Corporate Services and Community Safety Overview and Scrutiny Committee

8 December 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, 8 DECEMBER 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
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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 Corporate Services and Community Safety Overview and Scrutiny Committee held on 16 September 2009.

(5) Feedback from the Overview and Scrutiny Board

(6) Chair's Announcements

(7) Requests for discussion of En Bloc Items (look under part B)

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

PART A ITEM FOR DISCUSSION AND DECISION (WHITE PAPER)

3.   Update by Portfolio Holders

Councillor Heather Timms (Customers, Workforce and Governance)
Councillor Martin Heatley (Resources)
Councillor Richard Hobbs (Community Safety)

4.   Fire and Rescue Service Update on Service Improvement Plan Consultation (Verbal report by Councillor Richard Hobbs)

5.   Quarter 2 Corporate Performance Report

Report of the Portfolio Holders for Customers, Workforce and Partnerships; Community Safety and Resources.

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

Recommendation

That the committee:
*   *S*crutinise*s* the performance and improvement activity of services under the remit of the committee

The public reports referred to are available on the Warwickshire Web
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- Make recommendations to the Portfolio Holder in relation to areas of under or over performance as part of the next round of the performance cycle.
- Request that the Portfolio Holder report back to the committee at the following meeting on the actions taken

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

6. **ICT Development Programme 2009-10 Half-Year Report**

Report of the Strategic Director, Resources.

As part of the ICT Strategy 2007-12 approved at Cabinet in 2007, it was agreed that a more formal approach would be adopted to the development and management of the Corporate ICT Development Plan, and that progress against the plan would be reported to both the SDLT and Corporate Services and Community Safety O&S Committee on a half-yearly basis.

Recommendation

Members are asked to note and comment on the progress against the 2009/10 Corporate ICT Development Plan.

For further information please contact: Tonino Ciuffini, Head of ICT Tel: 01926 412879.   e-mail   toninociuffini@warwickshire.gov.uk

7. **Treasury Management Monitoring Report**

Report of the Strategic Director, Resources.

This report sets out the progress of the treasury management process during 2009/10.

Recommendation

That the Committee agree the report.

For further information please contact: Phil Triggs, Group Manager. Tel: 01926 412227 e-mail philtriggs@warwickshire.gov.uk

8. **Domestic Abuse – A Strategy for Warwickshire: 1-Year Progress Report**

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

A 1-Year Progress Report on the Warwickshire Domestic Abuse Strategy 2008-2011.

Recommendation

That the Committee considers the attached Domestic Abuse Strategy 2008-2011 1 Year Report and comments on it.

The public reports referred to are available on the Warwickshire Web
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For further information please contact: Kate Nash, Head of Communities Safety and Localities Tel: 01926 412177 e-mail katenash@warwickshire.gov.uk

9.   Employee absence management

Report of the Strategic Director for Customers Workforce and Governance.

This report is the latest in a series of half yearly reports, which describe the latest performance information on employee absence levels. Absence levels have remained relatively static over the last two quarters and the last financial year, however with the impact of swine flu, improved accuracy in the collection of sickness data and the stress of financial pressures on the County Council, members should be aware that these figures are predicted to increase despite the wide range of proactive and preventative initiatives.

Recommendation

That the Committee note the latest available performance information in relation to the management of sickness absence.

For further information please contact: Bob Perks, Head of Human Resources Tel: 01926 412027 e-mail bobperks@warwickshire.gov.uk

10.   Provisional Items for Future Meetings and Forward Plan Items Relevant to the work of this Committee

(a) Provisional Items for Future Meetings

The Committee is asked to –

(1)   Consider the attached table setting out provisional items for future meetings;

(2)   To consider the setting up of a Western Rugby Relief Road Task and Finish Group and refer the proposal to the Overview and Scrutiny Board for it to consider and re-prioritise the in-depth review work programme.

(b) Forward Plan Items Relevant to the work of this Committee (Cabinet only)

Cabinet – 28/1/10

Warwickshire Fire and Rescue Authority – Improvement Plan

Cabinet – 11/3/10

2010/11 - 2013/14 Medium Term Financial Planning

Warwickshire
County Council

County Council – 9/2/10

Warwickshire Fire and Rescue Authority – Improvement Plan

County Council – 30/3/10

Member Development – Essential Training Elements

PART B – ITEMS FOR EN BLOC DECISION (YELLOW PAPER)

11.   **Staff Appraisal Process**

Report of the Strategic Director for Customers Workforce and Governance.

This report summarises the extent to which the Council's corporate staff appraisal process is applied across the workforce.

Recommendation

That the Committee notes the progress that has been made in applying a corporate staff appraisal process across the workforce.

For further information please contact: Bob Perks, Head of Human Resources Tel: 01926 412027 e-mail bobperks@warwickshire.gov.uk

12.   **Any Other Items**

which the Chair decides are urgent.

Shire Hall,   **JIM GRAHAM**
Warwick   **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.

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Cabinet Members
Councillor Martin Heatley (Resources)
Councillor Richard Hobbs (Community Safety)
Councillor Heather Timms (Customers, Workforce and Partnerships)

The Corporate Services and Community Safety Overview and Scrutiny Committee met at the Shire Hall, Warwick on the 16 September 2009.

Present:

Members of the Committee:

Councillors   John Appleton (Chair)
                   Martin Barry
                   Peter Butlin
                   Chris Davis
                   Jim Foster
                   Mike Gittus (Vice Chair)
                   Bob Hicks
                   Brian Moss
                   Martin Shaw
                   Dave Shilton
                   David Wright

Other Councillors

Councillor Martin Heatley, Cabinet Member for Resources
Councillor Richard Hobbs, Cabinet Member for Community Safety
Councillor Heather Timms, Cabinet Member for Customers, Workforce and Partnership.
Councillor Chris Williams

Officers:

Customers, Workforce and Governance

Jean Hardwick, Democratic Services

Fire and Rescue Service

Glen Ranger, Deputy Chief Fire Officer

Resources Directorate

Dave Clarke, Strategic Director of Resources
Virginia Rennie, Group Manager, Budget and Technical
Phil Triggs, Treasury and Pensions Group

1.   **General**

(1) **Apologies.**

Apologies for absence were received from Councillors Martyn Ashford and Richard Chattaway and DCC Andy Parker, Warwickshire Police.

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

Members declared interests as follows –

(1) Councillor Martin Barry – personal interest in relation to agenda item 8, Fire and Rescue Service Improvement Plan, because of his friendship with a number of Fire Fighters;

(2) Councillor David Wright – personal interest in relation to all items as an Executive Member of Rugby Borough Council.

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

The Committee's remit, as agreed by Council on 23 June 2009, was noted.

(4) Minutes

Resolved:

That the Minutes of the meeting held on 14 July 2009 be approved and signed by the Chair.

There were no matters arising.

(5) Feedback from the Overview and Scrutiny Board

The Chair reported on the key messages from the Overview and Scrutiny Board (OSB) meetings as follows -

July 2009

1. The OSB would have a strategic role in co-ordinating the work of the County Council's Overview and Scrutiny Committees (OSC) and partnership scrutiny in Warwickshire;
2. The OSB was a partnership body and all partners had been asked to nominate a representative to join the Board;
3. The OSB would be seeking to promote joint scrutiny among all public sector partners in Warwickshire, in order to maximise resources and avoid duplication;
4. The OSB would scrutinise LAA performance, outcome of CAA, Sustainable Communities Strategy – to identify issues of concern and commission joint scrutiny exercises as appropriate;
5. There would be a standing item on the agenda of each OSC meeting entitled "Feedback from O&S Board" to enable members to be kept informed of the work of the Board.

September 2009

1. The OSB now had representation from all its partners, who were all present at the meeting, with the exception of the Police Authority;

2. The draft work programmes that were produced by OSC's through their July workshops were discussed, providing a critical friend challenge to ensure work programmes were focussed on high priority areas – relevant work programme for each OSC were circulated;

3. An in-depth review work programme was agreed based on the suggested in-depth reviews arising from work programming workshops. Only those issues identified as high priority had been progressed. The review into Alcohol Abuse had been flagged up as a potential joint review with partners;

4. Budget scrutiny would be carried out as per previous years with Chair, Vice Chairs and Party Spokespersons from each OSC meeting to scrutinise SDLT budget report and Cabinet budget proposals;

5. Each OSC meeting will have a Portfolio Holder update session as part of the process of holding the executive to account.

The Chair reported that the Leader of the Council had offered to attend a future meeting to report on the Public Service Board action plan.

2. Public Question Time (Standing Order 34)

<u>Question from Bidford-on-Avon Parish Council – Presented by Mrs Keeley, member of the Parish Council and Elisabeth Uggerlose, Clerk to the Parish Council (revised question following launch of the Improvement Plan consultation)</u>

Following the decision at the Council Cabinet meeting of 30th July 2009 to "support the Chief Fire Officer in developing proposals for widespread consultation, designed to ensure that Warwickshire has a fire service that fully meets the needs of the 21st century", Bidford-on-Avon Parish Council and the local community are extremely concerned about the closure of its local fire station – a fire station that has served its community faithfully for some 40 years; a dedicated crew that has an attendance record to be envied; a local crew that came to the assistance of the many residents of Bidford, Broom and Marlcliff during the July 2007 floods.

However, the Parish Council feels very strongly that it wants unequivocal assurances from Warwickshire County Council and the Warwickshire Fire and Rescue Service that

- It will be a proper full and meaningful consultation, which includes the question "do you wish to see fire stations closed"?
- The consultation includes details of the closure of specific stations with full and detailed reasons given for the closures and the benefits that will be forthcoming from them
- The consultation includes a detailed risk assessment that clearly shows the level of service that will be provided to every household and business now and in the future, bearing in mind the proposed increase in population in the county
- That the Full Council (not just the members of the Cabinet) will make its decision **AFTER** the consultation has been made, and the comments made

by the people of Warwickshire has been properly considered and assessed and not **BEFORE**. The people of Warwickshire **DO NOT WANT A RUBBER STAMP CONSULTATION.**

In response DCFO Glen Ranger said that –

1. The consultation had already started and would be full and meaningful. The consultation did not, however, include the question "do you wish to see fire stations closed?" The questionnaire had been designed to draw out meaningful and useful responses, as opposed to one word answers;
2. In the area where a station was no longer required specific details of the reasons would be provided;

Councillor Richard Hobbs responded that the Council would not make its decision until the consultation had taken place, bearing in mind the increase in population in the county and the fire risks in specific areas. He hoped that where objections had been made to particular proposals the reasons for improvements had been taken on board and understood before comments were made.

Councillor Hobbs added that he had made contact with Bidford-on-Avon Parish Council and had concerns about the change of resources in that area . He had offered to attend individual meetings of parish councils and partners to ensure that the reasons for the improvement plan were fully understood. The public consultation dates had been arranged and circulated. He would ensure that these dates were widely publicised and he would endeavour to attend all of these meetings subject to his availability.

In reply to a question he said he anticipated that the decision would be made at full Council but he would need to seek legal advice on this issue.

The Chair thanked Mrs. Keeley and Mrs. Uggerlose for attending the meeting and said he would ensure that the response to their revised question would be forwarded to them.

