable

Other Elected Members Councillor L Caborn, Councillor T May, Councillor F McCarney, Councillor R Dodd

Cabinet Member Councillor C Hayfield

Chief Executive

Legal Alison Hallworth, Adult and Community Team Leader

- Finance Chris Norton, Strategic Finance Manager
- Other Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals Liz Bruce, Head of Local Commissioning
Alwin McGibbon, Scrutiny Officer

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

**Adult and Community Services Overview and Scrutiny
Committee– 2nd December 2009**

Safeguarding Vulnerable Adults in Warwickshire

**Report of the Strategic Director of Adult, Health and
Community Services**

Recommendation

It is recommended for the Adult and Community Services Overview and Scrutiny Committee to consider the content of the report and note the budget pressures that will be generated over the next four years to manage this growing and critical area of demand safely.

1. Background

- 1.1 In the exercise of its Social Services function, WCC has a statutory obligation to lead the development and implementation of local inter-agency arrangements to protect Vulnerable Adults from abuse.
- 1.2 Safeguarding Vulnerable Adults is a key priority area for WCC Adult Social Care. The efficacy of arrangements to Safeguard Adults features prominently in the CQC Performance Assessment of council social services for adults. Ineffective arrangements will not only adversely affect the Council Adult Social Care star rating, but, due to the nature of the field of work, may also risk the safety, wellbeing and ultimately the lives of vulnerable adults through exposure to abuse.
- 1.3 Projections for operational demand suggest an adult protection referral rate of over 2,000 referrals per year by 2014. This figure remains well within the 3,580+ local prevalence figure from research- a factor which supports a projected referral increase of this magnitude.
- 1.4 To resource the predicted additional strategic and operational costs in this area of activity, additional new resources are indicated as below:

| 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 |
|-----------|-----------|-----------|-----------|
| £171,000 | £291,500 | £412,000 | £532,500* |

- 1.5 Key issues for further scrutiny-
 - The projections for increased activity over the coming four years to 2014 and the types of resources required to manage demand safely.
 - Options for covering the resource requirements to meet increased

activity over this time period.

2. Accompanying Papers

2.1 “Safeguarding Vulnerable Adults in Warwickshire”- Report to WCC Strategic Directorate Leadership Team, 21st October 2009

This report outlines the national background and local arrangements for the protection of Vulnerable Adults from abuse- the field of work increasing being referred to as Safeguarding Adults or Safeguarding Vulnerable Adults work. The report outlines current local activity and resource commitments, and projected activity and resource demand over the next four years to 2014.

2.2 “Safeguarding Vulnerable Adults – A Review of Adult Safeguarding in Warwickshire 2008/09”. Annual Report of the Warwickshire Safeguarding Adults Board, September 2009

This report outlines the current local arrangements to Safeguard Vulnerable Adults, and outlines the incidence and profile of Vulnerable Adult protection referrals in Warwickshire 2008-9. It establishes some trend information looking back over 2006-9, analysing the first three full years where local information has been gathered.

GRAEME BETTS
Strategic Director of Adult,
Health and Community Services

Shire Hall
Warwick

October 2009

**Warwickshire County Council
Strategic Directorate Leadership Team**

21st October 2009

Safeguarding Vulnerable Adults in Warwickshire

Summary-

This report outlines the national background and local arrangements for the protection of Vulnerable Adults from abuse- the field of work increasing being referred to as Safeguarding Adults or Safeguarding Vulnerable Adults work. The report outlines current local activity and resource commitments, and projected activity and resource demand over the next four years to 2014.

Recommendation

For SDLT to:

1. Note the content of the report.
2. Note the budget pressures that will be generated over the next 4 years to manage this growing and critical area of demand safely.

1. Policy & legal background

- 1.1 In 2000, the Department of Health issued guidance on developing and implementing procedures to protect Vulnerable Adults from abuse. Entitled "*No Secrets: Guidance on developing and implementing multi-agency policies and procedures to protect vulnerable adults from abuse,*" it provides a definition of 'Vulnerable Adult' and of adult abuse. "*No Secrets*" requires agencies that have contact with vulnerable adults to act jointly through shared procedures to protect Vulnerable Adults from abuse. The aim is to create a framework for action where all responsible agencies work together to ensure a consistent and timely response to protect vulnerable adults who are at risk of abuse. *No Secrets* gave Local Authorities the lead role in developing these local inter-agency arrangements.

Local Authorities have a legal obligation to exercise their social services function in accordance with this guidance under Section 7 of the LASSA Act 1970.

- 1.3 Within the last 4-5 years the national policy debate has moved to speaking in terms of "Safeguarding Adults"- a term that encompasses the protection work to safeguard vulnerable adults who are at risk of abuse or who have experienced abuse, but also proposes a wider agenda of preventative and proactive work to both minimise the risk of harm & abuse, and to promote individual rights, independence and dignity.
- 1.4. While inter-agency Vulnerable Adult Protection procedures have been developed locally across Authorities in England & Wales in a similar vein to inter-agency Child Protection Procedures, and Authorities are increasingly following similar strategic management arrangements to Children's Safeguarding work, there have been a growing number of calls for primary legislation for adult protection work. To reinforce their cause, lobbyists for primary legislation have cited the tragic deaths of Stephen Hoskin, Margaret Panting and other relatively high profile adult abuse cases that have attracted media attention. However, these cases have not attracted anything like the same media and political attention as recent child abuse deaths- a fact that has also been used by the lobbyists to bolster their calls for primary legislation, claiming a clear message from legislation and the resultant investment in resources is required to change practice, and public consciousness/awareness of adult abuse.

- 1.5. In response to pressures to act, the Department of Health has undertaken a formal review of *No Secrets* in 2008-9. A high number of written responses were received for the review consultation- over 500, the highest response rate for any DoH consultation to date. The consultation deadline was 31st January 2009, and the DoH is yet to publish a formal response, though they have published a report analysing the responses received¹.
- 1.6 It is unclear what the DoH may propose in response to the consultation. From available evidence, it seems there is some resistance to the idea of intervention legislation, though a duty to cooperate and duty to investigate adult abuse may not be out of the question. There has been a high level of support for placing Safeguarding Adults Boards on a statutory footing in the same way as Local Safeguarding Children's Boards, and this outcome does seem likely. We may see updated guidance issued, although it seems unclear which current statute could be used to create a statutory instrument that binds all involved agencies.

2. Strategic Safeguarding Adults Arrangements within Warwickshire

- 2.1 There is a multi-agency management committee in place within Warwickshire to address local development and coordination. The Warwickshire Safeguarding Adults Partnership & Board (WSAB)² was created in 2007 following a review of the previous arrangements and committee, whose membership had become diluted, and was struggling to achieve a positive level of interagency engagement.

The WSAB is designed to fulfil a similar function to the Local Safeguarding Children's Board, but does not share a similar statutory footing.

- 2.2 The DoH analysis report¹ of the responses to the *No Secrets* consultation suggests widespread support for placing local Safeguarding Adults Boards on a statutory footing. This outcome does seem likely, and we can expect supporting guidance outlining the role, function and outcomes required of Safeguarding Adults Boards. This likely to be underpinned by national standards and performance measures, and would be subject to scrutiny by regulatory agencies. The type of role and function proposed for the Boards can be seen in the information in Appendix 1.
- 2.3 The WSAB is currently under-resourced to fulfil such a range of functions. Additional new investment would be required and looking to the Children's model and local need, an annual cost of **£182,857** is projected- see below-

| Warwickshire Safeguarding Adults Board- projected annual cost. | |
|--|-----------------|
| WSAB Independent Chair (Circa 10 days p.a. at £500 p/day) | £5,000 |
| WSAB Serious Case Review Independent Chair/Author (estimated 2 SCR p.a.) | £16,000 |
| WSAB Strategic Development Manager (FTE- circa Hay 10 & 22% on-costs) | £52,331 |
| Interagency Training Officer (1xFTE- circa PO2 SCP34-7 & 22% on-costs) | £37,266 |
| Administrator/Quality Assurance Officer (1xFTE- circa £18,000 & 22% on-costs) | £21,960 |
| Training costs | £20,000 |
| Standing Conference | £5,000 |
| Publicity, Information & Interagency Procedure Printing costs | £25,000 |
| Subscriptions | £300 |
| TOTAL | £182,857 |

2.4 Currently there is no dedicated budget to support the operation of the WSAB. The WSAB is based on a Partnership model, and in the same vein as the Children's model, we could expect funding for the WSAB to be shared across involved agencies. However, in the current financial climate, it is unlikely shared funding arrangements will be forthcoming without statutory guidance and a national funding formula directing local development of shared funding. These developments may well arise as an outcome from the *No Secrets* consultation, but would realistically be 3-4 years in the future. To promote robust interagency strategic management arrangements for Safeguarding Adults over the coming 4 years based on the model above, it is likely Adult, Health and Community Services would need to be the major, if not sole, funder of the WSAB development.

3. Operational Safeguarding Adults Arrangements within Warwickshire.

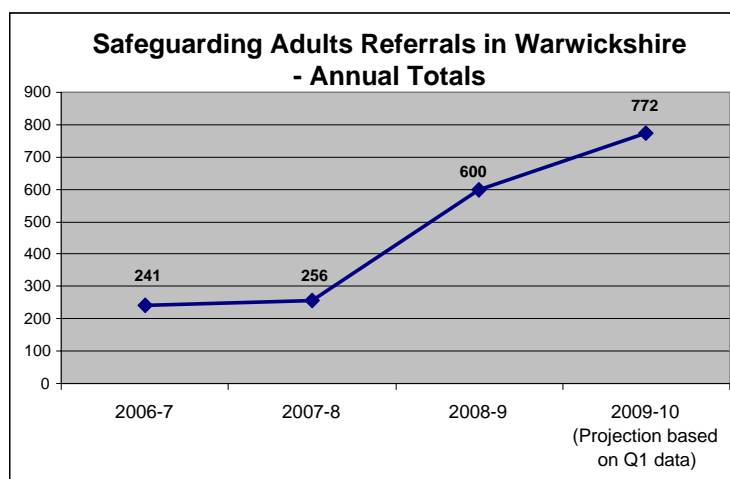
3.1 Current operational arrangements-

No Secrets did not specifically give Local Authority social services departments the responsibility to act as referral point and coordinating agency for adult protection concerns, but this has become the norm nationally and locally, and looks set to continue in any future guidance that may be issued. Some role confusion has arisen in relation to the responsible coordinating agency for vulnerable adults with mental health needs (18-65) following the gradual integration of the social services function for this group into integrated health and social care teams within the three Warwickshire PCT's and since 2006, within the Coventry & Warwickshire NHS Partnership Trust. There is work underway to formalise the agreement of this transfer of social services function under the health care flexibilities of Section 75 of the Health Care Act 2006. It is planned the Section 75 agreement will contain a Schedule formalising the role of the CWPT as the coordinating agency for Safeguarding Adults referrals regarding vulnerable adults with mental health needs (18-65).

For all other vulnerable adults the referral point and coordinating agency is WCC Adult Social Care. The main user groups referred are older people, and people with learning or physical disabilities.

3.2 Local Safeguarding Adults operational activity-

Data has now been collected on adult protection referrals for three full years, and some trend information is emerging. The data below comes from Adult Social Care only, and does not include vulnerable adults with mental health needs (18-65).



The data shows a clear upward trend in referrals, with a particularly large increase of 135% in 2008-9. Quarter 1 information from 2009-10 reveals a continued upward trend with 193 referrals received suggesting a 29% increase. This ongoing growth is closer to the last available National Council Average which showed a 36%³ increase in referrals. This level of activity is not peculiar to Warwickshire, and most Local Authorities have seen a sizeable increase in this field of activity. See Appendix 2 for a national comparison.

- 3.3 National research⁴ suggests that 4% of all adults over the age of 65 who live in private households have been subject to some form of abuse. Nationally this equates to 342,400 older people, and, based on the local population, this equates to 3,580 older people in Warwickshire who will have been subject to abuse. This figure does not include people who do not live in private households (e.g. care homes), and does not include vulnerable adults aged under 65.
- 3.4. This data confirms findings from research that suggest only a small proportion of Vulnerable Adults who have been abused come to the attention of the inter-agency Safeguarding Adults processes⁴.
- 3.5. The scale of the increase in referrals since April 2008 has challenged the current capacity of AHCS Local Commissioning social work teams to manage the workload safely, and continues to stretch the ability of the current staff resources to respond adequately to the volume of new referrals. Anecdotal feedback suggests as a result of increased volume, a growing number of cases are exceeding best practice procedural timescales for initial assessment and full assessment. This has yet to be evidenced by audit processes, but is concerning.

- 3.6 **Growth of “Service and service-quality” Safeguarding Adults concerns.**
Expectations of the role of the Local Authority in monitoring, quality assurance and leading improvement in the Social Care Provider Service Sector has increased significantly in the past 3-4 years. The “refocusing” of the role of the regulatory agency Care Quality Commission (CQC, formerly CSCI) over the past 3-4 years has clarified the role of CQC as the regulator, not as the agency responsible for assessing and leading quality improvement in the local service provider sector. CQC have been explicit in their expectation that Local Authorities’ arrangements for Safeguarding Adults must include *“effective arrangements for scrutinising and monitoring services, including procedures for checking whether matters have been put right”*⁵.

Local Warwickshire Safeguarding Adults data confirms this shift in expectation and responsibility. The proportion of referrals where CQC (formerly CSCI) acted as Lead Agency in the investigation of the Safeguarding Adults concern has reduced from 18% in 2006-7 to 0% in 2008-9⁶.

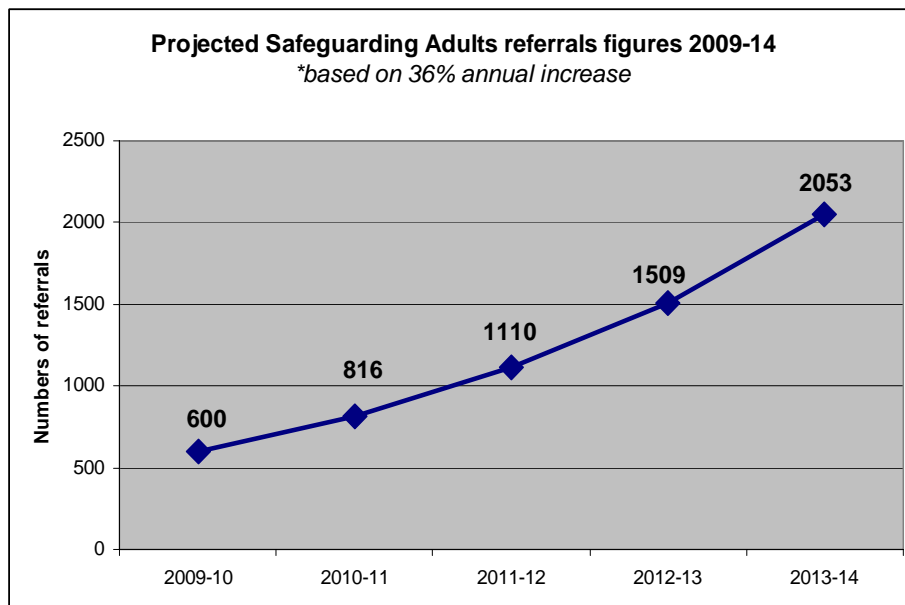
In 2008-9, WCC Adult Social Care Contract Monitoring Team recorded 125 Safeguarding Adults concerns within contracted social care provider services. This equates to a significant workload for the ASC Contract Monitoring Team, and many of the cases involved some very complex contract monitoring and quality assurance work. Following the migration of appropriately skilled staff to the national regulatory agency in 2000 (when the Care Standards Act effectively nullified the role of Local Authority SSD Registration and Inspection units), many Local Authorities including Warwickshire now feel there is a skills and capacity gap for existing staff to manage the demands of complex contract monitoring and complex service quality assessment which is largely akin to the inspectorate role.

4. **Looking to the future- projected operational demand & resource implications 2010-14**

4.1. **Operational demand 2010-14**

Predicting future demand in this area is difficult. There was a large surge in the referral rates in 2008-9, but this is explainable by several local factors converging in one year⁶ and is unlikely to occur in subsequent years. The Quarter 1 information for 2009-10 supports this view and provides a projected referral increase of 29% which is closer to the national Council Average of 36%³.

