

Corporate Services and Community Safety Overview and Scrutiny Committee

14 July 2009

Agenda

A meeting of the Corporate Services and Community Safety Overview and Scrutiny Committee will be held at the **SHIRE HALL, WARWICK** on **TUESDAY, 14 JULY 2009** at **2.15 p.m.**

The agenda will be: -

1. General

(1) Apologies.

(2) Members' Disclosures of Personal and Prejudicial Interests.

Members are reminded that they should disclose the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room unless one of the exceptions applies.

'Membership of a district or borough council is classed as a personal interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration'.

(3) Remit of the Corporate Services and Community Safety Overview and Scrutiny Committee.

To review and or scrutinise the provision of public services in Warwickshire relating to community safety, customer service and access, corporate and community governance and the effective use of resources.

The above includes road safety, fire and rescue, trading standards, emergency planning, crime and disorder reduction, drug and alcohol misuse,

The public reports referred to are available on the Warwickshire Web

www.warwickshire.gov.uk/committee-papers

policing and criminal justice, finance, property, information technology, human resources, communication, facilities management services, information management, law and probity, risk management, partnerships, locality working, shared services and the voluntary and community sector.

(4) Minutes of the meetings of the –

- (1) Resources Performance and Development Overview and Scrutiny Committee held on 21 April 2009 (to note);
- (I) Community Protection Overview and Scrutiny Committee held on 14 May 2009 (to note);
- (II) Corporate Services and Community Safety Overview and Scrutiny Committee held on 23 June 2009 (to approve)

2. Public Question Time (Standing Order 34)

Up to 30 minutes of the meeting is available for members of the public to ask questions on any matters relevant to the business of the Resources, Performance and Development Overview and Scrutiny Committee.

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

For further information about public question time, please contact Jean Hardwick on 01926 412476 or e-mail jeanhardwick@warwickshire.gov.uk

3. Effective Scrutiny – Scrutiny Officer

To inform members of the principles of effective scrutiny in order to feed into work programme development.

4. Challenges and Opportunities for Next 12 Months – Portfolio Holder (s)

To outline the challenges and opportunities for relevant Portfolio Holder (s) for the next 12 months.

5. Full-Year Report Directorate Report Card 2008-09 (April 08 - March 09)

(a) Performance & Development Directorate

Report of the Strategic Director for Customers, Workforce and Governance.

This report provides an analysis of the Performance & Development Directorate's performance for 2008/09. It reports on performance against the key performance indicators as set out in the Directorate Report Card.

Recommendation

The Committee is recommended to consider both the summary and detail of the performance indicators within the Directorate Report Card for the full year of 2008/09 (Appendix 1)

For further information please contact: David Carter, Strategic Director of Customers, Workforce and Governance. Tel: 01926 412564 e-mail davidcarter@warwickshire.gov.uk or Marcus Herron, Improvement and Support Manager. Tel: 01926 412590 or marcusherron@warwickshire.gov.uk

(b) Resources Directorate

Report of the Strategic Director for Resources.

This report presents the Corporate Services and Community Safety Overview and Scrutiny Committee with the End of Year Directorate Report Card for Resources.

Recommendation

The Committee is recommended to consider both the summary and detail of the performance indicators within the Directorate Report Card for the full year of 2008/09 (Appendix 1)

For further information please contact: Dave Clarke, Strategic Director, Resources Tel: 01926 416121, e-mail daveclarke@warwickshire.gov.uk or Joanna Rhodes, Head of Strategic Resources Development Tel: 01926 412245

(c) Community Protection Directorate

Report of the Chief Fire Officer Paul Fuller and David Carter, Strategic Director of Customers, Workforce and Governance.

This report provides an analysis of the Community Protection Directorate's performance at the year-end for 2008/09. It reports on performance against the key performance indicators as set out in the Directorate Report Card

Recommendation

The Committee is recommended to consider both the summary and detail of the performance indicators within the Directorate Report Card for the Year End 2008/09 (Appendix 1).

For further information please contact: Balbir Singh, Head of Policy and

(d) Environment and Economy Directorate – Road Safety

Report of the Strategic Director of Environment and Economy.

Following the County Council's revisions to the Overview and Scrutiny structure at the Annual meeting on 23 June 2009 some areas of service need to report to a different committee. As comprehensive Full Year Performance reports have already been prepared based on the old structure it has been decided not to rewrite the reports but instead to copy the relevant sections of the performance reports to the new committees.

The Performance indicators for Road Safety and graph showing the number of people killed or seriously injured on Warwickshire roads are attached.

Recommendation

The Committee is recommended to consider both the summary and detail of the performance indicators within the Directorate Report Card for the Year End 2008/09 (Appendix 1).

For further information please contact Andy McDarmaid, Environment Management and Performance Manager Tel. 01926 418646
andymcdarmaid@warwickshire.gov.uk

6. Progress and Performance of the Trading Standards Service – 1 April 2008 to 31 March 2009

Report of the Strategic for Director of Environment and Economy Directorate

This report summarises the progress and performance of the Trading Standards Service for the year 1 April 2008 to 31 March 2009. In line with the focus of the Community Protection Overview and Scrutiny Committee this report provides Members with achievements in:- Value in Service Delivery, Performance, High Priority objectives.

Recommendation

The Committee considers the progress and performance of the Trading Standards Service for the year 1 April 2008 to 31 March 2009.

For further information please contact Adam Bolton, Warwickshire Trading Standards Service, Tel. 01926 414074 adamboltonl@warwickshire.gov.uk

7. Any Other Items

which the Chair decides are urgent.

8. Workshop

The Committee will then break into a workshop session to identify priority issues for the Committee's annual work programme.

**Shire Hall,
Warwick**

**JIM GRAHAM
Chief Executive**

Corporate Services and Community Safety Overview and Scrutiny Committee

County Councillors

John Appleton (Chair), Martyn Ashford, Martin Barry (S), Peter Butlin, Richard Chattaway(S), Chris Davis (S), Jim Foster, Mike Gittus (Vice Chair), Brian Moss (S), Martin Shaw, Dave Shilton and David Wright.

Cabinet Members

Councillor Martin Heatley (Resources)

Councillor Richard Hobbs (Community Safety)

Councillor Heather Timms (Customers, Workforce and Partnerships)

The Resources, Performance and Development Overview and Scrutiny Committee met at the Shire Hall, Warwick on the 21 April 2009.

Present:

Members of the Committee:

Councillor David Booth (Chair of Committee)

“ John Appleton
“ George Atkinson
“ Les Caborn
“ Tom Cavanagh
“ Chris Davis
“ John Haynes
“ Brian Moss
“ Raj Randev
“ Dave Shilton
“ Ian Smith
“ John Vereker

Other Councillors

Councillor Alan Cockburn, Cabinet Member for Resources
Councillor Peter Fowler, Cabinet Member for Partnerships and
Localities

Officers:

Performance and Development Directorate

Pete Keeley, Member Services
Paul Williams, Scrutiny Officer

For part of the meeting:

Reuben Bergman, Deputy Head of Human Resources
John Galbraith, Solicitor, Corporate Legal Services
Alison Hallworth, Solicitor, Community and Environment
Legal Services

Adult, Health and Community Services Directorate

For item 10

Rob Wilkes, Service Manager – Contract and Procurement
Chris Norton - Strategic Finance Manager
Alison Hallworth - Solicitor and Adult & Community Team
Leader
Anne Clarke - Self Directed Funding Manager

Resources Directorate

Dave Clarke, Strategic Director of Resources
Oliver Winters, Head of Finance

For part of the meeting
Tonino Cuiffini, Head of ICT
Phil Triggs, Group Manager, Treasury and Pensions.
Virginia Rennie, Group Accountant, Budget and Technical.

1. General

(1) Apologies.

None.

(2) Members' Disclosures of Personal and Prejudicial Interests.

Councillor David Booth declared a personal interest in Agenda Item 10 as a member of the Warwickshire Welfare Rights Advice Service Joint Management Committee.

(3) Minutes of the meeting held on the 10 March 2009 and Matters Arising.

Following comments from Councillor John Appleton it was agreed that the minutes should be amended to reflect the Committee's concern about the proportion of the Council's resources that were being devoted to the repayment of debt.

Resolved:

That the Minutes of the Resources, Performance and Development Overview and Scrutiny Committee's 10 March meeting be approved as amended and be signed by the Chair.

There were no matters arising.

2. Public Question Time (Standing Order 34)

There were no questions from members of the public.

3. Items for Future Meetings and Forward Plan Items Relevant to the Work of the Committee.

The Committee considered the report of the Strategic Director of Performance and Development.

The report detailed provisional items for future meetings of the Committee. It also detailed decisions to be taken by the Cabinet in the next six months which were

relevant to the work of the Committee, as taken from the Forward Planning System.

The Chair suggested that, after the County Council Elections in June, the Committee should consider action to reduce costs through shared working and the reduction in frequency of performance reports to twice yearly.

Paul Williams, Scrutiny Officer, advised the Committee that the first meeting of the Committee after the Elections would be asked to consider the directorate report cards and to hold a workshop to consider the future work programme.

The Committee noted the other items.

4. Capital and Treasury Management

The Committee receive a presentation on a range of current and future issues concerned with the planning and financing of the capital programme from Oliver Winters, Phil Triggs and Virginia Rennie of the Resources Directorate.

A copy of the presentation is available on the Committee Administration System and on the Warwickshire Web.

Members noted that a review of the of the base capital programme and the capital strategy would be undertaken before the preparation of the 2011/12 programme.

5. Corporate ICT Development Plan - Year End Report 2008 / 09

The Committee considered a report from the Strategic Director of Resources which provided a Year End report on the Corporate ICT Development Plan 2008/9, and provided an update on the latest proposed areas for the plan for 2009/10.

Following introductory comments from Tonino Cuiffini, the Committee noted the report.

6. ICT Performance 2008/09

The Committee considered the report of the Strategic Director of Resources which had been produced in response to a request from the Chair of the Committee for a further report on ICT Performance Reporting arrangements, to include current major ICT issues/failures.

The report :-

- o Outlined existing ICT arrangements for reporting ICT performance
- o Reported on general ICT performance in 2008/09
- o Provided an update on ICT Availability and the issues with regard to the Corporate WAN.

During his presentation of the report, Tonino Cuffini introduced Paul Glenn who has been appointed as the dedicated Network Manager.

Paul advised the Committee of proposals to reshape the Council's network thereby reducing considerably the likelihood of wide area network issues.

Members requested that all officers who were involved in rectifying the recent problems out of hours be advised of the Committee's appreciation for the work undertaken.

With regard to out of hours support, it was suggested that consideration should be given to the submission of a report to the Cabinet dealing with possible arrangements.

The Committee noted the issues and actions associated with Wide Area Network problems and welcomed the increased investment in the wide area network.

7. Employee Absence Management

Reuben Bergman, Deputy Head of Human Resources (Employee Relations) introduced the report of the Strategic Director of Customers, Workforce and Governance which described the latest performance information on employee absence levels.

Members discussed several aspects of the latest performance. The following points were noted:

- There needs to be an agreed corporate process for the guidance of managers for recognising staff who have taken no sickness leave during a specific period.
- Comparison of the Council's absence targets with the private sector was difficult because response to surveys in the private sector were not as complete as surveys undertaken by the public sector.
- Absence levels amongst fire-fighters and in schools would be included in future reports
- Manual handling training to avoid muscular skeletal problems was undertaken and consideration would be given to the possible introduction of compulsory training to avoid back injuries for people returning to work after a back injury.
- Stress management training was not currently part of compulsory training for staff.
- The next report should include action being taken to resolve hotspots in stress including action to support the staff in the Children, Young People and Families Directorate. This should include any examples of good practice.
- Health and Well-Being training included staff counselling on stress.

- Action was being taken to reduce the figures for unidentified reasons for sickness absence which were too high and made it hard to take appropriate remedial action.

Members expressed their appreciation to Reuben Bergman for his work for the Committee during his employment with the Council.

8. Any Other Items

In response to comments from Members about the level of Member involvement in the refurbishment of the Ante Room, Dave Clarke agreed to circulate a briefing note to the Committee relating to the installation of the new glass screens.

Members were advised that, with regard to the pictures in the Ante Room, the matter had been addressed by Councillor Alan Farnell during Member Question time at the last Council.

9. Reports Containing Confidential or Exempt Information

Resolved:

That members of the public be excluded from the meeting for the following item on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972.

10. Direct Payments Tender

Rob Wilkes, Service Manager - Contracting & Procurement introduced the report of the Strategic Director of Adult, Health and Community Services which provided an explanation on the process for tendering and subsequent award of the contract for the County Council's Direct Payments Service.

The following revised recommendations were circulated at the meeting.

“That in all cases where a contract may involve:-

a transfer of staff to or from the Council

a transfer of staff between external suppliers

the tender evaluation should include a full evaluation of the TUPE, pension and any other staffing issues before the contract is awarded.”

During the discussion the following items were noted:

- A briefing note had been circulated to all Members of the Council

A4e – Repudiation of Contract

- Members expressed their dissatisfaction with the manner in which A4e had handled this contract
- Officers were now examining a claim for compensation from A4e

- o With regard to the TUPE and pension implications for A4e, although accurate pension and TUPE information had been provided to A4e by Rowan early in the contract process, it appeared that the company had not full appreciated its liabilities for these matters.

Rowan – Tender and Contract

- o Rowan were a national organisation based in Warwick.
- o The company had failed to meet the criteria for the contract on grounds of inadequate customer involvement and the tender price was outside the financial envelope for the provision of the service. The tender price of A4e was £268,000 whereas the tender price of Rowan was £538,000.
- o Following the withdrawal of A4e, the Council could have undertaken a retendering exercise but given the time available this would have resulted in no services being provided.
- o Rowan had been approached re the continuation of the contact because of the urgent need for continuity of the service.
- o Rowan had recognised the failings of their tender and were now looking at a different models of operation used for other councils which would produce key improvements in the level of service
- o The contract with Rowan was for one year with a possible extension for a further year and a half.
- o Meetings were being held with Rowan to discuss several issues including a contract monitoring process.
- o Members requested that the Children, Young People and Families Overview and Scrutiny Committee be requested to monitor the performance of Rowan

General contract implications

- o The TUPE and pensions aspects of this case had raised issues for the council's standard contract process and a review of the process was being undertaken to ensure that similar situations do not happen again.
- o The appropriate Cabinet Members should be advised of these points.