3. **Update on Debt Recovery incorporating the 2008/09 Annual Report**

The Strategic Director of Resources presented his report which updated Members on the large over 42 days debts outstanding including a look at the debt recovery performance during 2008/09. He highlighted that –

1. With regard to the debts outstanding from the PCT the situation had improved but would be monitored to ensure that the improvement was maintained;
2. A new problem had arisen relating to Section 106 and 278 agreements, which reflected the impact of the economic recession and which required a cautious approach.
3. He would be bringing a further monitoring report to the Committee in 6 months time but considered it unlikely that there would be a significant improvement in the economic climate during that time. He would, however, continue to work with the district and borough councils to endeavour to secure developer contribution up front.

In reply to questions and comments he -

1. Explained that the Council's approach to debt recovery was considered harder than other councils and operated within recognised best practice guidance and with a formal and standardized approach;
2. Undertook to consider further the initiative undertaken by Rugby Borough Council in connection with securing Section 106 and 278 agreements on a self-financing basis and would arrange for this to be placed on the agenda of the joint district/ borough and county council regular meetings;
3. Said that any initiatives undertaken to recover debt needed to take account the impact that action might have on the reputation of the council because of the possibility of making people unemployed;

The Chair thanked the Strategic Director for Resources for his presentation and confirmed that the Committee shared his view that outstanding debts should be pursued energetically.

4. Treasury Management Monitoring Report 2009/10

The Committee considered the report of the Strategic Director of Resources, which set out the latest position with regard to the Council's treasury management process during 2009/10.

Virginia Rennie and Phil Trigg (with the aid of power point presentations, copies of which were circulated at the meeting) provided background information and highlighted issues around treasury and capital management across the authority to assist members in developing an understanding in relation to both these issues and as part of developing the Committee's work programme and as potential areas for future scrutiny.

The Chair thanked the officers for their interesting and thought provoking presentations and asked that the Committee receive regular treasury management reports. The officers undertook to bring a report to the 8 December 2009 meeting on how Members can be involved in the capital programme.

5. Provisional Items for Future Meetings and Forward Plan Items Relevant to the work of this Committee

(a) Provisional Items for Future Meetings

The Committee noted the provisional items for future meetings. In reply to a proposal for a special meeting of the Committee to discuss the Fire and Rescue Service Improvement Plan, the Chair said he would bear this suggestion in mind should a situation arise that warranted a meeting.

(b) Forward Plan Items Relevant to the work of this Committee (Cabinet only)

The Committee noted the future Cabinet items relevant to the work of this Committee.

6. Any Other Items

None

7. Report Containing Confidential or Exempt Information

There were no items of a confidential or exempt nature.

8. Fire and Rescue Service – Improvement Plan – Verbal Report (Deputy Chie

Councillor Richard Hobbs reported that the Improvement Plan had been launched on Monday with a press conference and that he had already given presentations to 15 parish councils including one in the catchment area of one of the stations identified for closure, where a positive reception had been received. He had also offered to attend Bidford on Avon Parish Council meeting. Concern had been expressed about the consultation dates and requests received for them to be changed had had to be resisted because of the many other competing meetings.

DCFO Glen Ranger reported that following Cabinet's decision in July the 12-week consultation period had started the previous Monday following extensive staff briefing particularly in the areas that would be affected by the proposals. A series of public consultation meetings would be held between the 28 September and 19 November which would be attended by both the Chief Fire Officer and him, the Deputy Chief Fire Officer. Council in December and Cabinet would then consider the matter in January 2010, but this might be subject to change.

DCFO Ranger added that the newly appointed Chief Fire Officer, Graham Smith would be taking up his position at the beginning of October and would be tackling some of the major issues.

He further reported on the –

1. Excellent full scenario training being provided at the Fire Service College and the installation of mobile data terminals for all front line appliances. In response to a suggestion from Members he said that a visit to the Fire Service College could be arranged if requested;
2. Target to double the amount of fire smoke detectors installed in residential property that would be undertaken with the involvement and help of Age Concern. However, the Service would want to further increase the number of detectors fitted significantly.

In reply to a question DCFO Ranger said that the Fire Service had a strong commitment to enable retained fire fighters who were affected by the proposals to become full time fire-fighters, those who could not be absorbed within the service would be offered redundancy. Councillor Hobbs added that in the future the 48 hours working time directive would impact on the ability of retained fire fighters, who undertook this duty as secondary employment, to fulfil their role.

The Chair thanked Councillor Hobbs and DCFO Ranger for their presentation and referred to the challenging time ahead.

SCFO Ranger concluded by saying that the Audit Committee and the IDeA had both

recently commented on the willingness of people within the Service, and that this was pleasing, given the proposed programme of change.

The Committee rose at 4.35 p.m.

……………………………….
Chair of Committee

AGENDA MANAGEMENT SHEET

Name of Committee	**Corporate Services and Community Safety Overview and Scrutiny Committee**
Date of Committee	**8th December**
Report Title	**Quarter 2 - Corporate Performance Report 2009/10**
Summary	This report presents mid-year performance for 2009/10 under the enhanced performance management arrangements.

For further information please contact:

Tricia Morrison
Head of Performance
Tel: 01926 736319
triciamorrison@warwickshire.gov.uk

Balbir Singh
Head of Policy and Performance – Fire and Rescue
(01926) 423231
balbirsingh@warwickshire.gov.uk

Martin Stott
Head of Environment and Resources
Tel: (01926) 412525
martinstott@warwickshire.gov.uk

Kate Nash
Head Of Community Safety and Localities
Tel: (01926) 412177
katenash@warwickshire.gov.uk

Joanna Rhodes
Head Of Strategic Resource Development
Tel: (01926) 412245
joannarhodes@warwickshire.gov.uk

Would the recommendation decision be contrary to the Budget and Policy Framework? *[please identify relevant plan/budget provision]*

No.

Background papers

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

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☐	
Local Member(s)	☐	
Other Elected Members	☒	Cllr Appleton, Cllr Gittus, Cllr Moss, Cllr Chattaway, Cllr Davis
Cabinet Member	☒	Cllr Hobbs, Cllr Heatley, Cllr Timms
Chief Executive	☒	Jim Graham
Legal	☒	Jane Pollard
Finance	☐	
Other Chief Officers	☒	David Carter, Dave Clarke
District Councils	☐	
Health Authority	☐	
Police	☐	
Other Bodies/Individuals	☒	Paul Williams

FINAL DECISION   No

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐
To Council	☐
To Cabinet	☐
To an O & S Committee	☐
To an Area Committee	☐
Further Consultation	☐

Warwickshire County Council

Agenda No

Corporate Services and Community Safety Overview and Scrutiny Committee - 8th December.

Quarter 2 - Corporate Performance Report 2009/10

Report of the Portfolio Holders for Customers, Workforce and Partnerships; Community Safety and Resources

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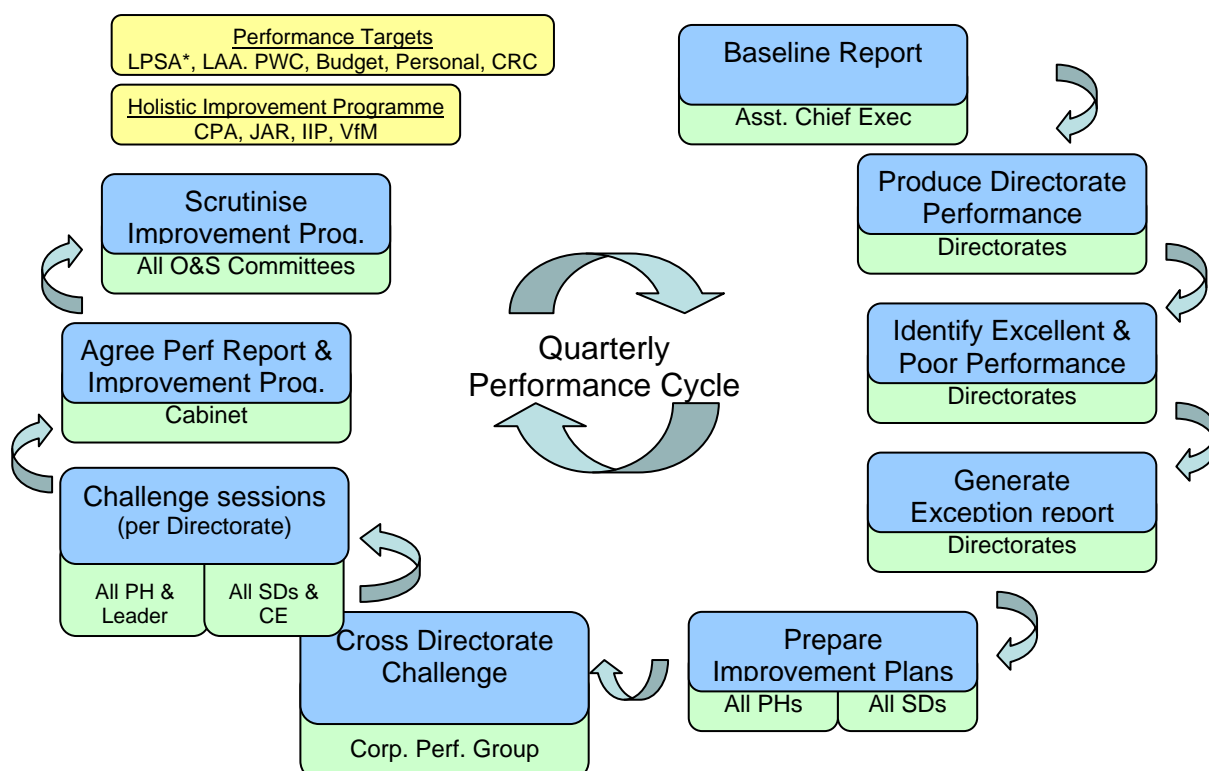

1.0 Background

1.1 A new approach to performance management was approved and adopted by Cabinet at its meeting on the 28th May 2009.

1.2 The enhancements build upon recognised robust and effective performance management arrangements and respond to changing requirements of CAA. The following principles underpin the revised performance management arrangements:

- Member Led Challenge with greater accountability,
- Alignment of performance & improvement to the delivery of a suite of strategic outcomes,
- Performance driven improvement activity within a holistic improvement programme,
- Online, any time access to real-time performance data via the Warwickshire Hub (WCC Performance Management System)
- Eight week turn around from the end of the reporting period to the Performance Report and Improvement Plan being reported to Cabinet.

1.3 The new framework draws directly from those measures included within the six Directorate Report Cards. Our approach of zero tolerance remains, and this is complemented by an "extreme green" alert which draws attention to those measures that have exceeded target by more than 10%.

1.4   This report therefore brings together the exception report and improvement activity for <u>all</u> measures that are forecast to miss target, or exceed target by more than 10% providing Members with a more holistic view of performance across the authority. This will assist Members to scrutinise the performance of services under the remit of the committee, within the context of wider WCC performance. NB. This replaces the old system of Directorate specific report cards.

2.0   Introduction to the new performance framework

2.1   In line with the underlying principles for the new framework the information contained within the exception report and associated improvement plan is shown by Portfolio Holder and reported by the thematic priorities and cross cutting themes.