- 4.2 Using the 36% increase figure as the best projection figure available, referrals can be expected to increase as below:



- 4.3. This projection suggests an adult protection referral rate of over 2,000 referrals per year by 2014. Importantly, this figure remains well within the 3,580+ local prevalence figure from research- a factor which supports a projected referral increase of this magnitude.
- 4.5. Based on this projection, we can expect the Adult Social Care activity in this area to more than triple over the coming four years.
- 4.6. **Resource Implications 2010-14**
To manage this predicted demand, new additional dedicated resources will be required across both ASC Local Commissioning and ASC Strategic Commissioning divisions. A proposed staff resource model is suggested as below:

| Projected additional Safeguarding Adults staff resources for Adult Social Care 2010-14 | |
|---|-----------------------|
| <u>Existing dedicated resources as of 2008-9 :</u> | |
| 6x Safeguarding Adults Lead Practitioners (SCP 39 & 22% on-costs) | £237,717 |
| 1x Adult Protection Coordinator (SCP 41& 22% on-costs) | £41,732 |
| 1x DOLS Assessment Coordinator Post (circa SCP 17 & 22% on-costs) | <u>£20,328</u> |
| Existing dedicated staff resources- Total | £299,777 |
| <u>New required Resources ASC Local Commissioning 2010-14 :</u> | |
| 5x dedicated Level 3 Social Work posts (SCP 33 & 22% on-costs) | £170,879 ¹ |
| 1x Safeguarding Adults Lead Practitioner- LD (SCP 39 & 22% on-costs) | £39,620 |
| 1x dedicated Assessment Coordinator Post (circa SCP 17 & 22% on-costs) | £20,328 |
| <u>New required Resources ASC Strategic Commissioning 2010-14 :</u> | |
| 3x dedicated Safeguarding Adults Service Assessor posts (North, East and South Warwickshire) (3x FTE circa PO4 & 22% on-costs) | £118,860 |
| Required new dedicated staffing resource 2010-14: Total | £349,687 |

¹ As per Budget Pressure bid of £171k

5. Conclusions

- 5.1. Safeguarding Vulnerable Adults is a key priority area for WCC Adult Social Care. The efficacy of arrangements to Safeguard Adults features prominently in the CQC Performance Assessment of council social services for adults. Ineffective arrangements will not only adversely affect the Council Adult Social Care star rating, but, due to the nature of the field of work, may also risk the safety, wellbeing and ultimately the lives of vulnerable adults through exposure to abuse.
- 5.2. Projections for the next four years suggest a significant increase in activity in this field of work, and indicate a need for substantial new investment in additional resource for:
- Strategic management costs relating to the funding of the Warwickshire Safeguarding Adults Board.
 - Operational staffing costs within Adult Social Care to manage a predicted threefold growth in operational Safeguarding Adults activity.
- 5.3. To resource the predicted additional strategic and operational costs in this area of activity, additional new resources will be required. A bid for £171,000 has been made for 2010-11 to fund an additional 5 social work posts as shown in Para 4.6. These costs were based on the information available and work done at the time that the budget pressures papers had to be submitted. Since the submission however, the requirement of a year on year additional resource in the region of £120,500 over the following three years to 2014 has also been identified. This can be broken down as follows, illustrated in terms of spend over and above 2009-2010 levels for the next 4 years:

| 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 |
|-----------|-----------|-----------|-----------|
| £171,000 | £291,500 | £412,000 | £532,500* |

The figures below demonstrate how this total reconciles to the workings contained within this report.

| | |
|------------------------------------|-----------------|
| Costs from Para 2.3 | £182,857 |
| Costs from Para 4.6 | <u>£349,687</u> |
| Total additional resources needed. | £532,544* |
| 2010-2011 Budget Pressure Bid | (£171,000) |
| Remaining pressure | £361,544* |

- 5.4. There is a need to ensure that the model for additional staffing resources within Adult Social Care is considered and implemented carefully. Building on the key principle that safeguarding, as well as promotion of independence, choice and control, must underpin all we do in Adult Social Care, it is critical that responsibilities and new dedicated resources for Safeguarding Adults are fully integrated into existing and mainstream service delivery models.
- 5.5. Several existing workstreams and factors impinge on this area of work, and need to be brought together as we move forward to ensure best use of resources within ASC and across agencies. These include but are not limited to the arrangements relating to the Deprivation of Liberty Safeguards (DOLS), opportunities for shared arrangements across the sub-region (Warks, Coventry & Solihull), agreeing shared aims and pooling resources with NHS Warwickshire (particularly relating to commissioning, contract monitoring and quality assurance), and the transformation & personalisation agenda within Adult Social Care.

6. **Next steps**

- 6.1. Following submission to SDLT, this report will be presented to the Adult and Community Overview & Scrutiny Committee together with the 2008-9 WSAB Annual Report. The recommendation to O&S will be to agree a Select Committee to be formed to look at the Safeguarding Adults agenda, or for O&S to form a small Member subgroup to look at the issues in detail and report findings back to O&S.

Name- Edward Williams
Job Title- Adult Protection Coordinator, Local Commissioning, AHCS.
Date- 9th October 2009

References-

1. "Safeguarding Adults. Report on the consultation on the review of 'No Secrets'". DoH, July 2009
2. For further information on the role and structure of the Warwickshire Safeguarding Adults Board, see the Memorandum of Understanding and Terms of Reference document at:
www.warwickshire.gov.uk/safeguardingadults
3. "An analysis of self assessment surveys submitted by councils to CSCI in May 2008". (CSCI, October 2008).
4. "UK Study of Abuse and Neglect of Older People: Prevalence Survey Report". Prepared for Comic Relief and the Department of Health. (O'Keefe et al, 2007)
5. "Joint Investigation into the provision of services for people with learning disabilities at Cornwall Partnership NHS Trust". (CSCI/Healthcare Commission, 2006:pp.66-7)
6. "Safeguarding Vulnerable Adults. A Review of Adult Safeguarding in Warwickshire 2008/09" at
www.warwickshire.gov.uk/safeguardingadults

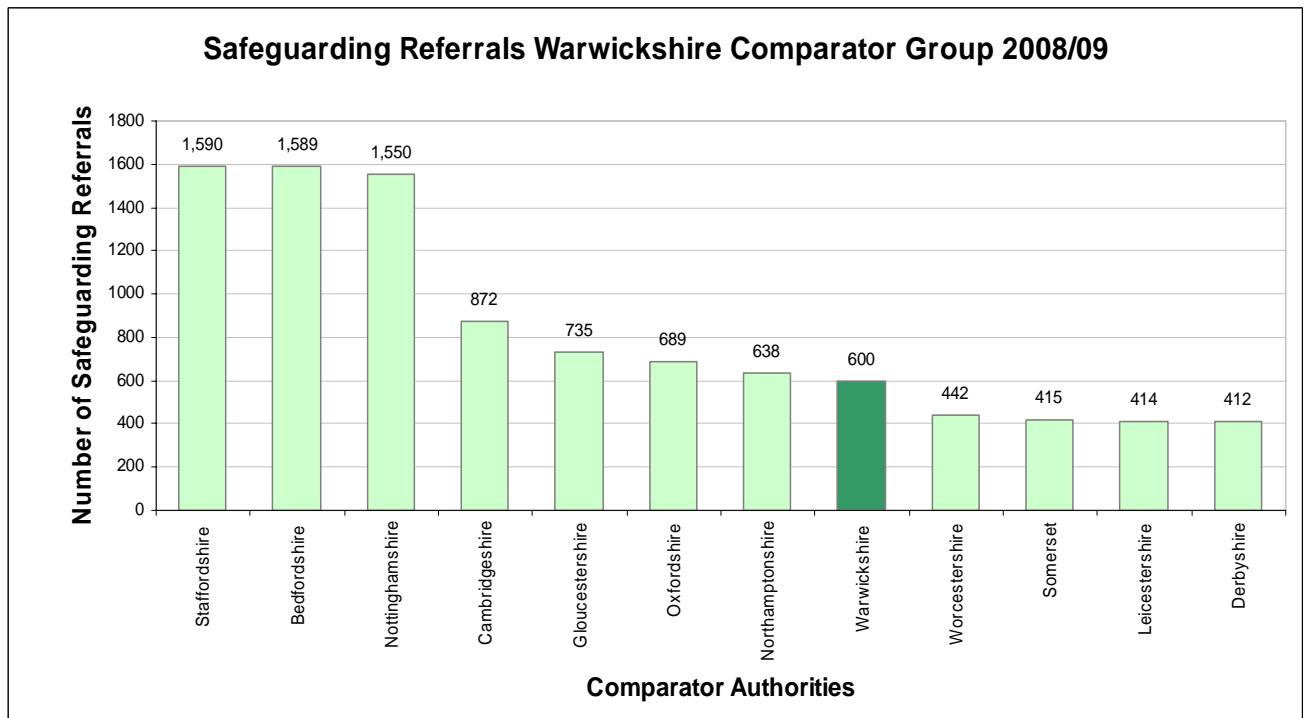
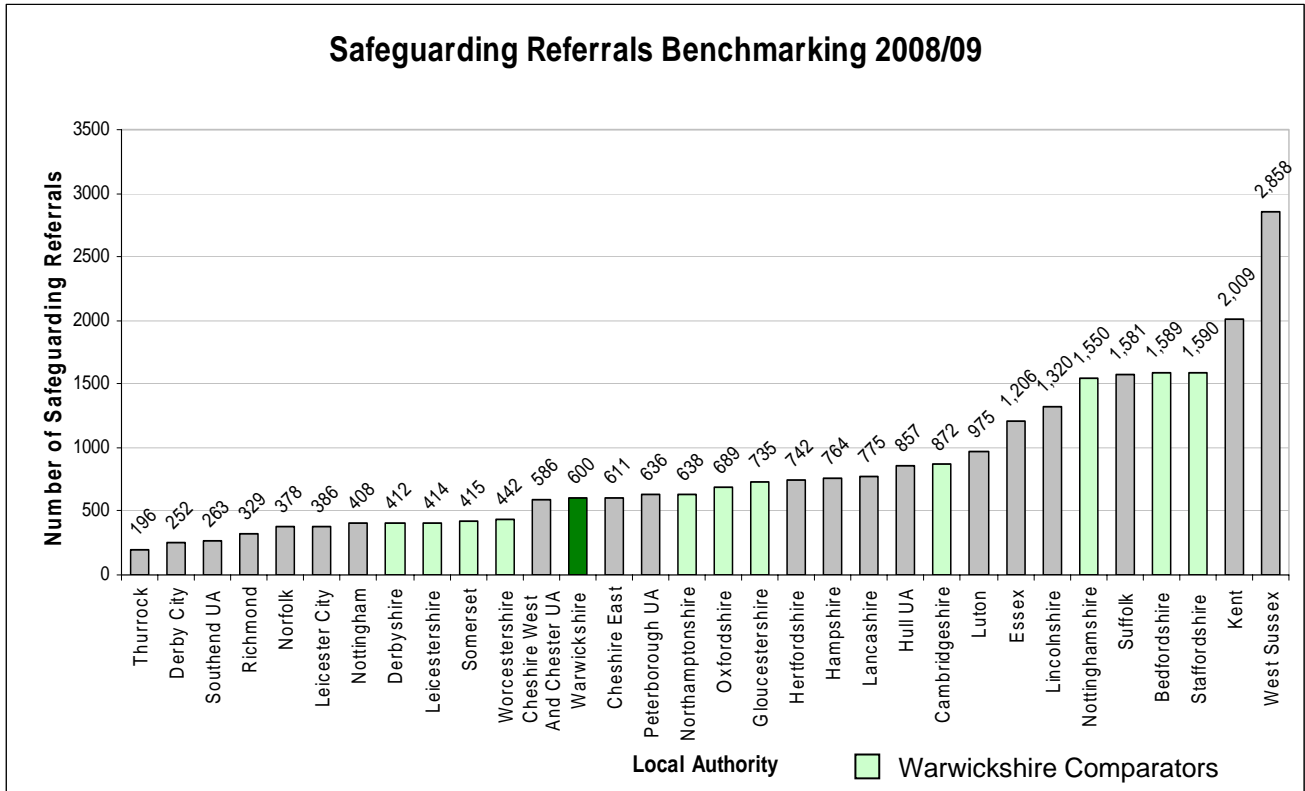
APPENDIX 1

Extracted Sections from “Safeguarding Adults: Report on the consultation on the review of ‘No Secrets’”. DoH, July 2009.

- 3.8 The vast majority of respondents thought that elected councils were best placed to take overall local responsibility for safeguarding adults, given their accountability for the well-being of local citizens in the local area. Seventy four per cent of respondents chose this option (Chart Q1b). Many supported ‘a local package’ having:
- a lead elected member;
 - the Director of Adult Social Services (or equivalent) as the lead officer with statutory responsibility for coordinating safeguarding;
 - links with the Local Strategic Partnerships, particularly Health and WellBeing and Community Safety; also the Crime and Disorder ReductionPartnerships;
 - all NHS organisations to have an executive lead and an operational lead;
 - joint adult social care and PCT involvement to ensure that safeguarding responsibilities are carried out in both commissioning and providing roles;
 - police forces also to have an executive lead and an operational lead.
- 3.9 As part of the local leadership role there was much support for strengthening Safeguarding Adults Boards by:
- making Safeguarding Adults Boards statutory;
 - ensuring participation by partners with decision making powers;
 - having an independent chair;
 - quality assuring ‘adult protection’ functions;
 - quality assuring risk management in self directed support (eg Direct Payments);
 - facilitate strategic and operational links to all adult risk prevention, management and response systems (MAPPA, MARAC, Community Safety, Environmental Services);
 - delegating responsibility to local NHS services where necessary, for an enhanced patient safety role;
 - delegating responsibility to police forces where necessary, for an enhanced public protection role.
- 3.14 There was a great deal of interest in ensuring that Safeguarding Adults Boards (SABs) were effective. There was widespread support for:
- (1) national standards/a performance framework for SABs;
 - (2) scrutiny by independent and multi-agency inspectorates;
 - (3) proper accountability to all the partners – and many thought that financial and accountability arrangements should mirror children’s boards;
 - (4) a requirement to have annual reports to be submitted through elected members to the CQC and/or the Local Area Agreement/Public Services Board.

APPENDIX 2

National comparison- No's of adult protection referrals 2008-9



AGENDA MANAGEMENT SHEET

Name of Committee **Adult and Community Services Overview and Scrutiny Committee**

Date of Committee **2nd December 2009**

Report Title **Care and Choice Accommodation Programme – Progress Report**

Summary Further to the Cabinet reports of 22 May 2008 and 26 February 2009, this report now provides Overview and Scrutiny with updates on the progress on the Care and Choice Accommodation Programme, including details of the first tender process for the procurement of Extra Care Housing on the site adjacent to Attleborough Grange in Nuneaton, and the current position of the tender for up to 5 Partners for inclusion on a County Council Preferred Partnership Framework for both the future provision of housing with care and support and specialist residential care. Furthermore the report provides updates on care accommodation development in all five countywide Borough and Districts local partnership working.

For further information please contact:

| | |
|--|---|
| Dr. Graeme Betts Strategic Director Adult, Health & Community Services Tel: 01926 742967 graemebetts@warwickshire.gov.uk | Tim Willis Strategic Commissioning Project Lead Tel: 01926 745140 timwillis@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) Not Applicable

- Other Elected Members Councillor L Caborn, Councillor T May, Councillor F McCarney, Councillor R Dodd
- Cabinet Member Councillor C Hayfield
- Chief Executive
- Legal Alison Hallworth, Adult and Community Team Leader
- Finance Chris Norton, Strategic Finance Manager
- Other Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals Kim Harlock, Head of Strategic Commissioning
Alwin McGibbon, Scrutiny Officer

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

Adult and Community Services Overview and Scrutiny Committee – 2 December 2009

Care and Choice Accommodation Programme – Progress Report

Report of the Strategic Director of Adult, Health and Community Services

Recommendation

It is recommended that the Overview and Scrutiny Committee:

1. Considers and comments on the progress made by the Care and Choice Accommodation Programme with regard to the delivery and provision of countywide care accommodation services in line with key strategic objectives.
2. Continues to support the progress of the Care and Choice Accommodation Programme with regard to the delivery of a range of care accommodation services that offer Warwickshire's citizens improved choice, control and independence.

1. Introduction

- 1.1 The Care and Choice Accommodation Programme (CACAP) was launched in July 2007 with the desired outcome being the modernisation of care accommodation services for older people and adults with disabilities in Warwickshire.
- 1.2 CACAP is "...about people and their lives, not just buildings...". It is a rare opportunity for Warwickshire County Council (WCC) to reshape its countywide provision of care accommodation options and services for all client groups in order to provide increased choice and independence for customers, and to build on strategic partnerships in order to achieve a number of key objectives. These include:
 - Working with a range of partners and stakeholders to develop and deliver new services such as mixed tenure Extra Care Housing (ECH)
 - Providing a range of 'hub and spoke' services from an ECH setting to meet the needs of local communities
 - Offering better, more co-ordinated and more integrated community-based health and social care services which enable people to remain in their own homes for as long as possible
 - Maximising both community and Third Sector involvement in service planning and delivery.

- 1.3 With its partners, WCC is aiming to shift the balance of care accommodation to better meet both the needs and expectations of all older people, including those who fund their own care accommodation and support. This is being achieved in two main ways:
1. the introduction of ECH to Warwickshire, and
 2. the reconfiguration of traditional residential care services, and to develop up to date vibrant and innovative schemes that will accommodate older people with dementia
- 1.4 “Putting People First” remains the key CACAP driver, as the programme aims to support older people to live at home by creating a viable alternative to traditional residential care for those who have both a housing and care need, and those needs cannot continue to be met in their own home. The programme supports the transformation agenda by enabling older people to live as independently as possible, whilst retaining choice and control by the use of an Individual Budget. A key area of development in line with the National Strategic Framework (NSF) for older people is to commission modernised services for people with dementia, linking to our planned development of integrated teams throughout Warwickshire. Models will be developed with a focus on:
- National Carers Strategy
 - National Dementia Strategy
 - End Of Life Care Strategy
- 1.5 An ECH Strategy aimed at providing a shared vision for key stakeholders such as WCC, all 5 Borough and District Council Housing Departments, Warwickshire Primary Care Trust (PCT), the Third Sector and the citizens of Warwickshire is also due to be published shortly.
- 1.6 The CACAP team is working with the Institute of Public Care (IPC), which advises central government on health, social care and supported housing issues, including ECH. This working relationship gives WCC the opportunity to access to a network of more than 30 other local authorities who are already consulting IPC on their own modernisation and ECH programmes.
- 1.7 It is anticipated that approximately 500 ECH units will either be in place or will have construction planned in Warwickshire by the end of 2013.

2. Background

- 2.1 CACAP seeks to promote the independence of all relevant client groups by giving them more choice and control of their own lives. The ethos of ECH is that people can live independently in a supported environment but with easy access to the wider community in which they live. Equally our ECH developments will become a part of the community offering opportunities for involvement in a range of activities across different age groups.

