

AGENDA MANAGEMENT SHEET

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

Date of Committee **2nd March 2010**

Report Title **Quarter 3 - Corporate Performance Report 2009/10**

Summary This report presents third quarter 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"/> | Michelle McHugh, Paul Williams |

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 March 2010.**

Quarter 3 - 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 On a national level, the Country is experiencing one of the most difficult financial times in recent history and pressures on public services are both considerable and growing.
- 1.2 At the same time the demands of residents and customers continue to grow. As people feel the financial squeeze, council services are sought out increasingly for help and advice.
- 1.3 Delivering high performing and cost effective services within this context is a challenge for Warwickshire County Council and places additional emphasis on the need for robust performance management of our services.
- 1.5 Within this context, this report presents the forecasted performance of the Council's Corporate Report Card for 2009/10 at Quarter 3
- 1.6 Performance data is drawn directly from measures included within the six Directorate Report Cards highlighting areas which are missing target and over-performing and identifying and monitoring supporting improvement activity which will get these areas 'back on track'. Exception measures and improvement activities which relate to the remit of the Committee have been provided in Appendix A.
- 1.7 In line with the underlying principles of our Performance Management Framework, this analysis is presented within the context of our wider improvement agenda, which includes messages from participation on the National Total Place pilot and performance within the Comprehensive Area Assessment Framework.

- 1.8 In this way the Corporate Performance report provides a broad and inclusive picture of performance across the organisation three quarters of the way through the financial year.

2 Portfolio Performance - Good news

2.1 Adult Social Care

- We have improved the speed at which we assess carer's needs and requirements. The % of carers receiving needs assessment or review and a specific carer's service or advice and information (NI135) has increased from 34.6% (08/09) to a forecasted 65% (Q3).
- Independent Living policies are having an impact with an increase in the numbers of vulnerable people achieving independent living (NI141) from a baseline (08/09) of 65.85% to 75% (Q3).

2.2 Children, Young People and Families

- Given the dramatic increase in childhood obesity over the last few years and the expectation that the trend will continue at least in the short term, it is promising to see that the level childhood obesity in Warwickshire is forecast to have improved since 2008/9.

2.3 Community Safety

- Good reductions in serious acquisitive crime have been achieved through positive partnership working and a focus on priority locations and individuals. This reduction is particularly worthy of note as it has been achieved during the economic downturn, when we may have expected to see an increase in acquisitive crime. A significant reduction has been seen in vehicle crime, which has reduced by 16.9% compared to the same period last year.
- Warwickshire has also so far exceeded its target to have 1,063 people or more in effective drug treatment (NI40) for the year 2009/10. As of September 2009 Warwickshire had 1,112 adults in effective treatment.
- The Fire and Rescue Service has seen the number of primary fires reduce by 41% from the 2001/02 baseline. The incidence of arson have also been low and is due to the excellent partnership work by schemes such as the Anti Social Fire Intervention Team (ASFIT) and Car Clear. This is an exceptional performance when it is considered that the levels of arson increase during a recession.
- The number of Home Fire Safety Checks (HFSC's) delivered during 2009/10 will increase to 6,000 from a baseline of 2916, ranking the Service 31st nationally and 7th as compared with other County Fire and Rescue Services (March 2008).

2.4 Economic Development

- It is promising to note that Warwickshire County Council has been able to assist the increasing number of investors and businesses seeking support. Whilst the target was to support 150 investors/businesses, at quarter 3 256 investors and businesses have been assisted. Whilst it is expected that the economic downturn would increase the number of businesses and investors seeking support, it may be that we need to explore in further detail what the messages behind this result contain.

2.5 The Portfolios with the highest percentage of indicators exceeding target are as follows:

- Adult Social Care (19%)
- Community Safety (21%)
- Economic Development (28%)

Whilst it is important to congratulate genuinely improved performance, it is also key that Directorates continue to review targets set.