Resolved

- (1) That in all cases where a contract may involve:-
 - a transfer of staff to or from the Council
 - a transfer of staff between external suppliers
 the tender evaluation should include a full evaluation of the TUPE, pension and any other staffing issues before the contract is awarded.
- (2) That the Adult and Community Services Overview and Scrutiny Committee be requested to monitor the performance of Rowan.

The Committee rose at 5.10 p.m.

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Chair of Committee

Minutes of the meeting of the Community Protection Overview and Scrutiny Committee held on 14 May 2009

Present:

Councillor Richard Chattaway (Chair)
" Gordon Collett
" David Booth
" Chris Davis
" Barry Longden
" Philip Morris-Jones
" Mike Perry
" John Ross

Also Present: Councillor Richard Hobbs, Portfolio Holder for Community Protection.

Officers:

Louise Denton, Scrutiny Officer, Customers, Workforce and Governance Directorate
Phil Edwards, Group Manager, Fire and Rescue Service
Jean Hardwick, Interim Member Services Manager, Customers, Workforce and Governance Directorate
Kate Nash, Head of Community Safety and Localities, Customers, Workforce and Governance Directorate
Peter Nicholls, Trading Standards, Environment and Economy Directorate
Glen Ranger, Deputy County Fire Officer, Fire and Rescue Service
Katie Western, Acting Corporate Safety Manager, Customers, Workforce and Governance Directorate

1. General

The Chair welcomed Katie Western, Peter Nicholls and Phil Edwards to their first meeting of the Committee.

(1) Apologies for absence

Apologies for absence were received from Councillors Katherine King
Bernard Kirton and Dave Shilton.

(2) Members' Declarations of Personal and Prejudicial Interests

Councillor Barry Longden declared a personal interest in respect of minute 3 Violence and Aggression towards Fire-fighters in Warwickshire because a member of his family was employed as a paramedic.

(3) (a) Minutes of the meeting held on 31 March 2009

The minutes of the meeting held on 31 March 2009 were agreed as a correct record and signed by the Chair subject to, in relation to comments recorded from ICFO Fuller on page 3, that (1) be amended to read –

“increase smoke detector ownership year on year” it being noted that the aim was to increase ownership each year by targeting the most vulnerable households.

(b) Matters Arising

Minute 6 Recommendations and Decisions by the Committee –
CDRP - scrutiny

Louise Denton reported that details of the Government Guidance had not yet been issued.

2. Public Question Time

None.

3. Presentation on Violence and Aggressions towards Fire-Fighters within Warwickshire

Phil Edwards with the aid of a power-point presentation (attached) briefed members on the statistics and the control measures applied by Warwickshire Fire and Rescue Service (WFRS) for combating violence and aggression to Fire-fighters in Warwickshire. He highlighted the –

- (1) definition of violence at work;
- (2) national statistics, regional statistics as compared to Warwickshire's statistics and the different categories of violence and aggression;
- (3) reduction in the number of incidents that had been recorded over the previous 4 years;
- (4) training, methods and policies used to address acts of violence and aggression;
- (5) risk assessments undertaken;
- (6) future initiatives.

The Chair welcomed the reduction in the number of incidents, which he said he would raise at the next West Midlands Regional Management Board and questioned the reason for this reduction.

In reply to questions Phil Edwards and Glen Ranger said that –

- (1) the reduction in incidents was not solely related to the use of cameras, as they were only fitted onto 3 vehicles, the material recorded was useful for training, debrief and evidence gathering purposes;

- (2) incidents were broken down into different categories;
- (3) the methods open to fire-fighters to combat and deal with incidents included receiving training on dealing with the violence and aggression, carrying out risk assessments of every incident attended and following up particular incidents with education and training sessions;

A Member said that despite the reduction in incidents involving fire-fighters there appeared to be an increase in incidents involving the ambulance and police services. He hoped this trend would be addressed by the emergency services combining their efforts and hoped that working together would be encouraged and promoted by new council members.

The Chair thanked the officers for an interesting presentation and noted the key point, which was the progress made on reducing the number of incidents. He asked that, after the election, the new committee be provided annually with the statistics to assess the trends. He also suggested that further consideration be given to how the different categories of incidents could be reported and highlighted the concern about the assaults sustained by the other emergency services and asked that this be conveyed to the Health Overview and Scrutiny Committee.

Glen Ranger undertook to report annually to the Committee with the statistics relating into incidents of violence and aggression involving fire-fighters.

4. Anti-Social Behaviour (ASB) Strategy and Action Plan Update

The Committee considered the report of the Strategic Director of Customers, Workforce and Governance, which summarised progress made on the implementation of the Warwickshire Anti- Social Behaviour Strategy and 2008-09 Action Plan.

Councillor Richard Hobbs highlighted –

- (1) that the overall success of the Strategy would be measured though the Local Area Agreement target for National Indicator 21 ‘Dealing with local concerns about anti-social behaviour and crime by the local council and police’;
- (2) the visual audits carried out in advance of Your Town, Your Choice week in Old Town, Leamington;
- (3) the overall reduction in arson achieved in 2008/09 compared to 2007/08 figures.

A member welcomed the report, said he had enjoyed reading it and moved that the report be accepted.

In reply to questions Kate Nash explained that –

- (1) there was a reluctance to put a target on reducing ASB incidents because of the initiative taken to encourage and educate the public to report incidents;
- (2) an ASB action plan was put in place in Kenilworth because ASB was the top three Kenilworth Safer Neighbourhoods Panel priorities;
- (3) action was being taken in rural areas to reduce ASB which involved a role for PCSOs in engaging with young people at risk of committing ASB and supporting voluntary activity where they could;

- (4) with regard to Hams Hall and the county-wide injunction, the impasse around the legal process had been resolved. Legal opinion now was that there was a case in law to proceed with a county-wide injunction and it had been agreed to pursue this case together with another authority (Stoke-on-Trent).

The Committee noted the Anti-Social Behaviour Strategy end of year report.

5. Older People's Safety Review: Progress Report.

The Committee considered the report of the Strategic Director of Customers, Workforce and Governance, which outlined progress against the recommendations of the Older People's Safety Review completed in June 2007.

The Chair referred to Appendix A of the report and the Committee expressed their satisfaction with the outcomes subject to the following exception –

Recommendation 3 - Alternative service provider for the Help On Call Service: It was noted that a report was being prepared for Cabinet.

Recommendation 7 - Sharing of information on district/borough councils Housing Benefits database: It was noted that a response had not yet been received from the district/borough councils. Louise Denton undertook to contact the district/borough councils.

Recommendation 15 - District/Borough councils and Housing Associations to review entry points into older people's properties: It was noted that one response had been received from Stratford on Avon District Council. Louise Denton undertook to contact district/borough councils and Housing Associations.

Recommendation 16 - The Police to consider how the views of older people who cannot/do not want to attend evening meetings, can be obtained. Councillor Hobbs reported that Police had recently consulted older people by means of the "Citizens Wave" and Kate Nash reported that Whitnash Community Forum had been quoted as an exemplar of good practice for arranging a seminar for older people on an early evening time slot. Louise Denton added that the Police had held surgeries in a variety of community locations, including residential and sheltered housing complexes.

Resolved to note the progress made against the Committee's recommendations and decisions of the Older People's Safety Review completed in June 2007.

6. Provisional Items for Future Meetings and Forward Plan Items Relevant to this Committee

(a) Provisional Items for Future Meetings

The Committee considered the provisional items for future meetings.

Louise Denton reported that the proposed agenda for the first round of Overview and Scrutiny Committees after the election would include the following items –

1. a presentation from the relevant Portfolio Holder outlining challenges and opportunities for the next 12 months;
2. a report outlining the most up-to-date performance information;
3. an introduction to the principles of effective scrutiny, elements of an effective work programme, previous work undertaken by Overview and Scrutiny Committees and outcomes achieved; and
4. a workshop session with members working in groups to discuss/ identify priority issues to be addressed and appropriate scrutiny methods.

The Committee agreed the future work programme and noted the agenda items for the meeting scheduled for 14 July 2009.

(b) Forward Plan – Items Relevant to this Committee

Noted

8. Any Other Items

Chair's thanks to the Committee

The Chair thanked the members of the Committee for their work, which he said, reflected the good work that they undertook in the community and for the people of Warwickshire.

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Chair of the Committee

The Committee rose at 3:55 p.m.

**MINUTES OF A MEETING OF THE CORPORATE SERVICES AND
COMMUNITY SAFETY OVERVIEW & SCRUTINY COMMITTEE HELD ON
23 JUNE 2009**

Present:

Councillors John Appleton
 Martyn Ashford
 Martin Barry
 Peter Butlin
 Richard Chattaway
 Chris Davis
 Jim Foster
 Mike Gittus
 Brian Moss
 Martin Shaw
 Dave Shilton
 David Wright

Other members in attendance:

Councillors Peter Balaam, Peter Barnes, Sarah Boad, Penny Bould, David Bryden, Les Caborn, Alan Cockburn, Ron Cockings, Jose Compton, Richard Dodd, Alan Farnell, Peter Fowler, Carol Fox, Eithne Goode, Colin Hayfield, Robin Hazelton, Martin Heatley, Bob Hicks, Richard Hobbs, Clare Hopkinson, Julie Jackson, David Johnston, Bernard Kirton, Joan Lea, Barry Lobbett, Tilly May, Frank McCarney, Phillip Morris-Jones, Tim Naylor, Mike Perry, Carolyn Robbins, Kate Rolfe, Jerry Roodhouse, John Ross, Chris Saint, Izzi Seccombe, Bob Stevens, Ray Sweet, June Tandy, Heather Timms, Sid Tooth, John Vereker, CBE, Helen Walton, Angela Warner, Claire Watson, John Whitehouse, Chris Williams and Sonja Wilson.

An apology for absence were submitted on behalf of Councillor Mike Doody.

1. Appointment of Chair

Councillor Dave Shilton, seconded by Councillor Mike Gittus, proposed that Councillor John Appleton be appointed Chair of the Committee.

A vote was taken and it was resolved that Councillor John Appleton be appointed Chair of the Committee.

2. Appointment of Vice-Chair

Councillor Martin Shaw, seconded by Councillor Dave Shilton, proposed that Councillor Mike Gittus be appointed Vice-Chair of the Committee.

A vote was taken and it was resolved that Councillor Mike Gittus be appointed Vice-Chair of the Committee.

Chair

The Committee rose at 12.25 a.m.

Agenda No

AGENDA MANAGEMENT SHEET

Name of Committee Corporate Services and Community Safety Overview and Scrutiny Committee

Date of Committee 14th July 2009

Report Title Full Year Directorate Report Card 2008/09 (April 2008 – March 2009).

Summary This report provides an analysis of the Performance and Development Directorate's performance for 2008/09. It reports on performance against the key performance indicators as set out in the Directorate Report Card

For further information please contact:

David Carter Strategic Director of Customers, Workforce & Governance Tel: 01926 41 2564 davidcarter@warwicks hire.gov.uk	Marcus Herron Improvement and Support Manager Tel: 01926 41 2590 marcusherron@warwick shire.gov.uk
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Would the recommended decision be contrary to the Budget and Policy Framework?

No.

Background papers

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

Other Committees	<input type="checkbox"/>
Local Member(s)	<input type="checkbox"/>
Other Elected Members	<input checked="" type="checkbox"/>	Cllr John Appleton
Cabinet Member	<input checked="" type="checkbox"/>	Cllr Bob Steven, Cllr Heather Timms
Chief Executive	<input type="checkbox"/>	
Legal	<input checked="" type="checkbox"/>	Jane Pollard
Finance	<input type="checkbox"/>
Other Chief Officers	<input checked="" type="checkbox"/>	Strategic Director of Customers, Workforce and Governance

- | | | |
|--------------------------|--------------------------|-------|
| District Councils | <input type="checkbox"/> | |
| Health Authority | <input type="checkbox"/> | |
| Police | <input type="checkbox"/> | |
| Other Bodies/Individuals | <input type="checkbox"/> | |

FINAL DECISION YES

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"/> | |

Corporate Services and Community Safety Overview & Scrutiny Committee – 14th July 2009

Full Year Directorate Report Card March 2008 – April 2009

Report of the Strategic Director of Performance and Development

Recommendation

Corporate Services and Community Safety Overview and Scrutiny Committee are recommended to:

- Consider both the summary and detail of the performance indicators within the Directorate Report Card for the full year of 2008/09 (Appendix 1)

1.0 Background

- 1.1 This report presents Corporate Services and Community Safety Overview & Scrutiny Committee with a full year update on the performance of the Directorate Report Card for Performance and Development and is intrinsically linked to the Corporate Report Card which is considered by Cabinet.
- 1.2 All Directorate Report Cards will provide the specialist service based information which support the Council-wide position considered by Cabinet in the Corporate Report card.
- 1.3 After a year of operation the Report Card system has been enhanced and all Directorates will now provide an update on the performance of their Directorate Report Cards to the respective Overview & Scrutiny Committee on a quarterly basis.
- 1.4 The objective of the system is to provide Members with a detailed update on the key performance measures relating to the Directorate, from which Members can be signposted to more detailed reports and information if required.