- 2.2 WCC remains committed to a transformation programme, which seeks to modernise our services and challenges the traditional delivery of social care. CACAP is a building block of the strategy to deliver the personalisation agenda. The introduction of the 'hub and spoke', or virtual extra care model, including the use of new technology to extend services into rural areas, is aimed at enabling more people to live at home for longer.
- 2.3 In order to improve its star rating, WCC needs to be able to offer the choice of both ECH and also specialist residential care, which will better meet the needs of all Warwickshire residents including Older People and Adults with both Physical and Learning Disabilities and people suffering from Mental Health problems, including dementia.
- 2.4 In May 2008 Cabinet received a report, which took forward the vision for CACAP that was first considered by Cabinet in 2007. The report provided a strategic framework against the context of demographic growth and the need to better understand care preferences. It built on the local approach to more responsive provision of care against national guidelines and best practice within a financially realistic and affordable framework.
- 2.5 In October 2008, a countywide group (Solutions for Housing for Older People (SHOP) Steering Group) comprising of senior officers with housing development responsibilities from all 6 County, Borough and District Councils was formed to progress direct links to Housing Strategies and Solutions.

The vision of SHOP is to influence and drive the Programme whilst ensuring that it delivers the actions and objectives contained within appropriate strategies, e.g. ECH Strategy, and to build on these strategic partnerships in order to achieve a number of key objectives, including:

- Assisting the delivery of the aims and objectives of housing and related strategies
 - Ensuring the development of ECH contributes to sustainable communities
 - Improving service delivery
 - Creating a common understanding of each other's priorities and activities
 - Generating a culture of working in partnership
 - Sharing issues and ideas
 - Linking to targets around provision of affordable housing
 - To seek out situations providing successes across different areas, e.g. affordable housing and ECH on one site
- 2.6 In November 2008, Cabinet received a report that included updates on future care accommodation development plans for all five boroughs and districts in the county and local partnership-working initiatives, as well as the perceived impact of the downturn in the global and national economy and property market. The report highlighted the need to look at future options for programme delivery, including approval for officers to engage directly with independent housing and care providers.

- 2.7 Throughout 2008 and 2009 WCC has been developing links to the independent sector and Registered Social Landlords (RSLs). This has been progressed via Council-hosted Provider and Bidder Days, with officers also working with independent providers and the appropriate Borough or District Council in order to gauge market response to CACAP. This has seen officers visiting a number of different schemes and models in order to benchmark what may be best suited to Warwickshire and its citizens.

3. Care and Choice Accommodation Programme – Update

- 3.1 The current economic climate and property market downturn has understandably raised concerns for CACAP, i.e. would potential partners and developers draw back because of market uncertainties, and would the credit crunch make them less willing, or able, to invest in new homes for older people. The initial response has seen private developers who were planning to build ECH purely for sale now giving consideration to working with local authorities, on 'mixed' retirement schemes, which offer properties for sale, shared ownership or rent.

Key factors to programme delivery are *philosophy* (raison d'être, policy, values, choice), *market* (demand and provision), *resources* (funding and land), *process* (commissioning, planning, delivery), *awareness* (knowledge and marketing) and *take-up* (recession, stasis, financial options).

- 3.2 Despite the recession, CACAP continues to make progress, although inevitably, the economic downturn meant a different approach was needed with the CACAP team having to find innovative ways to take the programme forward and achieve results. For example, by working with both independent housing providers and District and Borough councils, new ways to deliver CACAP are being considered, including the potential to 'remodel' existing sheltered housing schemes into ECH. Overall programme delivery has progressed as follows:

3.3 Briar Croft, Stratford-upon-Avon

The CACAP team is working with Stratford District Council, Orbit (Heart of England) Housing Association and Warwick Care Services (WCS) on a new ECH scheme being built in Stratford-upon-Avon. The team's involvement includes carrying out care and occupational assessments, which will form part of the allocation process to ensure the right people benefit from the scheme. The Briar Croft development, which is next to The Limes residential care home, will provide a total of 64 ECH apartments. The scheme should be completed in January 2010 with a show flat already open. Initial market response suggests that demand will outstrip supply.

3.4 Farmers Court, Rugby

The CACAP team is working in partnership with Rugby Borough Council and independent developers on a scheme to build 45 extra care homes on the former Cattle Market site in Murray Road, Rugby. With planning and funding in place, work should start on site this Autumn. It is anticipated that the development will offer:

- 45 x ECH flats (social rented) to be delivered by housing21 (h21)
- 72 x bedroom hotel (Travelodge) over retail (Tescometro)
- 69 x private dwellings
- 47 x affordable dwellings

It is anticipated that h21 would also tender for the care provision element at Rugby Cattle market as WCC would be buying planned night care as part of a package of care available 24 hours a day. It is not impossible for people to use an alternative provider of choice at night but research from other developments around the country leads us to the conclusion that there are difficulties around this due to security and organisational problems.

With Planning Permission and Capital Funding from the Homes and Communities Agency (HCA) already in place, construction will start in Autumn 2009, with the facility opening in Spring 2011.

3.5 Site Next to Attleborough Grange, Nuneaton

In September 2007, Cabinet approved the Strategic Director of Adult, Health and Community Services to submit an Outline Planning application to Nuneaton & Bedworth Borough Council (NBBC) to provide a range of Care Accommodation options on the WCC-owned land directly adjacent to the Attleborough Grange building in Nuneaton, however, after due consideration, it is more appropriate to delay any application until such time that a contract is in place and Capital Funding has been secured.

A contract has been awarded to Housing 21 for the first new extra care housing development on Warwickshire County Council-owned land. This will be built on a site next the Attleborough Grange residential care home in Nuneaton, subject to central government funding via the HCA, at which point an application for Detailed Planning Permission will be submitted. The scheme will provide 21 primarily two-bedroomed, self-contained apartments, plus optional communal facilities. Care will be available to meet the varying needs of residents on a 24-hour basis.

3.6 Partnership Framework

Cabinet approval on 26 February 2009 authorised the Strategic Director of Adult Health and Community Services to tender for up to 5 Partners for inclusion on a Preferred Partnership Framework for both the future provision of housing with care and support and specialist residential care. Having attracted significant interest, 11 tenders have been evaluated, and it is anticipated that contract award will be made by the end of 2009.

Once the Partners have been confirmed, a number of site specific mini-competitions will be progressed early in 2010. Currently 4 sites that would deliver in excess of 180 extra care apartments and 60 specialist residential care places are being considered for inclusion as mini-competition(s).

3.7 Adults with a Learning Disability

The Adults with Learning Disability (LD) Care and Choice Accommodation Programme is now getting under way with the following objectives already identified;

1. Development of a housing strategy for adults with a learning disability to include:
 - Work with Housing Associations to ensure more choice based lettings
 - increased partnerships with RSL's
 - More shared ownerships.
 - A Care and Choice Programme for adults with a learning disability.
2. Review of accommodation available for people with a learning disability in the housing market and develop partnership arrangements to ensure greater choice.
3. Provide information sessions within localities regarding what is available through creative media
4. Investigate the development of an independent brokerage system to help people assess housing options (potential social enterprise).

It is anticipated that objectives will be progressed during the remainder of 2009 through to Spring 2010.

4. Borough and District – Updates

4.1 North Warwickshire

Due to limited site availability in terms of WCC ownership, it is anticipated that either ECH or specialist residential care home developments will need to be generated by WCC working closely with the Borough Council and the independent housing sector. The current economic climate is seeing more approaches from developers who would normally focus on the residential dwelling market, but who now see care accommodation as a very real business opportunity. Two such sites are being considered for development.

4.2 Nuneaton and Bedworth

The Borough has many Sheltered Housing schemes that are no longer fit for purpose, and any extra capacity, particularly in the area of social housing, affords both the County and Borough Councils the ability to work together to upgrade some of the existing Sheltered Housing schemes to ECH. This will be reliant on a number of issues that are currently being explored, e.g. the number of residents in Sheltered Housing who are in receipt of a care package whose needs may well be better met in an ECH setting. The Site Next to Attleborough Grange and the Partnership Framework will also address required new ECH developments.

4.3 Rugby

ECH and specialist residential care home developments will need to be generated by WCC working closely with the Borough Council and the independent housing sector. The current economic climate is seeing more approaches from developers who would normally focus on the residential dwelling market, but who now see care accommodation as a very real business opportunity. This affords both County and Borough Councils the opportunity to engage with the sector and map out areas of need and progress accordingly, a recent example being that of Farmers Court with other identified sites in the Borough being explored further.

4.4 Warwick and Leamington

As with the 3 boroughs in the county, the current economic climate is seeing more approaches from developers who would normally focus on the residential dwelling market, but who now see care accommodation as a very real business opportunity, e.g. Binswood School, however, this needs to be balanced with a social housing with care model if the needs of the wider community are to be met. The Partnership Framework is going some way to addressing this.

4.5 Stratford

The district continues to see much interest in the development of privately-funded retirement homes/care villages, e.g. McCarthy Stone on Birmingham Road and the recently-completed development at Tiddington Fields; however, this will need to be balanced with a social housing with care model if the needs of the wider community are to be met. Briar Croft and the Partnership Framework are going some way to addressing this.

5. Next Steps

- 5.1 It is anticipated that approximately 500 ECH units will either be in place or will have construction planned in Warwickshire by the end of 2013, however the securing of Detailed Planning Permission from Borough and District Planning departments and Capital Funding from HCA remain constant challenges at both local and national levels.

- 5.2 With the first phase of the CACAP continuing to progress, this delivery target remains achievable. However, the recent downturn in the property market and economic climate suggests that viable alternatives to deliver the overall programme will need to be continually explored. It is therefore proposed to keep this programme of change under constant review in order to maintain CACAP delivery for years to come.

GRAEME BETTS
Strategic Director of Adult,
Health and Community Services

Shire Hall
Warwick

October 2009

AGENDA MANAGEMENT SHEET

Name of Committee **Adult and Community Services Overview and Scrutiny Committee**

Date of Committee **2nd December 2009**

Report Title **Quarter 2 - Corporate Performance Report 2009/10**

Summary This report presents mid-year performance for 2009/10 under the enhanced performance management arrangements.

For further information please contact:

| | |
|---|--|
| Tricia Morrison Head of Performance Tel: 01926 736319 triciamorrison@warwickshire.gov.uk | Kim Harlock Head of Strategic Commissioning and Performance Management Tel: (01926) 745101 kimharlock@warwickshire.gov.uk |
|---|--|

Would the recommendation decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision] No.

Background papers Cabinet - "Enhanced Performance Management Arrangements" - 28th May

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr May, Cllr Caborn, Cllr Dodd, Cllr Longden
- Cabinet Member Cllr Colin Hayfield, Cllr Chris Saint
- Chief Executive
- Legal Alison Hallworth
- Finance

- | | | |
|--------------------------|-------------------------------------|----------------|
| Other Chief Officers | <input checked="" type="checkbox"/> | Graeme Betts |
| District Councils | <input type="checkbox"/> | |
| Health Authority | <input type="checkbox"/> | |
| Police | <input type="checkbox"/> | |
| Other Bodies/Individuals | <input checked="" type="checkbox"/> | Alwin McGibbon |

FINAL DECISION

SUGGESTED NEXT STEPS:

Details to be specified

- | | |
|---|--------------------------|
| Further consideration by this Committee | <input type="checkbox"/> |
| To Council | <input type="checkbox"/> |
| To Cabinet | <input type="checkbox"/> |
| To an O & S Committee | <input type="checkbox"/> |
| To an Area Committee | <input type="checkbox"/> |
| Further Consultation | <input type="checkbox"/> |

Adult and Community Services Overview and Scrutiny Committee - 2nd December 2009.

Quarter 2 - Corporate Performance Report 2009/10

Report of the Portfolio Holders for Adult Social Care and for Leisure, Culture and Housing

Recommendations

That the committee:

- Scrutinises the performance and improvement activity of services under the remit of the committee
- Make recommendations to the Portfolio Holder in relation to areas of under or over performance as part of the next round of the performance cycle.
- Request that the Portfolio Holder report back to the committee at the following meeting on the actions taken

1.0 Background

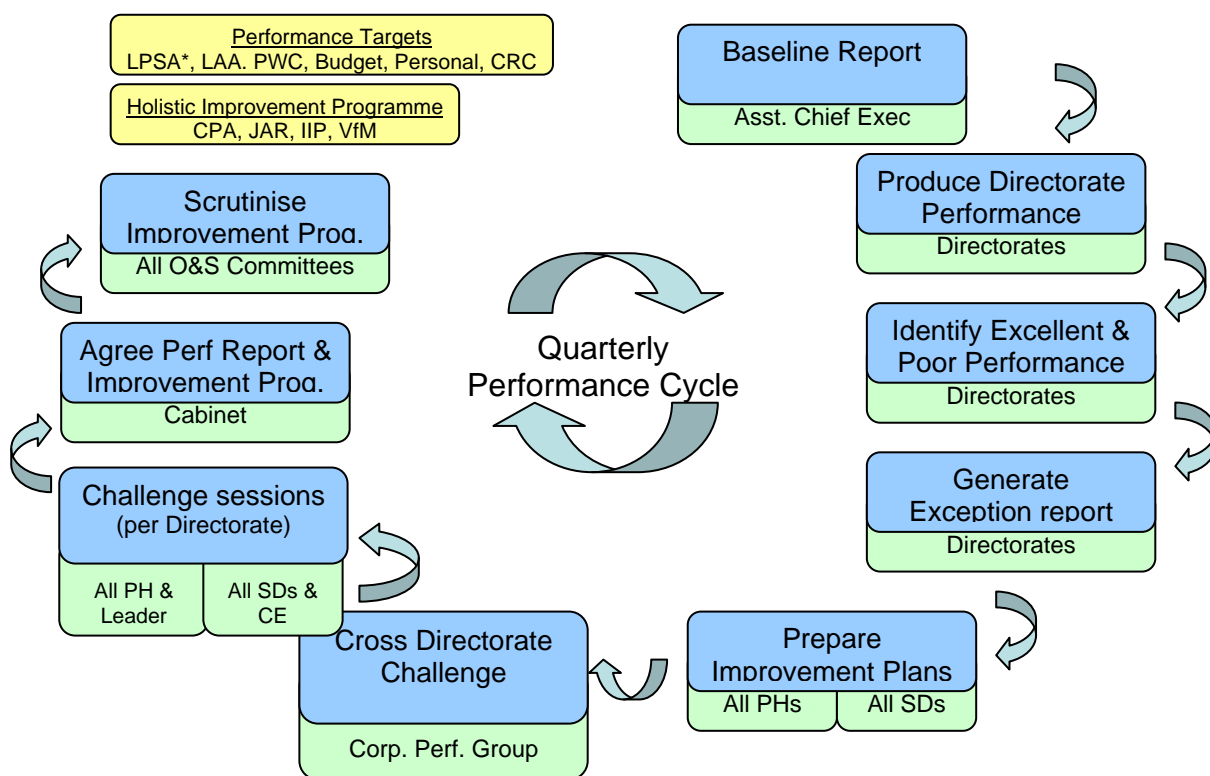
- 1.1 A new approach to performance management was approved and adopted by Cabinet at its meeting on the 28th May 2009.
- 1.2 The enhancements build upon recognised robust and effective performance management arrangements and respond to changing requirements of CAA. The following principles underpin the revised performance management arrangements:
 - Member Led Challenge with greater accountability,
 - Alignment of performance & improvement to the delivery of a suite of strategic outcomes,
 - Performance driven improvement activity within a holistic improvement programme,
 - Online, any time access to real-time performance data via the Warwickshire Hub (WCC Performance Management System)
 - Eight week turn around from the end of the reporting period to the Performance Report and Improvement Plan being reported to Cabinet.
- 1.3 The new framework draws directly from those measures included within the six Directorate Report Cards. Our approach of zero tolerance remains, and this is complemented by an “extreme green” alert which draws attention to those measures that have exceeded target by more than 10%.
- 1.4 This report therefore brings together the exception report and improvement activity for all measures that are forecast to miss target, or exceed target by more than 10% providing Members with a more holistic view of performance

across the authority. This will assist Members to scrutinise the performance of services under the remit of the committee, within the context of wider WCC performance. NB. This replaces the old system of Directorate specific report cards.

2.0 Introduction to the new performance framework

- 2.1 In line with the underlying principles for the new framework the information contained within the exception report and associated improvement plan is shown by Portfolio Holder and reported by the thematic priorities and cross cutting themes.
- 2.2 The exception report is attached at Appendix 1. The associated improvement activity is attached at Appendix 2.
- 2.3 The new approach to performance management is outlined in the diagram below. Further detail of the activity to be undertaken at each stage is set out in **Appendix C**.

The Framework



* A glossary has been attached as **Appendix D**

Role of Cabinet

- 2.4 Under the enhanced performance management arrangements Portfolio Holder Challenge Sessions have been introduced. The challenge sessions are led by the Leader and the Chief Executive and attended by the relevant Portfolio Holder(s) and Strategic Director and are focused on driving the performance agenda of the council as a whole. The first sessions took place in Quarter 1, the outcomes from which have fed into the Corporate Improvement Plan. Progress against these areas will be monitored as part of the overall performance management arrangements. The next series of challenges sessions are scheduled to take place from January.