3 Portfolio Performance – Areas for attention

3.1 In summary, the Portfolios with the highest percentage of indicators forecast to miss target are as follows:

- Adult Social Care (31%)
- Community Safety (41%)
- Economic Development (39%)

3.2 Adult Social Care

- 5 Local Area Agreement indicators which relate to mortality have all missed target. These indicators are performance managed by the Healthier Communities and Older People Partnership Board, who have requested a report from the Director of Public Health to identify in more detail why we are underperforming and what steps are being taken to address both in the short and the long term. A joint lead commissioner has been appointed to take a lead on developing and implementing the health inequalities strategy.
- The number of admissions of older people to residential care has increased this year and the reasons for this are being explored in-depth. Through modernisation and personalisation of adult social care we are seeking to ensure that older people and those with disabilities are able to remain independent and living in their own homes for as long as possible.

3.3 Children, Young People and Families

- The reduction in teenage pregnancies continues to miss target. Involvement of young people is enabling more innovative approaches to improving services and enhancing education, however the impact of this work is difficult to measure. The only available data (nationally) is two years out of date, which makes it difficult to assess if targeted interventions are working.
- Government Office West Midlands is asking us to create a local indicator set as a matter of urgency. They have identified data gaps which need plugging so as to monitor the progress and impact of the programme and use this to inform future commissioning. The Respect Yourself Advisory Board are working towards this with a deadline of June for an acceptable data set.

3.4 Community Safety

- Of the 12 indicators forecast to miss target in the Community Safety Portfolio, 11 relate to the Fire and Rescue Service. Furthermore, 8 of the 11 indicators that have missed target in Quarter 3 are forecast to perform worse than the previous year. These include:
 - Number of primary fire fatalities per 100,000 population
 - No of accidental fire deaths per 100,000 population
 - No of fire injuries in accident fire's per 100,000 population
 - Smoke alarm fitted did not activate
- Whilst a number of improvement activities are being undertaken by the Fire Service to reverse this trend, the Service says that a lasting step change is dependent upon implementation of the Warwickshire Fire and Rescue Improvement Plan. Of the indicators that have missed target, 9 relate to the improvement plan of which, 7 are showing improved performance from the baseline. Further analysis is being undertaken to understand the causes of the 7 primary fire deaths recorded, which are traditionally low in the County.

3.5 Customers, Workforce and Partnership

- The level of resident satisfaction with the way that the council runs things (Li315) is still anticipated to miss the target of 50%, despite historically strong results averaging 58% over six years. This contrasts with satisfaction with Warwickshire as a place to live. This implies that the residents do not necessarily connect the work of the Council with improvements to an area.
- Planned improvement activity focuses on sending out positive messages about the Council and on delivering a series of media and marketing campaigns reflecting the Council's priorities.

3.6 Economic Development

- Economic development indicators have been reporting poor performance throughout the year and whilst some have performance better than last year, it is anticipated that a majority will miss target at year end. These indicators include:
 - % working age people on out of work benefits - Warwickshire (%)
 - Average earnings of employees in the area - Proportion of Warwickshire to South East average (%)

3.7 Environment

- The target for the number of journeys made by bus and light rail has been missed. Patronage has fallen for the first time since 2004/5 and has decreased since last year. The most notable fall in demand has been for peak services which are the often the most expensive and widely used. This demonstrates that the impact of the recession can be felt beyond areas such as skills, jobs etc.
- Whilst we have managed to reduce the level of residual household waste per household and increase the amount of household waste recycled, the level of municipal waste to landfill still needs reducing as we are forecast to miss target. Whilst our performance is strong compared to other county councils and we have recorded year on year improvement, we are still putting too much into Landfill.

5.8 Resources





- Suitability reviews of our Property stock have highlighted opportunities for improvement through both rationalisation and changes in working practices.

4.0 Overall Performance Summary for Quarter 3

4.1 The Council has 230 indicators with targets set against them. 212 or 92% of these have been reported for Quarter 3. This compares to Quarter 2 when 158 (72%) were reported. In part, the increase between Quarter 2 and 3 is explained by the inclusion of a number of Fire and Rescue indicators. These were not reported in Quarter 2 due to a technical fault with an external ICT system used by the Service.

4.2 The table below shows performance on a range of indicators for Quarter 3.

- 24% of indicators are forecast to miss target
- 48% of indicators are forecast to meet target
- 16% of indicators are forecast to exceed target within 10%.
- 12% of indicators are forecast to exceed target by more than 10%.