1.5 This detail and a summary of content are set out in the following sections.

2.0 Content of the Directorate Report Card




- 2.1 As a minimum requirement the Directorate Report Card includes any indicators which are in the Corporate Report Card and are the responsibility of this Directorate either on the basis of our specific service areas or as contributions to a Corporate total.
- 2.2 Recognising the increased role which partnership plays in the delivery of County Council services, all LAA measures relevant to the Committee have been incorporated into the Directorate Report Card, In addition to the relevant measures from the Corporate Report Card all Directorate Report Cards will be made up of other 'local' indicators' which they feel are relevant to their services.
- 2.3 Directorate Report Cards will therefore potentially comprise the following four 'types' of measures:

Type 1	Specialist areas, clearly led by one Directorate which appear in the Corporate Report Card <i>eg. Environment CPA score</i>
Type 2	The Directorate's contribution to the cumulative Corporate figure which appears in the Corporate Report Card <i>eg. Sickness absence</i>
Type 3	Measures specific to the Directorate, as taken from the Directorate Business Plan (Directorate Report Card only)
Type 4	Measures related to the effectiveness of services delivered within the relevant Directorate (Directorate Report Card only)

- 2.4 The content of the Directorate Report Card has been agreed by the Directorate Management Team in consultation with Portfolio holders and Members.

3.0 Overall Summary of Full Year Performance

- 3.1 There are 29 measures within the Directorate Report Card and for the full year for 2008/09, performance is reported for 28 of these. Of the total number reported there are 3 National Indicators.
- 3.2 The full year performance for 2008/09 is presented in full in Appendix A and summarised in the table below.

	Full Year actuals compared to 2008/09 target						Total
	Full Year actuals exceeding target		Full Year actuals meeting target		Full Year actuals missed target		
							
	Total no. of measures	%	Total no. of measures	%	Total no. of measures	%	Total no. of measures
Performance Results	7	47	3	20	5	33	15
Customer Results	1	33.33	1	33.33	1	33.33	3
Corporate Health	1	50	0	0	1	50	2
People measures	5	62.5	1	12.5	2	25	8
OVERALL TOTAL	14	50	5	18	9	32	28

- 3.3 The performance of the Performance & Development Directorate shows 68% of total targets being realised or exceeded. Of the rest, it is evident that these indicators show underlying strong performance, with those not achieved, 44% have been missed by 5% or less.
- 3.4 The Performance Results quadrant shows 67% of reported indicators realised or exceeding end of year targets.
- 3.5 In the Customer Results the Directorate is performing well, performance against the customer care standards has exceeded the year end target. The Directorate has performed well under the Mystery Shopping exercises and was close to achieving the target set, falling short by 4%.
- 3.6 Our people results are showing underlying strong performance, with 75% of targets being realised and exceeded. Sickness levels are better than the target and have decreased in comparison to last year.

The Directorate has achieved a strong set of staff survey results with 90% of results in the top quartile, despite a slight downturn in overall satisfaction.

- 3.7 Within the Corporate Health quadrant our Corporate Governance Action plan set a challenging target, which at year end has been exceeded. The year end variance from budget is subject to change until the final financial sign off has occurred on.

4.0 Remedial action

- 4.1 In response to Member concerns this year a great emphasis has been placed on the need for robust remedial action in relation to measures which are forecast not to meet target.
- 4.2 The table below summarises the key remedial action which will address underperforming areas and take place between now and the next reporting period, as taken from the table in Appendix A.

Ref	Measure	Responsible Head of Service	Summary of remedial action
LI300	% LAA measures on target	Monica Fogarty	These measures are influenced by the performance of the Local Area Agreement which has recently undergone review and refresh. Targets have now been reviewed and renegotiated with Government Office West Midlands and have been finalised as at 1 st April 2009
NI004	% of people who feel they can influence decisions in their locality	Monica Fogarty	The result is taken from the Place Survey whilst the target relates to the baseline established from earlier BVPI results. National commentators have suggested that these two sets of information are not necessarily directly comparable. The 2008/09 result should be viewed as establishing a new baseline against which future performance can be judged. In light of this, lead officers will be reviewing the targets over the next 4 weeks and will then suggest to GOWM that the matter should be considered within the next LAA refresh. In the meantime work will continue in line with an agreed Partnership Delivery Plan which strongly focuses on the roll out and enhancements of the 30 community forums
LI800	% of service transfers to Customer Service Centre by March 2009	Kushal Birla	The comments, compliments and complaints transfer to the Customer Service was completed on 3rd March 09. Work to transfer the Registration calls is well underway; we initially took Rugby Registrar office on within the CSC. This approach proved to be really

			useful in terms of learning and we are now working on refining the process as a consequence. Once we have completed this work we will be looking to introduce a single telephone number covering all but marriages which will support wholesale migration. We are a good way through making these changes and see this change of focus as a really positive move not only for the organisation but most importantly for the customer. The remaining 4 transfers require further negotiations over funding and resources implications with the clients, these are School Transport, School Meals Integration, School Admissions and the remainder of libraries.
LI802	% implementation of One Stop Shop programme action plan delivered by March 2009	Kushal Birla	The Lillington and the Stockingford OSSs have been delivered. Proposals for the Rugby OSS have been agreed. The OSSs in Alcester and Stratford opened in June 2009 and the Business Case for the Leamington OSS will be delivered later this year.
LI322	Direction of Travel CPA Score	Monica Fogarty	We have maintained our overall direction of travel in the final CPA inspection. CPA has now been replaced by the CAA framework and as part of this, the Direction of Travel assessment no longer exists. From April 2009, each council will be subject to an organisational assessment consisting of Use of Resources & Managing Performance Theme.
LI317e	Satisfaction with Mystery shopping exercise rating (PD Directorate only)	Directorate Management Team	Improvement plans have been compiled by the appropriate services. These services and improvements have recently been reassessed through the Spring 2009 Mystery Shopping wave and will be reassessed again in the Autumn 2009 wave.
LI329e	% Year end variance from budget	Directorate Management Team	This is the projected Q4 figure going to Cabinet on 28 May 2009. The Final Outturn Report is going to Cabinet on 9 July. Most of the overspend was planned against reserves.
LI334e	% Satisfaction that the County Council is a good employer (PD Directorate only)	Directorate Management Team	Overall the staff survey results have shown positive improvements with 66% response rate (highest in the Council) - 86% of results equalled or increased compared to 2007-90% of results were in benchmarking top quartile. Having been considered by the staff panel and DMT, Heads of Service are drawing together improvement plans for their divisions' based on the surveys results.
LI818	% staff receiving an appraisal (Directorates Only)	Directorate Management Team	Management information has been circulated to remind managers of gaps in returns.

5.0 Recommendations

Resources, Performance and Development Overview and Scrutiny Committee are recommended to:

- Consider both the summary and detail of the performance indicators within the Directorate Report Card for the full year of 2008/09 (Appendix 1)

David Carter
Strategic Director of Customers,
Workforce & Development
Shire Hall, Warwick.
July 2009




Performance & Development Full Year Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI300	% LAA measures on target	Bigger is Better	Quarterly	N/A	71.00	74.00	▲	These measures are influenced by the performance of the Local Area Agreement which has recently undergone review and refresh. Targets have now been reviewed and renegotiated with Government Office West Midlands and have been finalised as at 1st April 2009
NI001	% of people who believe people from different backgrounds get on well together in their local area	Bigger is Better	Biennial	N/A	80.90	80.00	★	

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI004	% of people who feel they can influence decisions in their locality	Bigger is Better	Biennial	N/A	28.00	33.00	▲	The result is taken from the Place Survey whilst the target relates to the baseline established from earlier BVPI results. National commentators have suggested that these two sets of information are not necessarily directly comparable. The 2008/09 result should be viewed as establishing a new baseline against which future performance can be judged. In light of this, lead officers will be reviewing the targets over the next 4 weeks and will then suggest to GOWM that the matter should be considered within the next LAA refresh. In the meantime work will continue in line with an agreed Partnership Delivery Plan which strongly focuses on the roll out and enhancements of the 30 community forums
NI006	Participation in Regular volunteering (%)	Bigger is Better	Biennial	N/A	25.90	-	-	2008-09 baseline is now established and targets have been set for 2009-10 and 2010-11

	Year End forecast to exceed target		Year End forecast to meet target		Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI328	Use of Resources CPA Score	Bigger is Better	Annually	4	4.00	4.00	<div></div>	

	Year End forecast to exceed target		Year End forecast to meet target		Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI800	% of service transfers to Customer Service Centre by March 2009	Bigger is Better	Quarterly	N/A	16.00	83.00	▲	The comments, compliments and complaints transfer to the Customer Service was completed on 3rd March 09. Work to transfer the Registration calls is well underway; we initially took Rugby Registrar office on within the CSC. This approach proved to be really useful in terms of learning and we are now working on refining the process as a consequence. Once we have completed this work we will be looking to introduce a single telephone number covering all but marriages which will support wholesale migration. We are a good way through making these changes and see this change of focus as a really positive move not only for the organisation but most importantly for the customer. The remaining 4 transfers require further negotiations over funding and resources implications with the clients, these are School Transport, School Meals Integration, School Admissions and the remainder of libraries.

	Year End forecast to exceed target		Year End forecast to meet target		Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI802	% implementation of One Stop Shop programme action plan delivered by March 2009	Bigger is Better	Quarterly	N/A	50.00	83.00	▲	The Lillington and the Stockingford OSSs have been delivered. Proposals for the Rugby OSS have been agreed. The OSSs in Alcester and Stratford opened in June 2009 and the Business Case for the Leamington OSS will be delivered later this year.
LI803	% customer satisfaction with the services offered by Customer Service and Access	Bigger is Better	Quarterly	N/A	96.10	90.00	★	
LI804	% of staff believe the Council encourages high standards	Bigger is Better	Annually	N/A	91.00	85.00	★	
LI805	New pay structure agreed by March 2011	Bigger is Better	Quarterly	N/A	1.00	1.00	●	
LI806	HR advisory centre model implemented and in place and key appointments	Bigger is Better	Quarterly	N/A	1	1	●	The Advisory staff have all moved into the new model.
LI807	% of staff receive core brief	Bigger is Better	Annually	N/A	88	85	★	Increase of 19% since 07/08 staff survey result
LI808	Improved reflection of the council brand in media coverage through:% of coverage relating directly to priorities and themes	Bigger is Better	Quarterly	N/A	82	80	★	

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI809	800 plus votes on the Intranet Poll every week.	Bigger is Better	Quarterly	N/A	900	800	★	
LI342	% Public enquiries resolved at first point of contact - Contact Centre	Bigger is Better	Quarterly	94.07	83	80	★	
LI322	Direction of Travel CPA Score	Bigger is Better	Annually	3	3	4	▲	We have maintained our overall direction of travel in the final CPA inspection. CPA has now been replaced by the CAA framework and as part of this, the Direction of Travel assessment no longer exists. From April 2009, each council will be subject to an organisational assessment consisting of Use of Resources & Managing Performance Theme.

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Customer Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI316e	% Achievement of WCC Customer Care Standards (PD Directorate only)	Bigger is Better	Quarterly	91	93.00	92.00	★	
LI317e	Satisfaction with Mystery shopping excersise rating (PD Directorate only)	Bigger is Better	Annually	84.5	81.00	85.00	▲	Improvement plans have been compiled by the appropriate services. These services and improvements have recently been reassessed through the Spring 2009 Mystery Shopping wave and will be reassessed again in the Autumn 2009 wave.
LI321e	Number of adverse Ombudsman complaints (PD Directorate only)	Smaller is Better	Quarterly	N/A	0.00	0.00	●	

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

Corproate Health								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI329e	% Year end variance from budget	Plan is Best	Quarterly	-5.9	6.36	0.00	▲	This is the projected Q4 figure submitted to Cabinet on 28 May 2009.The Final Outturn Report is going to Cabinet on 9 July. Most of the overspend was planned against reserves.
LI331e	% Compliance with Directorate Governance action plan	Bigger is Better	Quarterly	83.3	95.00	90.00	★	

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

People Measures								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI334e	% Satisfaction that the County Council is a good employer (PD Directorate only)	Bigger is Better	Annually	84.04	83.00	86.00	▲	Overall the staff survey results have shown positive improvements with 66% response rate (highest in the Council) -86% of results equalled or increased compared to 2007-90% of results were in benchmarking top quartile. Having been considered by the staff panel and DMT, Heads of Service have complied improvement plans for their divisions' based on the surveys results.
LI335e	% Staff satisfaction that Appraisal was of benefit (PD Directorate only)	Bigger is Better	Annually	50.26	57.00	56.00	★	
LI336e	% of all benchmarkable staff satisfaction questions in the top quartile of all local authorities (ORC Benchmark) (PD Directorate only)	Bigger is Better	Annually	N/A	90.00	90.00	●	
LI337e	No. Working days/ shifts lost due to sickness absence per FTE (PD Directorate only)	Smaller is Better	Quarterly	7.92	5.54	8.00	★	

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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Performance & Development Full Year Report Card 2008 - 2009

People Measures								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI338e	% Employees who are disabled (PD Directorate only)	Bigger is Better	Quarterly	0.99	2.38	1.50	★	
LI339e	% Employees from BME communities (PD Directorate only)	Bigger is Better	Quarterly	8.8	10.00	5.00	★	
LI340e	Top 5% of earners (senior management posts) that are women (PD Directorate only)	Bigger is Better	Quarterly	62	61.76	55.00	★	
LI818	% staff receiving an appraisal (Directorates Only)	Bigger is Better	Annually	91.04	81	93	▲	Management information has been circulated to remind managers of gaps in returns.