Role of Scrutiny

- 2.5 In line with the new performance management framework each Overview and Scrutiny Committee will receive the Corporate Performance Report which brings together the exception report and improvement activity for all measures that are forecast to miss target, or exceed target by more than 10%.
- 2.6 In contrast to the previously reported Directorate Report Cards, the Corporate Performance Report provides Members with a holistic view of performance across Warwickshire County Council. More specifically, receiving the complete improvement plan enables Members to scrutinise those areas pertinent to this committee and also to look wider at performance across the Authority.
- 2.7 **The role of Overview and Scrutiny is to:**
- Note overall performance and improvement activity of those areas reported
 - Scrutinise those areas of improvement activity pertinent to the committee
 - Identify areas of under performance or over performance that warrant further scrutiny
 - Make recommendations to the relevant Portfolio Holder(s) to be considered as part of the next round of the performance cycle

3.0 Issues to Note

Educational Attainment results

- 3.1 Quarter 2 each year sees the publication of the annual educational attainment results, which relate to the previous academic year i.e. September 2008 – July 2009. These are statutory measures with targets set by Department for Children, Schools and Families (DCFS) each year, which form part of the Local Area Agreement (LAA). Performance management of these measures poses a unique challenge common to local government. Educational attainment relates to academic year, but is reported within a framework based upon financial years. This does not allow for the previous year's academic results to be compared to the previous year's targets.
- 3.2 Given this context, it has been agreed that these particular measures are taken out of the standard quarterly reporting framework and addressed within a distinct report within this Cabinet agenda. It is planned that in the future this report will be produced and presented in alignment with Quarter 2 LAA and the Corporate Performance Report.

Fire and Rescue Service indicators

- 3.3 The Fire and Rescue Service is currently experiencing a significant ICT problem outside of their control in relation to the incident reporting system from which their quarterly information is aggregated into the corporate reporting system. ICT are continuing to work to resolve the issue.

4.0 Overall Themes/Trends

- 4.1 Out of a total of 220 indicators, 158 or 72% were reported for Quarter 2. This compares to 181 indicators reported in Quarter 1. The change between Quarter 1 and 2 of both the total number of indicators and the total reported is due to:

- Educational attainment indicators not being included
- Fire and Rescue indicators not being reported
- The removal of indicators no longer deemed appropriate
- The inclusion of additional indicators since Quarter 1
- The setting of targets since Quarter 1
- Additional forecasts against targets since Quarter 1

- 4.2 Of the 158 measures reported as part of Quarter 2, it can be seen that 76% (120) are forecast to meet target. This remains a high figure compared to 2008/9 where we were forecasting an average of 32% of measures to meet the target (Q2- 35% Q3 - 32% and end of year 31%).

- 4.3 In total 24% (38) of measures either miss target or exceed target by more than 10% and therefore feature in the exception report and improvement plan. Of the 21 measures forecast to miss target in Quarter 2, 8 of these measures have forecast to miss target for two consecutive quarters.

- 4.4 External factors such as the economic downturn continue to impact on performance. For example, 28% (5) of those indicators that relate to Economic Development Portfolio are forecast to miss target by more than 10%.

- 4.5 Of the 17 measures that have exceeded target in excess of 10% in Quarter 1, 7 of these measures also exceeded target in Quarter 2. Whilst it is important that we commend services where there is a genuine reflection of improved performance, there is a need to scrutinise targets for measures that over perform.

- 4.6 A comparison of the Quarter 1 and Quarter 2 Exception Report has been provided in Appendix E.

5.0 Improvement Activity

- 5.1 The Quarter 2 Improvement Plan details improvement activity for all measures that have missed target and additional comments for measures that exceeded target by 10%. An update has been provided of improvement activity identified

by Portfolio Holders' during the challenge sessions held in September. These are indicated by the reference PH and shaded in grey.

5.2 Improvement activities set out within the Quarter 2 Improvement Plan correspond with 21 measures that are forecast to miss target. Additional comments have been provided for the 17 measures that are forecast to exceed target by more than 10%.

5.3 The nature of the improvement activity and additional comments submitted by Directorates and Portfolio Holders continues to vary depending on the nature of the under and over performance of the measure. Commonly cited improvement activities or additional comments include:

Improvement activity

- Actions to address underperformance have formed part of wider plans being implemented by Directorates
- Improved processes have been implemented, the impact of which will be closely monitored
- Whilst improvement activity has been identified and implemented, the impact on performance against targets may not be immediate
- Reversing the trend of underperformance depends on budgetary decisions

Additional comments

- A review and refresh of the original target or indicator is required
- The current economic climate continues to impact on performance and the ability of services to forecast against targets where there is a high degree of uncertainty
- Reversing underperformance is dependent on both the contribution of Warwickshire County Council and our partners
- The use of more accurate and informed milestones is being explored to measure progress against annual or biennial targets
- Setting targets and forecasting performance is challenging for measures reliant on data from previous years

5.4 Measures that missed target or exceeded target by 10% in Quarter 1 but have met target in Quarter 2 have not been included but will continue to be monitored and their performance will be reported where necessary.





6.0 Overall Summary of Quarter 2

The six Directorate Report Cards comprise 220 indicators of which, 158 of these are reported as part of Quarter 2.

The table below shows the number of indicators for Quarter 2 that are forecast to miss target, meet target, exceed target (within 10%) and exceed target (by more than 10%):

- 21 indicators are forecast to miss target, which equates to 13% of indicators reported for Quarter 2.
- 88 indicators are forecast to meet target, which equates to 56% of indicators reported for Quarter 2.

- 32 indicators are forecast to exceed target within 10%, which equates to 20% of the indicators reported for Quarter 2.
- 17 indicators are forecast to exceed target by more than 10% which equates to 11% of indicators reported for Quarter 2.

| Quarter 2 Analysis | | | | | | |
|---------------------------------------|----------------------------|--------------------------|--|---|---|--|
| Portfolio | Total number of indicators | Total reported for Qtr 2 | Missed target  | Met Target  | Exceeded target (within 10%)  | Exceeded target (more than 10%)  |
| Adult Social Care | 34 | 20 58% ¹ | 3 15% ² | 10 50% | 6 30% | 1 5% |
| Children, Young People and Families | 12 | 10 83% | 1 10% | 8 80% | 0 | 1 10% |
| Community Safety | 32 | 10 31% | 0 | 2 20% | 3 30% | 5 50% |
| Customers, Workforce and Partnerships | 28 | 23 82% | 2 9% | 13 56% | 5 22% | 3 13% |
| Economic Development | 18 | 18 100% | 5 28% | 9 50% | 1 5% | 3 17% |
| Environment | 39 | 33 84.6% | 4 12% | 18 55% | 10 30% | 1 3% |
| Leisure, Culture and Housing | 1 | 0 0% | - | - | - | - |
| Resources | 56 | 44 78% | 6 13% | 28 64% | 7 16% | 3 7% |
| Total | 220 | 158 72% | 21 13% | 88 56% | 32 20% | 17 11% |

¹ % of total indicators reported for Q2

² % of total reported for Q2

7.0 Review and Refresh

- 7.1 An established part of the LAA approach is the annual review of the framework and the refresh of the three year targets. This takes place between December and March. The benefits of this approach have been widely recognised and present an opportunity to adopt a similar approach for the County Council's Business Planning cycle.
- 7.2 The overall objective is to move to an Organisational wide approach to the review of our performance management framework and refresh of all national and local performance measures in line with the LAA review & refresh and the WCC planning and budget cycle, to deliver the following benefits:
- Strengthened and more intelligent target setting practice across the Organisation
 - A focus on quality rather than quantity in terms of performance measures
 - A commitment to refresh rather than replace or wholly overhaul performance measures
 - Fulfilment of our statutory performance reporting and shared performance management commitments
 - Strengthen Member and Senior Management engagement and ownership of performance measures
 - Ensure performance targets are set in alignment with the resources available
 - Increased self-awareness and the creation of a challenging (non-blame) culture
- 7.3 Directorate Report Cards house all the Performance measures from which the consolidated Improvement Plan is derived. These include all statutory measures (National Indicators) for which WCC is responsible. Application should therefore be towards the Corporate Priorities and cross cutting themes, and the Portfolios.
- 7.4 The following four staged approach to the WCC review & refresh is proposed:
1. Selecting the right measures
 2. Developing appropriate targets
 3. Putting arrangements in place to accurately forecast performance and assure data quality
 4. Develop detailed rationale, definition and collection arrangements for each measure and target.
- Each stage is outlined in more detail below.

Stage 1- Selecting the 'right' measures

Selection of the right measures is an absolutely critical part of the process as this will generate the 'pool' from which all subsequent exception reports and improvement plans are based. This selection should be made in relation to agreed priorities and themes of the Organisation and balance local need with national, statutory requirements.

Considerations should include collection frequency and multiple reporting periods i.e. academic, calendar / financial years.

Stage 2 - Developing appropriate targets

Once appropriate measures have been identified, targets need to be set accurately. This is a difficult area and has been the subject of a significant amount of work during 2009/10 which aims to identify good practice and consolidate the approach across the organisation and with partners. Considerations should include the use of differential targets, proxy measures, benchmarking resources and in-year flexibility.

Stage 3 – Putting arrangements in place to accurately forecast performance and assure data quality

Over the last few years, we have begun to see a pattern of actual performance against targets at the year end resulting in lower than expected results based on previously forecasted performance. Consideration should be given to target profiling over a more frequent period so as to provide early opportunities for intervention.

Stage 4- Develop detailed rationale, definition and collection arrangements for each measure and target.

It is proposed that the existing 'Technical Appendices' as customised from the Audit Commission's own approach are used to capture and communicate the process and output involved in each of the above stages. This is a way of increasing the visibility and understanding of the background to each performance indicator to staff and Members, through storage on the Intranet.

- 7.5 Member and Officer engagement in the review and refresh process is more vital than ever given the move to exception reporting and improvement planning under the enhanced performance management cycle. Ownership and understanding of the measures and targets set will enable a more robust approach to challenging performance at the Member and Officer level. The shift to a Member led approach also adds to the need for Portfolio Holders to be signed up to and owning the content of Directorate Report Cards under each priority/cross-cutting theme.
- 7.6 As such each Portfolio Holder will be required to put their signature to the respective 2010-13 Business Plan and associated performance measures and targets.
- 7.7 In previous years, Directorate Business Plans and the measures and targets contained within have been approved and signed off by the relevant Management Teams and Portfolio Holder. It is proposed that this approach be built upon this year through the review and refresh process with appropriate challenge from the Overview and Scrutiny function. This will be supplemented by a joint Cabinet / SDLT target testing session in late January /mid-February 2010 and annually thereon.

8.0 Recommendations

It is recommended that the committee:

- Scrutinises the performance and improvement activity of services under the remit of the committee
- Make recommendations to the Portfolio Holder in relation to areas of under or over performance as part of the next round of the performance cycle.
- Request that the Portfolio Holder report back to the committee at the following meeting on the actions taken

Monica Fogarty
Assistant Chief Executive
November 2009





Shire Hall
Warwick

| 2009/10 Exception Report - All Indicators | | | | | | | | | | |
|---|---|-------------------|----------------------|----------|------------------------------|------------------------|-------------------|-------|--|-------------|
| Ref | Indicator | Aim | Collection Frequency | Baseline | Cumulative Actual 30/09/2009 | YE Forecast 30/09/2009 | Target 31/03/2010 | Alert | Priority/ Cross Cutting Theme | Directorate |
| Portfolio Holder: Adult Social Care | | | | | | | | | | |
| NI133 | Timeliness of social care packages following assessment (all adults 18+) | Bigger is Better | Annually | | 91.20 | 93.00 | 94.00 | | Maximising independence for older people and adults with disabilities | AHCS |
| NI135 | Carers receiving needs assessment or review and a specific carer's service or advice and information (%) | Bigger is Better | Annually | 34.60 | 45.20 | 55.00 | 48.00 | | Maximising independence for older people and adults with disabilities | AHCS |
| Li403 | Reduce the number of people that fall - People 65+ with fractured neck or femur (per 100,000) | Smaller is Better | Annually | 403.50 | 465.00 | 465.00 | 442.10 | | Maximising independence for older people and adults with disabilities | AHCS |
| NI131 | Delayed transfers of care (per 100,000) | Smaller is Better | Annually | | 18.73 | 18.50 | 15.00 | | Maximising independence for older people and adults with disabilities | AHCS |
| Portfolio Holder: Children Young People & Families | | | | | | | | | | |
| NI112 | Under 18 conception rate (%). | Smaller is Better | Quarterly | 36.90 | 39.50 | 39.50 | 24.50 | | Narrowing the gaps | CYPF |
| NI111 | First time entrants to the Youth Justice System aged 10-17 (Number) | Smaller is Better | Quarterly | 574.00 | 265.00 | 525.00 | 665.00 | | Protecting the community and making Warwickshire a safer place to live | CYPF |
| Portfolio Holder: Community Safety | | | | | | | | | | |
| NI047 | People killed or seriously injured in road traffic accidents (percentage change on 3 year rolling average) | Bigger is Better | Annually | 5.23 | 10.83 | 4.45 | 1.00 | | Protecting the community and making Warwickshire a safer place to live | E&E |
| Li047a | People killed or seriously injured in road traffic accidents - Number of casualties | Smaller is Better | Annually | 343.00 | 136.00 | 350.00 | 389.00 | | Protecting the community and making Warwickshire a safer place to live | E&E |
| EE129 | Reduce the number of people killed or seriously injured (KSI) in road traffic accidents (Stretch Target) | Bigger is Better | Quarterly | | 10.83 | 4.45 | 2.50 | | Protecting the community and making Warwickshire a safer place to live | E&E |
| NI048 | No. children killed or seriously injured in road traffic accidents (percentage change - 3 year rolling average) | Bigger is Better | Quarterly | 6.67 | 14.47 | 1.43 | 1.00 | | Protecting the community and making Warwickshire a safer place to live | E&E |
| Li842 | % of targets in community safety project plans achieved | Bigger is Better | Quarterly | | 80.00 | 90.00 | 80.00 | | Running effective and efficient services | CWG |
| Portfolio Holder: Customers Workforce and Partnerships | | | | | | | | | | |
| Li318 | % Mystery shopping indicators in the local government benchmarking top 2 quartiles of results | Bigger is Better | Annually | 48.00 | 79.00 | 79.00 | 60.00 | | Customer focus | CWG |
| Li315 | % Residents satisfied with the way the Council runs things | Bigger is Better | Annually | 43.00 | | 43.00 | 50.00 | | Customer focus | CWG |
| Li341 | % Public enquiries resolved at first point of contact - OSS | Bigger is Better | Quarterly | 95.00 | 93.52 | 90.00 | 80.00 | | Customer focus | CWG |

| Ref | Indicator | Aim | Collection Frequency | Baseline | Cumulative Actual 30/09/2009 | YE Forecast 30/09/2009 | Target 31/03/2010 | Alert | Priority/ Cross Cutting Theme | Directorate |
|---|--|-------------------|----------------------|----------|------------------------------|------------------------|-------------------|-------|--|-------------|
| Li829 | Number of major stories in LG / trade press | Bigger is Better | Quarterly | 30.00 | 40.00 | 50.00 | 32.00 | | Running effective and efficient services | CWG |
| Li824 | % of members with Learning and Development Plans | Bigger is Better | Quarterly | | 39.00 | 70.00 | 85.00 | | Running effective and efficient services | CWG |
| Portfolio Holder: Economic Development | | | | | | | | | | |
| NI152 | % Working age people on out of work benefits - Warwickshire (%) | Smaller is Better | Quarterly | 10.12 | 9.10 | 10.70 | 8.30 | | Pursuing a sustainable environment and economy | E&E |
| NI163 | Working age population qualified to at least Level 2 or higher - NB: targets relate to previous years performance due to time lag in data publication - Warwickshire (%) | Bigger is Better | Annually | 76.74 | 73.20 | 77.50 | 78.50 | | Pursuing a sustainable environment and economy | E&E |
| Li163a | % Working age population qualified to at least Level 2 or higher (NB: targets relate to previous years performance due to time lag in data publication) - Gap between North of County and County average | Smaller is Better | Annually | 7.50 | 4.60 | 5.00 | 7.00 | | Narrowing the gaps | E&E |
| Li719 | Percentage occupancy of the Council's business portfolio, including managed workspace facilities, above the CEDOS benchmark of 85% | Bigger is Better | Quarterly | | 66.50 | 70.00 | 85.00 | | Pursuing a sustainable environment and economy | E&E |
| Li165a | % Working age population qualified to at least Level 4 or higher - Gap between Warwickshire and the South East | Smaller is Better | Annually | 0.95 | -0.60 | -0.60 | 1.00 | | Narrowing the gaps | E&E |
| Li166a | Average earnings of employees in the area - Proportion of Warwickshire to South East average (%) | Bigger is Better | Quarterly | 97.00 | 96.80 | 96.80 | 97.25 | | Narrowing the gaps | E&E |
| Li716 | Number of jobs created / safeguarded as a result of WCC activities | Bigger is Better | Quarterly | | 939.00 | 1300.00 | 450.00 | | Pursuing a sustainable environment and economy | E&E |