Portfolio	Total number of indicators (with targets)	Total reported for Qtr 2	Missed target 	Met Target 	Exceeded target (within 10%) 	Exceeded target (more than 10%) 
Adult Social Care	34	32	10	10	6	6
	85%	94%	31%	31%	19%	19%
Children, Young People and Families	26	23	1	20	1	1
	32%	88%	4%	87%	4%	4%
Community Safety	30	29	12	3	8	6
	59%	97%	41%	10%	28%	21%
Customers, Workforce and Partnerships	27	24	2	14	6	2
	61%	89%	7%	58%	25%	8%
Economic Development	18	18	7	5	1	5
	62%	100%	39%	28%	6%	28%
Environment	46	41	6	26	6	3
	85%	89%	15%	63%	15%	7%
Leisure, Culture and Housing	1	0				
	25%	0%				
Resources	48	45	12	24	7	2
	100%	94%	27%	53%	16%	4%
Total	230	212	50	102	35	25
		92%	24%	48%	16%	12%

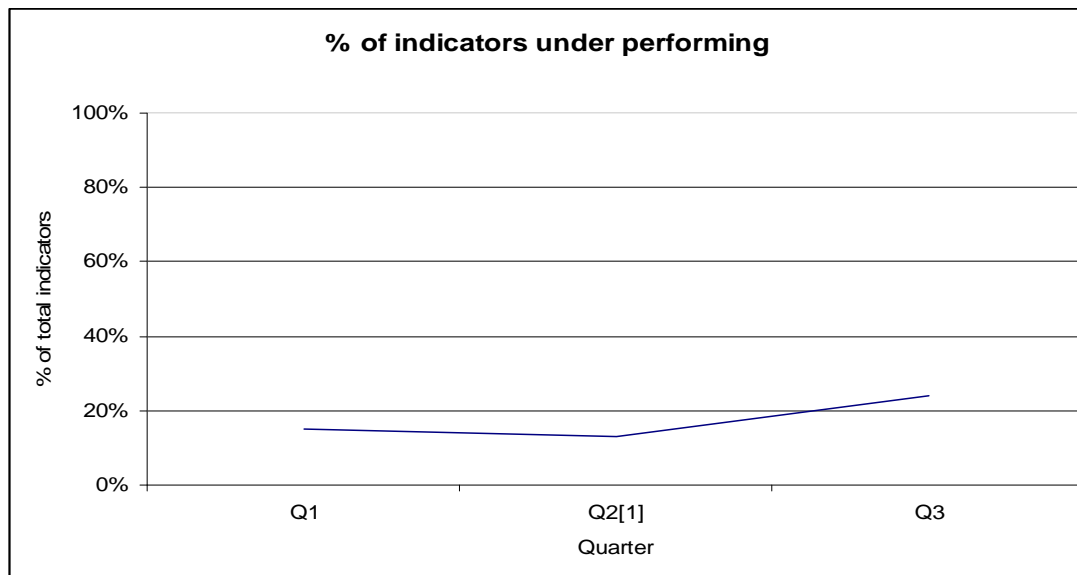
4.3 It is interesting to note that in total 351 indicators have been included in Directorate Business Plans however, only 65% (230) have targets.