★	Year End forecast to exceed target	●	Year End forecast to meet target	▲	Year End forecast to miss target (see remedial action)
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AGENDA MANAGEMENT SHEET

Name of Committee Corporate Services and Community Safety Overview and Scrutiny Committee

Date of Committee 14th July 2009

Report Title End of Year Resources Directorate Report Card 2008/09 (April 2008 – March 2009)

Summary *This report presents the Corporate Services and Community Safety Overview & Scrutiny Committee with the End of Year Directorate Report Card for Resources.*

For further information please contact:

Dave Clarke Strategic Director, Resources Tel: 01926 412003 daveclarkeTR@warwickshire.gov.uk	Joanna Rhodes Head of Strategic Resource Development Tel: 01926 412245 joannarhodes@warwickshire.gov.uk
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Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers None

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- | | | |
|-----------------------|-------------------------------------|--|
| Other Committees | <input type="checkbox"/> | |
| Local Member(s) | <input type="checkbox"/> | |
| Other Elected Members | <input checked="" type="checkbox"/> | Cllr Brian Moss, Cllr Chris Davies and Cllr Martin Barry |
| Cabinet Member | <input checked="" type="checkbox"/> | Cllr Martin Heatley |
| Chief Executive | <input type="checkbox"/> | |
| Legal | <input checked="" type="checkbox"/> | Jane Pollard |
| Finance | <input type="checkbox"/> | |
| Other Chief Officers | <input checked="" type="checkbox"/> | David Clarke - Reporting Officer |

- | | | |
|--------------------------|--------------------------|-------|
| District Councils | <input type="checkbox"/> | |
| Health Authority | <input type="checkbox"/> | |
| Police | <input type="checkbox"/> | |
| Other Bodies/Individuals | <input type="checkbox"/> | |

FINAL DECISION YES

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"/> | |

EXECUTIVE SUMMARY

This report presents the Corporate Services and Community Safety Overview & Scrutiny Committee with the End of Year Directorate Report Card for Resources (1st April 2008 to 31st March 2009).

The report shows that: -

- 50% of Performance Indicators exceeded their target
- 35% met their target
- 15% missed their target

The end of year performance is summarised in the table on page 6 and is presented in full in Appendix A.

**Corporate Services and Community Safety Overview &
Scrutiny Committee– 14th July 2009.**

**End of Year Directorate Report Card 2008/09 (April 2008 –
March 2009)**

Report of the Strategic Director of Resources

Recommendation

Corporate Services and Community Safety Overview & Scrutiny Committee are recommended to:

- Consider both the summary and detail of the performance indicators within the Directorate Report Card (Appendix 1)

1.0 Background

- 1.1 This report presents Corporate Services and Community Safety Overview & Scrutiny Committee with the end of year update on the performance of the Directorate Report Card for Resources and is intrinsically linked to the Corporate Report Card which is considered by Cabinet.
- 1.2 All Directorate Report Cards will provide the specialist service based information which supports the Council-wide position considered by Cabinet in the Corporate Report card.
- 1.3 After a year of operation the Report Card system has been enhanced and all Directorates will now provide an update on the performance of their Directorate Report Cards to the respective Overview & Scrutiny Committee on a quarterly basis.
- 1.4 The objective of the system is to provide Members with a detailed update on the key performance measures relating to the Directorate, from which Members can be signposted to more detailed reports and information if required.

1.5 This detail and a summary of content are set out in the following sections.

2.0 Content of the Directorate Report Card

2.1 As a minimum requirement the Directorate Report Card includes any indicators which are in the Corporate Report Card and are the responsibility of this Directorate either on the basis of our specific service areas or as contributions to a Corporate total.

2.2 Recognising the increased role which partnership plays in the delivery of County Council services, all LAA measures relevant to the Committee have been incorporated into the Directorate Report Card. In addition to the relevant measures from the Corporate Report Card all Directorate Report Cards will be made up of other 'local' indicators' which they feel are relevant to their services.

2.3 Directorate Report Cards will therefore potentially comprise the following four 'types' of measures:




Type 1	Specialist areas, clearly led by one Directorate which appear in the Corporate Report Card <i>e.g. Environment CPA score</i>
Type 2	The Directorate's contribution to the cumulative Corporate figure which appears in the Corporate Report Card <i>e.g. Sickness absence</i>
Type 3	Measures specific to the Directorate, as taken from the Directorate Business Plan (Directorate Report Card only)
Type 4	Measures related to the effectiveness of services delivered within the relevant Directorate (Directorate Report Card only)

2.4 The content of the Directorate Report Card has been agreed by the Directorate Management Team in consultation with Portfolio holders and Members.

3.0 Overall Summary of Full Year Performance

3.1 There are 48 measures within the Directorate Report Card for 2008/09, performance is reported for 46 of these. Of the total number reported there is one National Indicator.

3.2 The performance at the end of year point for 2008/09 is presented in full in Appendix A and summarised in the table on the next page.

	End of Year Performance 2008/09						Total
	End of Year Performance exceeds target		End of Year Performance meets target		End of Year Performance missed target		
							
	Total no. of measures	%	Total no. of measures	%	Total no. of measures	%	Total no. of measures
Performance Results	10	59%	6	35%	1	6%	17
Customer Results	5	83%	1	17%	0	0%	6
Corporate Health	2	22%	5	56%	2	22%	9
People Measures	6	43%	4	28.5%	4	28.5%	14
OVERALL TOTAL	23	50%	16	35%	7	15%	46

4.0 Remedial action

- 4.1 In response to Member concerns this year a great emphasis has been placed on the need for robust remedial action in relation to measures which are forecast not to meet target.
- 4.2 The table below summarises the key remedial action which will address underperforming areas and take place between now and the next reporting period, as taken from the table in Appendix A.

Ref	Measure	Responsible Head of Service	Summary of remedial action
LI329f	% Year end variance from budget (RE Directorate only)	Oliver Winters	The overspend is made up of overspends on design and construction, and facilities management partially offset by underspends on catering and accounting services. The overall overspend will be financed either from accumulated directorate reserves or, if such reserves are not available, will be the first call on the 2009/10 budget. The Final Outturn Report is going to Cabinet on 9 July and that will pick up any changes pre audit after final capital entries have been put through.
LI924	% of properties with satisfactory (or above) suitability (excluding schools)	Phil Evans	Suitability Surveys can be subjective as they are completed by the property occupiers and this makes it difficult to set targets. The Suitability Survey programme for 2008/09 was

Ref	Measure	Responsible Head of Service	Summary of remedial action
			put on hold for part of the year while the survey process and supply of ICT was reviewed. Although the Suitability module is still stand alone, it is intended to issue considerably more suitability surveys in the forthcoming year. Improvements to new ways of working and rationalising the Property stock to provide the right accommodation in the appropriate places to improve service delivery, should improve the occupiers view of a Properties suitability. It will be the responsibility of Strategic Asset Management to ensure that the Suitability Surveys are issued and reported on. (Responsible Officer = Rebecca Dawson)
LI901	Debt outstanding over 42 days as a % of total annual invoiced income	Oliver Winters	The downturn in the economy has meant that many organisations have found it difficult to pay their debts on time. This is particularly noticeable in the housing sector. A significant number of our debt outstanding relates to S106 monies owed by housing developers. Also, despite improvements there continue to be debts owed by Warwickshire PCT. A debt recovery update is due to be presented to the Corporate Services Committee in September. This will include the annual report on our debt recovery process for 2008/09 and present the latest situation on large debts outstanding. Although it is difficult to predict how the downturn in the economy will effect the indicator, directorates continue to pursue payment as rigorously as they can. It is hoped that we will hit our <4% target at the end of 2009/10. It is the responsibility of all cost centre managers in the authority to monitor and instigate appropriate action to collect debts outstanding relating to their cost centre.
LI337f	No. Working days/ shifts lost due to sickness absence per FTE	Joanna Rhodes	A full report will go to Resources DMT at the end of June. The reporting of absence will be improved for 2009/10. We will focus our HR resources on supporting managers in dealing with absence management (Richard Maddison - HR Business Partner).
LI918	% staff receiving an appraisal	Joanna Rhodes	Data relates to the % of office-based staff receiving an appraisal between 1 April 2008 - 31 March 2009. Only Finance and Property met the directorate target of 94%. SRD, ICT and FM didn't meet the target (SRD = 71%, ICT = 61% and FAAM = 50%). The performance within FAAM was reduced due to particular scheduling and workflow issues primarily within one group. This issue has now been resolved and for 2009/10 100% of all due appraisals will be achieved. The performance across ICT and SRD teams was inconsistent and different issues have been identified for individual teams. Completion of appraisals has been identified as a priority for improvement for ICT and SRD in 2009/10 (Responsibility of

Ref	Measure	Responsible Head of Service	Summary of remedial action
			Heads of Service).
LI933	Average number of staff training days per FTE (office based)	Joanna Rhodes	Figure slightly below the ambitious target of 7 days. This is however an improvement on last year's performance. An action plan focusing on Learning and Development has been agreed by DMT. As part of this action plan, Resources Staff were asked to make suggestions on what would help them develop their skills for their current post or future career. Their ideas were discussed by the Staff Panel and DMT and a number of the suggestions have been taken forward.
LI934	Number of Reported Accidents	Phil Evans	15 of reported accidents were RIDDOR reportable. Reported accidents increased across the directorate as a whole, with no obvious cause identified for the general increase. Slips & trips account for over 50% of the accidents. It is intended to run a safety campaign within the Directorate regarding slips and trips, based on the Health and Safety Executive's "Shattered Lives" initiative. It is anticipated that this will lead to a reduction of injuries in the short - term, however further measures will be required to sustain a long term reduction. (Responsible Officer - Mike Wood)

5.0 Recommendations

Corporate Services and Community Safety Overview & Scrutiny Committee are recommended to:

- Consider both the summary and detail of the performance indicators within the Directorate Report Card 2008/09 (Appendix 1).

DAVE CLARKE
Strategic Director of
Resources

Shire Hall
Warwick
25th June 2009

Resources Directorate End of Year Report Card 2008 - 2009

Corporate Health						
Indicators		2008 - 2009				
		Baseline (2007-2008 Year End Actual)	Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	Current Performance
Ref	Description	Aim	Collection Frequency			SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI328	Use of Resources CPA Score	Bigger is Better	Annually	4	4.00	4.00 ●
LI329f	% Year end variance from budget (RE Directorate only)	Plan is Best	Quarterly	-0.5	1.24	0.00 ▲
LI331f	% Compliance with Directorate Governance action plan	Bigger is Better	Quarterly	N/A	100.00	90.00 ★
LI920	Value for Money (CPA)	Bigger is Better	Annually	3	3.00	3.00 ●
LI921	Degree of achieving agreed efficiency savings	Bigger is Better	Quarterly	100	100.00	100.00 ●
LI922	Overall availability of ICT (SOCITM KPI 15)	Bigger is Better	Quarterly	99.64	99.60	98.00 ★
						Downtime experienced was largely out of hours. Return on investment in resilience. More stringent change control procedures.

Resources Directorate End of Year Report Card 2008 - 2009

Corporate Health								
Indicators				2008 - 2009				
				Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
L1924	% of properties with satisfactory (or above) suitability (excluding schools)	Bigger is Better	Quarterly	80	81.00	85.00	▲	Suitability Surveys can be subjective as they are completed by the property occupiers and this makes it difficult to set targets. The Suitability Survey programme for 2008/09 was put on hold for part of the year while the survey process and supply of ICT was reviewed. Although the Suitability module is still stand alone, it is intended to issue considerably more suitability surveys in the forthcoming year. Improvements to new ways of working and rationalising the Property stock to provide the right accommodation in the appropriate places to improve service delivery, should improve the occupiers view of a Properties suitability. It will be the responsibility of Strategic Asset Management to ensure that the Suitability Surveys are issued and reported on. (Responsible Officer = Rebecca Dawson)

Resources Directorate End of Year Report Card 2008 - 2009

Corporate Health								
Indicators				2008 - 2009				
				Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI179	Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year	Bigger is Better	Quarterly	N/A	3	3	●	The forecast figure of £9.557 million is subject to change prior to the submission deadline on 24 July 2009 as more information becomes available. An updated figure will be reported to Cabinet in July with submission to government late July.

Resources Directorate End of Year Report Card 2008 - 2009

Performance Results								
2008 - 2009								
Indicators				Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
L1900	Budget and Balanced Capital Programme approved	Plan is Best	Annually	1	1.00	1.00	●	Programme approved before target date of 28/02/2009. Approved = 1
L1901	Debt outstanding over 42 days as a % of total annual invoiced income	Smaller is Better	Quarterly	4.78	5.24	4.00	▲	The downturn in the economy has meant that many organisations have found it difficult to pay their debts on time. This is particularly noticeable in the housing sector. A significant number of our debt outstanding relates to S106 monies owed by housing developers. Also, despite improvements there continue to be debts owed by Warwickshire PCT. A debt recovery update is due to be presented to the Corporate Services Committee in September. This will include the annual report on our debt recovery process for 2008/09 and present the latest situation on large debts outstanding. Although it is difficult to predict how the downturn in the economy will effect the indicator, directorates continue to pursue payment as rigorously as they can. It is hoped that we will hit our <4% target at the end of 2009/10. It is the responsibility of all cost centre managers in the authority to monitor and instigate appropriate action to collect debts outstanding relating to their cost centre.