2.2   The exception report is attached at Appendix 1. The associated improvement activity is attached at Appendix 2.

2.3   The new approach to performance management is outlined in the diagram below. Further detail of the activity to be undertaken at each stage is set out in **Appendix C**.

The Framework

Performance Targets
LPSA*, LAA. PWC, Budget, Personal, CRC

Holistic Improvement Programme
CPA, JAR, IIP, VfM

Baseline Report
Asst. Chief Exec

Scrutinise Improvement Prog.
All O&S Committees

Produce Directorate Performance
Directorates

Agree Perf Report & Improvement Prog.
Cabinet

Quarterly Performance Cycle

Identify Excellent & Poor Performance
Directorates

Challenge sessions (per Directorate)
All PH & Leader | All SDs & CE

Generate Exception report
Directorates

Cross Directorate Challenge
Corp. Perf. Group

Prepare Improvement Plans
All PHs | All SDs

* A glossary has been attached as Appendix D

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Role of Cabinet

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

Role of Scrutiny

2.5 In line with the new performance management framework each Overview and Scrutiny Committee will receive the Corporate Performance Report which brings together the exception report and improvement activity for <u>all</u> measures that are forecast to miss target, or exceed target by more than 10%.

2.6 In contrast to the previously reported Directorate Report Cards, the Corporate Performance Report provides Members with a holistic view of performance across Warwickshire County Council. More specifically, receiving the complete improvement plan enables Members to scrutinise those areas pertinent to this committee and also to look wider at performance across the Authority.

2.7 **The role of Overview and Scrutiny is to:**
- Note overall performance and improvement activity of those areas reported
- Scrutinise those areas of improvement activity pertinent to the committee
- Identify areas of under performance or over performance that warrant further scrutiny
- Make recommendations to the relevant Portfolio Holder(s) to be considered as part of the next round of the performance cycle

3.0 Issues to Note

Educational Attainment results

3.1 Quarter 2 each year sees the publication of the annual educational attainment results, which relate to the previous academic year i.e. September 2008 – July 2009. These are statutory measures with targets set by Department for Children, Schools and Families (DCFS) each year, which form part of the Local Area Agreement (LAA). Performance management of these measures poses a unique challenge common to local government. Educational attainment relates to academic year, but is reported within a framework based upon financial years. This does not allow for the previous year's academic results to be compared to the previous year's targets.

3.2 Given this context, it has been agreed that these particular measures are taken out of the standard quarterly reporting framework and addressed within a distinct report within this Cabinet agenda. It is planned that in the future this

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report will be produced and presented in alignment with Quarter 2 LAA and the Corporate Performance Report.

Fire and Rescue Service indicators

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

4.0 Overall Themes/Trends

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

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

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

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

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

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

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

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5.0   Improvement Activity

5.1   The Quarter 2 Improvement Plan details improvement activity for all measures that have missed target and additional comments for measures that exceeded target by 10%. An update has been provided of improvement activity identified by Portfolio Holders' during the challenge sessions held in September. These are indicated by the reference PH and shaded in grey.

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

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

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

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

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

6.0   Overall Summary of Quarter 2

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

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

- 21 indicators are forecast to miss target, which equates to 13% of indicators reported for Quarter 2.
- 88 indicators are forecast to meet target, which equates to 56% of indicators reported for Quarter 2.
- 32 indicators are forecast to exceed target within 10%, which equates to 20% of the indicators reported for Quarter 2.
- 17 indicators are forecast to exceed target by more than 10% which equates to 11% of indicators reported for Quarter 2.

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

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[1] % of total indicators reported for Q2
[2] % of total reported for Q2

Warwickshire County Council

7.0   Review and Refresh

7.1   An established part of the LAA approach is the annual review of the framework and the refresh of the three year targets. This takes place between December and March.   The benefits of this approach have been widely recognised and present an opportunity to adopt a similar approach for the County Council's Business Planning cycle.

7.2   The overall objective is to move to an Organisational wide   approach to the review of our performance management framework and refresh of all national and local performance measures in line with the LAA review & refresh and the WCC planning and budget cycle, to deliver the following benefits:

- Strengthened and more intelligent target setting practice across the Organisation
- A focus on quality rather than quantity in terms of performance measures
- A commitment to refresh rather then replace or wholly overhaul performance measures
- Fulfilment of our statutory performance reporting and shared performance management commitments
- Strengthen Member and Senior Management engagement and ownership of performance measures
- Ensure performance targets are set in alignment with the resources available
- Increased self-awareness and the creation of a challenging (non-blame) culture

7.3   Directorate Report Cards house all the Performance measures from which the consolidated Improvement Plan is derived.   These include all statutory measures (National Indicators) for which WCC is responsible.   Application should therefore be towards the Corporate Priorities and cross cutting themes, and the Portfolios.

7.4   The following four staged approach to the WCC review & refresh is proposed:
1. Selecting the right measures
2. Developing appropriate targets
3. Putting arrangements in place to accurately forecast performance and assure data quality
4. Develop detailed rationale, definition and collection arrangements for each measure and target.
Each stage is outlined in more detail below.

Stage 1- Selecting the 'right' measures
Selection of the right measures is an absolutely critical part of the process as this will generate the 'pool' from which all subsequent exception reports and improvement plans are based.   This selection should be made in relation to agreed priorities and themes of the Organisation and balance local need with national, statutory requirements.

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

Stage 2 - Developing appropriate targets
Once appropriate measures have been identified, targets need to be set accurately. This is a difficult area and has been the subject of a significant amount of work during 2009/10 which aims to identify good practice and consolidate the approach across the organisation and with partners. Considerations should include the use of differential targets, proxy measures, benchmarking resources and in-year flexibility.

Stage 3 – Putting arrangements in place to accurately forecast performance and assure data quality
Over the last few years, we have begun to see a pattern of actual performance against targets at the year end resulting in lower than expected results based on previously forecasted performance. Consideration should be given to target profiling over a more frequent period so as to provide early opportunities for intervention.

Stage 4- Develop detailed rationale, definition and collection arrangements for each measure and target.
It is proposed that the existing 'Technical Appendices' as customised from the Audit Commission's own approach are used to capture and communicate the process and output involved in each of the above stages. This is a way of increasing the visibility and understanding of the background to each performance indicator to staff and Members, through storage on the Intranet.

7.5   Member and Officer engagement in the review and refresh process is more vital than ever given the move to exception reporting and improvement planning under the enhanced performance management cycle. Ownership and understanding of the measures and targets set will enable a more robust approach to challenging performance at the Member and Officer level. The shift to a Member led approach also adds to the need for Portfolio Holders to be signed up to and owning the content of Directorate Report Cards under each priority/cross-cutting theme.

7.6   As such each Portfolio Holder will be required to put their signature to the respective 20010-13 Business Plan and associated performance measures and targets.

7.7   In previous years, Directorate Business Plans and the measures and targets contained within have been approved and signed off by the relevant Management Teams and Portfolio Holder. It is proposed that this approach be built upon this year through the review and refresh process with appropriate challenge from the Overview and Scrutiny function.   This will be supplemented by a joint Cabinet / SDLT target testing session in late January /mid-February 2010 and annually thereon.

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8.0 Recommendations

It is recommended that the committee:

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

Monica Fogarty
Assistant Chief Executive
November 2009

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

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

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

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

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

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

Reference	Indicators that the improvement activity relates to	Are these indicators under or over performing? (Q1)	Are these indicators under or over performing? (Q2)	Improvement Activity	Portfolio Holder	Priority/ Cross Cutting Theme	Directorate and Accountable Head of Service	Activity Owner	Completion Date	Progress to date against improvement activity	Additional Comments
Community Safety											
Q1-09-010	NI047 - KSI casualties - percentage change 3 year rolling average	(icon)	(icon)		Community Safety	Protecting the community and making Warwickshire a safer place to live	Environment and Economy - Graeme Fitton	Williams, Estyn	not set		The latest year end forecast of a 4.45% improvement in KSI casualty numbers (LAA target = 1.0%) has been based on actual numbers from quarters 1 & 2 and forecasts for quarter 3 & 4. The quarter 3 & 4 forecasts have been based on quarterly actuals from the preceding 3 years.
Q2-09-007	EE 129 - KSI casualties - percentage change 3 year rolling average (stretch target)	(blue circle)	(icon)		Community Safety	Protecting the community and making Warwickshire a safer place to live	Environment and Economy - Graeme Fitton	Williams, Estyn	not set	At this moment, no corrective actions are planned to correct this likely ""over performance"". Other things being equal, casualty numbers reflect traffic volume - that is the sum of all the distances travelled by all vehicles in the county measured in billion vehicle kilometres. The recession has caused a large reduction in traffic volumes which was not anticipated when the targets were set. As the country comes out of recession it is likely that traffic volumes and hence road casualties will rise.	The LAA specifies a 1% improvement in the 3 yr rolling average KSI figure. Based on previous performance, a 2.5% improvement "stretch target" EE129 was proposed. We believe we are on course to achieve this which means we will "over perform" in relation to the LAA target. We do not propose taking any actions to reduce this level of enhanced performance.
Q2-09-008	Li047a - KSI casualties - absolute number	(green star)	(icon)		Community Safety	Protecting the community and making Warwickshire a safer place to live	Environment and Economy - Graeme Fitton	Williams, Estyn	not set		The latest year end forecast of 350 KSI casualties (LAA target = 389) has been based on actual numbers from quarters 1 & 2 and forecasts for quarter 3 & 4. The quarter 3 & 4 forecasts have been based on quarterly actuals from the preceding 3 years.
Q2-09-009	NI048 - Child KSI casualties - percentage change 3 year rolling average	(blue circle)	(icon)		Community Safety	Protecting the community and making Warwickshire a safer place to live	Environment and Economy - Graeme Fitton	Williams, Estyn	not set		The latest year end forecast of a 1.43% improvement in child KSI casualty numbers (target = 1.0%) has been based on actual numbers from quarters 1 & 2 and forecasts for quarter 3 & 4. The quarter 3 & 4 forecasts have been based on quarterly actuals from the preceding 3 years.
Q2-09-018	LI842 - % of targets in community safety project plans achieved	(blue circle)	(icon)		Community Safety	Protecting the community and making Warwickshire a safer place to live	Customers, Workforce and Governance - Kate Nash	Community Safety Manager	not set		Only a small number of targets within local plans are likely to be missed at year end, hence the forecast to exceed the 80% target.
PH-011	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Consider deploying resources most effectively within the Road Safety function in order to address the challenge of new casualty reduction targets beyond 2010	Community Safety	Protecting the community and making Warwickshire a safer place to live	Environment and Economy - Graeme Fitton	Portfolio Holder for Community Safety	not set	The Government is to publish a new road safety strategy including new targets before the end of 2009. Warwickshire's Road Safety Strategy will need to be revised as part of the new Local Transport Plan. As part of this revision, road safety and maintenance staff will examine how they can work more closely together in a way that makes an increased contribution to reducing casualties.	