5.0 Performance by Exception – Summary of Overall Performance

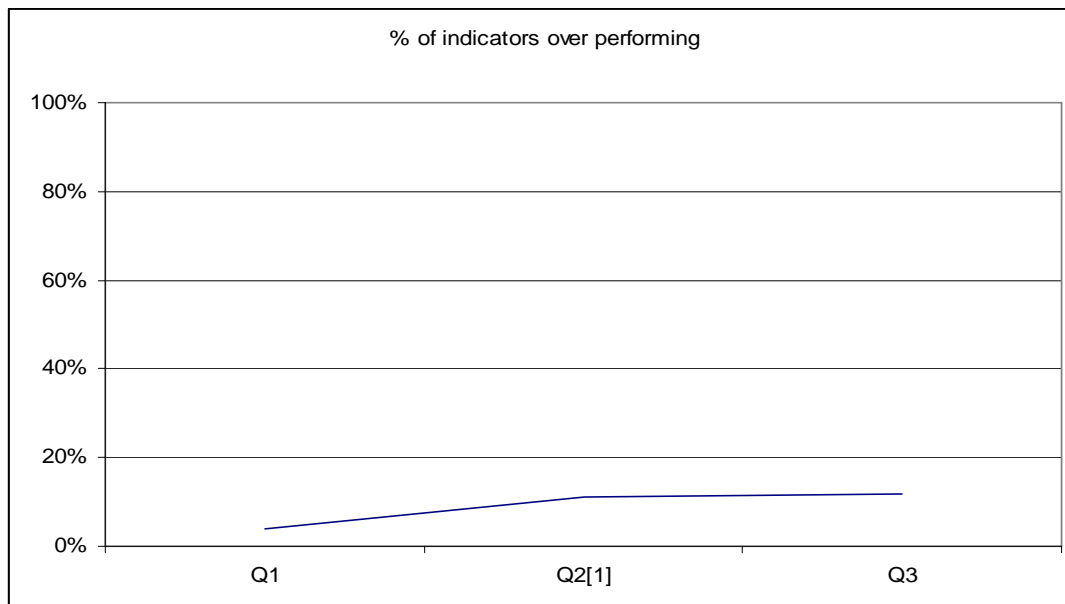
- 5.1 As we have moved throughout the year the overall trend of performance has been downward. 64% of indicators are performing within expected levels for Quarter 3, which compares to 81% in Quarter 1 and 76% in Quarter 2. This trend is likely to continue to the end of year as actual data becomes available and forecasts more accurate.
- 5.2 Reflective of this trend, the number of indicators that are forecast to under-perform or over-perform has increased substantially since Quarter 1.

Quarter	% indicators under performing	% indicators over performing
Q1	15% (27)	4% (8)
Q2 ¹	13% (21)	11% (17)
Q3	24% (50)	12% (25)

This is shown in graphical form below:



¹ Fire and Rescue data missing



5.3 Trend data suggests that the percentage of indicators underperforming or over-performing will increase by year end. This raises a number of questions:

Under-performing indicators

- Why are targets previously forecast to hit target now forecast to miss target? What has changed that was not anticipated?
- Is this due to inaccurate forecasting?
- Is this due to ineffective improvement activity?

Over-performing indicators

- Are we setting targets which are stretching enough?
- Do we have the remit to change the target in-year?
- How accurate is our forecasting? The performance data would suggest this is a skill that needs development across the Organisation.
- Where services/indicators are over-performing, would we wish to re-direct resources?

6.0 Ongoing Improvement and Next Steps

6.1 Improvement activity will continue to be developed and managed between the Portfolio Holder and the relevant services to address areas of under or over performance.

6.2 Where measures are persistently reporting under or over performance this will be addressed as part of the Portfolio Holder 'Challenge' sessions.

6.3 Improvement activity identified by Services and Portfolio Holders continues to vary extensively. A large proportion of the commentary included in the Improvement Plan relates to target setting and the availability of data from external sources. This is being explored as part of the Review and Refresh process.

6.4 The Overview and Scrutiny Committees will be considering performance during the March meetings. This will be the final stage of the challenge

process for the Quarter 3 Corporate Performance Report and feedback from Members during these meetings will be incorporated into future improvement plans.

- 6.5 In an effort to improve the style of reporting performance, a Cross Party Working Group will meet on the 12th February to consider how improvements might be made. As part of this, we have started the process of rolling-out *Warwickshire Hub* access to Cabinet, SDLT and the political groups.