| Ref | Indicator | Aim | Collection Frequency | Baseline | Cumulative Actual 30/09/2009 | YE Forecast 30/09/2009 | Target 31/03/2010 | Alert | Priority/ Cross Cutting Theme | Directorate |
|--------------------------------------|--|-------------------|----------------------|-------------|------------------------------|------------------------|-------------------|-------|--|-------------|
| Portfolio Holder: Environment | | | | | | | | | | |
| NI168 | Principal roads where maintenance should be considered (%) | Smaller is Better | Annually | 5.00 | | 5.00 | 4.00 | ▲ | Pursuing a sustainable environment and economy | E&E |
| NI169 | Non-principal roads where maintenance should be considered (%) | Smaller is Better | Annually | 5.00 | | 5.00 | 4.00 | ▲ | Pursuing a sustainable environment and economy | E&E |
| Li709 | Unclassified roads where maintenance should be considered (%) | Smaller is Better | Annually | 16.80 | | 16.80 | 16.00 | ▲ | Pursuing a sustainable environment and economy | E&E |
| NI177 | Number of journeys made by bus and light rail | Bigger is Better | Annually | 14775611.00 | 7339911.00 | 15100000.00 | 16500000.00 | ▲ | Pursuing a sustainable environment and economy | E&E |
| NI198 | Children travelling to school – mode of travel usually used (%) | Smaller is Better | Annually | 31.00 | 31.00 | 31.00 | 35.00 | ▲? | Pursuing a sustainable environment and economy | E&E |
| EE136 | % letters responded to within WCC standard | Bigger is Better | Quarterly | | 80.90 | 85.00 | 90.00 | ▲ | Customer focus | E&E |
| Portfolio Holder: Resources | | | | | | | | | | |
| Li911 | % catering in secondary school sites retained | Bigger is Better | Quarterly | 100.00 | 93.75 | 93.75 | 100.00 | ▲ | Running effective and efficient services | RE |
| Li936 | Overall Unavailability of ICT (hrs) (SOCITM KPI 15) | Smaller is Better | Quarterly | 14.00 | 6.54 | 12.00 | 24.00 | ▲? | Running effective and efficient services | RE |
| Li338f | % Employees who are disabled | Bigger is Better | Quarterly | 1.85 | 15.70 | 15.70 | 2.50 | ▲? | Empowering staff | RE |
| Li905 | Return on Council Investments | Bigger is Better | Quarterly | 3.92 | 1.56 | 1.56 | 0.45 | ▲? | Running effective and efficient services | RE |
| Li906 | Return on LGPS investments | Bigger is Better | Quarterly | -7.12 | 5.70 | 5.70 | 6.70 | ▲ | Running effective and efficient services | RE |
| Li914 | Financial outturn for traded services | Bigger is Better | Quarterly | 69000.00 | -1.00 | -1.00 | 0.00 | ▲ | Running effective and efficient services | RE |
| Li938 | CAA Use of Resources assessment for Strategic Asset Management | Bigger is Better | Annually | 3.00 | 2.00 | 2.00 | 3.00 | ▲ | Running effective and efficient services | RE |
| Li923 | CO2 emissions in tonnes per sq m. | Smaller is Better | Quarterly | 0.05 | 0.05 | 0.05 | 0.05 | ▲ | Pursuing a sustainable environment and economy | RE |
| Li931 | No significant difference by age, sex or ethnicity - The County Council is a good employer | Bigger is Better | Annually | 1.00 | 0.00 | 0.00 | 1.00 | ▲ | Empowering staff | RE |

| Overall Improvement Plan 2009/10 | | | | | | | | | | | |
|----------------------------------|--|---|---|---|-------------------|---|--|-----------------------------------|-----------------|---|---|
| Reference | Indicators that the improvement activity relates to | Are these indicators under or over performing? (Q1) | Are these indicators under or over performing? (Q2) | Improvement Activity | Portfolio Holder | Priority/ Cross Cutting Theme | Directorate and Accountable Head of Service | Activity Owner | Completion Date | Progress to date against improvement activity | Additional Comments |
| Adult Social Care | | | | | | | | | | | |
| Q2-09-015 | NI 133 - Adults waiting over 4 weeks for their care package | | | This year has seen increased levels of referrals for services. Due to the increased demand for services there is a lack of capacity from the private sector, particularly for complex packages and those in rural areas. Guidance on "where does performance information come from" will be revised and reissued to all operational teams. Teams not meeting the standards will be identified and worked with to improve processes where necessary | Adult Social Care | Maximising independence for older people and adults with disabilities | Adult, Health and Community Services - Liz Bruce | Diane King | 31/12/2009 | | |
| Q2-09-016 | NI 135 - Carers receiving a service or specific information and advice and an assessment or review | | | | Adult Social Care | Maximising independence for older people and adults with disabilities | Adult, Health and Community Services | Graeme Betts | 31/03/2010 | | Targets for this indicator were originally set before the change in collection methodology for NI136. As low level support is no longer being counted toward NI136 the denominator for NI135 is smaller meaning a higher outturn. If the outturn for NI135 continues to greatly exceed target then increased targets will be suggested at the next LAA review |
| Q2-09-017 | LI403 - Reduce the number of people that fall - People 65+ with a fractured neck of femur | | | 7 key actions have been set in the Warwickshire Falls and Bone Health Draft Implementation Plan. Including: Promoting good bone health and strategies for mitigating risks of falling; Using falls risk assessment tools for professional and self assessment to develop a risk register; Address falls risk issues; Countywide specialist falls service. The implementation plan is going to the Healthier Communities and Older People Partnership Board on 3rd November for approval | Adult Social Care | Maximising independence for older people and adults with disabilities - John Linnane and NHS Warwickshire | Adult, Health and Community Services | John Linnane and NHS Warwickshire | 31/03/2010 | | The current figure is the final outturn for 2009/10 as the information is released once a year, meaning we have missed target for 2009/10 |
| Q2-09-020 | NI 131 - Delayed transfers of care | not reported | | In Hospital social care teams we have consistent systems and processes across all 3 acute trusts which ensures that Warwickshire residents receive the same level of service at whichever hospital they find themselves an inpatient. This has improved the customer journey and reduced the number of delays that are the responsibility of WCC. This information is now being closely monitored by both WCC and NHS Warwickshire on a weekly basis | Adult Social Care | Maximising independence for older people and adults with disabilities | Adult, Health and Community Services - Liz Bruce | Liz Bruce | not set | | The 2009/10 target was set by WCC, it is for a significant improvement based on last year's figure as Warwickshire is currently the worst performer in its comparator group. The target has recently been proposed to NHS Warwickshire but has yet to be agreed. WCC has prioritised this indicator and is hitting target, however delays that are the responsibility of the NHS make up over two-thirds of the outturn and we are currently missing target by 25%. NHS Warwickshire need to prioritise this indicator, if the situation remains the same we will miss target at year end |
| PH-003 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | The appointment of external validation for Adults Safeguarding to be explored in relation to the work of WCC and the PCT. | Adult Social Care | Maximising independence for older people and adults with disabilities | Adult, Health and Community Services - Liz Bruce | Portfolio Holder | not set | | |

| Reference | Indicators that the improvement activity relates to | Are these indicators under or over performing? (Q1) | Are these indicators under or over performing? (Q2) | Improvement Activity | Portfolio Holder | Priority/ Cross Cutting Theme | Directorate and Accountable Head of Service | Activity Owner | Completion Date | Progress to date against improvement activity | Additional Comments |
|--|--|---|---|--|------------------------------------|-------------------------------|---|--|-----------------|---|--|
| Children, Young People and Families | | | | | | | | | | | |
| Q1-09-003 | NI112 - Under 18 Conception Rate (%) |  |  | Work continues to address the under-18 conception rate using the key factors identified to reduce teenage pregnancy (Dept of Health). Increase in data sharing and intelligence is helping to identify hot-spot areas in a more timely fashion, involvement of young people is enabling more innovative approaches to improving services and enhancing education, training continues to develop and roll out across the county, reaching out further a field to the voluntary sector, safer schools partnerships and leisure facilities. An evidence base has been developed in Warwickshire but all innovative work requires funding and resources are a barrier to reaching targets and ultimately supporting individuals. We are also training all Youth staff and others to be able to deliver the strategies directly. This will enhance the capacity in the system. Many Children's Trust area teams have made this a local priority for action. | Children Young People and Families | Narrowing the gaps | Children, Young People and Families Hugh Disley | Danahay, Amy | not set | | There is a difficulty with data at present. The only available data (nationally) is two years out of date. This makes it difficult to assess if our targeted interventions are working. We have discussed this with the Director of Public Health who assures us that he will do everything he can to ensure we have up to date information from the PCT. This will allow more accurate and informed milestones to be introduced. |
| Q2- 09-027 | NI 111 - First Time Entrants to the Youth Justice System |  |  | | Children Young People and Families | Narrowing the gaps | Children, Young People and Families Hugh Disley | Diane Johnson | Ongoing | | Nationally, many Youth Offending Services have experienced a reduction in the number of FTEs due to changes in policing practice and preventative initiatives. Monthly data received from the police provides a robust mechanism for reporting against this measure. Following changes in practice and the introduction of new initiatives, a significant reduction in FTEs was evident, however, trend data suggests that this is now beginning to plateau. |
| PH - 004 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Benchmark WCC performance on Levels of Educational Attainment - compare to those of our statistical neighbours. | Children Young People and Families | | Children, Young People and Families - Bob Hooper | Portfolio Holder for Children, Young People and Families | not set | Performance Data will be presented to Overview and Scrutiny in December by Bob Hooper, Head of Service. This data will show trends and performance when compared with statistical neighbours. | |

| Reference | Indicators that the improvement activity relates to | Are these indicators under or over performing? (Q1) | Are these indicators under or over performing? (Q2) | Improvement Activity | Portfolio Holder | Priority/ Cross Cutting Theme | Directorate and Accountable Head of Service | Activity Owner | Completion Date | Progress to date against improvement activity | Additional Comments |
|-----------|--|---|---|--|------------------------------------|-------------------------------|--|--|-----------------|--|---------------------|
| PH - 005 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Undertake analysis of impact on reducing the gaps especially in Nuneaton and Bedworth in relation to Educational Attainment. Provide area by area analysis by November 2009. | Children Young People and Families | Narrowing the gaps | Children, Young People and Families - Bob Hooper | Portfolio Holder for Children, Young People and Families | not set | We are awaiting validation of data, but the presentation to Overview and Scrutiny in December will contain area data. Further analysis can be done if required. | |
| PH - 006 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Benchmarking of Warwickshire's position on permanent exclusions in comparison to statistical neighbours to be explored, in light of recent performance improvement. | Children Young People and Families | | Children, Young People and Families - Bob Hooper | Portfolio Holder for Children, Young People and Families | not set | Work is underway in this area and will be available later this term. Annual Report on exclusions will also be ready this term | |
| PH - 007 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Prepare plans for integration of children's social workers with schools, including co-location. Nuneaton and Bedworth potentially a pilot. | Children Young People and Families | Narrowing the gaps | Children, Young People and Families - Elizabeth Featherstone | Portfolio Holder for Children, Young People and Families | not set | Needs further work to scope this activity. No action taken as @ end of October | |
| PH - 008 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | CPA Improvement on CAMHS to be escalated, through better engagement with the PCT. | Children Young People and Families | | Children, Young People and Families - Geoff King | Portfolio Holder for Children, Young People and Families | not set | Engagement in this activity is good. The CAMHS Joint Commissioner (WCC) attends the monthly Technical Meeting with the PCT and the Coventry and Warwickshire Partnership Trust (the provider) to monitor the provider's activity and performance. A monitoring grid is in place for quarterly reporting. Delivery problems are escalated up through PCT. An Action Plan is now in place to ensure full set of data is provided as per agreed contract. | |
| PH - 009 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Media/Communications approach to be developed to improve the image of Warwickshire as a positive place to work for Children's Services. | Children Young People and Families | | Children, Young People and Families - John Betts | Portfolio Holder for Children, Young People and Families | not set | Action taken: Communications Officer has good engagement with the Children's Trust Board and will produce regular newsletter for members of the Children's Trust. TLC magazine also promotes the work of the Children's Trust. | |

| Reference | Indicators that the improvement activity relates to | Are these indicators under or over performing? (Q1) | Are these indicators under or over performing? (Q2) | Improvement Activity | Portfolio Holder | Priority/ Cross Cutting Theme | Directorate and Accountable Head of Service | Activity Owner | Completion Date | Progress to date against improvement activity | Additional Comments |
|-------------------------|---|---|---|---|------------------|--|---|---------------------------------------|-----------------|---|--|
| Community Safety | | | | | | | | | | | |
| Q1-09-010 | NI047 - KSI casualties - percentage change 3 year rolling average | | | | Community Safety | Protecting the community and making Warwickshire a safer place to live | Environment and Economy - Graeme Fitton | Williams, Estyn | not set | | The latest year end forecast of a 4.45% improvement in KSI casualty numbers (LAA target = 1.0%) has been based on actual numbers from quarters 1 & 2 and forecasts for quarter 3 & 4. The quarter 3 & 4 forecasts have been based on quarterly actuals from the preceding 3 years. |
| Q2-09-007 | EE 129 - KSI casualties - percentage change 3 year rolling average (stretch target) | | | | Community Safety | Protecting the community and making Warwickshire a safer place to live | Environment and Economy - Graeme Fitton | Williams, Estyn | not set | At this moment, no corrective actions are planned to correct this likely "over performance". Other things being equal, casualty numbers reflect traffic volume - that is the sum of all the distances travelled by all vehicles in the county measured in billion vehicle kilometres. The recession has caused a large reduction in traffic volumes which was not anticipated when the targets were set. As the country comes out of recession it is likely that traffic volumes and hence road casualties will rise. | The LAA specifies a 1% improvement in the 3 yr rolling average KSI figure. Based on previous performance, a 2.5% improvement "stretch target" EE129 was proposed. We believe we are on course to achieve this which means we will "over perform" in relation to the LAA target. We do not propose taking any actions to reduce this level of enhanced performance. |
| Q2-09-008 | LI047a - KSI casualties - absolute number | | | | Community Safety | Protecting the community and making Warwickshire a safer place to live | Environment and Economy - Graeme Fitton | Williams, Estyn | not set | | The latest year end forecast of 350 KSI casualties (LAA target = 389) has been based on actual numbers from quarters 1 & 2 and forecasts for quarter 3 & 4. The quarter 3 & 4 forecasts have been based on quarterly actuals from the preceding 3 years. |
| Q2-09-009 | NI048 - Child KSI casualties - percentage change 3 year rolling average | | | | Community Safety | Protecting the community and making Warwickshire a safer place to live | Environment and Economy - Graeme Fitton | Williams, Estyn | not set | | The latest year end forecast of a 1.43% improvement in child KSI casualty numbers (target = 1.0%) has been based on actual numbers from quarters 1 & 2 and forecasts for quarter 3 & 4. The quarter 3 & 4 forecasts have been based on quarterly actuals from the preceding 3 years. |
| Q2-09-018 | LI842 - % of targets in community safety project plans achieved | | | | Community Safety | Protecting the community and making Warwickshire a safer place to live | Customers, Workforce and Governance - Kate Nash | Community Safety Manager | not set | | Only a small number of targets within local plans are likely to be missed at year end, hence the forecast to exceed the 80% target. |
| PH-011 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Consider deploying resources most effectively within the Road Safety function in order to address the challenge of new casualty reduction targets beyond 2010 | Community Safety | Protecting the community and making Warwickshire a safer place to live | Environment and Economy - Graeme Fitton | Portfolio Holder for Community Safety | not set | The Government is to publish a new road safety strategy including new targets before the end of 2009. Warwickshire's Road Safety Strategy will need to be revised as part of the new Local Transport Plan. As part of this revision, road safety and maintenance staff will examine how they can work more closely together in a way that makes an increased contribution to reducing casualties. | |


| Reference | Indicators that the improvement activity relates to | Are these indicators under or over performing? (Q1) | Are these indicators under or over performing? (Q2) | Improvement Activity | Portfolio Holder | Priority/ Cross Cutting Theme | Directorate and Accountable Head of Service | Activity Owner | Completion Date | Progress to date against improvement activity | Additional Comments |
|--|---|---|---|---|---------------------------------------|--|--|---------------------------------------|-----------------|--|--|
| PH - 010 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Monitor the serious acquisitive crime indicator for the next quarter so as to give an early indication of potential underperformance | Community Safety | Protecting the community and making Warwickshire a safer place to live | Customers, Workforce & Development - Kate Nash | Portfolio Holder for Community Safety | On going | Constant monitoring and review is carried out routinely by Community Safety | |
| PH - 012 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Agree on a single set of targets with the Police for crime indicators which feature in the LAA | Community Safety | Protecting the community and making Warwickshire a safer place to live | Customers, Workforce & Development - Kate Nash | Portfolio Holder for Community Safety | Feb-10 | This is part of ongoing discussions arising from the strategic assessment / LAA refresh / community safety agreement development process. | |
| Customers, Workforce and Partnerships | | | | | | | | | | | |
| Q1-09-013 | Li318 - % Mystery shopping indicators in the local government benchmarking top 2 quartiles of results | | | | Customers, Workforce and Partnerships | Customer focus | Customers, Workforce and Governance - Kushal Birla | Conduit, Renata | not set | | We have launched the customer care guidance for staff and have promoted the importance of Customer Care, this is reflected in Warwickshire County Council scoring well against other authorities. This is an annual indicator so won't change until the competition of the next wave of mystery shopping |
| Q1-09-012a | Li315 - % Residents satisfied with the way the Council runs things | | | This indicator belongs to the whole authority and we need to have a collective approach on how we are going to monitor and evaluate it. We are working closely with Communications and other Directorates on sending out positive messages about the council and to do this we will deliver a series of media and marketing campaigns reflecting WCC and LAA priorities; Adopt and implement a revised communications strategy. | Customers, Workforce and Partnerships | Customer focus | Customers, Workforce and Governance - Kushal Birla | Alison Johns | 31/12/2009 | The original target was set against historically strong results averaging 58% over six years, despite a baseline of 43% (2008s results). The target has been reduced to 50% as agreed at the Portfolio Holder Challenge Session. The indicator will remain unchanged until the next survey. | |

| Reference | Indicators that the improvement activity relates to | Are these indicators under or over performing? (Q1) | Are these indicators under or over performing? (Q2) | Improvement Activity | Portfolio Holder | Priority/ Cross Cutting Theme | Directorate and Accountable Head of Service | Activity Owner | Completion Date | Progress to date against improvement activity | Additional Comments |
|-----------|---|---|---|---|---------------------------------------|--|---|----------------|------------------------------|---|--|
| Q1-09-014 | LI341 - % Public enquiries resolved at first point of contact - OSS | | | | Customers, Workforce and Partnerships | Customer focus | Customers, Workforce and Governance - Kushal Birla | Hurst, David | not set | | Average of Warwick District OSS's only. Further work being done for other OSS's which are being managed on our behalf by partners and which have recently opened so that there is a figure for FPOC countywide. Work is also being done to clarify the definition of FPOC and to validate the data to ensure consistency countywide. With current definition regarding FPOC we are expecting to be well over the 80% target. However new OSSs have and are coming on line which may affect the figure as they build up service knowledge and also we will be revisiting the definition of the target. We are currently validating data to ensure consistency county wide |
| Q1-09-017 | LI829 - Number of major stories in LG / trade press | | | | Customers, Workforce and Partnerships | Running effective and efficient services | Customers, Workforce and Governance - Kushal Birla | Goodey, Anne | not set | | As part fo the creation of the technical appendix we suggest limiting the scope of the indicator to include only LG, MJ County Beacon and First. In light of a current cumulative actual of 6 (of this revised scope) we suggest a revised target of 14 |
| Q2-09-019 | LI824 -% of members with Learning and Development Plans | | | The Member Development Steering Group have agreed to the following action to reverse underperformance: Democratic Services will work with the political groups to improve take-up by the 31/03/2010 A mandatory members training panel will be in place by 1st April 2010 | Customers, Workforce and Partnerships | Empowering Staff | Customers, Workforce and Governance - Greta Needham | Janet Purcell | 31/03/2010 01/04/2010 | | |