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

Reference	Indicators that the improvement activity relates to	Are these indicators under or over performing? (Q1)	Are these indicators under or over performing? (Q2)	Improvement Activity	Portfolio Holder	Priority/ Cross Cutting Theme	Directorate and Accountable Head of Service	Activity Owner	Completion Date	Progress to date against improvement activity	Additional Comments
Q1-09-014	Li341 - % Public enquiries resolved at first point of contact - OSS				Customers, Workforce and Partnerships	Customer focus	Customers, Workforce and Governance - Kushal Birla	Hurst, David	not set		Average of Warwick District OSS's only. Further work being done for other OSS's which are being managed on our behalf by partners and which have recently opened so that there is a figure for FPOC countywide. Work is also being done to clarify the definition of FPOC and to validate the data to ensure consistency countywide. With current definition regarding FPOC we are expecting to be well over the 80% target. However new OSSs have and are coming on line which may affect the figure as they build up service knowledge and also we will be revisiting the definition of the target. We are currently validating data to ensure consistency county wide
Q1-09-017	LI829 - Number of major stories in LG / trade press				Customers, Workforce and Partnerships	Running effective and efficient services	Customers, Workforce and Governance - Kushal Birla	Goodey, Anne	not set		As part fo the creation of the technical appendix we suggest limiting the scope of the indicator to include only LG, MJ County Beacon and First. In light of a current cumulative actual of 6 (of this revised scope) we suggest a revised target of 14
Q2-09-019	LI824 -% of members with Learning and Development Plans			The Member Development Steering Group have agreed to the following action to reverse underperformance:\n\nDemocratic Services will work with the political groups to improve take-up by the 31/03/2010\n\nA mandatory members training panel will be in place by 1st April 2010	Customers, Workforce and Partnerships	Empowering Staff	Customers, Workforce and Governance - Greta Needham	Janet Purcell	31/03/2010\n\n01/04/2010		

Reference	Indicators that the improvement activity relates to	Are these indicators under or over performing? (Q1)	Are these indicators under or over performing? (Q2)	Improvement Activity	Portfolio Holder	Priority/ Cross Cutting Theme	Directorate and Accountable Head of Service	Activity Owner	Completion Date	Progress to date against improvement activity	Additional Comments
PH - 013	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Clarify the Vision and Objectives on One Stop Shops (OSS) and Customer Access points	Customers, Workforce and Partnerships		Customers, Workforce and Governance - Kushal Birla	Portfolio Holder for Customers, Workforce and Partnerships	31st May 2010	This is being progressed as part of the integrated front door programme and is being monitored by the Customer Service and Access board that is chaired by Strategic Director of Customers Workforce and Governance It is also proposed that a special project team and member group is established to develop our 'One Front Door' work by May 2010	

Reference	Indicators that the improvement activity relates to	Are these indicators under or over performing? (Q1)	Are these indicators under or over performing? (Q2)	Improvement Activity	Portfolio Holder	Priority/ Cross Cutting Theme	Directorate and Accountable Head of Service	Activity Owner	Completion Date	Progress to date against improvement activity	Additional Comments
PH - 014	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Discuss with District and Borough Leaders the approach to running of OSS;	Customers, Workforce and Partnerships		Customers, Workforce and Governance	Portfolio Holder for Customers, Workforce and Partnerships		See PH -13	
PH - 015	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Clarify timescales for Phase II of OSS in particular the integration of electronic processes	Customers, Workforce and Partnerships		Customers, Workforce and Governance - Kushal Birla	Portfolio Holder for Customers, Workforce and Partnerships		See PH -13	
PH - 016	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Review the scale and scope of Customers, Workforce Partnerships Portfolio by year end.	Customers, Workforce and Partnerships		Customers, Workforce and Governance,	Portfolio Holder for Customers, Workforce and Partnerships	To be agreed by the Portfolio Holder	This is an action for the elected leadership	
PH - 018	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Communications - Refocus on trade press and consider proactive areas	Customers, Workforce and Partnerships		Customers, Workforce and Governance - Kushal Birla	Portfolio Holder for Customers, Workforce and Partnerships	31st January 2010	We are reconceptualising the focus of the communication and media service. This will be complete by the 31st January 2010	
Economic Development											
Q1-09-018a	NI152 - Working age people on out of work benefits - Warwickshire; Li152a - Working age people on out of work benefits - Priority wards	▲	▲	The authority are working closely with JCP and wider partners (through CWERP)**. Activities include "Skills for Jobs" project - supporting workers at risk of redundancy; a successful bid into the "Future Jobs Fund" has been made - final costings submitted August and programme will start in October, leading to 180 job placements for 18-24 yr olds over the next 20 months **(31/10/2009)**; Connections to Opportunities - submitted draft application in August, aim to submit full application in September, project should start in November 2009 **(30/11/2009)**; Community Enterprise & Employment ERDF project - in discussions with AWM following re-prioritisation of funding but hopeful the project will go forward - estimated start date of January 2010 (to run until 2015) **(31/01/2009)**	Economic Development	Narrowing the gaps	Environment and Economy - John Scouller	Fortune, Janet	31/01/2010	NI 152 target 8.3%; latest YE forecast 10.7%: LI 152a target 13.0%; latest YE forecast 16.1% "Skills for Jobs" has now helped 440 clients, 91 of whom have secured employment; the Future Jobs Fund bid is being finalised, with the DWP initially supporting 73 placements from November 2009 to March 2010; full application prepared for Connections to Opportunities in September; Discussions continuing with AWM to overcome their funding difficulties, in order to allow a revised Community Enterprise & Employment project to commence serving deprived communities	Latest available actual data (13.42%) refers to Aug 08 before the high increases in unemployment. Forecasts can not be guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate. Data for indicators can be up to 11 months in arrears for the following reasons: a) data is not directly collected in the local area - ONS do this for the whole country; b) data is collected from multi agencies and takes time to collect, process, analyse and publish; c) data is based on samples which requires weighting, extrapolating and verifying against other data sets. (Oct update - 'Latest available actual data (9.1% for Warwickshire & 14.2% in the Priority wards) refers to Q1 2009. Forecasts can not be guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate) **CWERP = Coventry Warwickshire Economic Recovery Partnership

Reference	Indicators that the improvement activity relates to	Are these indicators under or over performing? (Q1)	Are these indicators under or over performing? (Q2)	Improvement Activity	Portfolio Holder	Priority/ Cross Cutting Theme	Directorate and Accountable Head of Service	Activity Owner	Completion Date	Progress to date against improvement activity	Additional Comments
Q1-09-019	Ni163 - Working age people qualified to level 2 - Warwickshire	▲	▲	WCC, through Employment Training Warwickshire expanded its provision of apprenticeships and people on "Train to Gain" courses to over 500. Nearly 200 of these were advanced apprenticeships delivered across a range of public sector agencies.	Economic Development	Pursuing a sustainable environment and economy	Environment and Economy - John Scouller	Dave Hill	31/03/2010	NI 163 target 78.5%; latest YE forecast 77.5%. The LSC has reduced the level of support for apprenticeships and Train to Gain, with a moratorium on new starts for adult apprenticeships imposed in April 2009. A review of ETW is being undertaken to consider how best to take forward the Council's engagement in this activity. This is due to reach a conclusion in November. "	The Learning & Skills Council (LSC) are the lead for this LAA indicator (their key PSA),and they control the funding that is allocated to achieving this. LSC set the target (ref the Regional Skills Plan), and we rely on them to provide an assessment as to the achievability of the targets based on the more up to date operational data they have on learner enrolment numbers and performance management data from their contractors. The LSC remain confident of achieving the target for 2010/11 (i.e. 80% of working age people qualified to at least a Level 2 qualification). Data provided is based on a linear trend forecast using average data for the last 5 years. This suggests we will miss the target by just 0.24%, but given the confidence interval on the data(+ or - 2.5%) we should hit the target.
Q1-09-020	Li163a - Working age people qualified to level 2 - Gap between the north of the county & Warwickshire average	▲	🌟		Economic Development	Narrowing the gaps	Environment and Economy - John Scouller	Dave Hill	31/03/2010	LI 163a Target 7.0%; latest YE forecast 5.0%. No ""corrective"" actions proposed. Latest forecasts indicate that the ""gap"" will have been reduced ahead of target. This LAA indicator is part of the ""Narrowing the Gaps"" agenda and as such we are not proposing to take action to correct this ""over-performance"". Under the Narrowing the Gaps initiative, proposals have been drawn up to undertake new employment & skills initiatives. It is one of five themes agreed by Cabinet and more recently PSB. The proposal will be considered as part of the 2010/11 budget round. This includes ideas around an enhanced approach to the Future Jobs Fund.	Latest available actual data (5.25%) referred to the previous year and so was only an interim measure of performance towards the 08/09 target. However, the trajectory of change from 2006 (baseline) to 2007 (latest data) suggested we were on course to meet the year end target - actual data for this period will be available in August. It must be noted that these forecasts are in no way guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate. As for NI 163, a key problem with this indicator is the fact that the data is generated from the Annual Population Survey, which takes a limited random sample from a local area and then extrapolates the results based on a complex methodology to provide an estimate for that area. As such, the data is provided along with a confidence interval (giving a plus or minus a certain percentage)
Q1-09-021	Li719 - Percentage occupancy of the Council's business portfolio, including managed workspace facilities, above the CEDOS benchmark of 85%	▲	▲	The likely failure to meet target is as a result of the general economic downturn. During the next Quarter the centres will undertake an exercise with community groups and representatives of minority groups to ensure that the services and facilities at the centres are promoted and utilised as broadly as possible - target users include - Women's Business Development Agency, B&EM business groups, community and third sector enterprise initiatives. There is latitude within the Centres to agree rent incentives in line with market practices - e.g, rent free periods, stepped rent deals to enable companies to cash flow their start up and expansion plans. Both processes will be reviewed and refined in the following quarter depending on the take up rates and the change in occupancy levels.	Economic Development	Pursuing a sustainable environment and economy	Environment and Economy - John Scouller	Fortune, Janet	31/12/2009	Target 85%; latest YE forecast 70%. Despite the ongoing recession, occupancy generally has been holding fairly steady since difficulties in late 2008/9. The Cabinet has approved a scheme for helping businesses having difficulties paying their rents. Actions will be reviewed at the quarterly business centre meeting in late October.	Occupancy rates at the end of Q1 were 67%. We have declared a likely year end result of 70% against a target of 85%

Reference	Indicators that the improvement activity relates to	Are these indicators under or over performing? (Q1)	Are these indicators under or over performing? (Q2)	Improvement Activity	Portfolio Holder	Priority/ Cross Cutting Theme	Directorate and Accountable Head of Service	Activity Owner	Completion Date	Progress to date against improvement activity	Additional Comments
Q2-09-011	Li165a - Level 4 qualifications - Gap between Warwickshire and the South East region	★			Economic Development	Narrowing the gaps	Environment and Economy - John Scouller	Hill, Dave	not set		Target 1.0%; latest YE forecast -0.6%. No corrective actions are planned to correct this ""over performance"". The most recent data now shows that Warwickshire has a higher number of residents qualified to Level 4 than the South East of England and there is no reason to believe that this situation will revert back by year end.
Q2-09-012	Li166a - Average earnings - Warwickshire compared to the South East region	not reported	▲		Economic Development	Narrowing the gaps	Environment and Economy - John Scouller	Hill, Dave	not set		Earnings increases have slowed across the whole country - a situation completely outside of our scope of influence - and as such we are forecasting that the current differential will be maintained but not improved as originally forecast with a likely year end result of 96.8% against an LAA target of 97.25%. The LAA targets are subject to annual review and are likely to be renegotiated to take into account the current economic downturn.
Q2-09-013	Li716-The number of jobs created / safeguarded as a result of WCC activities	●			Economic Development	Pursuing a sustainable environment and economy	Environment and Economy - John Scouller	Somal, Sackie	not set		No ""corrective"" actions proposed. 939 jobs created / safeguarded (15 / 924) against a target of 450. Since the beginning of the year WIPs has majored on helping local companies get through the economic recession, whereas the level of Inward investment enquiries has been lower and therefore required less attention. This change in emphasis reflects a commitment K77through CWERP (Coventry & Warwickshire Economic Recovery Partnership) to do what we can for local businesses in difficult times.
PH-020	Action resulting from the Portfolio Holder Challenge Sessions	N/A	N/A	Continue the improvement of Financial Management Skills within EED	Economic Development	Running effective and efficient services	Environment and Economy - John Scouller	Portfolio Holder for Economic Development	31/03/2010	The corporate Cost Centre Management training course has been considered to be essential training for all Group Managers and Team Leaders and is continuing to be rolled out to all who have not yet attended. In addition, the E&E Finance Team is currently being re-organised to strengthen their advice and support to managers, enabling them to work more closely with services and provide robust, appropriate and constructive challenge.	
PH-021	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Clarify and rearticulate the WCC political vision on Economic Development	Economic Development	Running effective and efficient services	Environment and Economy - Martin Stott	Portfolio Holder for Economic Development	not set	This is being addressed through the "Star Chamber" process.	