7 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

Adult Social Care Exception Report

2009/10 Quarter 3 Exception Report - all under performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
Li403	Reduce the number of people that fall - People 65+ with fractured neck of femur (per 100,000)	Smaller is Better	Annually	403.50	465.00	465.00	442.10	Adult, Health and Community Services
NI120f	All-age all cause mortality rate - countywide female (Rate per 100,000)	Smaller is Better	Annually	477.00	486.59	486.59	476.00	Adult, Health and Community Services
NI120m	All-age all cause mortality rate - countywide male (Rate per 100,000)	Smaller is Better	Annually	666.00	664.61	664.61	628.00	Adult, Health and Community Services
NI122	Mortality from all cancers at ages under 75 (per 100,000)	Smaller is Better	Annually	?	107.74	107.74	103.94	Adult, Health and Community Services
NI130	Social care clients receiving Self Directed Support (per 100,000)	Bigger is Better	Annually	?	14.40	15.00	16.00	Adult, Health and Community Services
NI133	Timeliness of social care packages following assessment (all adults 18+)	Bigger is Better	Annually	?	90.90	92.00	94.00	Adult, Health and Community Services
NI149	Adults in contact with secondary mental health services in settled accommodation (%)	Bigger is Better	Annually	?	4.90	10.00	50.00	Adult, Health and Community Services
Li410	No. admissions of supported residents aged 65 or over to residential/ nursing care per 10,000 population	Smaller is Better	Quarterly	56.67	42.90	65.00	57.00	Adult, Health and Community Services
Li120a	All age all cause mortality - Males Nuneaton & Bedworth (Rate per 100,000)	Smaller is Better	Annually	753.00	767.32	767.32	700.00	Adult, Health and Community Services
Li120b	All age all cause mortality - Females Nuneaton & Bedworth (Rate per 100,000)	Smaller is Better	Annually	525.00	543.84	543.84	530.00	Adult, Health and Community Services

2009/10 Quarter 3 Exception Report - all over performing indicators

Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
NI141	Vulnerable people achieving independent living - Supporting People (%)	Bigger is Better	Quarterly	65.85	77.24	75.00	65.00	Adult, Health and Community Services
Li411	Working in partnership to reduce deaths from circulatory diseases in the area of highest mortality – Nuneaton & Bedworth for <75 year olds (per 100,000 population)	Smaller is Better	Annually	96.00	84.37	84.37	99.00	Adult, Health and Community Services
NI135	Carers receiving needs assessment or review and a specific carer's service or advice and information (%)	Bigger is Better	Annually	34.60	54.10	65.00	48.00	Adult, Health and Community Services
NI146	Adults with learning disabilities in employment (%)	Bigger is Better	Annually	?	2.30	7.00	6.00	Adult, Health and Community Services
Li402b	Improve emotional health in the workplace - Training Managers	Bigger is Better	Annually	0.00	92.00	92.00	65.00	Adult, Health and Community Services
Li120e	All age all cause mortality - Disparity within deprivation quintiles of Warwickshire	Smaller is Better	Annually	4.90	4.90	4.90	7.20	Adult, Health and Community Services









Adult Social Care Improvement Plan

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Adult Social Care										
Q3-09-007	NI130 - Social care clients receiving Self Directed Support (per 100,000)				The priority target for this indicator is to achieve 30% in 2010/11, the target of 16% was set to measure progress against this target. We are predicted to achieve 15% in 2009/10 so remain on target to achieve 30% next year.	An action plan is in place to roll out the Individual Budget programme to all Older People Physical Disability teams in early 2010. With all teams issuing individual budgets the target we are likely to meet target		31/03/2011	Adult, Health and Community Services - Kathryn Downton	Jowers, Gill
Q3-09-008	NI149 - Adults in contact with secondary mental health services in settled accomodation (%)	Not reported	Not reported		This indicator and the data is owned by Coventry and Warwickshire Partnership Trust. The reason for the low outturn is data quality as a result of consolidating to one recording system in 2009/10.	It is proposed that the 2009/10 indicator outturn be based on a sample of customers rather than whole population count		31/03/2010	Adult, Health and Community Services - Kathryn Downton	Soley, David
Q3-09-009	NI120f - All-age all cause mortality rate - countywide female (Rate per 100,000); NI120m - All-age all cause mortality rate - countywide male (Rate per 100,000)		Not reported			This indicator is performance managed by the Healthier Communities and Older People Partnership Board. The Chair has requested a report from the Director of Public Health to identify in more detail why we are underperforming on the targets and what steps are being taken to address this both in the short and the long term NHS Warwickshire are investigating the use of a proxy measure to monitor in-year performance"	A joint lead commissioner has been appointed to take a lead on developing and implementing the health inequalities strategy	31/03/2011	Adult, Health and Community Services	Linnane, John
Q3-09-010	Li120a - All age all cause mortality - Males Nuneaton & Bedworth (Rate per 100,000); Li120b - All age all cause mortality - Females Nuneaton & Bedworth (Rate per 100,000)		Not reported			This indicator is performance managed by the Healthier Communities and Older People Partnership Board. The Chair has requested a report from the Director of Public Health to identify in more detail why we are underperforming on the targets and what steps are being taken to address this both in the short and the long term NHS Warwickshire are investigating the use of a proxy measure to monitor in-year performance	A joint lead commissioner has been appointed to take a lead on developing and implementing the health inequalities strategy	31/03/2011	Adult, Health and Community Services	Linnane, John