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| PH - 013 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Clarify the Vision and Objectives on One Stop Shops (OSS) and Customer Access points | Customers, Workforce and Partnerships | | Customers, Workforce and Governance - Kushal Birla | Portfolio Holder for Customers, Workforce and Partnerships | 31st May 2010 | <p>This is being progressed as part of the integrated front door programme and is being monitored by the Customer Service and Access board that is chaired by Strategic Director of Customers Workforce and Governance</p> <p>It is also proposed that a special project team and member group is established to develop our 'One Front Door' work by May 2010</p> | |

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| PH - 014 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Discuss with District and Borough Leaders the approach to running of OSS; | Customers, Workforce and Partnerships | | Customers, Workforce and Governance | Portfolio Holder for Customers, Workforce and Partnerships | | See PH -13 | |
| PH - 015 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Clarify timescales for Phase II of OSS in particular the integration of electronic processes | Customers, Workforce and Partnerships | | Customers, Workforce and Governance - Kushal Birla | Portfolio Holder for Customers, Workforce and Partnerships | | See PH -13 | |
| PH - 016 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Review the scale and scope of Customers, Workforce Partnerships Portfolio by year end. | Customers, Workforce and Partnerships | | Customers, Workforce and Governance, | Portfolio Holder for Customers, Workforce and Partnerships | To be agreed by the Portfolio Holder | This is an action for the elected leadership | |
| PH - 018 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Communications - Refocus on trade press and consider proactive areas | Customers, Workforce and Partnerships | | Customers, Workforce and Governance - Kushal Birla | Portfolio Holder for Customers, Workforce and Partnerships | 31st January 2010 | We are reconceptualising the focus of the communication and media service. This will be complete by the 31st January 2010 | |
| Economic Development | | | | | | | | | | | |
| Q1-09-018a | NI152 - Working age people on out of work benefits - Warwickshire; LI152a - Working age people on out of work benefits - Priority wards | ▲ | ▲ | The authority are working closely with JCP and wider partners (through CWERP)**. Activities include "Skills for Jobs" project - supporting workers at risk of redundancy; a successful bid into the "Future Jobs Fund" has been made - final costings submitted August and programme will start in October, leading to 180 job placements for 18-24 yr olds over the next 20 months (31/10/2009); Connections to Opportunities - submitted draft application in August, aim to submit full application in September, project should start in November 2009 (30/11/2009); Community Enterprise & Employment ERDF project - in discussions with AWM following re-prioritisation of funding but hopeful the project will go forward - estimated start date of January 2010 (to run until 2015) (31/01/2009) | Economic Development | Narrowing the gaps | Environment and Economy - John Scouller | Fortune, Janet | 31/01/2010 | NI 152 target 8.3%; latest YE forecast 10.7%; LI 152a target 13.0%; latest YE forecast 16.1% "Skills for Jobs" has now helped 440 clients, 91 of whom have secured employment; the Future Jobs Fund bid is being finalised, with the DWP initially supporting 73 placements from November 2009 to March 2010; full application prepared for Connections to Opportunities in September; Discussions continuing with AWM to overcome their funding difficulties, in order to allow a revised Community Enterprise & Employment project to commence serving deprived communities | Latest available actual data (13.42%) refers to Aug 08 before the high increases in unemployment. Forecasts can not be guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate. Data for indicators can be up to 11 months in arrears for the following reasons: a) data is not directly collected in the local area - ONS do this for the whole country; b) data is collected from multi agencies and takes time to collect, process, analyse and publish; c) data is based on samples which requires weighting, extrapolating and verifying against other data sets. (Oct update - 'Latest available actual data (9.1% for Warwickshire & 14.2% in the Priority wards) refers to Q1 2009. Forecasts can not be guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate) **CWERP = Coventry Warwickshire Economic Recovery Partnership |

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| Q1-09-019 | Ni163 - Working age people qualified to level 2 - Warwickshire | ▲ | ▲ | WCC, through Employment Training Warwickshire expanded its provision of apprenticeships and people on "Train to Gain" courses to over 500. Nearly 200 of these were advanced apprenticeships delivered across a range of public sector agencies. | Economic Development | Pursuing a sustainable environment and economy | Environment and Economy - John Scouller | Dave Hill | 31/03/2010 | NI 163 target 78.5%; latest YE forecast 77.5%. The LSC has reduced the level of support for apprenticeships and Train to Gain, with a moratorium on new starts for adult apprenticeships imposed in April 2009. A review of ETW is being undertaken to consider how best to take forward the Council's engagement in this activity. This is due to reach a conclusion in November. " | The Learning & Skills Council (LSC) are the lead for this LAA indicator (their key PSA), and they control the funding that is allocated to achieving this. LSC set the target (ref the Regional Skills Plan), and we rely on them to provide an assessment as to the achievability of the targets based on the more up to date operational data they have on learner enrolment numbers and performance management data from their contractors. The LSC remain confident of achieving the target for 2010/11 (i.e. 80% of working age people qualified to at least a Level 2 qualification). Data provided is based on a linear trend forecast using average data for the last 5 years. This suggests we will miss the target by just 0.24%, but given the confidence interval on the data(+ or - 2.5%) we should hit the target. |
| Q1-09-020 | Li163a - Working age people qualified to level 2 - Gap between the north of the county & Warwickshire average | ▲ | 🌀 | | Economic Development | Narrowing the gaps | Environment and Economy - John Scouller | Dave Hill | 31/03/2010 | LI 163a Target 7.0%; latest YE forecast 5.0%. No "corrective" actions proposed. Latest forecasts indicate that the "gap" will have been reduced ahead of target. This LAA indicator is part of the "Narrowing the Gaps" agenda and as such we are not proposing to take action to correct this "over-performance". Under the Narrowing the Gaps initiative, proposals have been drawn up to undertake new employment & skills initiatives. It is one of five themes agreed by Cabinet and more recently PSB. The proposal will be considered as part of the 2010/11 budget round. This includes ideas around an enhanced approach to the Future Jobs Fund. | Latest available actual data (5.25%) referred to the previous year and so was only an interim measure of performance towards the 08/09 target. However, the trajectory of change from 2006 (baseline) to 2007 (latest data) suggested we were on course to meet the year end target - actual data for this period will be available in August. It must be noted that these forecasts are in no way guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate. As for NI 163, a key problem with this indicator is the fact that the data is generated from the Annual Population Survey, which takes a limited random sample from a local area and then extrapolates the results based on a complex methodology to provide an estimate for that area. As such, the data is provided along with a confidence interval (giving a plus or minus a certain percentage) |
| Q1-09-021 | Li719 - Percentage occupancy of the Council's business portfolio, including managed workspace facilities, above the CEDOS benchmark of 85% | ▲ | ▲ | The likely failure to meet target is as a result of the general economic downturn. During the next Quarter the centres will undertake an exercise with community groups and representatives of minority groups to ensure that the services and facilities at the centres are promoted and utilised as broadly as possible - target users include - Women's Business Development Agency, B&EM business groups, community and third sector enterprise initiatives. There is latitude within the Centres to agree rent incentives in line with market practices - e.g. rent free periods, stepped rent deals to enable companies to cash flow their start up and expansion plans. Both processes will be reviewed and refined in the following quarter depending on the take up rates and the change in occupancy levels. | Economic Development | Pursuing a sustainable environment and economy | Environment and Economy - John Scouller | Fortune, Janet | 31/12/2009 | Target 85%; latest YE forecast 70%. Despite the ongoing recession, occupancy generally has been holding fairly steady since difficulties in late 2008/9. The Cabinet has approved a scheme for helping businesses having difficulties paying their rents. Actions will be reviewed at the quarterly business centre meeting in late October. | Occupancy rates at the end of Q1 were 67%. We have declared a likely year end result of 70% against a target of 85% |

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| Q2-09-011 | Li165a - Level 4 qualifications - Gap between Warwickshire and the South East region |  |  | | Economic Development | Narrowing the gaps | Environment and Economy - John Scouller | Hill, Dave | not set | | Target 1.0%; latest YE forecast -0.6%. No corrective actions are planned to correct this "over performance". The most recent data now shows that Warwickshire has a higher number of residents qualified to Level 4 than the South East of England and there is no reason to believe that this situation will revert back by year end. |
| Q2-09-012 | Li166a - Average earnings - Warwickshire compared to the South East region | not reported |  | | Economic Development | Narrowing the gaps | Environment and Economy - John Scouller | Hill, Dave | not set | | Earnings increases have slowed across the whole country - a situation completely outside of our scope of influence - and as such we are forecasting that the current differential will be maintained but not improved as originally forecast with a likely year end result of 96.8% against an LAA target of 97.25%. The LAA targets are subject to annual review and are likely to be renegotiated to take into account the current economic downturn. |
| Q2-09-013 | Li716-The number of jobs created / safeguarded as a result of WCC activities |  |  | | Economic Development | Pursuing a sustainable environment and economy | Environment and Economy - John Scouller | Somal, Sackie | not set | | No "corrective" actions proposed. 939 jobs created / safeguarded (15 / 924) against a target of 450. Since the beginning of the year WIPs has majored on helping local companies get through the economic recession, whereas the level of Inward investment enquiries has been lower and therefore required less attention. This change in emphasis reflects a commitment K77through CWERP (Coventry & Warwickshire Economic Recovery Partnership) to do what we can for local businesses in difficult times. |
| PH-020 | Action resulting from the Portfolio Holder Challenge Sessions | N/A | N/A | Continue the improvement of Financial Management Skills within EED | Economic Development | Running effective and efficient services | Environment and Economy - John Scouller | Portfolio Holder for Economic Development | 31/03/2010 | The corporate Cost Centre Management training course has been considered to be essential training for all Group Managers and Team Leaders and is continuing to be rolled out to all who have not yet attended. In addition, the E&E Finance Team is currently being re-organised to strengthen their advice and support to managers, enabling them to work more closely with services and provide robust, appropriate and constructive challenge. | |
| PH-021 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Clarify and rearticulate the WCC political vision on Economic Development | Economic Development | Running effective and efficient services | Environment and Economy - Martin Stott | Portfolio Holder for Economic Development | not set | This is being addressed through the "Star Chamber" process. | |

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| PH-022 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Undertake a value for money review of economic development so as to inform future investment of resource in this area (drawing on the most recent review) | Economic Development | Running effective and efficient services | Environment and Economy - Martin Stott | Portfolio Holder for Economic Development | 31/12/2009 | Review to commence in October 2009. Currently being scoped. | |
| PH-023 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Increase leadership around Economic Development and in particular to CSWP | Economic Development | Running effective and efficient services | Environment and Economy - Martin Stott | Portfolio Holder for Economic Development | not set | The Leader of the Council and the Portfolio Holder will be attending the CSWP board. | |
| PH-024 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Influence the future direction of CSWP | Economic Development | Running effective and efficient services | Environment and Economy - Martin Stott | Portfolio Holder for Economic Development | not set | CSWP Board received its latest report in September 2009. A decision has been taken to extend the Connexions contract until March 2011. | |
| PH-025 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Explore other authorities' approaches to economic development (focusing on "Better for Less" outcomes) | Economic Development | Running effective and efficient services | Environment and Economy - Martin Stott | Portfolio Holder for Economic Development | 31/12/2009 | Visits to several other Councils being set up for Q3, which are likely to include Gloucestershire (with its strong partnership approach), Northamptonshire (with Northamptonshire Enterprises Ltd) & Shropshire (a new unitary authority with in-house approach). | |
| Environment | | | | | | | | | | | |
| Q1-09-022a | NI168 - Principal roads where maintenance should be considered; NI169 - Non-principal roads where maintenance should be considered; Li709 - Unclassified roads where maintenance should be considered | ▲ | ▲ | A comprehensive review of Highways budgets and targets is being undertaken to reduce costs and improve operational efficiency. Consultations underway on accessibility to inform the development of the 3rd Local Transport Plan (LTP3) to run from 2011-2016. (Initial report to O&S 3rd Dec 2009) | Environment | Pursuing a sustainable environment and economy | Environment and Economy - Graeme Fitton | Allinson, Malcolm | 31/12/2009 | | National Indicator is based on an annual survey - no actual in-quarter reporting available. It is anticipated that we will match our 2008/09 full year performance however significant increases in costs continue to exceed the budget inflation increases, and therefore 2009/10 year end forecast is still red. |

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| Q1-09-023 | NI177 - Number of journeys made by bus and light rail |  |  | Actual public transport patronage numbers have continued to rise year on year as detailed:- 2004/5 - 11.16m; 2005/6 - 11.71m; 2006/07 - 13.3m; 2007/8 - 14.58m; 2008/9 - 14.78m. Even though we are predicting that we will miss the 2009/10 year end target these figures represent a 32% patronage increase compared to 2004/5 and a 1.4% increase compared to the previous year. We will continue to work with the bus companies and encourage them to actively promote and publicise their services. It is encouraging that some operators are now introducing incentives, such as reduced price weekly and four weekly tickets, in an attempt to increase patronage numbers. The effectiveness of these actions will be reviewed periodically and any improvements will be evident on receipt of the quarterly patronage figures. | Environment | Pursuing a sustainable environment and economy | Environment and Economy - Graeme Fitton | McGovern, Kevin | 31/12/2009 | Quarter 2 provisional patronage numbers have allowed us to forecast a slightly higher year end position than that given at the end of quarter 1. However, the full year figure is still expected to fall well short of the original Corporate Business Plan target. Future targets will be reviewed / revised as part of the annual Corporate Business Planning process which is due to commence shortly. | The YE estimate (15m) is down on target (16.5m) due to lower than anticipated levels of concessionary usage and the impact of the economic downturn which has weakened demand for peak services but still represents a 1.5% increase on 2008/09 actuals. |
| Q2-09-014 | NI 198 - Children travelling to school mode of travel usually used |  |  | The proposed improvement activity is to consider the adoption of a more stretching target for the reduction in car journeys for incorporation in the proposed Local Transport Plan 3 (LTP3 2011-2016). By the commencement of LTP3 all schools will have a School Travel Plan in place and the focus in the new LTP will be on implementing and monitoring Plans and continuing with supporting infrastructure improvements through the Safer Routes to School programme. | Environment | Pursuing a sustainable environment and economy | Environment and Economy - Graeme Fitton | Simkins, Jonathan | not set | There are no actions proposed to correct this level of "over performance". The objective of this indicator is to reduce the number of children travelling to school as sole passengers in private cars. Latest figures indicate that the current level of travel by this transport medium is 31% against a target of 35%. | <p>Nationally, over 65% of school pupils walked or cycled to school in 1975/76, with fewer than 12% of school journeys being made by car. Since that time, walking and cycling journeys have decreased to 46% and car usage has increased to 32%. The initial target set in 2000 for the Local Transport Plan (LTP1) was based on the School Transport Advisory Group (STAG)'s recommendation that the national target for 2010 for car journeys to school should be to return to that of the mid 1980's. In Warwickshire this was set at 33% by 2006 and 24% by 2011. This was found to be overoptimistic and unachievable in view of a continuing 1% per annum upward trend in car journeys both to school and generally.</p> <p>The LTP2 target was to maintain car journeys (sole passenger) at the 2005/06 baseline level of 15%. This was later revised to the 2006/07 baseline of 35% on account of the redefinition of "car-share". Possible explanations for the decrease in children travelling to school by car:</p> <ul style="list-style-type: none"> • The increased number of schools with a School Travel Plan (STP) in place (85%), influencing school travel behaviour. • Increased numbers of schools having a STP in place for a greater period of time allowing these schools to implement measures and see positive results. • Sustainable travel incentive schemes promoted to schools e.g. Walk to School Weeks. • Increased number of schools that have benefited from Safer Routes to Schools projects. • The recent economic downturn has resulted in a reduction in car travel every quarter since the first quarter of 2008. |

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| | | | | | | | | | | | <ul style="list-style-type: none"> Nationally, cycling levels have seen an increase. |