Reference	Indicators that the improvement activity relates to	Are these indicators under or over performing? (Q1)	Are these indicators under or over performing? (Q2)	Improvement Activity	Portfolio Holder	Priority/ Cross Cutting Theme	Directorate and Accountable Head of Service	Activity Owner	Completion Date	Progress to date against improvement activity	Additional Comments
PH-022	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Undertake a value for money review of economic development so as to inform future investment of resource in this area (drawing on the most recent review)	Economic Development	Running effective and efficient services	Environment and Economy - Martin Stott	Portfolio Holder for Economic Development	31/12/2009	Review to commence in October 2009. Currently being scoped.	
PH-023	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Increase leadership around Economic Development and in particular to CSWP	Economic Development	Running effective and efficient services	Environment and Economy - Martin Stott	Portfolio Holder for Economic Development	not set	The Leader of the Council and the Portfolio Holder will be attending the CSWP board.	
PH-024	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Influence the future direction of CSWP	Economic Development	Running effective and efficient services	Environment and Economy - Martin Stott	Portfolio Holder for Economic Development	not set	CSWP Board received its latest report in September 2009. A decision has been taken to extend the Connexions contract until March 2011.	
PH-025	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Explore other authorities' approaches to economic development (focusing on "Better for Less" outcomes)	Economic Development	Running effective and efficient services	Environment and Economy - Martin Stott	Portfolio Holder for Economic Development	31/12/2009	Visits to several other Councils being set up for Q3, which are likely to include Gloucestershire (with its strong partnership approach), Northamptonshire (with Northamptonshire Enterprises Ltd) & Shropshire (a new unitary authority with in-house approach).	
Environment											
Q1-09-022a	NI168 - Principal roads where maintenance should be considered; NI169 - Non-principal roads where maintenance should be considered; Li709 - Unclassified roads where maintenance should be considered	▲	▲	A comprehensive review of Highways budgets and targets is being undertaken to reduce costs and improve operational efficiency. Consultations underway on accessibility to inform the development of the 3rd Local Transport Plan (LTP3) to run from 2011-2016. (Initial report to O&S 3rd Dec 2009)	Environment	Pursuing a sustainable environment and economy	Environment and Economy - Graeme Fitton	Allinson, Malcolm	31/12/2009		National Indicator is based on an annual survey - no actual in-quarter reporting available. It is anticipated that we will match our 2008/09 full year performance however significant increases in costs continue to exceed the budget inflation increases, and therefore 2009/10 year end forecast is still red.

Reference	Indicators that the improvement activity relates to	Are these indicators under or over performing? (Q1)	Are these indicators under or over performing? (Q2)	Improvement Activity	Portfolio Holder	Priority/ Cross Cutting Theme	Directorate and Accountable Head of Service	Activity Owner	Completion Date	Progress to date against improvement activity	Additional Comments
Q1-09-023	NI177 - Number of journeys made by bus and light rail	▲	▲	Actual public transport patronage numbers have continued to rise year on year as detailed:- 2004/5 - 11.16m; 2005/6 - 11.71m; 2006/07 - 13.3m; 2007/8 - 14.58m; 2008/9 - 14.78m. Even though we are predicting that we will miss the 2009/10 year end target these figures represent a 32% patronage increase compared to 2004/5 and a 1.4% increase compared to the previous year. We will continue to work with the bus companies and encourage them to actively promote and publicise their services. It is encouraging that some operators are now introducing incentives, such as reduced price weekly and four weekly tickets, in an attempt to increase patronage numbers. The effectiveness of these actions will be reviewed periodically and any improvements will be evident on receipt of the quarterly patronage figures.	Environment	Pursuing a sustainable environment and economy	Environment and Economy - Graeme Fitton	McGovern, Kevin	31/12/2009	Quarter 2 provisional patronage numbers have allowed us to forecast a slightly higher year end position than that given at the end of quarter 1. However, the full year figure is still expected to fall well short of the original Corporate Business Plan target. Future targets will be reviewed / revised as part of the annual Corporate Business Planning process which is due to commence shortly.	The YE estimate (15m) is down on target (16.5m) due to lower than anticipated levels of concessionary usage and the impact of the economic downturn which has weakened demand for peak services but still represents a 1.5% increase on 2008/09 actuals.
Q2-09-014	NI 198 - Children travelling to school - mode of travel usually used	●	🏆	The proposed improvement activity is to consider the adoption of a more stretching target for the reduction in car journeys for incorporation in the proposed Local Transport Plan 3 (LTP3 2011-2016). By the commencement of LTP3 all schools will have a School Travel Plan in place and the focus in the new LTP will be on implementing and monitoring Plans and continuing with supporting infrastructure improvements through the Safer Routes to School programme.	Environment	Pursuing a sustainable environment and economy	Environment and Economy - Graeme Fitton	Simkins, Jonathan	not set	There are no actions proposed to correct this level of ""over performance"". The objective of this indicator is to reduce the number of children travelling to school as sole passengers in private cars. Latest figures indicate that the current level of travel by this transport medium is 31% against a target of 35%.	Nationally, over 65% of school pupils walked or cycled to school in 1975/76, with fewer than 12% of school journeys being made by car. Since that time, walking and cycling journeys have decreased to 46% and car usage has increased to 32%. The initial target set in 2000 for the Local Transport Plan (LTP1) was based on the School Transport Advisory Group (STAG)'s recommendation that the national target for 2010 for car journeys to school should be to return to that of the mid 1980's. In Warwickshire this was set at 33% by 2006 and 24% by 2011. This was found to be overoptimistic and unachievable in view of a continuing 1% per annum upward trend in car journeys both to school and generally. The LTP2 target was to maintain car journeys (sole passenger) at the 2005/06 baseline level of 15%. This was later revised to the 2006/07 baseline of 35% on account of the redefinition of "car-share"." 'Possible explanations for the decrease in children travelling to school by car: • The increased number of schools with a School Travel Plan (STP) in place (85%), influencing school travel behaviour. • Increased numbers of schools having a STP in place for a greater period of time allowing these schools to implement measures and see positive results. • Sustainable travel incentive schemes promoted to schools e.g. Walk to School Weeks. • Increased number of schools that have benefited from Safer Routes to Schools projects. • The recent economic downturn has resulted in a reduction in car travel every quarter since the first quarter of 2008.

Reference	Indicators that the improvement activity relates to	Are these indicators under or over performing? (Q1)	Are these indicators under or over performing? (Q2)	Improvement Activity	Portfolio Holder	Priority/ Cross Cutting Theme	Directorate and Accountable Head of Service	Activity Owner	Completion Date	Progress to date against improvement activity	Additional Comments
											• Nationally, cycling levels have seen an increase.

Reference	Indicators that the improvement activity relates to	Are these indicators under or over performing? (Q1)	Are these indicators under or over performing? (Q2)	Improvement Activity	Portfolio Holder	Priority/ Cross Cutting Theme	Directorate and Accountable Head of Service	Activity Owner	Completion Date	Progress to date against improvement activity	Additional Comments
Q2-09-010	EE 136 - Letter response rate	🔵	🔺		Environment	Customer focus	Environment and Economy - Martin Stott	Stott, Martin	not set		Unlike other directorates who have adopted a consolidated Customer Care measure E&E decided to report our performance in each type of customer contact - Letters/E-Mails/Phone calls. This enables us to focus on specific contact types. A fairly challenging target of 90% had been set for Letter responses during 2009/10. Despite a significant improvement in Q2 (compared to Q1) it is extremely unlikely that we will be able to recover our position and achieve the original year end target of 90%. Had we adopted the consolidated indicator approach, we would have been reporting a Q2 actual of 97.3% with a Y.E forecast of 97% ahead of the combined 96% target.

It should be noted that in Q1 & Q2 WCC received a total of 1361 letters, of which 832 (61%) were addressed by E&E. As an example the high number of letters received by the Road Safety Unit relating to the Speed Limit Review, requiring complex responses, is predominantly the reason for our irrecoverable position and because of this the year end forecast for letters has been amended to 85%. |
| PH - 026 | NI168 - Principal roads where maintenance should be considered NI169 - Non-principal roads where maintenance should be considered Li709 - Unclassified roads where maintenance should be considered | 🔺 | 🔺 | Road Maintenance targets to be reviewed and local proxy indicators introduced to make the measures meaningful | Environment | Pursuing a sustainable environment and economy | Environment and Economy - Graeme Fitton | Portfolio Holder for Environment | 31/12/2009 | A number of Road Maintenance local proxy indicators have been proposed for consideration to support these annually reported National Indicators. This process will be finalised towards the end of quarter 3. | |
| PH - 027 | Li704 - Percentage of household waste recycled | 🔣 | ⭐ | Target to be reviewed - vaiable performance across the Boroughs and Districts to be addressed. | Environment | Pursuing a sustainable environment and economy | Environment and Economy - Martin Stott | Portfolio Holder for Environment | 31/12/2009 | All Waste Management targets will be reviewed as part of the annual Corporate Business Planning process which is due to commence shortly. | |

Reference	Indicators that the improvement activity relates to	Are these indicators under or over performing? (Q1)	Are these indicators under or over performing? (Q2)	Improvement Activity	Portfolio Holder	Priority/ Cross Cutting Theme	Directorate and Accountable Head of Service	Activity Owner	Completion Date	Progress to date against improvement activity	Additional Comments
PH - 029	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Review the Rugby Western Relief Road approach – derive learning and preventative recommendations for future significant projects and programmes	Environment	Pursuing a sustainable environment and economy	Environment and Economy - Graeme Fitton	Portfolio Holder for Environment		The Rugby Western Relief Road review board has been established following Cabinet decision.