Resources Directorate End of Year Report Card 2008 - 2009

Performance Results										
Indicators					2008 - 2009					
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Current Performance				SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments	
					Year End Actual (A)	End of Year Target (B)	Year End Actual against Target (A) vs (B)			
LI902	Accounts for previous year approved by Members	Bigger is Better	Annually	1	1.00	1.00	●		Achieved by due date	
LI903	External audit opinion on the accounts	Bigger is Better	Annually	1	1.00	1.00	●		Unqualified audit opinion achieved for 2007-2008 accounts by 30 September and accounts published by same date in accordance with statutory deadlines.	
LI904	% pay days met	Bigger is Better	Quarterly	100	100.00	100.00	●			
LI905	Return on Council Investments	Bigger is Better	Quarterly	5.81	3.92	3.35	★			
LI906	Return on LGPS investments	Bigger is Better	Quarterly	-1.6	-7.12	-7.83	★			
LI907	% of support calls resolved at point of contact	Bigger is Better	Quarterly	57.58	61.89	60	★		Improved processes after introduction of new Service Management System. Increased knowledge of first line staff.	
LI908	SOCITM level 2 availability (hours network unavailable to >20% of users)	Smaller is Better	Quarterly	0.65	0.64	0.9	★		Downtime experienced was largely out of hours. Return on investment in resilience. More stringent change control procedures.	
LI909	Business Alignment of ICT Development - % of projects proposed by ICT approved by SDLT	Bigger is Better	Quarterly	100	100	100	●		Was approved as proposed at SDLT 30/04/08	
LI910	% catering in special and primary school sites retained	Bigger is Better	Quarterly	98	98	87	★			
LI911	% catering in secondary school sites retained	Bigger is Better	Quarterly	94	100	88	★			

Resources Directorate End of Year Report Card 2008 - 2009

Performance Results							
Indicators				2008 - 2009			
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Current Performance		
					Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)
L1912	% sites retained - cleaning (total of all services)	Bigger is Better	Quarterly	96.5	98	96	★
L1913	Quartile position in Sheffield Hallam University density survey - WCC's major office buildings	Bigger is Better	Annually	1	-	1	-
L1914	Financial outturn for traded services (£)	Bigger is Better	Quarterly	-270,000	69,000	0	★
L1915	Summer Holiday "unmanaged late projects"	Smaller is Better	Annually	0	0	0	●
L1916	% of the maintenance backlog professionally recommended for completion within 2 years	Smaller is Better	Quarterly	63.05	62	64	★
							<p>In previous years the survey has consolidated three distinct elements of density, cost and satisfaction and via a statistical analysis brought forward an aggregated position. For 2008/09 the survey has not aggregated the data. WCC's position in the individual analysis was Density 4th Quartile, Cost 1st Quartile, Satisfaction 1st Quartile.</p> <p>The anticipated outturn for traded services is a surplus of £69k</p> <p>Target reached and completed in Qtr 2 - end of summer holidays</p> <p>The cost of the maintenance works that require urgent attention within the next 2 years has reduced. However, the maintenance costs that require attention within the next 5 years have increased slightly and there has been only minimal reduction to the overall maintenance backlog.</p>

Resources Directorate End of Year Report Card 2008 - 2009

Performance Results							
Indicators			2008 - 2009				
			Baseline (2007-2008 Year End Actual)	Current Performance			
Ref	Description	Aim		Collection Frequency	Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)
			156,000		185,000	130,000	★
LI917	20% Schools Condition Surveys completed (m2)	Bigger is Better	Quarterly				Exceeded target by 42% (55,000m2). This additional capacity was originally expected to assist in completing smallholdings surveys , but we were not commissioned to do this work, hence the exceeded target on schools.

Resources Directorate End of Year Report Card 2008 - 2009

Customer Results									
2008 - 2009									
Indicators				Current Performance					
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Year End Actual (A)	End of Year Target (B)	Year End Actual against Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments	
LI316f	% Achievement of WCC customer care standards	Bigger is Better	Quarterly	N/A	99.00	92.00	★	394247 contacts received, 389351 responded to within target. Highest performing directorate.	
LI321f	Number of adverse Ombudsman complaints	Smaller is Better	Quarterly	N/A	0.00	0.00	●		
LI925	Overall score from Members in customer survey for meeting their needs	Bigger is Better	Annually	78.6	100.00	81.00	★	All Members responding to the survey agreed that the services and facilities provided by Resources meet their needs. Individual issues raised in the survey will be picked up directly with Members.	
LI926	Overall score from WCC staff for Resources services	Bigger is Better	Annually	60.1	66.00	62.00	★	Increase of 6% on 2007/08 score.	
LI927	Overall score from WCC managers for Resources services	Bigger is Better	Annually	59.5	68.80	62.00	★	Increase of 9% on 2007/08 score.	
LI928	Customer Satisfaction as measured by SOCITM Customer Satisfaction Survey	Bigger is Better	Annually	5.08	5.43	5.10	★		
LI929	No of justifiable complaints	Smaller is Better	Quarterly	N/A	13.00	Set benchmark	-	9 internal justified complaints and 4 external (FM = 9, ICT = 1 & Finance = 3).	

Resources Directorate End of Year Report Card 2008 - 2009

People Results									
Indicators					2008 - 2009				
					Current Performance				
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments	
LI334f	% Satisfaction that the County Council is a good employer	Bigger is Better	Annually	84	84.00	78.00	★	Corporate target. Highest scoring directorate (6% above WCC score).	
LI335f	% Staff satisfaction that Appraisal was of benefit	Bigger is Better	Annually	65	61.00	56.00	★	Corporate Target. Second highest scoring directorate (5% above the WCC score). 4% decrease since last year (NB different wording to 2007).	
LI336f	% of all benchmarkable staff satisfaction questions in the top quartile of all local authorities (ORC Benchmark)	Bigger is Better	Annually	95	95.00	95.00	●		
LI337f	No. Working days/ shifts lost due to sickness absence per FTE	Smaller is Better	Quarterly	8.59	8.92	8.00	▲	A full report will go to Resources DMT at the end of June. The reporting of absence will be improved for 2009/10. We will focus our HR resources on supporting managers in dealing with absence management (Richard Maddison - HR Business Partner)	
LI338f	% Employees who are disabled	Bigger is Better	Quarterly	1.68	1.85	1.50	★		
LI339f	% Employees from BME communities	Bigger is Better	Quarterly	5	5.71	5.00	★		
LI340f	Top 5% of earners (senior management posts) that are women	Bigger is Better	Quarterly	20.37	22.03	22.00	★		

Resources Directorate End of Year Report Card 2008 - 2009

People Results						
Indicators			2008 - 2009			
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Current Performance	
					Year End Actual (A)	Year End Actual against Target (A) vs (B)
					End of Year Target (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI918	% staff receiving an appraisal (Directorates Only)	Bigger is Better	Annually	87	71.28	94.00
						▲
						<p>Data relates to the % of office-based staff receiving an appraisal between 1 April 2008 - 31 March 2009. Only Finance and Property met the directorate target of 94%. SRD, ICT and FM didn't meet the target (SRD = 71%, ICT = 61% and FAAM = 50%). The performance within FAAM was reduced due to particular scheduling and workflow issues primarily within one Group. This issue has now been resolved and for 2009/10 100% of all due appraisals will be achieved. The performance across ICT and SRD teams was inconsistent and different issues have been identified for individual teams. Completion of appraisals has been identified as a priority for improvement for ICT and SRD in 2009/10 (Responsibility of Heads of Service).</p>
LI930	Upward Appraisal - % agreeing "overall my line manager's performance is good"	Bigger is Better	Annually	82.1	86.70	84.00
						★

People Results						
2008 - 2009						
Indicators			Current Performance			
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Year End Actual (A)	End of Year Target (B)
					Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI931	No significant difference by age, sex or ethnicity - The County Council is a good employer	Bigger is Better	Annually	N/A	1.00	1.00
LI932	% of new staff (actual not FTE) receiving training/development (site based)	Bigger is Better	Quarterly	100	100.00	100.00
LI933	Average number of staff learning and development days per FTE (office based)	Bigger is Better	Quarterly	6.18	6.6	7
						Using Chi Squared test for significance - we can be 97% confident that there is no significant difference by age, sex, or ethnicity in the answer to the staff survey question "The County Council is a good employer". 1 = Achieved.
						Figure slightly below the ambitious target of 7 days. This is however an improvement on last year's performance. An action plan focusing on Learning and Development has been agreed by DMT. As part of this action plan, Resources Staff were asked to make suggestions on what would help them develop their skills for their current post or future career. Their ideas were discussed by the Staff Panel and DMT and a number of the suggestions have been taken forward.

Resources Directorate End of Year Report Card 2008 - 2009

People Results							
Indicators				2008 - 2009			
Ref	Description	Aim	Collection Frequency	Baseline (2007-2008 Year End Actual)	Current Performance		
					Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)
L1934	Number of Reported Accidents	Smaller is Better	Quarterly	58	71	50	▲ 15 of these were RIDDOR reportable. Reported accidents increased across the directorate as a whole, with no obvious cause identified for the general increase. Slips & trips account for over 50% of the accidents. It is intended to run a safety campaign within the Directorate regarding slips and trips, based on the Health and Safety Executive's "Shattered Lives" initiative. It is anticipated that this will lead to a reduction of injuries in the short - term, however further measures will be required to sustain a long term reduction. (Responsible Officer - Mike Wood)
L1935	Number of formal grievances raised	Smaller is Better	Quarterly	1	0	0	●

AGENDA MANAGEMENT SHEET

Name of Committee

**Corporate Services and Community
Safety Overview & Scrutiny Committee
14th July 2009**

Date of Committee

Report Title

**Year End Community Protection
Directorate Report Card 2008/09
(April 2008– March 2009).**

Summary

This report provides an analysis of the Community Protection Directorate's performance at the year end for 2008/09. It reports on performance against the key performance indicators as set out in the Directorate Report Card

***For further information
please contact:***

Balbir Singh,
Head of Policy and Performance.
01926 423231.

balbirsingh@warwickshire.gov.uk
No.

***Would the recommended
decision be contrary to the
Budget and Policy
Framework?***

Background papers

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

Other Committees

☐

Local Member(s)

☐

Other Elected Members

☒ Cllr Chattaway, Cllr Davis, Cllr Mrs Boad, Cllr Shilton

Cabinet Member

☒ Cllr Richard Hobbs

Chief Executive

☐

Legal

☒ Sarah Duxbury

Finance

☒ Sally Bentley

Other Chief Officers

☒ David Carter

District Councils

☐

Health Authority

☐

Police	<input type="checkbox"/>
Other Bodies/Individuals	<input checked="" type="checkbox"/>	Kate Nash

FINAL DECISION YES

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"/>

**Corporate Services and Community Safety Overview & Scrutiny Committee -
14th July 2009**

Year End Directorate Report Card 2008/09

**Report from Chief Fire Officer Paul Fuller and David Carter,
Director of Customers, Workforce and Governance for the
Community Protection Directorate**

Recommendation

That the Corporate Services and Community Safety Overview & Scrutiny Committee are recommended to:

- Consider both the summary and detail of the performance indicators within the Directorate Report Card for the Year End 2008/09 (Appendix 1)

1.0 Background

- 1.1 This report presents Corporate Services and Community Safety O&S Committee with the year end performance summary of the Directorate Report Card Community Protection Directorate and is intrinsically linked to the Corporate Report Card which is considered by Cabinet. This report is a joint report from Paul Fuller and David Carter as the Directorate has now been split up.
- 1.2 All Directorate Report Cards will provide the specialist service based information which support the Council-wide position considered by Cabinet in the Corporate Report card.
- 1.3 After a full year of operation the Report Card system has been enhanced and all Directorates will now provide an update on the performance of their Directorate Report Cards to the respective Overview & Scrutiny Committee on a quarterly basis.
- 1.4 The objective of the system is to provide Members with a detailed update on the key performance measures relating to the Directorate, from which Members can be signposted to more detailed reports and information if required.
- 1.5 This detail and a summary of content are set out in the following sections.

2.0 Content of the Directorate Report Card




- 2.1 As a minimum requirement the Directorate Report Card includes any indicators which are in the Corporate Report Card and are the responsibility of this Directorate either on the basis of our specific service areas or as contributions to a Corporate total.
- 2.2 Recognising the increased role which partnership plays in the delivery of County Council services, all LAA measures relevant to the Committee have been incorporated into the Directorate Report Card, In addition to the relevant measures from the Corporate Report Card all Directorate Report Cards will be made up of other 'local' indicators' which they feel are relevant to their services.
- 2.3 Directorate Report Cards will therefore potentially comprise the following four 'types' of measures:

Type 1	Specialist areas, clearly led by one Directorate which appear in the Corporate Report Card <i>eg. Environment CPA score</i>
Type 2	The Directorate's contribution to the cumulative Corporate figure which appears in the Corporate Report Card <i>eg. Sickness absence</i>
Type 3	Measures specific to the Directorate, as taken from the Directorate Business Plan (Directorate Report Card only)
Type 4	Measures related to the effectiveness of services delivered within the relevant Directorate (Directorate Report Card only)

- 2.4 The content of the Directorate Report Card has been agreed by the Directorate Management Team in consultation with Portfolio holders and Members.

3.0 Overall Summary of Full Year Performance

- 3.1 There are 45 measures within the Directorate Report Card and at the year end for 2008/09, performance is reported for 44 of these.
- 3.2 The year end performance for 2008/09 is presented in full in Appendix A and summarised in the table below.

	Year end actual compared to 2008/09 target						Total
	Year end actual exceeding target		Year end actual meeting target		Year end actual missed target		
							
	Total no. of measures	%	Total no. of measures	%	Total no. of measures	%	Total no. of measures
Customer Results	1	33.3	1	33.3	1	33.3	3
People measures	2	25	0	0	6	75	8
Corporate Health	0	0	2	66.6	1	33.3	3
Performance Results	11	37	0	0	19	63	30
OVERALL TOTAL	14	32	3	7	27	61	44

4.0 Remedial action

- 4.1 In response to Member concerns this year a great emphasis has been placed on the need for robust remedial action in relation to measures which are forecast not to meet target.
- 4.2 The table below summarises the key remedial action which will address underperforming areas and take place between now and the next reporting period, as taken from the table in Appendix A.