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| Q2-09-010 | EE 136 - Letter response rate | | | | Environment | Customer focus | Environment and Economy - Martin Stott | Stott, Martin | not set | | <p>Unlike other directorates who have adopted a consolidated Customer Care measure E&E decided to report our performance in each type of customer contact - Letters/E-Mails/Phone calls. This enables us to focus on specific contact types. A fairly challenging target of 90% had been set for Letter responses during 2009/10. Despite a significant improvement in Q2 (compared to Q1) it is extremely unlikely that we will be able to recover our position and achieve the original year end target of 90%. Had we adopted the consolidated indicator approach, we would have been reporting a Q2 actual of 97.3% with a Y.E forecast of 97% ahead of the combined 96% target.</p> <p>It should be noted that in Q1 & Q2 WCC received a total of 1361 letters, of which 832 (61%) were addressed by E&E. As an example the high number of letters received by the Road Safety Unit relating to the Speed Limit Review, requiring complex responses, is predominantly the reason for our irrecoverable position and because of this the year end forecast for letters has been amended to 85%.</p> |
| PH - 026 | NI168 - Principal roads where maintenance should be considered NI169 - Non-principal roads where maintenance should be considered Li709 - Unclassified roads where maintenance should be considered | | | Road Maintenance targets to be reviewed and local proxy indicators introduced to make the measures meaningful | Environment | Pursuing a sustainable environment and economy | Environment and Economy - Graeme Fitton | Portfolio Holder for Environment | 31/12/2009 | A number of Road Maintenance local proxy indicators have been proposed for consideration to support these annually reported National Indicators. This process will be finalised towards the end of quarter 3. | |
| PH - 027 | Li704 - Percentage of household waste recycled | | | Target to be reviewed - variable performance across the Boroughs and Districts to be addressed. | Environment | Pursuing a sustainable environment and economy | Environment and Economy - Martin Stott | Portfolio Holder for Environment | 31/12/2009 | All Waste Management targets will be reviewed as part of the annual Corporate Business Planning process which is due to commence shortly. | |

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| PH - 029 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Review the Rugby Western Relief Road approach – derive learning and preventative recommendations for future significant projects and programmes | Environment | Pursuing a sustainable environment and economy | Environment and Economy - Graeme Fitton | Portfolio Holder for Environment | | <p>The Rugby Western Relief Road review board has been established following Cabinet decision.</p> <p>An Independent Contract Auditor has been appointed.</p> <p>The timescale for the audit has been agreed with an interim report for Cabinet scheduled for Dec 17th.</p> | |
| Leisure, Culture and Housing | | | | | | | | | | | |
| PH-030 | NI011 - Engagement in the Arts | N/A | N/A | Target to be reviewed with additional means of measurement/ supplementary information to be provided. | Leisure, Culture and Housing | Running effective and efficient services | Adult, Health and Community Services - Head of Communities and Well-Being | Portfolio Holder for Leisure Culture and Tourism | not set | <p>The County Arts Service has reviewed the information provided by Active People, using the Active People Diagnostic, with the Sub Regional Arts Partnership (Warwickshire districts & boroughs, Coventry and Solihull). We are aware that there are lower levels of participation in the northern parts of the county and will be ensuring that we work with partners to address this. Work currently being scoped, particularly for the lower-scoring districts, includes: ensuring arts organisations are supported to deliver targeted activities, facilitating increased draw down of external funding for arts activities, linking in with WCC's Narrowing the Gap priority areas to add value, use of new audience segmentation data to increase our understanding of why people in different areas engage (or don't engage) in the arts. We will need to work with colleagues in WCC to look for opportunities in existing and planned surveys and questionnaires, to embed questions that will allow us to monitor progress between reporting cycles of the Active People survey</p> | |
| PH-031 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Clarify the strategic position for WCC on Housing, WCC Housing Strategy to be developed, with inclusion of Registered Social Landlords, for next time | Leisure, Culture and Housing | Running effective and efficient services | Adult, Health and Community Services - Kim Harlock | Portfolio Holder for Leisure Culture and Tourism | not set | <p>WCC has contributed to the latest draft of the Coventry, Solihull and Warwickshire Sub-Regional Housing Growth Strategy, outlining the anticipated first phase of the Care and Choice Accommodation Programme, which will see Extra Care Housing delivered to Warwickshire. WCC maintains a 'whole market' approach to Extra Care Housing, thus ensuring that the ratio of aspirational and social 'housing with care' models mirror the countywide profile of general housing. A number of tender processes and a pro-active approach to 'housing with care' is seeing WCC actively engage with RSLs, the 5 Borough and District Councils and the Homes and Communities Agency, with developments of Extra Care Housing now confirmed in Stratford-upon-Avon and Rugby, a development in Nuneaton confirmed subject to Planning permission, and numerous projects under serious consideration.</p> | |

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| PH-032 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Explore potential for future development of Libraries within the Schools environment | Leisure, Culture and Housing | Running effective and efficient services | Adult, Health and Community Services - Head of Communities and Well-Being | Portfolio Holder for Leisure Culture and Tourism | not set | Schools environment as buildings: (1) We are exploring potential new builds/ refurbishments which fall within Building Schools for the Future initiative, as part of network review. Library Officers have met with colleagues in Children's service who are leading on this project. Also Head of Communities and well-being is on the project team for BFS. (2) Children's centres - development of Phase 3 builds have resulted in plans for joint library/ children's centres in Wolston and Wellesbourne. (3) Wi -If partnership with Kingsbury High School. Close working relationship developed. | Further progress As learning initiatives: (1) Schools Library Service (SLS) is a traded business unit and generated nearly £170k income last year. Currently investigating extending market to neighbouring authorities (sub regional offer) (2) Schools Library Service with the Public Library Service are currently working on a 0-16 year old offer of informal learning opportunities to children in Warwickshire (3) New integrated One Stop Shop, Early years and Library started working new opening hours - doubling library opening hours. This provides a better platform for joint working in the early years setting. |
| PH-034 | NI010 - Visits to museums and galleries | N/A | N/A | Rationalise the Museums portfolio so as to achieve increased cost-effectiveness | Leisure, Culture and Housing | Running effective and efficient services | Adult, Health and Community Services - Head of Communities and Well-Being | Portfolio Holder for Leisure, Culture and Housing | not set | NI 10 measures visits to museums and galleries by respondents – the survey does not ask them which museum or gallery they visited, so what it reflects is museum and gallery visiting level among the population rather than usage of our own facilities. The use of this indicator reinforces the need for heritage and cultural services to work together across the county and indeed the sub-region. We have 2 specific initiatives addressing this: Warwickshire Heritage Partnership – this recently created member-level group is actively exploring ways in which local authority funded services (and in due course other independent, voluntary and private-sector providers) can work together to improve both cost-effectiveness and customer experience. It is proposed to address joint approaches to marketing and promotion in a workshop to be held in the current quarter | The second initiative is with regard to Sub-regional heritage network – WCC hosts the sub-regional Community Museums Officer (covering Warwickshire, Solihull and Coventry), funded through 'Renaissance in the Regions' grant from national government. This post is one of 6 forming a network covering the West Midlands region, and is responsible for providing advice and support to local authority, independent and voluntary museums across the sub-region, including promoting joint working and distributing grants from funding supplied regionally. Recent achievements under this programme include joint working across 10 museums to improve the Early Years offer. |
| PH-035 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Explore potential for on-line payments system for services | Leisure, Culture and Housing | Running effective and efficient services | Adult, Health and Community Services | Portfolio Holder for Leisure Culture and Tourism | not set | A meeting is being arranged between Graeme Betts, Dave Clarke and the respective portfolio holders Cllr Saint and Cllr Heatley | |

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|------------------|---|---|---|--|------------------|--|---|------------------|-----------------|--|--|
| Resources | | | | | | | | | | | |
| Q1-09-027 | Li911 - % catering in secondary school sites retained | | | There is no specific improvement activity related to the indicator as the indicator measures retained business rather than total business. The Group has reviewed the reasons for the loss of the contract and is satisfied that there is no further action that they should take. | Resources | Running effective and efficient services | Resources - Phil Evans | Sandra Russell | 30/09/2009 | As agreed at Qtr 1, there is no further improvement activity to be taken this financial year. | The forecast of 93% accounts for having lost 1 secondary school out of 14 which we provide a catering service for. North Leamington School tendered its catering operations in the first quarter of 2009/10. County Caterers submitted a bid but was unsuccessful and the school outsourced the catering provision to a third party company. Whilst the loss of the school is a disappointment the overall impact on the trading operation will be mitigated by a corresponding reduction in cost. The impact of losing the contract may impact upon the overhead recovery ratio which is applied. This indicator will now remain red for the year. Unless further business is lost, no specific additional improvement actions will be taken. |
| Q1-09-028 | Li936 - Overall unavailability of ICT (hrs) SOCITM KPI 15 | | | | Resources | Running effective and efficient services | Resources - Tonino Ciuffini | Paul Glenn | 30/03/2010 | Will seek to check other Authorities targets in this area, and will seek to compare benchmarks through our SOCITM Benchmarking activities. | Whilst this is an excellent performance figure, it does relate to when the network is not available to everyone so we need to strive for the maximum availability. No action is necessary in relation to the 'over performance'. Specific medium term activities to increase stability, and a further strengthening of change control procedures have been critical in delivering the improved figure. These activities will be maintained throughout the year. |
| Q1-09-029 | Li338f - % Employees who are disabled | | | HR Business Partner will investigate the information included in our recruitment packs in view of how we sell ourselves as an employer. The accuracy of reporting data through HRMS needs to be explored. This issue of how we measure the percentage of disabled employees will be picked up with the Corporate Equality & Diversity Team. The percentage of staff that 'declare' themselves disabled through the staff survey (equality section in survey) will be analysed for Qtr 2. | Resources | Empowering staff | Resources - Joanna Rhodes | Richard Maddison | 31/03/2010 | The performance for Qtr 2 is the figure taken from the staff survey results as this is a more accurate and up to date reflection of the directorate. The staff survey used the most up to date DDA definition for disability, compared to HRMS which uses out of date information (from Equal Opportunities Monitoring Form when employment begins) and doesn't define disability. | This PI was a Corporate Indicator for 2008/09. The Corporate HR PIs have yet to be agreed for 2009/10. All HR related targets in directorate plans are being reviewed as part of the development of an HR performance management framework as recommended by the Corporate Performance Group. Resources have therefore retained all 2008/09 HR Indicators in their Report Card until Corporate HR agrees the PIs to be included for 2009/10. If Corporate HR don't agree to report this PI again then it will be removed from the Resources Report Card. NB This PI has not been reported for any other directorate in Qtr 1. The analysis from the Staff Survey will be carried out by the end of September. |
| Q2-09-001 | Li905 - Return on Council Investments | | | | Resources | Running effective and efficient services | Resources - Oliver Winters | Phil Triggs | 31/03/2010 | | This outperformance is due to investments in the portfolio which we have held for some time and which have not yet matured and are accruing interest from a period when rates were higher. |

| Reference | Indicators that the improvement activity relates to | Are these indicators under or over performing? (Q1) | Are these indicators under or over performing? (Q2) | Improvement Activity | Portfolio Holder | Priority/ Cross Cutting Theme | Directorate and Accountable Head of Service | Activity Owner | Completion Date | Progress to date against improvement activity | Additional Comments |
|-----------|--|---|---|--|------------------|---|---|-------------------------------|-----------------|---|--|
| Q2-09-002 | Li906 - Return on LGPS investments | not reported | ▲ | Managers are subject to regular scrutiny by the Pension Fund Investment Board and will be asked to explain underperformance. The Board meets every quarter. | Resources | Running effective and efficient services | Resources - Oliver Winters | Phil Triggs | 31/03/2010 | | Qtr 1 figure. Qtr 2 available in November. |
| Q2-09-003 | Li914 - Financial outturn for traded services | ● | ▲ | Every effort will be made transform the County Caterers deficit into a surplus position by effective cost control and expenditure reductions. As the deficit is currently within the Catering Service, the responsible officer is Sandra Russell. The approach will be different at each school (e.g. reduction in staffing hours, reduction in spend on consumables etc). | Resources | Running effective and efficient services | Resources - Phil Evans | Phil Evans | 31/03/2010 | | |
| Q2-09-004 | Li938; CAA Use of Resources assessment for Strategic Asset Management | not reported | ▲ | There is no action that can be taken this year to meet the year end target as this is an annual assessment. Currently awaiting feedback report in order to develop the action plan for improving the score in 2010/11. | Resources | Running effective and efficient services | Resources - Phil Evans | Phil Evans | 31/03/2010 | | |
| Q2-09-005 | Li923 - CO2 emissions in tonnes per sq m. | ● | ▲ | There are no other actions which can be taken to reduce the emissions forecast given the level of resourcing available. There is the potential for the target to be met if additional awareness delivers significant reductions in our energy consumption. This is however considered unlikely given the current high level awareness. | Resources | Pursing a Sustainable Environment and Economy | Resources - Phil Evans | Bill Johnson | 31/03/2010 | | |
| Q2-09-006 | Li931 - No significant difference by age, sex or ethnicity - The County Council is a good employer | not reported | ▲ | Further analysis will be carried out on the staff survey data for the 40-49 age group and will be reported back to DMT and the Directorate Equality Group. | Resources | Empowering staff | Resources - Joanna Rhodes | Joanna Rhodes | 31/12/2009 | | |
| PH-036 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Meeting to take place on matter of outstanding debt of the PCT | Resources | Running effective and efficient services | Resources | Portfolio Holder of Resources | not set | Portfolio Holder to meet with Adult Services. | |

| Reference | Indicators that the improvement activity relates to | Are these indicators under or over performing? (Q1) | Are these indicators under or over performing? (Q2) | Improvement Activity | Portfolio Holder | Priority/ Cross Cutting Theme | Directorate and Accountable Head of Service | Activity Owner | Completion Date | Progress to date against improvement activity | Additional Comments |
|-----------|--|---|---|---|------------------|--|---|--------------------------------|-----------------|---|---------------------|
| PH-037 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Review ICT unavailability target, and benchmark with other providers | Resources | Running effective and efficient services | Resources - Tonino Ciuffini | Portfolio Holder for Resources | 31/03/2010 | Will seek to check other Authorities targets in this area, and will seek to compare benchmarks through our SOCITM Benchmarking activities. | |
| PH-038 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Rollout "Slips/ trips/ falls" campaign to the Organisation | Resources | Empowering staff | Resources - and Phil Evans | Portfolio Holder for Resources | 30/09/2009 | The campaign on trips/slips/falls will commence in November 2009. The position will be monitored in Qtr 3 when the results of the campaign should be visible. (NB Organisation = FAAM) | |
| PH-039 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Produce a programme plan for the Shire Hall complex including the Council Chamber | Resources | Running effective and efficient services | Resources - Steve Smith | Portfolio Holder for Resources | not set | Report on the proposals for the future of the Old Shire Hall and Courts going to 15th October Cabinet. If approved, a programme plan will be produced, and further proposals on the Council Chamber presented to Cabinet early in the new year. | |
| PH-040 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Investigate what further impact we can get from our housing/ property asset base | Resources | Running effective and efficient services | Resources - Steve Smith | Portfolio Holder for Resources | not set | The Directorate has recently produced a draft "Strategic Asset Management Plan" which has categorised its land/property holdings on the basis of identifying potential opportunities. One significant site at Europe Way, Warwick is being brought forward in the first phase of the emerging Warwick District Local Plan. Discussions already held with WDC and the HCA's "large applications team" about how this gets delivered. Planning representations are being made concerning other sites for development around the county. | |
| PH-041 | Action resulting from the Portfolio Holder Challenge Session | N/A | N/A | Pursue the option of joint procurement arrangements with Coventry City Council | Resources | Running effective and efficient services | Resources - Dave Clarke | Portfolio Holder for Resources | not set | A meeting has taken place with Coventry City Council and the Joint Head of Procurement for Solihull District Council. Coventry City Council attended the 16th September Warwickshire Property Officers Forum and shared the issues they have in respect of property and asset management. A follow up meeting to explore specific issues for joint solutions, including procurement, is being arranged. | |

The New Performance Cycle

Stage 1 - Baseline Report

- As part of the establishment of the new arrangements existing performance targets and improvement activity will be reviewed and aligned to a common set of outcomes.
- In advance of the first report, the Corporate Planning & Performance Team will bring together all the performance and improvement activity to provide an up to date picture of where we are starting from.
- In all subsequent quarters the previous reports to Cabinet and O&S will be used as the starting point for review.

Stage 2 - Produce Directorate Performance Reports (Weeks 1,2 & 3)

- Based upon the agreed performance measures each Directorate will generate a Performance Report which aligns performance to the agreed outcomes and highlights both under and over performance against agreed targets.
- The initial performance collection period has been extended from two to three weeks to facilitate the production of the exception report in Week 3. Throughout 2008/09 the majority of Corporate, LAA and LPSA2 performance measures have been supplied within 2-3 weeks of the end of each quarter.

Stage 3 - Improvement Activity – Prepare Improvement Plans (Week 4)

- Following consideration of the Performance reports each Directorate will produce an improvement plan addressing how under/over-performance will be addressed and the actions to be taken. These will be aligned to the agreed outcomes and produced in discussion with the Portfolio Holder for onward discussion at the Cross Directorate Challenge Meeting and the Challenge Sessions with the Chief Executive and Leader.
- The Corporate Planning and Performance Team will pull these together to show the corporate picture across the Organisation.
- The Plans will be updated and added to on a quarterly basis.
- Following the first quarter reporting all subsequent quarters will consider in the first instance existing improvement activity and the appropriateness of activity going forward together with further areas identified for initial consideration.
- Where recurring issues are identified an appropriate escalation procedure will be applied.

Stage 4 - Cross Directorate Challenge (Weeks 5-6)

- A Directorate Performance Lead is designated, at the Head of Service level within each Directorate and is responsible for:
 - In conjunction with the Strategic Director, providing performance management support to the Portfolio Holder, including the setting and review of targets.
 - Marshalling and presenting the performance of that Directorate.
 - Moderating, quality assuring and validating performance outturns and reports before they get into the corporate arena.
 - Subjecting performance returns of the Directorate to challenge and scrutiny before submission to the corporate process.