An Independent Contract Auditor has been appointed.

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

Reference	Indicators that the improvement activity relates to	Are these indicators under or over performing? (Q1)	Are these indicators under or over performing? (Q2)	Improvement Activity	Portfolio Holder	Priority/ Cross Cutting Theme	Directorate and Accountable Head of Service	Activity Owner	Completion Date	Progress to date against improvement activity	Additional Comments
PH-032	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Explore potential for future development of Libraries within the Schools environment	Leisure, Culture and Housing	Running effective and efficient services	Adult, Health and Community Services - Head of Communities and Well-Being	Portfolio Holder for Leisure Culture and Tourism	not set	Schools environment as buildings: (1) We are exploring potential new builds/ refurbishments which fall within Building Schools for the Future initiative, as part of network review. Library Officers have met with colleagues in Children's service who are leading on this project. Also Head of Communities and well-being is on the project team for BFS. (2) Children's centres - development of Phase 3 builds have resulted in plans for joint library/ children's centres in Wolston and Wellesbourne. (3) Wi -If partnership with Kingsbury High School. Close working relationship developed.	Further progress As learning initiatives: (1) Schools Library Service (SLS) is a traded business unit and generated nearly £170k income last year. Currently investigating extending market to neighbouring authorities (sub regional offer) (2) Schools Library Service with the Public Library Service are currently working on a 0-16 year old offer of informal learning opportunities to children in Warwickshire (3) New integrated One Stop Shop, Early years and Library started working new opening hours - doubling library opening hours. This provides a better platform for joint working in the early years setting.
PH-034	NI010 - Visits to museums and galleries	N/A	N/A	Rationalise the Museums portfolio so as to achieve increased cost-effectiveness	Leisure, Culture and Housing	Running effective and efficient services	Adult, Health and Community Services - Head of Communities and Well-Being	Portfolio Holder for Leisure, Culture and Housing	not set	NI 10 measures visits to museums and galleries by respondents – the survey does not ask them which museum or gallery they visited, so what it reflects is museum and gallery visiting level among the population rather than usage of our own facilities. The use of this indicator reinforces the need for heritage and cultural services to work together across the county and indeed the sub-region. We have 2 specific initiatives addressing this: Warwickshire Heritage Partnership – this recently created member-level group is actively exploring ways in which local authority funded services (and in due course other independent, voluntary and private-sector providers) can work together to improve both cost-effectiveness and customer experience. It is proposed to address joint approaches to marketing and promotion in a workshop to be held in the current quarter	The second initiative is with regard to Sub-regional heritage network – WCC hosts the sub-regional Community Museums Officer (covering Warwickshire, Solihull and Coventry), funded through 'Renaissance in the Regions' grant from national government. This post is one of 6 forming a network covering the West Midlands region, and is responsible for providing advice and support to local authority, independent and voluntary museums across the sub-region, including promoting joint working and distributing grants from funding supplied regionally. Recent achievements under this programme include joint working across 10 museums to improve the Early Years offer.
PH-035	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	Explore potential for on-line payments system for services	Leisure, Culture and Housing	Running effective and efficient services	Adult, Health and Community Services	Portfolio Holder for Leisure Culture and Tourism	not set	A meeting is being arranged between Graeme Betts, Dave Clarke and the respective portfolio holders Cllr Saint and Cllr Heatley	

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

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

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

The New Performance Cycle

Stage 1 - Baseline Report
- As part of the establishment of the new arrangements existing performance targets and improvement activity will be reviewed and aligned to a common set of outcomes.
- In advance of the first report, the Corporate Planning & Performance Team will bring together all the performance and improvement activity to provide an up to date picture of where we are starting from.
- In all subsequent quarters the previous reports to Cabinet and O&S will be used as the starting point for review.

Stage 2 - Produce Directorate Performance Reports (Weeks 1,2 & 3)
- Based upon the agreed performance measures each Directorate will generate a Performance Report which aligns performance to the agreed outcomes and highlights both under and over performance against agreed targets.
- The initial performance collection period has been extended from two to three weeks to facilitate the production of the exception report in Week 3. Throughout 2008/09 the majority of Corporate, LAA and LPSA2 performance measures have been supplied within 2-3 weeks of the end of each quarter.

Stage 3 - Improvement Activity – Prepare Improvement Plans (Week 4)
- Following consideration of the Performance reports each Directorate will produce an improvement plan addressing how under/over-performance will be addressed and the actions to be taken. These will aligned to the agreed outcomes and produced in discussion with the Portfolio Holder for onward discussion at the Cross Directorate Challenge Meeting and the Challenge Sessions with the Chief Executive and Leader.
- The Corporate Planning and Performance Team will pull these together to show the corporate picture across the Organisation.
- The Plans will be updated and added to on a quarterly basis.
- Following the first quarter reporting all subsequent quarters will consider in the first instance existing improvement activity and the appropriateness of activity going forward together with further areas identified for initial consideration.
- Where recurring issues are identified an appropriate escalation procedure will be applied.

Stage 4 - Cross Directorate Challenge (Weeks 5-6)
- A Directorate Performance Lead is designated, at the Head of Service level within each Directorate and is responsible for:
  - In conjunction with the Strategic Director, providing performance management support to the Portfolio Holder, including the setting and review of targets.
  - Marshalling and presenting the performance of that Directorate.
  - Moderating, quality assuring and validating performance outturns and reports before they get into the corporate arena.
  - Subjecting performance returns of the Directorate to challenge and scrutiny before submission to the corporate process.

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Corporate Performance Report - Adult and Community Services OSC.doc
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Author: Ecur

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

Stage 5 – Reporting Performance and Improvements (Week 7 onwards)
- On a quarterly basis Cabinet will consider both the Performance and related improvement activity, presented against the agreed set of outcomes.
- Following agreement at Cabinet, Overview and Scrutiny will consider the Corporate Performance Report with a view to:
  - Note overall performance and improvement activity of those areas reported
  - Scrutinise those areas of improvement activity pertinent to the committee
  - Identifying areas of under performance or over performance that warrant further scrutiny
  - Making recommendations to the relevant Portfolio Holder to be considered as part of the next round of the performance cycle

Glossary of Performance Management Acronyms

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

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

Ref	Indicator	Quarter 1 Alert	Quarter 2 Alert	Directorate
**Economic Development**			
Li152a	% Working age people on out of work benefits - Priority Wards	▲ Missed Target	▲ Missed Target	Environment and Economy
Li163a	% Working age population qualified to at least Level 2 or higher (NB: targets relate to previous years performance due to time lag in data publication) - Gap between North of County and County average	▲ Missed Target	⬈ Exceeded Target (in excess of 10%)	Environment and Economy
Li165a	% Working age population qualified to at least Level 4 or higher - Gap between Warwickshire and the South East	★ Exceeded Target (within 10%)	⬈ Exceeded Target (in excess of 10%)	Environment and Economy
Li166a	Average earnings of employees in the area - Proportion of Warwickshire to South East average (%)		▲ Missed Target	Environment and Economy
NI152	% Working age people on out of work benefits - Warwickshire (%)	▲ Missed Target	▲ Missed Target	Environment and Economy
Li716	Number of jobs created / safeguarded as a result of WCC activities	● On target	⬈ Exceeded Target (in excess of 10%)	Environment and Economy
Li719	Percentage occupancy of the Council's business portfolio, including managed workspace facilities, above the CEDOS benchmark of 85%	▲ Missed Target	▲ Missed Target	Environment and Economy
NI163	Working age population qualified to at least Level 2 or higher - NB: targets relate to previous years performance due to time lag in data publication - Warwickshire (%)	▲ Missed Target	▲ Missed Target	Environment and Economy
**Environment**			
EE136	% letters responded to within WCC standard	● On target	▲ Missed Target	Environment and Economy
Li704	Percentage of household waste recycled	⬈ Exceeded Target (in excess of 10%)	★ Exceeded Target (within 10%)	Environment and Economy
Li709	Unclassified roads where maintenance should be considered (%)	▲ Missed Target	▲ Missed Target	Environment and Economy
NI168	Principal roads where maintenance should be considered (%)	▲ Missed Target	▲ Missed Target	Environment and Economy
NI169	Non-principal roads where maintenance should be considered (%)	▲ Missed Target	▲ Missed Target	Environment and Economy
NI177	Number of journeys made by bus and light rail	▲ Missed Target	▲ Missed Target	Environment and Economy
NI188	Adapting to Climate Change - Level of implementation 0-3	▲ Missed Target	● On target	Environment and Economy
NI198	Children travelling to school – mode of travel usually used (%)	● On target	⬈ Exceeded Target (in excess of 10%)	Environment and Economy
**Resources**			
Li338f	% Employees who are disabled	▲ Missed Target	⬈ Exceeded Target (in excess of 10%)	Resources
Li931	No significant difference by age, sex or ethnicity - The County Council is a good employer		▲ Missed Target	Resources
Li934	Number of Reported Accidents	▲ Missed Target	● On target	Resources
Li923	CO2 emissions in tonnes per sq m.	● On target	▲ Missed Target	Resources
Li901	Debt outstanding over 42 days as a % of total annual invoiced income	▲ Missed Target	● On target	Resources
Li905	Return on Council Investments	⬈ Exceeded Target (in excess of 10%)	⬈ Exceeded Target (in excess of 10%)	Resources
Li906	Return on LGPS investments		▲ Missed Target	Resources
Li911	% catering in secondary school sites retained	▲ Missed Target	▲ Missed Target	Resources
Li914	Financial outturn for traded services	● On target	▲ Missed Target	Resources
Li936	Overall Unavailability of ICT (hrs) (SOCITM KPI 15)	⬈ Exceeded Target (in excess of 10%)	⬈ Exceeded Target (in excess of 10%)	Resources
Li938	CAA Use of Resources assessment for Strategic Asset Management		▲ Missed Target	Resources

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

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

AGENDA MANAGEMENT SHEET

Name of Committee	**Corporate Services and Community Safety Overview and Scrutiny**
Date of Committee	**8th December 2009**
Report Title	**ICT Development Programme 2009-10 Half Year Report**
Summary	As part of the ICT Strategy 2007-12 approved at Cabinet in 2007, it was agreed that a more formal approach would be adopted to the development and management of the Corporate ICT Development Plan, and that progress against the plan would be reported to both the SDLT and Corporate Services and Community Safety O&S Committee on a half-yearly basis.
For further information please contact:	Tonino Ciuffini Head of ICT Tel: 01926 412879 toninociuffini@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	No.
Background papers	ICT Strategy 2007-12

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

Other Committees	☐	
Local Member(s)	☐	
Other Elected Members	☒	Councillors Appleton, Davis, Gittus and Moss
Cabinet Member	☒	Councillor Heatley - for information
Chief Executive	☐	
Legal	☒	Sarah Duxbury
Finance	☒	David Clarke, Strategic Director, Resources – reporting officer
Other Chief Officers	☒	SDLT

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District Councils ☐ ....