5.0 Recommendations

The Corporate Services and Community Safety O&S Committee are recommended to:

- Consider both the summary and detail of the performance indicators within the Directorate Report Card at the year end point of 2008/09 (Appendix 1)

Paul Fuller
Chief Fire Officer

David Carter
Director of Customers,
Workforce and Governance

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI500	To reduce the number of deliberate primary vehicle fires (LPSA2)	Smaller is Better	Quarterly	326	270.00	458.00	★	see LI520
LI501	To reduce the number of deliberate small fires (LPSA2)	Smaller is Better	Quarterly	1329	955.00	1034.00	★	see LI521 and LI522
LI502	To reduce the number of deliberate primary property fires (LPSA2)	Smaller is Better	Quarterly	193	229.00	132.00	▲	see LI519
LI503	% residents satisfied that WCC protects the community and makes Warwickshire a safer place to live	Bigger is Better	Annually	New indicator not available	44.00	Not available	Not applicable	This is a new indicator and has been monitored only during this year therefore there has been no target set and no remedial action is available
LI507	No. acc. fire deaths per 100K pop (BV143(ii))	Smaller is Better	Quarterly	0.19	0.38	0.00	▲	There have been 2 deaths in accidental dwelling fires this year, 1 in the Rugby District and 1 in the Warwick District. At risk groups are targetted through our continuing Community Fire Safety activity to reduce the number of deaths and injuries in accidental dwelling fires.
LI508	No of fire injuries in adf's per 100Kpop (BV143(ii))	Smaller is Better	Quarterly	4.79	1.90	4.75	★	There have been 10 injuries in accidental dwelling fires have recorded during 08/09. This performance is significantly better than last year, a 58% overall reduction. Targetted Community Fire Safety activity has continued to try and reduce the incidence of injuries in accidental dwelling fires.

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI509	Primary fires per 10,000 pop (BV142(ii))	Smaller is Better	Quarterly	24.11	21.99	17.32	▲	The Fire and Rescue Service Plan 2009/10 includes an objective to improve the accuracy of the incident related data on which the CFS Strategy is based. It is anticipated that achievement of this objective will have a positive impact on performance against the target for reducing the number of primary fires.
LI510	Accidental fires per 10,000 (BV142(iii))	Smaller is Better	Quarterly	11.82	10.44	10.05	★	During 08/09 there were 243 recorded accidental dwelling fires. This was 4% incidents more than target but was 11.6% less than the previous year. 3500 targetted Home Fire Safety Checks (HFSC) were completed last year alongside other Fire Safety Eductaion programmes. The number of HFSC scheduled for 09/10 has been doubled to try and reduce the risk further.
LI511	% fires confined to origin room (BV144.04)	Bigger is Better	Quarterly	88.95	93.60	93.00	★	The number of accidental dwelling fires confined to the room of origin has acheived the challenging target of 93%. This has been acheived through good working practices as well as data quality checking to ensure accurate incident recording.
LI512	Malicious false alarms: N Att. (BV146i.05)	Bigger is Better	Quarterly	0.22	0.09	0.22	▲	The overall number of malicious false alarms received is well below target. However the number of those calls that despite being challenged result in an attendance is still too high, 69%. The call challenge procedure will continue and further action will be taken as appropriate.

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI513	Malicious false alarms: Att (BV146ii.05)	Smaller is Better	Quarterly	0.26	0.19	0.25	★	The overall number of malicious false alarms received is well below target. However the number of those calls that despite being challenged result in an attendance is still too high, 69%. The call challenge procedure will continue and further action will be taken as appropriate.
LI514	False alarms auto detect per 1000 (xBV149)	Smaller is Better	Quarterly	114.02	85.21	102.63	★	There has been a significant decrease in the overall number of false alarm calls caused by detection apparatus of 25%. The target was achieved during this year. However, the issue is around the number and percentage of properties receiving repeat attendances. The call challenge and attendance processes are in place and WFRS personnel will continue to work with the public to minimise unwanted fire alarm activations. Other policies are being considered to try and reduce the numbers. Service Order being updated by Richard Buxton so that ART's are going to start engaging in process again
LI515	AFA Properties with repeated attendance	Smaller is Better	Quarterly	310	225	200	▲	There has been a significant decrease year on year in the overall number of false alarm calls caused by detection apparatus of 25%. The target was acheived during this year. However, the issue is around the number and percentage of properties receiving repeat attendances. The call challenge and attendance processes are in place and WFRS personnel will continue to work with owners and occupiers of premises to minimise unwanted fire alarm activations. Other policies are being considered to try and reduce the numbers.

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI516	Percentage of AFA calls to properties with repeated attendances	Smaller is Better	Quarterly	70.52	73.1	61.54	▲	There has been a significant decrease year on year in the overall number of false alarm calls caused by detection apparatus of 25%. The target was acheived during this year. However, the issue is around the number and percentage of properties receiving repeat attendances. The call challenge and attendance processes are in place and WFRS personnel will continue to work with owners and occupiers of premises to minimise unwanted fire alarm activations. Other policies are being considered to try and reduce the numbers.
LI517	Deliberate fires per 10,000 pop (BV206)	Smaller is Better	Quarterly	35.39	27.61	27.57	▲	The total number of deliberate fires are behind target and the year end target has beed marginally missed. This is due to the deliberate primary fires not acheiving target. It should also be noted that there has been a significant year on year reduction of 23%.
LI519	Delib. Fires Pri. - no vehicles (BV206i.05)	Smaller is Better	Quarterly	3.7	4.35	2.51	▲	The number of deliberate property fires has not achieved the LPSA2 target this year despite analysis of the issues and subsequent targeted activity. We continue to analyse the frequency and trends of these incidents to target arson reduction strategies. The Arson Reduction Team is working closely with other partnership agencies to reduce the number of deliberate property fires. Void premises initiative set up by the Arson Reduction Team.

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI520	Delib. Fire Pri. - in vehicles (BV206ii.05)	Smaller is Better	Quarterly	6.24	5.13	5.43	★	The incidence of deliberate vehicle fire has decreased significantly during the year acheiving the target by 6% and there was a 17% reduction on the previous year. The partnership Car Clear scheme has continued to be successful.The scheme has been reviewed and is being relaunched during the forthcoming year, this should result in continued success.
LI521	Delib. Fire Sec - no vehicles (BV206iii.05)	Smaller is Better	Quarterly	24.55	18.04	18.78	★	The overall number of deliberate small fires has acheived its stretch LPSA2 target by 45 and there has been a year on year reduction of 28%. There has been considerable targetted activity concentrated on reducing the number of deliberate small fires across the County this year. These initiatives have included partnership working such as the Anti Social Behaviour Intervention Team (ASBIT) which ran in Nuneaton and Bedworth and Rugby Districts and was highly successful.
LI522	Delib. Fires Sec -in vehicles (BV206iv.05)	Smaller is Better	Quarterly	0.9	0.09	0.85	★	There have only been 5 deliberate derelict vehicle fires recorded during the year. This is in part due to an improved incident recording system that has been implemented. However there has also been an improvement due to the arson reduction initiatives that have been undertaken this year.

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI523	Fires in non-domestic premises (xBV207)	Smaller is Better	Quarterly	21.37	11.02	9.68	▲	Despite some category classification changes during the year the target has been exceeded by 14%. Analysis of the occurrence and trends of non domestic property fires continues. Area Risk Teams and the Fire Protection department are continually working with owners and occupiers of non domestic properties across the County to ensure that the necessary fire precautions are applied within their premises. Properties considered to be high risk are prioritised.
LI524	% of people escaping ADF's (BV 208)	Bigger is Better	Quarterly	88.12	94.14	98	▲	The stretch target of 98% has been marginally missed acheiving 95%. Home Fire Safety Checks are continuing across the County and are targetted at the community groups considered to be at risk. The number of HFSC's to be delivered over the next 12 months will be significantly increased. All other CFS activity is continuing including the schools education programme. All these activities raise awareness of the need to have an escape plan within the home in the event of a fire.

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI525	Smoke alarm activated (BV209i)	Bigger is Better	Quarterly	36.42	37.86	47	▲	Despite the targeted Fire Safety education programmes used within the County, performance against these indicators has been disappointing. The number of Home Fire Safety Checks to be delivered during the forthcoming year has doubled. Fire safety education highlights the need for homes to have a working smoke alarm. Other methods of delivering this message are being explored & work related to the quality of data recorded will ensure accuracy of incident recording through IRS.
LI526	Smoke alarm fitted did not activate	Smaller is Better	Quarterly	12.47	16.46	15	▲	Despite the comprehensive targetted Fire Safety educaion programmes used within the County, performance against these indicators has been disappointing. The number of Home Fire Safety Checks to be delivered during the forthcoming year has been doubled. All fire safety education methods highlight the need to have a working smoke alarm within the home. Other methods of delivering this important message are being explored.
LI527	No smoke alarm fitted	Smaller is Better	Quarterly	51.17	45.68	38	▲	Despite the comprehensive targetted Fire Safety educaion programmes used within the County, performance against these indicators has been disappointing. The number of Home Fire Safety Checks to be delivered during the forthcoming year has been doubled. All fire safety education methods highlight the need to have a working smoke alarm within the home. Other methods of delivering this important message are being explored.

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI015	Serious violent crime rate, including Domestic Violence (per 1,000)	Smaller is Better	Quarterly	0.5	0.58	0.47	▲	Recording criteria for Serious Violent Crime reviewed during 2008/9, with a negative impact on LAA target as greater number of offences included within LAA classification. Overall, there were 684 fewer victims of Serious Violent Crime in 2008/9. 2009/10 LAA target refreshed to reflect new classification. Significant piece of research into violent crime ongoing, with findings to be linked into other partnership projects being developed around high harm causers and family intervention.
LI015a	Serious violent crime rate - to include Domestic Violence (Number of offences)	Smaller is Better	Quarterly	261	306	248	▲	Recording criteria for Serious Violent Crime reviewed during 2008/9, with a negative impact on LAA target as greater number of offences included within LAA classification. Overall, there were 684 fewer victims of Serious Violent Crime in 2008/9. 2009/10 LAA target refreshed to reflect new classification. Significant piece of research into violent crime ongoing, with findings to be linked into other partnership projects being developed around high harm causers and family intervention.

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI016	Serious acquisitive crime - Offences (per 1,000)	Smaller is Better	Quarterly	15.31	15.12	14.54	▲	Overall decrease in Serious Acquisitive Crime represents positive news against a challenging economic backdrop. However, 5% reduction target not achieved. Remedial action implemented in hotspot areas for hotspot crime types e.g. Vehicle Crime action plan ongoing in North Leamington. Areas within Leamington, Nuneaton and Rugby identified as Priority Policing Areas for 2009/10 and differential targets adopted for burglary and vehicle crime within these areas. LAA target renegotiated with GOWM. Target is now to achieve a 10% (rather than 15%) reduction over the 3 years of the LAA.
LI016a	Serious acquisitive crime (Number)	Smaller is Better	Quarterly	7995	7964	7595	▲	Overall decrease in Serious Acquisitive Crime represents positive news against a challenging economic backdrop. However, 5% reduction target not achieved. Remedial action implemented in hotspot areas for hotspot crime types e.g. Vehicle Crime action plan ongoing in North Leamington. Areas within Leamington, Nuneaton and Rugby identified as Priority Policing Areas for 2009/10 and differential targets adopted for burglary and vehicle crime within these areas. LAA target renegotiated with GOWM. Target is now to achieve a 10% (rather than 15%) reduction over the 3 years of the LAA.

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

Performance Results								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI021	Dealing with local concerns about anti-social behaviour and crime by the local council and police (%)	Bigger is Better	Biennial	0	23.1	0	★	Place Survey baseline established during 2008/9. 2008/9 performance measured using Criminal Damage incidents as a proxy measure. 12.8% reduction in incidents achieved compared to 2007/8 baseline (against target of 5%). 2007/8 baseline: 9,178 incidents. 2008/9 target: 8,719 incidents. 2008/9 actual: 8,002 incidents.
NI030	Re-offending rate of prolific and priority offenders (%)	Smaller is Better	Quarterly	17	31	20	Not yet available	This figure represents the forecast reduction in re-offending by Warwickshire PPOs, based on confirmed data for the first three quarters. Final performance in relation to the NI will be calculated by comparing the reduction achieved in Warwickshire to that achieved by a national cohort. This figure is calculated by GOWM and should be available in July. The percentage reduction figure of 31% is therefore subject to change.
NI040	Drug users in effective treatment (number)	Bigger is Better	Annually	938	1064	957	★	There is a time delay with this indicator as 'effective treatment' is defined as 12 weeks in effective treatment. We will not know if treatment has been effective for someone entering treatment in March until June (12 weeks later). Final year end data should therefore be available in July. Current data suggests this target is likely to be achieved. There were 1,064 drug users in effective treatment to the end of November, against a target of 1,053.

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

Customers								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI316b	% Achievement of WCC customer care standards	Bigger is Better	Quarterly	New indicator not available	73.00	70.00	★	The Directorate has acheived it's customer care standards targets this year. These standards are measured internally against replies to emails and also a sampling of letters received by the Directorate.
LI317b	% Satisfaction with Mystery Shopping experience rating	Bigger is Better	Annually	New indicator not available	73.00	75.00	▲	A full report was made to Senior Managers following the Mystery Shopper exercise within the year. The analysis was full and recommendations for improvements were made within the document. Improved performance in the next Mystery Shopper wave is anticipated
LI321b	Number of adverse Ombudsman complaints	Bigger is Better	Quarterly	0	0.00	0.00	●	There have been no adverse complaints to the Ombudsman during this last year.

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

People								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI334b	% Satisfaction that the County Council is a good employer	Bigger is Better	Annually	65	57.00	72.00	▲	This is a measure of staff perception which is only taken once a year. The year-end actual figure of 57% is taken from the 2008 Annual Staff Survey which was conducted in the summer of 2008. The last survey was taken at a time when a business case to combine with another Fire Authority was being developed and it is considered likely that this adversely affected staff's rating of their satisfaction. The next survey is due to take place in July 2009 and it is anticipated that the removal of the combination proposals and the communications taking place with staff about future initiatives will see this figure improve.
LI335b	% Staff satisfaction that Appraisal was of benefit	Bigger is Better	Annually	41	38.00	50.00	▲	This quarters result of 38% is unchanged from the previous quarters because it was taken from the 2008 Annual Staff Survey - as such, this figure will not change until the next Survey is undertaken in July 2009. Following a recent internal project regarding communication within the Service improvements are already being made. For example, a staff focus group has been established, and the Chief Fire Officer is undertaking informal walkabouts. Other longer term recommendations made within the report are being considered.



Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

People								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI336b	% of all benchmarkable staff satisfaction questions in the top quartile of all local authorities (ORC Benchmark)	Bigger is Better	Annually	New indicator not available	33.00	40.00	▲	This measure (from 2008 Staff Survey) is made up of individual staff satisfaction ratings. These ratings were adversely affected during this survey, as a business case to combine with another FA was being developed. The figure should improve in the July 2009 survey with the removal of combination proposals and staff communication about future initiatives.
LI337b	No. Working days/ shifts lost due to sickness absence per FTE	Smaller is Better	Quarterly	9	5.76	8.00	★	The target figure (which relates to the former Community Protection Directorate) was comprehensively met during the reporting period. However, as the absence figure relating just to Fire & Rescue (on which future reports will be based) is known to be higher than that relating to the former CP Directorate as a whole, the initiatives which are in place to achieve further reductions in this PI will continue.
LI338b	% Employees who are disabled	Bigger is Better	Quarterly	5	4.63	5.00	▲	The target figure (which relates to the former Community Protection Directorate) was marginally missed over the reporting period. No remedial action is being taken due to the fact that the target figure for future performance has been substantially revised to account for the much lower percentage of employees (0.5%) who are disabled who work within Fire & Rescue (as compared to within the former CP Directorate as a whole).

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

People								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI339b	% Employees from BME communities	Bigger is Better	Quarterly	4	3.90	5.00	▲	In response to the Fire and Rescue Service Equality Strategy 2008-2018, the service has produced an action plan intended - approved by the Fire Authority - which is intended to raise the percentage of BME employees to levels reflecting those of the local community over a ten year period.
LI340b	Top 5% of earners (senior management posts) that are women	Bigger is Better	Quarterly	18.75	21.05	18.75	★	This target has been achieved with a number of senior management posts being taken by females.
LI518	% staff receiving an appraisal (Directorates Only)	Bigger is Better	Annually	61	58.00	95.00	▲	The year-end actual of 58% relates to the 2008 round of staff appraisals. For the 2009 appraisals further monitoring arrangements have been introduced which will permit the percentage completed to be monitored by location & appropriate remedial action to be taken.

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

Corporate Health								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI327	Fire CPA Score	Bigger is Better	Annually	2	2.00	2.00		Even though the 2008 Direction of Travel assessment was not completed, the 2007 score has been carried forward. Fire and rescue is now preparing for an IDeA peer review and CAA assessment in June 2009 following discussions with the Audit Commisssion and the Chief Fire and Rescue Advisors Unit. The objective is to maintain performance and agree and implement a prioritised improvement plan linked to modernisation.
LI329b	% End year variance from budget - Please Note: The target for this indicator is +/- 1% variance	Plan is Best	Quarterly	-2.53	2.50	1.00		The underspending of £0.580 million for Community Protection equates to 2.22% of the 2008/09 latest approved budget. The net underspend is made up of a number of variances including an overspend of £0.496 million relating to the additional unfunded costs of the major investigation at Atherstone on Stour. The variance also includes underspending of £0.736 million relating to projects either funded by external grant or earmarked for the continuation/support of initiatives in 2009/10. Whilst the Directorate has continued to closely monitor and manage budgets throughout the year, some of the variances have arisen from circumstances which are somewhat beyond our control.

Warwickshire County Council Community Protection Year End Directorate Report Card 2008 - 2009

Corporate Health								
Indicators				Baseline (2007-2008 Year End Actual)	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI331b	% Compliance with Directorate Governance action plan	Bigger is Better	Quarterly	100	100.00	100.00	<div></div>	In 2008/09 the Directorate has acheived all the tasks identified on the Corporate Governance action plan.

AGENDA MANAGEMENT SHEET

Name of Committee **Corporate Services and Community Safety Overview and Scrutiny Committee**

Date of Committee **14 July 2009**

Report Title **Progress and Performance of the Trading Standards Service – 1 April 2008 to 31 March 2009**

Summary This report summarises the progress and performance of the Trading Standards Service for the year 1 April 2008 to 31 March 2009. In line with the focus of the Corporate Services and Community Safety Overview and Scrutiny Committee this report provides Members with achievements in:- Value in Service Delivery, Performance, High Priority objectives.

For further information please contact Adam Bolton
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Would the recommended decision be contrary to the Budget and Policy Framework? Yes/No

Background Papers None

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

Other Committees ☐

Local Member(s)
(With brief comments, if appropriate) ☐

Other Elected Members ☒ Councillors J Appleton, M Gittus, R Chattaway, C Davis, B Moss – for information.

Cabinet Member
(Reports to The Cabinet, to be cleared with appropriate Cabinet Member) ☒ Councillor R Hobbs – for information.

Chief Executive	<input type="checkbox"/>
Legal	<input checked="" type="checkbox"/>	I Marriott, A Hallworth
Finance	<input type="checkbox"/>
Other Chief Officers	<input type="checkbox"/>
District Councils	<input type="checkbox"/>
Health Authority	<input type="checkbox"/>
Police	<input type="checkbox"/>
Other Bodies/Individuals	<input type="checkbox"/>

FINAL DECISION

YES/NO

(If 'No' complete Suggested Next Steps)

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"/>

**Corporate Services and Community Safety Overview and
Scrutiny Committee –
14 July 2009**

**Progress and Performance of the Trading Standards
Service – 1 April 2008 to 31 March 2009**

**Report of the Strategic Director for
Environment and Economy**

Recommendation

That the Corporate Services and Community Safety Overview and Scrutiny Committee considers the progress and performance of the Trading Standards Service for the year 1 April 2008 to 31 March 2009.

1. Introduction

- 1.1 This report summarises the progress and performance of the Trading Standards Service (TSS) for the year 1 April 2008 to 31 March 2009. In-line with the focus of the Corporate Services and Community Safety Overview and Scrutiny Committee this report provides Members with achievements in:-

- (i) Value in Service Delivery
- (ii) Performance
- (iii) High priority objectives

2. Value in Service Delivery

Introduction

- 2.1 As part of the ongoing commitment to ensure value for money and the provision of high quality service the Trading Standards Service is working through a number of key strategies and initiatives. These initiatives will deliver the changes envisaged as part of the corporate Value for Money process and means Trading Standards is on target to achieve 9% (£172,000) efficiency savings over 3 years, this report relates to year 1 of that strategy.

Impact Assessment of the Trading Standards Service

- 2.2 During 2009 the Trading Standards Service took part in a study by Office Fair Trading to evaluate the impact of the fair trading work carried out by local authority Trading Standards Services in the UK. Unfair trading practices, against which Trading Standards take action, includes, for example, the

provision of goods or services without reasonable care and skill, misleading or false claims or omissions, aggressive or coercive selling, use of unfair contract terms, and failure to provide consumers with statutory cancellation rights.

- 2.3 By tackling unfair trading practices, Trading Standards Services help ensure businesses that operate fairly and responsibly do not suffer a commercial disadvantage compared with those that flout the law.
- 2.4 Trading Standards work to tackle unfair trading practices and to advise and assist members of the public delivers direct savings to consumers of at least £347m per year.
- 2.5 In the particular case of Warwickshire's Trading Standards Service the study estimates our fair trading work (during the year 2007) delivered consumer savings of at least £1,944,272, with a benefit cost ratio of at least 8:1. This means on average, for every £1 we spent on fair trading work in Warwickshire we delivered direct consumer savings of at least £8.

(A copy of the report "Trading Standards Impact – An Evaluation of the Fair Trading Work of local authority Trading Standards Services in the UK" is available)

Development and Implementation of 'Career Development Framework' (CDF)

- 2.6 Based on the Trading Standards Institute National Qualifications framework this modular, accredited approach is based on a mixture of knowledge and skills development for staff. The long-term objective is to increase the overall skill-base of the TSS staff, increasing the flexibility of the workforce.
- 2.7 The first phase of the project to implement a career structure has been completed. This is a significant step towards achieving a more flexible and efficient workforce, delivering better performance; it prepares the Service for the future through improved workforce planning and development of skills.

Structural Review

- 2.8 As we build a more flexible and focussed Trading Standards workforce the structure to support this needs to be put in place. Consultation on a proposed structure, including the new ways of working took place during the 3rd quarter of 2008-09. Implementation of the new structure, including adjustments as a result of the consultation is now taking place.

Business Process Improvement (BPI)

- 2.9 Trading Standards is one of the WCC corporate pilots for introducing a "lean systems" approach to the organisation. With a new structure in place to support a more flexible workforce and a more focussed approach to business planning attention will be turned to BPI. We have already benchmarked this work with other Trading Standards Authorities. We are analysing a number of

processes from end to end from a customer perspective. Changes will then be made for the benefit of the customer and the overall efficiency of the service.

Modern and Flexible working

- 2.10 This strategy is based on the effective use of modern technology to deliver more responsive services, removing duplicitous administration and enabling more flexible use of expensive office space and people. Benefits also include an improved work life balance and increased staff satisfaction. The pilot was completed in December 2008.
- 2.11 The outcome of this pilot has given us valuable information in order to implement flexible working arrangements within the Trading Standards Service during the period 2009-2011
- 2.12 This initiative is linked with the corporate modern and flexible working program.

Customer Focus - National Intelligence Model (NIM)

- 2.13 The National Intelligence Model (NIM) is a business model, utilised by Police Forces in the UK to gather and manage information in order to make the most effective decisions. Essentially, the model is a service planning tool and facilitates the identification of priorities and the allocation of resources.
- 2.14 Integration of the national intelligence model into Trading Standards Service Planning will provide a greater focus of resources on areas of most concern and will thus enhance value for money. By targeting problem areas to produce good outcomes this will enable a greater return for time and resources invested in Trading Standards.
- 2.15 The NIM is being incorporated into the 2009/10 business planning cycle and regional intelligence resources will support our approach.

Partnership Working

- 2.16 We know partnership working is essential! In the Trading Standards service we have forged a number of key partnerships; with Warwickshire Police, our 13 regional partner trading standards services within the CENTSA region and last, but not least, with Coventry City Council to implement sub-regional working.
- 2.17 Working in partnership we have been able to deliver, 'Yellow Box' community safety packs in partnership with the Warwickshire Police; resulting in a 46% reduction in distraction burglary. Additionally, this partnership is vital to our rogue trader and under age sales reduction strategies.
- 2.18 Working with regional groups like CENTSA and promoting sub-regional working with Coventry City Council allows us to promote a consistent enforcement and advice across the West Midlands region. We do see the

benefit brought about by economies of scale with regional working in, for example regional sampling and survey work.

Calibration Services for Business

- 2.19 Our Calibration team worked hard in a difficult financial climate, to support their customers with what are clearly valued services. Excellent customer feedback evidences this. Revenue for the calibration of bulk fuel meters increased on the 2007/08 outturn by £13k, generating £30k more than was initially forecasted.
- 2.20 The team also successfully re-launched their mass calibration services to business and other local authorities and generated an income of £10k.

3. Performance

National Indicators

- 3.1 A new National Indicator Set was introduced in 2008-09. This new indicator set replaced the previous performance indicators of the national performance framework.
- 3.2 The new indicator set reflects the 'Rogers Priorities' and Better Regulation initiative. The five 'Rogers Priorities' are, Air quality, Alcohol licensing, Hygiene of food businesses, Fair trading and Animal and public health.
- 3.3 Trading Standards statistics for the submission of NI 182 and NI 183 have been collated:-
 - (i) NI 182, Satisfaction of Business with council regulatory services, **76%** of business customers of the Trading standards Service who responded to our survey say they were treated fairly and / or our contact was helpful.
 - (ii) NI 183, Impact of trading standards services on the fair trading environment, our score of **1.11** is a measure of the outcomes of activities carried out by trading standards in order to create and maintain a fair trading environment for business and consumers. The measure underpins an intelligence-led approach, including the implementation of the National Intelligence Model.
- 3.4 Both indicators give a measure of the contribution of trading standards to the national objective of creating the right conditions for business to succeed.

Food Standards Agency (FSA)

- 3.5 Food standards inspections are prioritised according to a nationally accepted risk rating. High risk businesses are scheduled to be inspected once per year. Most high risk inspections are programmed for the second half of the year; we have met our target for these inspections. Other inspections in the low and medium risk category give us no concern from a performance perspective.

Tagged, or programmed, inspection of premises: -

Risk	Number inspected
High	32 (100%)
Medium	46
Unrated	19

Total number of food inspections - 188

Department for Environment, Food and Rural Affairs (DEFRA)

- 3.6 Diseases of farmed animals such as Foot and Mouth Disease, Rabies and Avian Flu have potentially serious consequences for public health and affect both local and national economics as a result of their impact on trade and tourism. In recognition of these risks, statutory powers exist to control and eradicate them.
- 3.7 Operation Elm, a highly successful trial of our emergency procedures and readiness to deal with an outbreak of an infectious animal disease, was carried out with the help of partners from the Police and Fire Services and local district Councils all of whom actively engaged and contributed to the success of the trial.
- 3.8 In recognition of the national importance afforded to animal health and welfare, and disease control, National Indicator (NI) 190 has been introduced. This indicator measures an authority's ability to manage risk effectively in both its own operations and within the wider area, taking appropriate action where necessary. Local authorities will be rated at Level 1, 2 or 3; 3 being the highest rating. The anticipation is that Warwickshire TSS will be rated at Level 2 when figures are collated at year end 2010.

DEFRA Framework agreement

- 3.9 TSS reported back to Defra on performance against the 2008-09 framework agreement for which we receive funding of c. £131,000. There were no gaps in service delivery, although it has been a challenging time for those officers working in this area. Mainly due to the fact that 3 experienced members of staff have left the service during the current year.
- 3.10 Funding has been secured for the coming year and based on past performance our targets and performance requirements from DEFRA remain unchanged. However, we do expect performance improvement of our own making.