Adult Social Care Improvement Plan

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q3-09-011	NI141 - Vulnerable people achieving independent living - Supporting People (%)				This is Q2 information based on returns made by service providers. The targets for this indicator were revised down in agreement with GOWM as a result of benchmarking which showed WCC targets to be too stretching.	Reasons for increased performance are being investigated by analysing the performance of specific providers. A report on the over-performance will be considered by DLT Performance Board on 26th February		31/03/2011	Adult, Health and Community Services - Kim Harlock	Norwood, Rachel
Q3-09-012	NI146 - Adults with learning disabilities in employment (%)	Not reported			The predicted outturn is 7% with a target of 6%.			not set	Adult, Health and Community Services - Kathryn Downton	King, Diane
Q3-09-013	Li402b - Improve emotional health in the workplace - Training Managers				24 days training provided across public sector in 2009 funded by Big Lottery. 12 / 13 organisations accessed training, and many provided additional days			not set	Adult, Health and Community Services	Linnane, John
Q3-09-014	Li120e - All age all cause mortality - Disparity within deprivation quintiles of Warwickshire		Not reported		This indicator measure the gap in the level of mortality rate within Districts and Boroughs in Warwickshire. Low is best in this indicator, the low outturn in the indicator is evidencing that the mortality rate gap is being narrowed in Warwickshire.			not set	Adult, Health and Community Services	Linnane, John
Q3-09-015	Li411 - Working in partnership to reduce deaths from circulatory diseases in the area of highest mortality – Nuneaton & Bedworth for <75 year olds (per 100,000 population)	Not reported	Not reported		This is an LPSA indicator, the target for which has been met.			not set	Adult, Health and Community Services	Linnane, John
Q3-09-016	Li410 - No. admissions of supported residents aged 65 or over to residential/nursing care per 10,000 population					Reasons for increased admission rates in 2009/10 are currently being investigated		31/03/2010	Adult, Health and Community Services - Kathryn Downton	King, Diane

Adult Social Care Improvement Plan

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q3-09-029	NI122 - Mortality from all cancers at ages under 75 (per 100,000)		Not reported		This indicator is owned by the Director of Public Health in NHS Warwickshire. The outturn 2009/10 is the 3 year average of mortality 2006-2008. The figures are released annually from the Office of National Statistics	This indicator is performance managed by the Healthier Communities and Older People Partnership Board. The Chair has requested a report from the Director of Public Health to identify in more detail why we are underperforming on the targets and what steps are being taken to address this both in the short and the long term. NHS Warwickshire are investigating the use of a proxy measure to monitor in-year performance		31/03/2011	Adult, Health and Community Services	Linnane, John
Q2-09-016	NI 135 - Carers receiving a service or specific information and advice and an assessment or review				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		The over performance of this indicator was discussed at Overview and Scrutiny where it was agreed that the target would not be changed and carers services are a priority so resources would not be reduced	31/03/2010	Adult, Health and Community Services	Betts, Graeme
Q2-09-017	LI403 - Reduce the number of people that fall - People 65+ with a fractured neck of femur				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	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	As stipulated in Q2 this is the final position for this indicator and there is nothing further that can be done this year to alter this position. Work is being undertaken to address this for 2010/11 and this work is being performance managed via the HCOP partnership board.	31/03/2011	Adult, Health and Community Services - John Linnane and NHS Warwickshire	Linnane, John