- Collectively, Directorate Lead Performance Officers will form the Corporate Performance Group, which will have collective accountability for the delivery of the performance management framework across the Organisation. The Group will be chaired by the Portfolio Holder for Performance which will meet quarterly. The Group will be responsible for:
 - Scrutinising all Directorate improvement plans and performance reports through constructive challenge, in advance of their consideration by Member bodies.
 - Assuring the quality and robustness of the overall performance pictures before they pass to Member bodies.
 - Identifying any additional remedial actions or improvements that need to be made and recommending such to Member bodies.
 - Providing mutual support and critical friend challenge to respective Directorate Performance Leads across the Council and to the Cabinet Portfolio Holder for Performance Management.
 - Identifying best practice and improvements that could be imported into the Council's approaches to service delivery and performance management.
 - Ensuring delivery and effective management of our arrangements for Comprehensive Area Assessment at an Organisational level and making the appropriate links to the Warwickshire CAA Coordinating Group.
 - Acting as a mutual challenge arena for cross cutting issues and areas of local concern.

Stage 5 – Reporting Performance and Improvements (Week 7 onwards)

- On a quarterly basis Cabinet will consider both the Performance and related improvement activity, presented against the agreed set of outcomes.
- Following agreement at Cabinet, Overview and Scrutiny will consider the Corporate Performance Report with a view to:
 - Note overall performance and improvement activity of those areas reported
 - Scrutinise those areas of improvement activity pertinent to the committee
 - Identifying areas of under performance or over performance that warrant further scrutiny
 - Making recommendations to the relevant Portfolio Holder to be considered as part of the next round of the performance cycle

Glossary of Performance Management Acronyms

| | |
|-------------------------|--|
| CAA | Comprehensive Area Assessment is the framework that replaces Comprehensive Performance Assessment , through which the national inspectorates will work together to make assessments of how well people are being served by their local public services. Its focus is on the prospects for 'better outcomes' in an area rather than the individual workings of the Council, the Police, the Primary Care Trust etc. |
| CBP | Our Corporate Business Plan identifies where we are going by reaffirming our Vision, Priorities and outcomes for 2009 – 2012 and sets out how we will know we have got there. |
| CPA | Comprehensive Performance Assessment was the previous performance management framework that looked at how well the council delivered its services; its wider role, how it is run, and it assessed plans and ambitions for the future. |
| IIP | Investors in People is the national standard for best practice in people management. |
| JAR | Joint Area Review was part of the previous CPA inspection regime. It evaluated and reported on the extent to which services within an area improve the well-being of children and young people. |
| LAA | The Local Area Agreement sets a range of improvement targets aimed to help partners concentrate on working to achieve their top priorities contained in the Sustainable Community Strategy and measure our progress against achieving the shared vision. |
| LPSA2 | Local Public Service Agreements are a partnership agreement between individual local authorities and the Government. The agreement contains ambitious targets to improve performance and it is attached to a reward grant that is available for those authorities that meet the targets. Warwickshire is currently coming to the end of its second LPSA. |
| VFM | Put simply, value for money is about obtaining the maximum benefit with the resources available. Value for Money is about achieving the right local balance between economy, efficiency and effectiveness. |
| PwC Benchmarking | Warwickshire County Council is part of PricewaterhouseCoopers benchmarking club. PwC provide a benchmarking tool which enables the county council to compare our performance for a range of national indicators, against other county councils. |
| CPR | The Corporate Performance Report houses all of the indicators and targets included in Directorate's Business Plans. Directorate Report Cards (DRC) contain specific directorate indicators. |

Comparison of Quarter 1 and Quarter 2 Exception Report by Portfolio

| Ref | Indicator | Quarter 1 Alert | Quarter 2 Alert | Directorate |
|--|--|-----------------|-----------------|--------------------------------------|
| Adult Social Care | | | | |
| Li403 | Reduce the number of people that fall - People 65+ with fractured neck or femur (per 100,000) | ★ | ▲ | Adult, Health and Community Services |
| NI131 | Delayed transfers of care (per 100,000) | ▲ | ▲ | Adult, Health and Community Services |
| NI133 | Timeliness of social care packages following assessment (all adults 18+) | ★ | ▲ | Adult, Health and Community Services |
| NI135 | Carers receiving needs assessment or review and a specific carer's service or advice and information (%) | ● | ★ | Adult, Health and Community Services |
| Community Safety | | | | |
| NI047 | People killed or seriously injured in road traffic accidents (percentage change on 3 year rolling average) | ★ | ★ | Environment and Economy |
| EE129 | Reduce the number of people killed or seriously injured (KSI) in road traffic accidents (Stretch Target) | ● | ★ | Environment and Economy |
| NI015 | Serious violent crime rate, including Domestic Violence (per 1,000) | ▲ | ★ | Customers, Workforce and Governance |
| NI033 i | Arson incidents - primary fires (per 10,000 population) | ★ | | Fire and Rescue |
| NI033 ii | Arson incidents - secondary fires (per 10,000 population) | ★ | | Fire and Rescue |
| NI049 i | Number of primary fires per 100,000 population | ★ | | Fire and Rescue |
| NI049 ii | Number of primary fire fatalities per 100,000 population | ▲ | | Fire and Rescue |
| NI049 iii | Number of primary fire non-fatal casualties per 100,000 population | ▲ | | Fire and Rescue |
| Li508 | No of fire injuries in adf's per 100Kpop (BV143(ii)) | ▲ | | Fire and Rescue |
| Li510 | Accidental fires per 10,000 (BV142(iii)) | ▲ | | Fire and Rescue |
| Li511 | % fires confined to origin room (BV144.04) | ▲ | | Fire and Rescue |
| Li513 | Malicious false alarms: Att (BV146ii.05) | ▲ | | Fire and Rescue |
| Li514 | False alarms auto detect per 1000 (xBV149) | ▲ | | Fire and Rescue |
| Li524 | % of people escaping ADF's (BV 208) | ▲ | | Fire and Rescue |
| Li525 | Smoke alarm activated (BV209i) | ▲ | | Fire and Rescue |
| Li842 | % of targets in community safety project plans achieved | ● | ★ | Customers, Workforce and Governance |
| Customers, Workforce and Governance | | | | |
| Li315 | % Residents satisfied with the way the Council runs things | ▲ | ▲ | Customers, Workforce and Governance |
| Li318 | % Mystery shopping indicators in the local government benchmarking top 2 quartiles of results | ★ | ★ | Customers, Workforce and Governance |
| Li341 | % Public enquiries resolved at first point of contact - OSS | ★ | ★ | Customers, Workforce and Governance |
| Li811 | % of the business plan delivered | ★ | ● | Customers, Workforce and Governance |
| Li829 | Number of major stories in LG / trade press | ★ | ★ | Customers, Workforce and Governance |
| Li824 | % of members with Learning and Development Plans | ● | ▲ | Customers, Workforce and Governance |
| Children, Young People and Families | | | | |
| NI111 | First time entrants to the Youth Justice System aged 10-17 (Number) | ● | ★ | Children, Young People and Families |
| NI112 | Under 18 conception rate (%). | ▲ | ▲ | Children, Young People and Families |

Comparison of Quarter 1 and Quarter 2 Exception Report by Portfolio

| Ref | Indicator | Quarter 1 Alert | Quarter 2 Alert | Directorate |
|-----------------------------|--|-----------------|-----------------|-------------------------|
| Economic Development | | | | |
| Li152a | % Working age people on out of work benefits - Priority Wards | ▲ | ▲ | Environment and Economy |
| Li163a | % Working age population qualified to at least Level 2 or higher (NB: targets relate to previous years performance due to time lag in data publication) - Gap between North of County and County average | ▲ | 🌱 | Environment and Economy |
| Li165a | % Working age population qualified to at least Level 4 or higher - Gap between Warwickshire and the South East | ★ | 🌱 | Environment and Economy |
| Li166a | Average earnings of employees in the area - Proportion of Warwickshire to South East average (%) | | ▲ | Environment and Economy |
| NI152 | % Working age people on out of work benefits - Warwickshire (%) | ▲ | ▲ | Environment and Economy |
| Li716 | Number of jobs created / safeguarded as a result of WCC activities | ● | 🌱 | Environment and Economy |
| Li719 | Percentage occupancy of the Council's business portfolio, including managed workspace facilities, above the CEDOS benchmark of 85% | ▲ | ▲ | Environment and Economy |
| NI163 | Working age population qualified to at least Level 2 or higher - NB: targets relate to previous years performance due to time lag in data publication - Warwickshire (%) | ▲ | ▲ | Environment and Economy |
| Environment | | | | |
| EE136 | % letters responded to within WCC standard | ● | ▲ | Environment and Economy |
| Li704 | Percentage of household waste recycled | 🌱 | ★ | Environment and Economy |
| Li709 | Unclassified roads where maintenance should be considered (%) | ▲ | ▲ | Environment and Economy |
| NI168 | Principal roads where maintenance should be considered (%) | ▲ | ▲ | Environment and Economy |
| NI169 | Non-principal roads where maintenance should be considered (%) | ▲ | ▲ | Environment and Economy |
| NI177 | Number of journeys made by bus and light rail | ▲ | ▲ | Environment and Economy |
| NI188 | Adapting to Climate Change - Level of implementation 0-3 | ▲ | ● | Environment and Economy |
| NI198 | Children travelling to school – mode of travel usually used (%) | ● | 🌱 | Environment and Economy |
| Resources | | | | |
| Li338f | % Employees who are disabled | ▲ | 🌱 | Resources |
| Li931 | No significant difference by age, sex or ethnicity - The County Council is a good employer | | ▲ | Resources |
| Li934 | Number of Reported Accidents | ▲ | ● | Resources |
| Li923 | CO2 emissions in tonnes per sq m. | ● | ▲ | Resources |
| Li901 | Debt outstanding over 42 days as a % of total annual invoiced income | ▲ | ● | Resources |
| Li905 | Return on Council Investments | 🌱 | 🌱 | Resources |
| Li906 | Return on LGPS investments | | ▲ | Resources |
| Li911 | % catering in secondary school sites retained | ▲ | ▲ | Resources |
| Li914 | Financial outturn for traded services | ● | ▲ | Resources |
| Li936 | Overall Unavailability of ICT (hrs) (SOCITM KPI 15) | 🌱 | 🌱 | Resources |
| Li938 | CAA Use of Resources assessment for Strategic Asset Management | | ▲ | Resources |

NB. The Libraries, Culture and Housing Portfolio and the Health Portfolio have not reported any indicators in the exception report for Quarter 1 or 2. They therefore do not appear in the above table.

| Key | |
|-----|------------------------------------|
| ● | On target |
| ▲ | Missed Target |
| ★ | Exceeded Target (within 10%) |
| 🌱 | Exceeded Target (in excess of 10%) |

AGENDA MANAGEMENT SHEET

Name of Committee **Adult and Community Services Overview and Scrutiny Committee**

Date of Committee **2 December 2009**

Report Title **Work Programme containing Items for Future Meetings**

Summary The attached work programme contains the items agreed by the O & S Board at its meeting on 2nd September 2009.

For further information please contact: Jean Hardwick
Principle Committee Administrator
Tel: 01926 412476
jeanhardwick@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 Councillor Les Caborn
Councillor Tilly May
Councillor Richard Dodd
Councillor Barry Longden

Cabinet Member Councillor Colin Hayfield
Councillor Chris Saint

Chief Executive

Legal

Finance

Other Strategic Directors

- 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

Work Programme for Adult and Community Services Overview and Scrutiny Committee 2009/10

| | | | REPORT TYPE | | | | LINK TO CORPORATE PRIORITIES | | | Cross cutting themes/ LAA | |
|------------------|---|--|------------------------|------------------------------|---------------------------|----------|--|--|--|--|---|
| MEETING DATE | ITEM AND RESPONSIBLE OFFICER | OBJECTIVE OF SCRUTINY | Performance Management | Holding Executive to Account | Policy Review/Development | Overview | Raising Levels of Educational Attainment | Maximising independence for older people and adults with disabilities. | Pursuing a Sustainable Environment and Economy | Protecting the Community and making Warwickshire a safer place to live | Cross cutting themes/ LAA |
| 02 December 2009 | Portfolio Holder Update Session | | | | | | | | | | |
| | Personalisation Agenda – Presentation (Liz Bruce) | To examine progress and developments in relation to the personalisation agenda, including low level intervention and preventative initiatives. Deferred from the 09/09/09 meeting. | | | | ✓ | | High | | | High LAA NI 124 People with long term condition supported to be independent |
| | Dignity in Care / Quality Assurance in Home Care Services – Presentation (Simon Robson) | To identify the key issues in relation to dignity in care and examine the new quality assurance framework for home care. | | | | ✓ | | High | | | |
| | Warwickshire Safeguarding Adults Annual Activity Plan (Edward Williams) | To scrutinise the plan and consider the impact of the Laming Report on adults services. | ✓ | | | ✓ | | High | | High | |
| | Care and Choice Accommodation Programme: Extra Care Housing and Specialist Residential Care | To scrutinise progress to deliver the care and choice accommodation programme, including the development of extra care housing and specialist residential care for older people, people with dementia and people with learning disabilities. | ✓ | ✓ | | | | High | | | |

| MEETING DATE | ITEM AND RESPONSIBLE OFFICER | OBJECTIVE OF SCRUTINY | Performance Management | Holding Executive to Account | Policy Review/Development | Overview | Raising Levels of Educational Attainment | Maximising independence for older people and adults with disabilities. | Pursuing a Sustainable Environment and Economy | Protecting the Community and making Warwickshire a safer place to live | Cross cutting themes/ LAA |
|-----------------|---|--|------------------------|------------------------------|---------------------------|----------|--|--|--|--|---|
| | Q2 Performance Improvement Plan (Portfolio Holder) | To scrutinise plans to improve areas of poor performance. | ✓ | ✓ | | | | High | | | |
| | Adult and Community Learning (Simon Robson) <i>*briefing note</i> | To review the impact of changes to the LSC and the funding for adult learning activities. | | | ✓ | | | Low | | | |
| | Learning Disabilities and the Campus Revenue Agreement (Rebecca Hale) <i>*briefing note</i> | To scrutinise the challenges relating to the transfer of funding from Health for learning disability services and issues regarding the Campus Revenue Agreement. | ✓ | | | ✓ | | Low | | | |
| 02 March 2010 | Portfolio Holder Update Session | | | | | | | | | | |
| | Q3 Performance Improvement Plan (Portfolio Holder) | To scrutinise plans to improve areas of poor performance. | ✓ | ✓ | | | | High | | | |
| To be confirmed | Review and Refresh of WCC performance measures | To ensure that the right performance measures are selected to reflect the priorities contained in the Corporate Business Plan, appropriate targets are allocated to the performance measures and targets are set in alignment with resources | ✓ | ✓ | | | | High | | | |
| | Library Service Transformation – Progress Report (Simon Robson) | To review and monitor the impact of the library service transformation programme. | ✓ | ✓ | ✓ | | | | | | High Running effective and efficient services. |

| | | | | | | | | | | |
|-----------------------|--|---|---|---|---|---|--|------|--|---|
| | Rowan Organisation – Monitoring Report (Kim Harlock) | To monitor the contract for Direct Payments. | ✓ | | | | | Low | | Low Running effective and efficient services. |
| | Supporting People Half-Year Performance Management Summary | To review the Quarter 3 (April – December 2009) analysis of the improvement activity, resulting from the performance of National and Local Indicators | | ✓ | | ✓ | | | | Running effective and efficient services |
| 16 June 2010 | Portfolio Holder Update Session | | | | | | | | | |
| 8 Sept 2010 | Portfolio Holder Update Session | | | | | | | | | |
| 22 Dec 2010 | Portfolio Holder Update Session | | | | | | | | | |
| Date to be set | Telecare Progress Report (Kim Harlock to determine deadline) | Update on Areas Requiring Improvement and Ideas for the Future (paragraphs 2.8 and 2.9 of the report). Requested at meeting on 09/09/09 | ✓ | | ✓ | | | High | | High LAA NI 124 People with long term condition supported to be independent |
| | County Records Office Transformation (Caroline Sampson) | Update report in 3-6 months to include: - a review of the performance indicators - development of links with one stop shops - a business case for development of payment systems. Requested at meeting on 09/09/09 | ✓ | | ✓ | | | Low | | Low Running effective and efficient services |
| | Commissioning Strategies – Progress Report (Kim Harlock) | To be considered in June 2010 | | | | | | | | |
| | Autistic Spectrum Condition (ASC) and Transitions | Progress report requested from 9 Sept 09 meeting – suggest could go as a briefing note. | ✓ | ✓ | | | | | | Maximising independence for older people and adults with disabilities |

Record of Briefing Notes sent/to be sent

Delayed Discharges – Update on performance for the committee/LINK (Liz Bruce)

Carer's Support – Briefing note for the Chair/Spokes Work Programming Meeting in Sept in preparation for a select committee (Chris Lewington)

Supporting People Annual Performance Management Summary (Rachel Norwood) – *Sent on 28 Aug 09*

Physical Disability and Sensory Impairment Strategy – Update (Julie Humphries) – *Sent on 28 Aug 09*

Fairer Charging – Update for the Chair/Spokes Work Programming Meeting in Sept (Ron Williamson)

Care and Support Green Paper – Re-circulate summary in preparation for a working group (Kim Harlock)

*Adult and Community Learning –To review the impact of changes to the LSC and the funding for adult learning activities – briefing note to be circulated with 2 December agenda papers

*Learning Disabilities and the Campus Revenue Agreement - To scrutinise the challenges relating to the transfer of funding from Health for learning disability services and issues regarding the Campus Revenue Agreement.- briefing notes to be circulated with the 2 December agenda papers