Performance Outturn

3.11 A short summary of our performance in some key areas,

	Target	Achieved	%
High Risk Non Food Inspections	72	63	88*
High Risk Food Inspections	32	29	91*
Prosecution	-	9	-
Simple Caution	-	15	-
Informal Caution	-	25	-
Formal Undertaking	-	8	-
Fixed Penalty Notice	-	2	-
Animal Health Market welfare checks	155	155	100
Service requests	-	1281	-
Complaints	-	2921	-

* A number of premises were no longer trading

4. High Priority Objectives

No Rogue Trader Zones

- 4.1 No Rogue Trader Zones researched and identified as best solution for Warwickshire residents and legitimate traders. Four areas designated as zones based on rogue trader intelligence from TS and Police. (Parts of Bedworth, Rugby, Kenilworth and Warwick). Residents are to receive an information booklet and door sticker, street signage will be erected in the zones. All residents encouraged to "Suspect It Report It" to the Rapid Response Team.
- 4.2 Campaign launched at the Distraction Burglary and Rogue Trader Awareness Conference to an audience of agencies involved in the care and welfare of the elderly and vulnerable. Two Neighbourhood Watch meetings attended to present the campaign and discuss any issues with residents.

Enforcement Action in support of No Rogue Trader Zones

- 4.3 The Trading Standards obtained an Enforcement Order against Paul Henstone, the file of evidence put before the Court showed a catalogue of complaints from consumers and an earlier prosecution by Solihull Trading Standards, as a result of which Mr Henstone consented to the Enforcement Order being made. The Judge described Mr Henstone as a "Cowboy Builder", remarking that the evidence against him was, on paper, "overwhelming".
- 4.4 An Enforcement order is a type of injunction, and compels Mr Henstone to comply with a number of fair trading laws. If Mr Henstone breaches this order, for example by carrying out shoddy work for consumers in the future, he can be brought back before the Court for Contempt; he could face a fine, or even imprisonment.

- 4.5 The Trading Standards Service will be closely monitoring complaints received to ensure the Order is complied with.

Financial Inclusion and Well-being

- 4.6 Concerns were raised regarding the ability of citizens to protect themselves against loan sharks and access affordable credit and financial advice in the current economic downturn.
- 4.7 A proposal was made to establish a Financial Inclusion Partnership in Nuneaton and Bedworth, which is the most deprived part of Warwickshire. The Financial Inclusion Partnership would tackle the problem of financial exclusion by working in partnership with key organisations such as Warwickshire County Council, Nuneaton and Bedworth Borough Council, Trading Standards (WCC), Citizens Advice Bureau, Warwickshire Welfare Rights Advice Service, Job Centre Plus, Credit Unions, banks, utility companies and other appropriate organisations. These other agencies could include welfare rights and carers support services (Guideposts).
- 4.8 Following from this in the summer of 2008, the Committee decided to conduct an in-depth scrutiny review into individual financial well-being in Warwickshire.
- 4.9 A Benchmarking exercise has been organised for 4th August 2009 and a Financial Wellbeing awareness day on the 1st October 2009.

Animal Health and Welfare

- 4.10 The number of farm livestock animal welfare cases appears to be on the rise. A number of cases are still ongoing but in one case last year a farmer was successfully prosecuted for causing unnecessary suffering to a cow. The cow was found in an emaciated state and unable to rise; she had to be humanly destroyed. The courts banned the farmer from keeping all types of livestock for 4 years.
- 4.11 A great cause for concern is the prevalence of Bovine tuberculosis (TB) in Warwickshire. We are working closely with DEFRA Animal Health on a 'Zero Tolerance' approach to control the spread of the disease and to ensure the law of disease control is not breached.

Underage Sales

- 4.12 Effective enforcement requires a multi-agency approach. As a result test purchasing operations are planned using intelligence from Trading Standards, the Police and colleagues in the district councils; operations themselves have been carried out in partnership with Warwickshire Police.
- 4.13 Some 23 test purchase operations were carried out across the county, 222 test purchase attempts have been made in all, resulting in 20 sales. Sellers have received £80 penalty notices. Sanctions against the premises range from prosecution, licence review, formal caution right through to voluntary amendments to licences and in-store procedural arrangements.
- 4.14 Continuing the partnership approach, multi-agency meetings are held on a regular basis to discuss current issues about licensing. Problems with particular licensed premises are assessed at these meetings and appropriate actions agreed with partners.
- 4.15 In support of business retailers have been advised about the issue of underage sales and of the growing problem of proxy sales. Retailers have been asked to be vigilant and to refuse a sale when they suspect a buyer is underage. To reinforce our message we have carried out leaflet drops in residential areas identified as having a problem with proxy sales to raise awareness of the illegality of this practice.
- 4.16 Partnership working has enabled resources to be used more effectively and efficiently and has provided opportunities for external funding via the Crime and Disorder Reduction Partnerships (CDRPs).

5. The "Top 20" Trading Standards projects and initiatives for 2008-2009

5.1 The table below shows the "Top 20" Trading Standards projects and initiatives for 08-09. This activity demonstrates the hugely complex and varied workload undertaken by this service. The commentary and information provided in this section has been provided by the project leads and is designed to give an over view of activity. More detailed reporting on any of this work can be made available upon request.

Objective	How	Output
4.1. Animal disease prevention and readiness	<ul style="list-style-type: none"> Inspection of Critical Control Points (CCPs) Completed plans for the control of outbreaks of exotic diseases of animals 	<ul style="list-style-type: none"> Submission of version 17 of the Defra Framework Preparation for rating under National Indicator 190 Emergency planning 'Operations Elm' completed in conjunction with Defra and District Council Partners
4.2. Consumer and worker protection re: explosives and fireworks	<ul style="list-style-type: none"> Inspection of explosives stores, including but not limited to firework retailers. Administer registration and licensing scheme for the same. Run safety campaign about firework safety 	<ul style="list-style-type: none"> Complete interventions on 90% of registered fireworks storage premises. Approximately 140 retailers and 7 major firework storage facilities liable to intervention. Safety campaign with participating primary schools completed
4.3. Protection from the personal and community effects of underage drinking	<ul style="list-style-type: none"> Respond to joint intelligence on alcohol related incidents. Identify priority targets and areas based on shared intelligence. Work with Crime and Disorder Reduction Board, Police and District councils Develop use of Fixed Penalty notices or other alternatives Includes advice to business and media campaign 	<ul style="list-style-type: none"> 97 Test Purchases 9 sales - Fixed Penalty Notices issued 9 on-going investigations 2 Retailers advised to use Age check 21 policy Continuing partnership working with Police and CDRP's and community forums to identify hot spots and take action as appropriate The first "leaflet drops" where there is evidence of "proxy sales" This work has been the subject of a detailed report to Overview and Scrutiny Committee
4.4 Protection from potentially harmful food	Respond to national alerts categorised by Food Standards Agency, use of publicity, enforcement and advice to business	<ul style="list-style-type: none"> 70 alerts that have required action
4.5. Work with schools to raise nutritional value meals	Working with county caterers and individual schools on menu sampling, looking to extend this work in to preschools and nursery care.	<ul style="list-style-type: none"> Samples from 6 schools taken Re-sampling and feedback with advice re failures

4.6. Work with care homes to raise nutritional value of meals	<ul style="list-style-type: none"> Working with managers of homes and suppliers to raise awareness of nutritional issues Supporting AHCS colleagues to develop an action plan to raise profile of nutrition in homes and share best practice. 	<ul style="list-style-type: none"> A sampling program has been devised to baseline current nutritional standards in WCC homes Work is being extended to commissioned, private sector homes. Work for completion in Q4 and Q1 in 09-10
4.7. Electric blanket testing for local residents, removal of unsafe domestic appliances from the home	<p>This year, in partnership with carers, meals on wheels and others who have daily contact with elderly people who find it difficult to get out and about, we were able to offer a collection service for those people who would have struggled to get their electric blanket to a test centre</p> <p>By doing so, we have been able to remove more dangerous electric blankets from circulation than we would have previously hoped to do</p>	<ul style="list-style-type: none"> 456 electric blankets 376 passed and 80 failed In total we identified and destroyed 80 dangerous electric blankets Failed blankets were destroyed and their owners offered discount vouchers towards the cost of a new electric blanket Electric blanket testing events were also opportunities for education, advice and outreach work
4.8. "Tradeline" – provides access to reputable traders reducing the chances of vulnerable people being caught out by rogue traders	Scheme is managed and traders vetted by Trading Standards	<ul style="list-style-type: none"> New working arrangements put in place with Age Concern to enhance Trading Standards input 66 traders vetted for inclusion in the Tradeline scheme Sub-regional working with Coventry TS initiated with the objective of improved efficiency/ effectiveness of this service in the future
4.9 Protect vulnerable people against doorstep crime	<ul style="list-style-type: none"> Provide 'rapid response' support/ assistance to victims of doorstep sales/ rogue trading. Provide early warning to local residents of rogues operating in their neighbourhood. Share intelligence re doorstep rogues with partners in the region Provide a high level of consumer education via website, local media and campaigns and events 	<ul style="list-style-type: none"> Multiple interventions and many examples of money saved Improved intelligence gathering is leading to more focused enforcement £10K funding secured to promote 'Rogue Trader Free Zones' across the County Partnership working with Warwickshire Constabulary and other partners. This includes the continued distribution of the Home Safety Packs. The "yellow box" has contributed to a reduction in distraction burglaries of 46% in 2008. 1,100 of these have been distributed by TS and many more by other agencies,

		as well as many other relevant leaflets, i.e. doorstep stickers
		Rapid response incidents attended include:- 1 Doorstep intervention at a farm. Unauthorised work by driveway gang. Attempts being made to extract £10,000. Prevent any payment being made and identify two alleged offenders with Police assistance 2 Arrested following doorstep intervention. "Roofers" attempting to obtain work on elderly couples house. Suspected Fraud and failure to give cancellation rights from a previous case. Investigation ongoing Doorstep intervention saved lady in 80's £800 for potentially unnecessary damp proofing work following report of concerns from Local builder and WCC Highways Investigation ongoing into local trader failing to give cancellation rights and making false misleading statements to regarding roofing, following failure to give cancellation rights for jet washing driveway. Report being obtained from expert 3 Further Rapid responses
4.10. Increase protection of vulnerable people by ensuring new Police Community Support Officer recruits are geared up to deal with incidents of distraction burglary/ doorstep crime	<ul style="list-style-type: none"> Provide training to each new intake of Police Community Support Officers. 	<ul style="list-style-type: none"> New intakes of Police Community Support Officers to receive training from TSS. 1 session completed more scheduled. Intelligence exchange now taking place with trained PCSOs
4.11. Increase the assurance that consumers have of getting a	<ul style="list-style-type: none"> Submit cars for servicing under controlled conditions 	<ul style="list-style-type: none"> 6 cars submitted for service 3 reports submitted

good deal when having their car serviced	<ul style="list-style-type: none"> Publicise results to encourage compliance publicised and enforcement action to be taken in appropriate cases 	<ul style="list-style-type: none"> 2 traders advised following poor quality workmanship 1 trader complimented on good quality workmanship Multiple media hits, promoting this work and warning consumers of the pit falls associated with this area of work
4.12. Reduce the amount of criminal activity at regular and occasional markets, particularly in relation to counterfeit goods. Protecting the interests of legitimate business and consumers as well as the reputation of Warwickshire	<ul style="list-style-type: none"> Identify and tackle those market organisers who allow illegal activity to take place on their sites Working in partnership with relevant agencies, conduct both overt & covert operations at weekend markets to highlight & gather evidence of sales of counterfeit goods Take enforcement action against persistent offenders 	<ul style="list-style-type: none"> Significant reduction in trading in counterfeit goods following our sustained efforts during the summer. At the stage now of working with market organisers to secure future compliance Some difficult and significant barriers to overcome to make a real sustained difference in this area This work has been the subject of a detailed report to Overview and Scrutiny 31,000 counterfeit articles have been seized with a street value of £210,000. Had this articles been genuine their value would have been c. £1.2 million 1654 Complaints and service requests in total
4.13. Support people, particularly the most vulnerable in resolving contractual disputes	Delivering a Consumer Advice & Information Service, working alongside CDWM.	
4.14. Provide home visits for immobile consumers	Take advice service to peoples homes, when consumers are unable to travel or deal with the matter over the telephone	9 Visit made during Quarter 3
4.15. Provide extended advice (2 nd Stage) up to county court level to vulnerable consumers	Assist with county court claims where necessary.	252 second stage complaints in total
4.16. Provide protection for consumers against the practice of harassing debtors.	Monitor all complaints relating to debt collection/ harassment of debtors and intervene where appropriate	29 Cases in total
4.17. Supporting economic prosperity by working with local business and deliver calibration services to business	To advise and support business to develop, implement and maintain appropriate management systems through EQUIP supported activities. Provide calibration services to business	<ul style="list-style-type: none"> Multiple business supported £22,000 surplus
4.18. Financial Inclusion - Living without financial products is a significant disadvantage in a	To build a financial inclusion strategy with partners and in doing so promote a financial inclusion plan, offering positive and practical	<ul style="list-style-type: none"> Lead on the development of a financial inclusion plan Active membership of the Financial Well-being Panel Consumer education and assistance

time where cash is being replaced by debit cards, automated transactions and living on credit is the norm. Discounts on utility bills are inaccessible. Affordable credit is replaced by sub-prime lending, pawn brokers and of course loan sharks	options in tackling access to financial products, whilst controlling the exploitation of the financially excluded by sub-prime lenders and loan sharks	<ul style="list-style-type: none"> ▪ Active enforcement and partnership working to impact to stamp out loan sharks ▪ Development of a Financial Inclusion Strategy through partner ship working
4.19. Sub-regional working – partnership working, which is increasingly important, is underway in particular with Coventry City Council and with other neighbouring authorities in respect of our animal health functions	To work with local partners in areas of overlap to promote a greater impact of our services and to exploit economies of scale where they exist.	<ul style="list-style-type: none"> ▪ “Tradeline” approved trader scheme ▪ Campaigns and media liaison ▪ Business advice ▪ Training, coaching and mentoring ▪ Animal Health – exotic disease control contingency

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