Adult Social Care Improvement Plan

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
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. Due to the restructuring of the internal home care service there has been a drop in capacity from internal providers leading to greater pressure on the private sector	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"	Guidance has been reissued and under performing teams have been identified and are now being actively performance managed. The implementation of the reablement service will mean less customers will require traditional home care services which will mean lower waiting times	31/03/2010	Adult, Health and Community Services - Liz Bruce	King, Diane
PH-003	Action resulting from the Portfolio Holder Challenge Session	N/A	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.	The current position is that the appointment of an Independent chair is being explored via the Safeguarding Board. The PCT's Director of Quality and Innovation has been established as a Board member and quality assurance is set to be increased and enhanced.	not set	Adult, Health and Community Services - Liz Bruce	Hayfield, Colin

Leisure, Culture and Housing Improvement Plan										
Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
PH-030	NI011 - Engagement in the Arts	N/A	N/A	N/A	The County Arts Service has reviewed the information provided by Active People, using the Active People Diagnostic, with the Sub Regional Arts Partnership (Warwickshire districts & boroughs, Coventry and Solihull). We are aware that there are lower levels of participation in the northern parts of the county and will be ensuring that we work with partners to address this. Work currently being scoped, particularly for the lower-scoring districts, includes: ensuring arts organisations are supported to deliver targeted activities, facilitating increased draw down of external funding for arts activities, linking in with WCC's Narrowing the Gap priority areas to add value, use of new audience segmentation data to increase our understanding of why people in different areas engage (or don't engage) in the arts. We will need to work with colleagues in WCC to look for opportunities in existing and planned surveys and questionnaires, to embed questions that will allow us to monitor progress between reporting cycles of the Active People survey	Target to be reviewed with additional means of measurement/ supplementary information to be provided.	The County Arts Service have met with Warwickshire Observatory to discuss 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 and are following up a conversation about embedding further questions within the Place survey.	not set	Adult, Health and Community Services - Head of Communities and Well-Being	Saint, Chris
PH-031	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A	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.	Clarify the strategic position for WCC on Housing, WCC Housing Strategy to be developed, with inclusion of Registered Social Landlords, for next time	Around 130 delegates attended a Stakeholder Day at Warwick Racecourse in November 12. The purpose of the day was to explore different ECH models and consider which might work best for Warwickshire, i.e. inform the Extra Care Housing Strategy Action Plan. The event, which was jointly-facilitated by the Institute of Public Care (IPC) and WCC brought together a wide range of interested parties and potential partner organisations including, County, District, Town and Parish Councillors, housing and planning officers, health and social care professionals, citizens, providers and developers. Prof. Andrew Kerslake from the IPC, which advises central Government on ECH, co-presented the event and showed several short films on extra care developments. One of the highlights of the day was a presentation by 'Village with a Vision', a community group from Harbury outlined in the 16 October briefing note, who want to ensure that members of their community, particularly older people, are not having to move away from the village if their care and support needs can no longer be met at home.	not set	Adult, Health and Community Services - Kim Harlock	Saint, Chris

Leisure, Culture and Housing Improvement Plan										
Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
PH-032	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A	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.	Explore potential for future development of Libraries within the Schools environment	Feasibility study being carried out for Joint Services offer between Warwickshire and Solihull. Work underway to align Library Study Support offer with CYPF Study Support policy. Integrated service opened 28th September 2009. Complete.	not set	Adult, Health and Community Services - Head of Communities and Well-Being	Saint, Chris
PH-034	NI010 - Visits to museums and galleries	N/A	N/A	N/A	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. 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 – a member-level group 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, and the 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.	Rationalise the Museums portfolio so as to achieve increased cost-effectiveness	The Heritage Partnership is now working with the regional representative from the Museums Libraries and Archives Council who is supporting development of joint working across 2-tier authorities. The Community Museums Officer has held network events to promote joint working, and is leading on the contribution of museums across the sub-region to the BBC event, A History of the World, working closely with BBC Coventry and Warwickshire. This was launched on 18th Jan and will run for several months.	not set	Adult, Health and Community Services - Head of Communities and Well-Being	Saint, Chris
PH-035	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A	A meeting is being arranged between Graeme Betts, Dave Clarke and the respective portfolio holders Cllr Saint and Cllr Heatley	Explore potential for on-line payments system for services	The meeting took place, County Record Office are seeking advice on constructing a business case from Chris Jukes and Steve Goddard from resources. Background information has been sent and awaiting feedback. The action is therefore ongoing.	not set	Adult, Health and Community Services	Saint, Chris