Health Authority ☐

Police ☐

Other Bodies/Individuals ☐

FINAL DECISION   Yes

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by ☐
this Committee

To Council ☐

To Cabinet ☐

To an O & S Committee

To an Area Committee ☐

Further Consultation ☐

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Corporate Services and Community Safety Overview & Scrutiny Committee

8th December 2009

ICT Development Programme 2009-10 Half Year Report

Report of the Strategic Director, Resources

Recommendations

Members are asked to note and comment on the progress against the 2009/10 Corporate ICT Development Plan.

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1. Introduction

1.1 The 2009/10 Corporate ICT Development Plan was approved by SDLT on 22nd April 2009. This report is the half-year progress update. It was submitted to SDLT on 21st October 2009.

1.2 As in previous years, the Plan was developed to support the WCC Vision, the Corporate Business Plan, the New Ways of Working Programme and other relevant plans and documents. It again focuses on five high priority areas identified by the authority (reflecting the long-term, strategic nature of the programme):-

1. Modern and Flexible Working
2. Customer Access Initiatives
3. Intranet and Document Management
4. Core Applications Development
5. Other Projects

1.3 A summary of the key achievements is reported in Section 2. These achievements would not have been possible without significant input from directorate staff who have contributed to, and in some cases led, the projects reported on here. More detailed information on the progress made under each heading is available on request. A financial summary is given in **Appendix A.**

1.4 Members are asked to note the achievements to date.

2. Progress against the 2009/10 Corporate ICT Development Plan

Good progress has been made across a range of projects on the Corporate ICT Development Plan in the first 6 months of the year. This part of this report highlights the key achievements. Appendix A shows the financial summary.

As reported to SDLT in April, the 2009/10 budget was over allocated by almost 19% at the beginning of the financial year in anticipation of under spends on some projects. The current forecast spend is £1,836,800 or 7.5% over budget. As predicted, some projects anticipate coming in under budget, and we expect to claw back more of the over-allocation in the second half of the year, as we have in previous years. We will continue to monitor this closely and manage the situation accordingly.

2.1 Modern and Flexible Working

i) 100 additional wireless points have been identified to increase flexible working opportunities. This includes the Northgate House meeting and conference rooms currently being developed, and Barrack Street.

ii) We are exploring how installation of wireless in libraries could benefit both customers and our mobile workers.

iii) We are working with Heads of Service to identify new touchdown points around the County, which may require some additional investment in equipment.

iv) A position paper has been written for Star Chamber on potential accommodation efficiencies through wide-scale implementation of Modern and Flexible working. There is the potential for significant savings from more efficient use of WCC buildings, as demonstrated by a number of other local authorities.

v) Two options have been identified for simplifying and improving remote access to WCC systems. A trial of the first option is about to begin in ICT Services.

vi) A stock of trial equipment has been set up to allow directorates to "try before they buy" when investigating mobile and flexible working.

vii) The Modern Flexible Working toolkit is growing over time as new lessons are learned. We continue to support directorate-led projects including the two largest in AHCS and CYPF.

viii) Secure email to the Department of Work and Pensions and Warwickshire Police was implemented in September. This takes advantage of the Government's secure network, delivered through the GovConnect project. Additional external organisations will be added over time.

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ix)   The Fire & Rescue Mobile Data Terminal (MDT) project is well underway and will contribute directly to improving community and staff safety. The MDT infrastructure is in place and F&R staff are being trained in its use during October. Fire fighters will have instant access to a range of up to date information sources and systems from their fire appliances. These include:

- Site specific risk information and tactical fire fighting plans for key sites
- Mapping tools showing spatial layouts of sites
- Map overlays showing water supplies – natural supplies and hydrants
- A library of chemicals, chemical hazards and associated first aid information
- Up to date operating procedures
- An application to calculate, plot and print evacuation zones depending on the nature of the hazard and the prevailing wind
- Up to date information on the layouts of specific cars, lorries and vans to help fire fighters deal with road traffic collisions more quickly and safely

x)   Members' ICT Equipment
With the exception of one Member (awaiting installation date), new ICT equipment has been provided to all members. 58 Members have also been provided with a Blackberry. All new Members were provided with their tablet PC and Blackberry on 9th June. This ensured that all new Councillors were contactable via email from the first day of induction. Each new Member then received a more detailed 1-2-1 training session. The training provided for the new equipment has generally been well received. A progress report on the Members ICT replacement was submitted to the Member Development Steering Group on the 22nd October.

2.2   Customer & Access Initiatives

2.2.1   Customer Service Centre Developments

i)   A significant amount of development work has been carried out on new and revised Customer Service Centre processes. These all went live between the end of September and October. Developments to date include:

- Free School Meals
- AHCS Safeguarding Adults process
- AHCS Domestic Violence process
- Disabled Parking Badge applications
- One Stop Shop Simple Request Form
- Registrations - booking appointments and copy certificates
- Corporate Customer Feedback – attaching documents to cases

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ii)   We are highly reliant on specialist technical resources to deliver these and future developments. It is therefore critical that continuity is maintained by reserving funding to cover the development team for at least the first six months of 2010/11.

iii)   Co-location of the WDC and WCC call centres was implemented on the 11th November. Early views at the time of producing this report is that the combined ICT is operating successfully. Following co-location work will be required to fully integrate and rationalise the call centre processes. A lot of work has been carried out to integrate telephony, and also to introduce PCI DSS compliance, which relates to how we handle credit card transactions over the phone in a way that maintains information security.

2.2.2   Customer Data and Business Process Management

WCC is an early adopter of the DCSF Free School Meals (FSM) Hub and a member of the Programme Board for the DCSF's Gateway to Educational Services (GES) programme. The Hub allows claimant eligibility to be checked online and can dramatically reduce the time taken to confirm free school meal allocations. Through this work WCC was allocated £54,000 of GES funds to further develop the Hub as part of GES Programme and to push forward some strategically important initiatives:

i)   We have revised our CSC and online Free School Meals forms to take advantage of the newly available automated eligibility checking service. This will go live in October and will deliver CSC efficiencies and allow online applicants to get immediate feedback on eligibility at the point of application. This is a significant improvement in customer service.

ii)   The outdated FSM system will be replaced with a Business Process system delivering workflow, process metrics (to underpin continuous improvement), and seamless integration with the CSC and online forms. This will deliver further efficiencies and provide a model for business process improvements elsewhere in WCC.

iii)   Customer data. The FSM work will help us develop more effective customer data management, delivering back office efficiency and enhanced customer service.

iv)   We have been working with the WCC Customer Insight Project and will use the FSM process as an exemplar for how to deliver improved service on the back of effective customer insight analysis.

v)   We will work with district and borough colleagues to see if we can improve the way that claimants navigate through the benefit claims process, wherever those benefits are managed.

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2.2.3   Web Site Development Strategy.

We are engaging with e-Communications to understand how ICT can be used to deliver the web site strategy.

2.3   Intranet and Document Management

2.3.1   Intranet

i)   The intranet went live on its new Microsoft platform in July 2009. This has significantly simplified the content authoring process and provides a much simpler development environment compared to the previous Vignette product. This is reflected by the fact that all of the current intranet enhancements are being handled by the in-house developers, without the need to bring in costly external contractors. The first online form – for GEM award nominations – went live on 2nd October.

ii)   The following enhancements are planned for the remainder of this year: Bulletin Board to replace the Notes Bulletin Board; workflow for reviewing intranet content; Blogs; further simple online forms; RSS feeds to allow intranet information to be received proactively in different ways; improved staff forums; enhancements to the People Finder; and making the Meeting Room and Hot Desk Bookings system available on the Intranet.

2.3.2   Document Management

Effective electronic document and records management will underpin the Accommodation Strategy by reducing the need for paper filing cabinets, and will also support modern and flexible working by allowing access to electronic records from different locations. In addition it will make the process of creating and retrieving documents much more efficient.

i)   The Document Management project has been using the same software (Microsoft Office SharePoint Server, or MOSS) as the Intranet project.

ii)   Document collaboration tools, to facilitate joint working on documents and projects, have been adopted by the Corporate GIS project, and have been well received by the project team. The solution developed has the potential to address a lot of the document management issues identified by the project team at the outset. The next step is to pilot the solution with the GIS Project Board in the context of future Project Board meetings.

iii)   The Blue Badge Application process in the CSC is being used to test the use of document management in a case management environment. Supporting documentation will be scanned into the electronic document system and linked directly and automatically

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County Council

to the Blue Badge case record in the existing CSC system. This would allow the CSC to dispense with paper records, saving storage space and allowing them to respond more quickly to customer enquiries. This is a model that could be replicated many times across the council.

iv) The document libraries pilots have been less successful. The Fire & Rescue pilot was overtaken by essential work on the Mobile Data Terminals (see section 2.1 above); the structure of existing Social Care documents and the processes relating to them made this an unsuitable pilot area. It also became obvious that there were significant issues in managing the transition from document collaboration to publication. This is being addressed in a fourth project looking at entire document lifecycles, but it is too early to say how successful this is likely to be.

v) We had hoped to have a fully developed model for electronic document and records management by this point in the year. However, the issues identified above have caused delays and there is more work to do before we have a solution that can be rolled out across the council.

2.4 Core Applications Development

2.4.1 Financial Systems

i) In May Cabinet approved the selection of Agresso to supply our new financial systems.

ii) The contract with Agresso was signed in September.

iii) The overall draft implementation plan was approved by the Project Board in September.

iv) A systems solution design document should be ready by the end of December 2009.

v) Implementation of the new system will be phased during 2010/11. This will require an increased level of funding from the Corporate ICT Development Fund.

2.4.2 Property Systems

i) Redevelopment of the Property systems continues. Business processes for both Maintenance Project Management and aspects of Reporting have been redesigned. Functionality relating to portfolio management has been improved and new hardware has been implemented.

ii) Activity in the second half of the year will concentrate on replacing the current Notes-based Condition Survey module.

iii) The business process for Rent Management will be redesigned, and a formal review of external property systems carried out to inform a Property Systems Strategy.

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2.4.3 GIS Management

i) Significant progress had been made in putting Geographic Information Systems (GIS) on a sound corporate footing, by centralising both mapping data and processes for managing it and maintaining data quality. Work is also well underway to reduce the cost of our mapping software and to deliver the benefits of GIS much more widely across the authority and to customers. This will lay the foundations for achieving real business benefits and service improvements in future. In order to capitalise on these achievements, and to ensure continuity of resources currently on short-term contracts, it is vital that the corporate GIS team is funded to March 2011 while a sustainable funding model is developed.

ii) A resilient and reliable technical infrastructure is in place to deliver web-based mapping internally and to the public.

iii) Spatial data is being purchased and managed centrally, and agreements are in place with data owners to keep data up to date. Data quality checks are in place.

iv) The Warwickshire Online Mapping and Browser Toolkit (WOMBAT) has been developed to improve the use of geographical information in Warwickshire and is being rolled out in EED initially.

v) A customised WOMBAT application has been created for the Planning and Development Group in EED.

vi) Web services have been created for address, postcode, street and place name lookups. This is a critical development, in line with the ICT applications strategy, that will make common GIS functions available to business systems across WCC. This will reduce development time and cost in future, and ensure a consistent level of data quality in all participating systems.

2.4.4 HRMS

i) Manager and Employee Self-Service is currently being rolled out to the final directorate (AHCS).

ii) Improvements have been made to Manager and Employee Self-Service, following feedback from users.

iii) Work on Pay and Conditions Phase 2 has continued, with support being given to the Job Evaluation Team.

