

**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:**

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**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

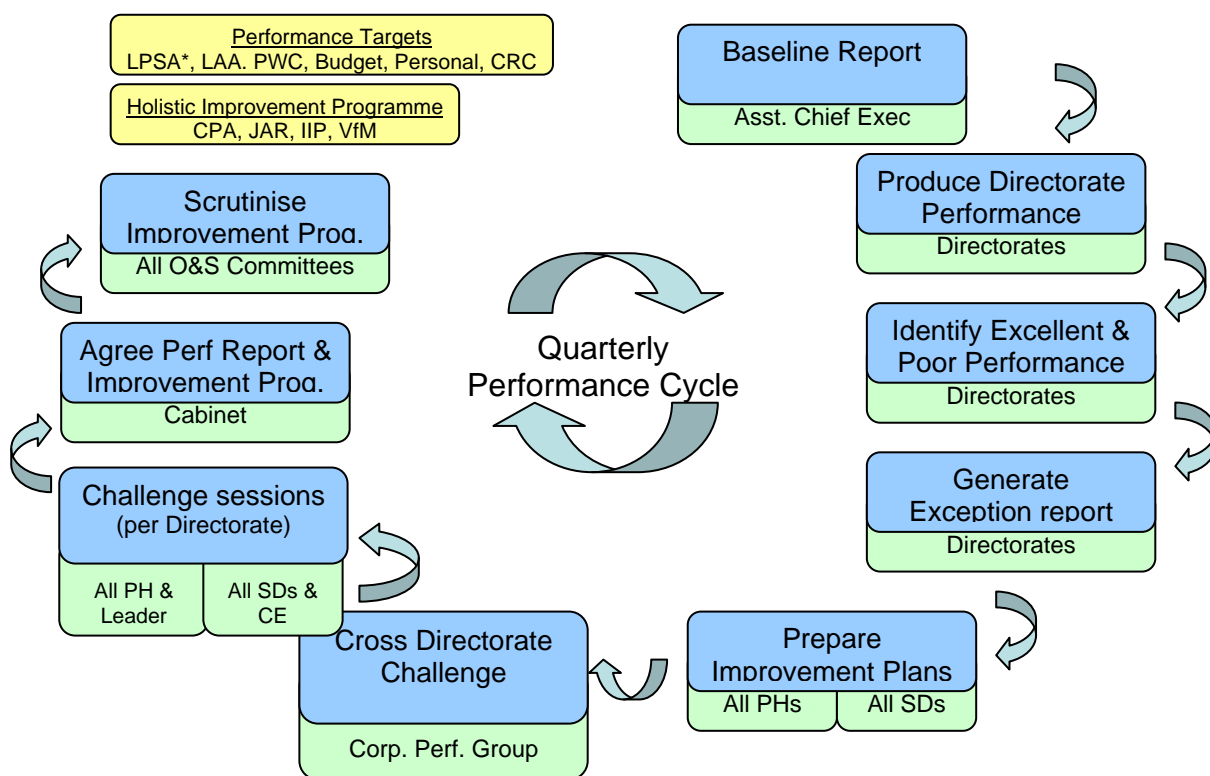
- 1.1 A new approach to performance management was approved and adopted by Cabinet at its meeting on the 28th May 2009.
- 1.2 The enhancements build upon recognised robust and effective performance management arrangements and respond to changing requirements of CAA. The following principles underpin 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% <sup>1</sup>	3 15% <sup>2</sup>	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%
<b>Total</b>	<b>220</b>	<b>158</b> <b>72%</b>	<b>21</b> <b>13%</b>	<b>88</b> <b>56%</b>	<b>32</b> <b>20%</b>	<b>17</b> <b>11%</b>

<sup>1</sup> % of total indicators reported for Q2

<sup>2</sup> % 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
<b>Portfolio Holder: Adult Social Care</b>										
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
<b>Portfolio Holder: Children Young People &amp; Families</b>										
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
<b>Portfolio Holder: Community Safety</b>										
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
<b>Portfolio Holder: Customers Workforce and Partnerships</b>										
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
<b>Portfolio Holder: Economic Development</b>										
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
<b>Portfolio Holder: Environment</b>										
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
<b>Portfolio Holder: Resources</b>										
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
<b>Adult Social Care</b>											
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
<b>Children, Young People and Families</b>											
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.	



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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.	

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<b>Community Safety</b>											
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.	

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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.	
<b>Customers, Workforce and Partnerships</b>											
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.	

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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	
<b>Economic Development</b>											
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).	
<b>Environment</b>											
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.









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
Q1-09-023	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"> <li>• The increased number of schools with a School Travel Plan (STP) in place (85%), influencing school travel behaviour.</li> <li>• 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.</li> <li>• Sustainable travel incentive schemes promoted to schools e.g. Walk to School Weeks.</li> <li>• Increased number of schools that have benefited from Safer Routes to Schools projects.</li> <li>• The recent economic downturn has resulted in a reduction in car travel every quarter since the first quarter of 2008.</li> </ul>

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

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
Q2-09-010	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&amp;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 &amp; Q2 WCC received a total of 1361 letters, of which 832 (61%) were addressed by E&amp;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.	

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 - 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>	
<b>Leisure, Culture and Housing</b>											
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 &amp; 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>	

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-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	

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
<b>Resources</b>											
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.

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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

<b>CAA</b>	<b>Comprehensive Area Assessment</b> is the framework that replaces <b>Comprehensive Performance Assessment</b> , 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.
<b>CBP</b>	Our <b>Corporate Business Plan</b> 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.
<b>CPA</b>	<b>Comprehensive Performance Assessment</b> 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.
<b>IIP</b>	<b>Investors in People</b> is the national standard for best practice in people management.
<b>JAR</b>	<b>Joint Area Review</b> 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.
<b>LAA</b>	The <b>Local Area Agreement</b> 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.
<b>LPSA2</b>	<b>Local Public Service Agreements</b> 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.
<b>VFM</b>	Put simply, <b>value for money</b> 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.
<b>PwC Benchmarking</b>	Warwickshire County Council is part of <b>PricewaterhouseCoopers</b> 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.
<b>CPR</b>	The <b>Corporate Performance Report</b> 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
<b>Adult Social Care</b>				
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
<b>Community Safety</b>				
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
<b>Customers, Workforce and Governance</b>				
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
<b>Children, Young People and Families</b>				
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
<b>Economic Development</b>				
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
<b>Environment</b>				
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
<b>Resources</b>				
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%)