

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Communities Overview & Scrutiny Committee

**Date of Committee** 1<sup>st</sup> March 2011

**Report Title** Development of Draft Measures and Targets in Support of the CBP 2011-13

**Summary** Following the approval of the high level Corporate Business Plan on the 15<sup>th</sup> February at Full Council, this report presents the proposed measures and targets for inclusion relevant to the remit of the Communities Portfolio.

**For further information please contact:**

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**Would the recommended decision be contrary to the Budget and Policy Framework?** No.

**Background papers** Cabinet Report 27/01/2011 Corporate Business Plan 2011 – 13, Full Council Report 15/02/2011 Corporate Business Plan 2011-13

**CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

- Other Committees
- Local Member(s)  NA
- Other Elected Members  Cllrs John Whitehouse, Chris Williams, Ray Sweet and Richard Chattaway
- Cabinet Member  All Portfolio Holders
- Chief Executive  Jim Graham
- Legal  Jane Pollard
- Finance
- Other Strategic Directors

District Councils

Health Authority

Police

Other Bodies/Individuals

***FINAL DECISION***

***SUGGESTED NEXT STEPS:***

Details to be specified

Further consideration by  
this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

## Agenda No

### Communities Overview & Scrutiny Committee – 1<sup>st</sup> March 2011.

#### Development of Draft Measures and Targets in Support of the Corporate Business Plan 2011-13

#### Report of the Head of Community Safety & Localities, Head of Environment & Resources, Head of Finance, Fire & Rescue, Head of Children, Young People & Families and Head of Performance Management

#### Recommendation

That Communities Overview & Scrutiny Committee consider and challenge, where appropriate, the draft measures and targets listed within Appendix A that will support the delivery of the Corporate Business Plan 2011-13.

#### 1.0. Background

- 1.1. The high level Corporate Business Plan (CBP) will have been approved by Council on 15<sup>th</sup> February 2011 identifies where we are going by articulating our repositioned ambitions and outcomes for 2011-13 and sets out how we will achieve them.
- 1.2. Following Cabinet's approval of the ambitions and outcomes contained within the CBP, the first draft set of measures and targets in support of these were considered by members of the Corporate Performance Group under the Chairmanship of Cllr Bob Stevens on the 7<sup>th</sup> February.
- 1.3. This paper brings together the first draft of measures and targets that are relevant to the Communities portfolio for inclusion within the Corporate Business Plan.

#### 2.0. Approach

- 2.1. In previous years, the Corporate Business Plan, containing the measures and targets, has traditionally been set over the three-years and were reviewed as part of the annual review and refresh cycle.
- 2.2. The Corporate Business Plan takes the Organisation through to 2013 in reflection of the Government's move to the provision of two year grant

settlements and sees the Council through to the end of the current Administration.

- 2.3. With the abolition of the National Indicator Set, we are now in a position to develop more locally appropriate measures that reflect and support the ambitions for Warwickshire.
- 2.4. All Directorates have been involved in developing the draft measures and targets and the CBP will be supported by a suite of Directorate Business Plans which in turn will shape the work of service, division, team and individual plans thus ensuring the delivery of our outcomes.
- 2.5. In some areas, new measures have been developed by directorates as these are the only measures the Service has to ensure that they are meeting both corporate and operational needs. For these new measures, we are unable to provide targets for 2011/12, as this year will provide the baseline from which future targets will be set.
- 2.6. The proposed measures and targets included in the Corporate Business Plan will also be picked up in the relevant Directorate Business Plan and performance against all of these indicators will be managed through the performance reporting process.
- 2.7. The outcomes presented in the high level CBP have been formally approved by full Council on the 15<sup>th</sup> February. We now need to consider and challenge where appropriate the proposed draft measures that support these agreed outcomes and the following principles should form the basis for this judgment

**Principles for developing the right Measures and Targets: Together they should:-**

- ☆ Articulate and specify what we will do and how we will do it in the pursuit of the overall objective(s)
- ☆ Identify and achieve accountability
- ☆ Ensure we have a clear, shared understanding about what we are trying to achieve, and that this is cascaded down through the whole organisation
- ☆ Make these aims measurable, so as to focus planning and to make managing performance meaningful
- ☆ Quantify the impact of increased, re-directed or decreased resources can have upon performance

- 2.8. A more detailed guide to setting measures and targets is available through the performance pages of the Intranet.

### **3.0. Next Steps**

- 3.1. The high level Corporate Business Plan will have been considered by Full Council at its meeting on the 15<sup>th</sup> February alongside the Council's budget-setting proposals.
- 3.2. Throughout February, March and April, each Overview and Scrutiny Committee is being asked to consider and challenge where appropriate, the measures and

targets by which to assess progress on delivering the ambitions articulated in the Corporate Business Plan.

- 3.3. The full suite of measures is to be presented to Overview and Scrutiny Board on the 10<sup>th</sup> March.
- 3.4. Following this consultation, the final suite of measures will then be considered by Cabinet at its April meeting and once adopted these measures will form the accountability base for the Corporate Business Plan once it goes live in April 2011.
- 3.5. Additionally, the WCC Performance management framework is being reframed in light of the changing landscape and central government requirements and this review includes consideration of the best ways to engage with a range of stakeholders in performance management.
- 3.6. At the next Member Performance Reporting group and the forthcoming Member Seminar on the 3<sup>rd</sup> March this will be discussed further.

#### **4.0. Recommendation**

- 4.1. Consider and challenge, where appropriate, the draft measures that support the agreed outcomes that are listed within Appendix A using the Principles of developing good measures and targets as set out in 2.7 of this report.

Shire Hall  
Warwick

## Ambition 2 Safety and Protection

### We aim to:

- Reduce further the number of people killed or seriously injured on Warwickshire roads
- Proactively maintain the highways network to a safe standard, working with partners to do so
- Reduce child abuse through improving the reach of child protection
- Focus on tackling high harm causers and re-offenders
- Work with the Police to reduce levels of violent crime, especially domestic violence
- Reduce the damaging effects on families and communities caused by alcohol and drugs misuse
- Work with partners to reduce instances of anti-social behaviour
- Reduce the number of deaths caused by fire, and increase the number of home fire safety checks.

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
<b>Warwickshire residents are safer on our roads</b>	Number of people killed or seriously injured on our roads from agreed DfT 10 year planned reduction aiming for only 277 KSI by 2015	Working with Police to refine the target based on 2010 actuals – due end Feb 2011		
<b>Warwickshire's children &amp; young people are safe from harm</b>	% of core assessments that were completed within 35 working days (previously NI 60)	92.0%	93.0%	TBC following Munro review
	% of de-registrations of children who have had Child Protection Plan for more than 2 years (previously NI 64)	7.0%	6.5%	TBC following Munro review
	% of children becoming the subject of a Child Protection Plan for a 2 <sup>nd</sup> or subsequent time (previously NI 65)	13.5%	13.0%	TBC following Munro review
<b>Reduced levels of offending &amp; re offending</b>	Incidents of serious acquisitive crime	Reduction based on 2010/11 outcome data		
<b>Reduced levels of harm caused by alcohol &amp; drugs</b>				
<b>Reduced levels of harm caused by violent crime</b>	Incidents of all violent crime	Reduction based on 2010/11 outcome data		
<b>Reduced levels of harm caused by anti-social behaviour</b>	Incidents of ASB	Reduction based on 2010/11 outcome data		
<b>Reduced number &amp; severity of fires, &amp; related injuries &amp; deaths</b>	No fire related deaths which were preventable per 100,000 population	0	0	0
	No of injuries in primary fires per 100,000 population	22		
	All fires per 100,000 population	New measure baseline being set and to be presented 1 <sup>st</sup> March		

## Ambition 4 Enterprise, Transport and Tourism

### We aim to:

- Support economic growth by improving Warwickshire's reputation as a good place to do business, and through working closely with partners in the sub-region on economic growth
- Improve accessibility and the transport options within Warwickshire
- Increase opportunities for people to improve their work related skills
- Make Warwickshire a place of destination for tourists and visitors

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
<b>A thriving business community in Warwickshire</b>	Establishment of the new Local Enterprise Partnership between Coventry & Warwickshire and agree the 5 yr strategy	June 2011: On Track Yes / No	To be developed following establishment of the LEP	
<b>Effective operation of the new Local Enterprise Partnership between Coventry &amp; Warwickshire</b>	% increase in Gross Value Added (GVA) for the sub region year on year.	% annual increase (to be determined by the LEP strategy)		
<b>A more efficient transport infrastructure</b>	WCC Cost per passenger journey on County Council supported services	To be set following the confirmed budget settlement in Feb 2011		
	Bus services cost per head of population in the county			
	Surface dressing programme completed (kms)			

## Ambition 5 Environment & Housing

### We aim to:

- Work with Borough & District Councils to improve recycling rates, reduce the amount of waste sent to landfill and keep public spaces clean and well-maintained
- Maintain our natural environment and relevant heritage for future generations
- Reduce Co2 emissions in the public sector and support the community to tackle climate change. Explore sustainable options for energy including renewables
- Support the provision of affordable homes and development of 'extra care' housing

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
<b>Warwickshire is clean and green</b>	Residual household waste per household is minimised	600 kg per annum		
<b>Warwickshire's environment &amp; heritage is protected for the future</b>	Number of corporate projects which deliver CO2 reductions	Proposed 3% year on year Co2 reduction from County Council Operations (tbc with Resources)		