2.4.5 Social Care Applications Strategy

i) A review of social care applications is planned in light of recent organisational changes, and to evaluate the likely impact of the e-

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CAF (Care Assessment Framework) project. We are exploring a joint review with Northamptonshire County Council.

2.4.6 Microsoft Exchange Migration

i)   Work is underway to review how email is used within WCC to inform an email migration project, and the relationship to electronic document management and other collaboration tools. Licence savings could be realised by moving to Microsoft Exchange. System integration with Exchange will also be more straightforward and "out of the box"; i.e. requiring less internal development time and costs.

ii)   Exchange 2010 is due for release at the end of 2009, so it is recommended that we do not migrate to the current version, Exchange 2007. Mail migration will therefore not happen before 2010/11, following the completion of the network service migration project approved by Cabinet in July.

2.5   Other Projects

2.5.1 Printing Strategy Implementation

i)   The year on year savings identified in the April progress report from implementing multi-functional devices (MFDs) continue to accrue and build as more MFDs are installed. Only 12 standalone printers have been purchased this financial year, compared to over 200 two years ago.

ii)   A final version of the WCC Print Strategy will be delivered in December. This will outline the savings that could be made by introducing more effective print management software.

iii)   The DocuPro print management software was piloted in Saltisford 1. DocuPro allows print on demand, and will therefore deliver greater information security and increased savings. All the functionality worked as expected at Saltisford, but it was taking longer than expected for the print jobs to arrive at the printer. The pilot has therefore been suspended until this issue is resolved. It is hoped to re-implement the solution in Saltisford 1 in January 2010.

iv)   Significant savings can be anticipated from implementing the new printer strategy. The model for Saltisford 1 and 2 indicates savings of over £125,000 over 5 years for those two buildings alone. This is an excellent example of efficiencies being delivered by the intelligent application of new technology.

2.5.2 Supporting Staff ICT Skills Development

i)   Excellent progress has been made on the ICT Skills and

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Competencies project. This is a key initiative to ensure that staff are properly supported in their use of ICT, and are working as efficiently and effectively as possible.

ii)   The competency framework has been completed following a survey of WCC staff. This is now being rolled out and marketed. 46 requests for the framework have already been received from managers.

iii) The ICT Training Strategy to support the delivery of ICT skills has also been completed and promoted.

2.5.3 PCs to Good Causes

Requests have been received for 125 refurbished PCs under the Community Computers scheme. These will be sourced and provided using a revised process this year that will deliver the same number of PCs at half the cost.

DAVID CLARKE
Strategic Director, Resources
Shire Hall
Warwick

November 2009

Half Year Progress Report on 2009/10

Corporate ICT Development Plan

Financial Summary

Project Area	Originally Allocated*	Forecast Outturn*	Staff resources contributed
Total Budget	**£2,030,000**	**£1,836,800**	
Modern & Flexible Working	**£155,000**	**£142,000**	
Develop Infrastructure and facilities	£75,000	£62,000	0.7 FTE
Mobile Data and terminals on fire appliances	£60,000	£60,000	Not applicable
Members' ICT equipment	£20,000	£20,000	0.4 FTE
Customer & Access Projects	**£290,000**	**£290,000**	
ICT support of general C&A activities	£175,000	£175,000	
Customer data and Business Process Management	£115,000	£115,000	1.6 FTE
Web Site Development Strategy	£0	£0	
Intranet & Document Management	**£400,000**	**£350,000**	
WCC Intranet Development	£50,000	£0	1.7 FTE
Document Management	£350,000	£350,000	1.8 FTE
Applications Strategy and Core Applications	**£925,000**	**£805,000**	
Financial Systems – project to replace existing financial systems	£270,000	£270,000	1.6 FTE
Property Systems – development and replacement	£150,000	£105,000	0.75 FTE
GIS Management - Corporate Approach	£150,000	£150,000	Not applicable
HRMS Payroll & Phase 2	£200,000	£200,000	3 FTE
Review of social care applications strategy	£80,000	£80,000	Not applicable
Microsoft Exchange migration	£75,000	£0	0.4 FTE
Other	**£260,000**	**£249,800**	
Printing strategy implementation	£50,000	£33,800	0.34 FTE
PCs to Good Causes	£20,000	£20,000	
Supporting Staff ICT Skills	£200,000	£196,000	.5 FTE

* Available budget is £1,708,000

AGENDA MANAGEMENT SHEET

Name of Committee	**Corporate Services & Community Safety Overview and Scrutiny Committee**
Date of Committee	**8 December 2009**
Report Title	**Treasury Management Monitoring Report 2009/10**
Summary	This report sets out the progress of the treasury management process during 2009/10.
For further information please contact:	Phil Triggs Group Manager Tel: 01926 412227 philtriggs@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]	No.
Background papers	• CIPFA publication "Treasury Management in the Public Services: Code of Practice and Guidance notes for Local Authorities" • Treasury Management Strategy 2009/10

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☐	....
Local Member(s)	☐	
Other Elected Members	☐	Cllr Appleton, Cllr Gittus, Cllr Davis, Cllr Moss
Cabinet Members	☒	Cllr Heatley
Chief Executive	☐	....
Legal	☒	Sarah Duxbury
Finance	☒	Strategic Director, Resources – reporting officer
Other Chief Officers	☐	....
District Councils	☐	....
Health Authority	☐	....

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Police ☐ ....

Other Bodies/Individuals ☐

FINAL DECISION   YES

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by ☐ ....
this Committee

To Council ☐ ....

To Cabinet ☐ ....

To an O & S Committee ☐ ....

To an Area Committee ☐ ....

Further Consultation ☐ ....

Warwickshire
County Council

Corporate Services & Community Safety Overview and Scrutiny Committee - 8 December 2009

Treasury Management Monitoring Report

Report of the Strategic Director, Resources

Recommendation

That the Overview and Scrutiny Committee agree the report.

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1   Introduction

1.1   Warwickshire County Council fully complies with the requirements of The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice (COP) on Treasury Management 2001.

1.2   Under the CIPFA Code, the Cabinet is required to receive a report on the outturn of the annual treasury management activity for the authority. Given the events last year concerning the Icelandic banks, monitoring reports regarding treasury management will be an agenda item for the O&S Board throughout the year.

1.3   Treasury management in the context of this report is defined as:

"The management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks." *(CIPFA Code of Practice)*.

2   Investments

2.1   The Council has an investment portfolio consisting of reserves and short-term cash flows. This cash is invested partly by an external cash manager and partly in house.

2.2   The Council's investment portfolio at the end of the first seven months of 2009/10 to 31 October 2009:

Warwickshire County Council

Table 1: Investment Position at 31 October 2009

	Invested at 31 October 2009
	£m
In-house time deposits	64.9
Abbey (call account)	0.0
Total In-house	**64.9**
Aviva Investors	44.3
Total All Investments	**109.2**

2.3 The council is currently investing according to a low risk, high quality lending list and is using a policy which is more restrictive than the policy approved by the Treasury Management Strategy 2009/10. A significant proportion of funds is placed with the UK Government Debt Management Office for a period of up to three months.

2.4 All other counterparties with the exception of Barclays Bank (three months) have a time limit of one calendar month. Higher minimum ratings for overseas institutions are currently adhered to. At this time, there are no deposits placed outside the UK.

2.5 Performance of the Council's investments versus the benchmark is:

Table 2: Investment Performance to 31 October 2009

	Average Interest rate year to date	Target rate (7 day LIBID (+10% for Aviva))	Variance
	%	%	%
In house	1.38	0.44	0.93
Abbey call account	0.80	0.44	0.36
Total In house	**1.34**	**0.44**	**0.90**
Aviva Investors	6.14	0.48	5.66
Total All Investments	**3.24**	**0.51**	**2.73**

2.6 There has been no deposit in the Abbey call account since August 2009, hence the generous out-performance. Current rates paid on the account would be at the rate 0.55%

Table 3: Interest Earned to 31 October 2009

	Year to date
	£000
In house	454
Abbey	23
Total In house	**474**
Aviva Investors	1,512
Total All Investments	**1,986**

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County Council

2.7 The out-performance in Table 2 for in house deals is now likely to diminish throughout the remainder of the year. This is due to older deals at a higher rate maturing and being replaced with shorter deals at a lower rate.

2.8 The table below details our consultant's view on interest rates. Based on this opinion, the money market will continue to be at current levels until the end of 2010 when rate rises are predicted.

Table 4: Interest Rate Forecast

	Dec 2009	Mar 2010	Jun 2010	Sep 2010	Dec 2010	Mar 2011
Interest Rate Forecast	0.50%	0.50%	0.50%	0.75%	1.25%	1.75%

Source: Sector Treasury Services

3 Borrowing

3.1 The Treasury Management Outturn Report for 2008/09 gave an overall outstanding Public Works Loans Board (PWLB) borrowing figure of £305.1m at 31 March 2009. Since this time, the Council has taken additional loans from the Public Works Loans Board totalling £30m. The table below details our performance against average rates to 31 October 2009

Table 5: PWLB Performance versus Average Rate to Date

Amount Borrowed	Average Rate
WCC Loans totalling £30m	4.22%
PWLB Average Rate to Date (30 year)	4.48%
Out/(Under) Performance	**0.26%**

3.2 The Council still has a remaining borrowing requirement of around £30m for 2009/10. We are likely to fund this from our internal cash which will mean a reduced investment portfolio.

4 Compliance with Treasury Limits and Prudential Indicators

4.1 During the second quarter of 2009/10, the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Treasury Management Strategy. Full details of the Prudential Indicators set for 2009/10 are shown in **Appendix A.**

DAVID CLARKE
Strategic Director, Resources
Shire Hall
Warwick
November 2009

Warwickshire
County Council

AGENDA MANAGEMENT SHEET

Name of Committee	**Corporate Services and Community Safety**
Date of Committee	**8th December 2009**
Report Title	**Domestic Abuse – A Strategy for Warwickshire: 1 Year Progress Report**
Summary	A 1 Year Progress Report on the Warwickshire Domestic Abuse Strategy 2008 -2011.

For further information please contact:	Kate Nash Head of Community Safety and Localities Customers, Workforce and Governance Directorate 01926 412177 *katenash@warwickshire. gov.uk*	Sue Ingram Domestic Abuse Manager Customers, Workforce and Governance Directorate 01926 412016 *sueingram@warwickshire.gov.uk*

Would the recommended decision be contrary to the Budget and Policy Framework?	No.
Background papers	Warwickshire Domestic Abuse Strategy 2008 - 2011

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☐	
Local Member(s)	☐	Not applicable
Other Elected Members	☒	Cllr Appleton, Cllr Davis, Cllr Chattaway
Cabinet Member	☒	Cllr Hobbs
Chief Executive	☐	
Legal	☒	Jane Pollard
Finance	☒	Chris Kaye
Other Chief Officers	☐	

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Warwickshire County Council

District Councils

Health Authority ☐

Police ☐

Other Bodies/Individuals ☐

FINAL DECISION   *No*

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by ☐ ....
this Committee

To Council ☐ ....

To Cabinet ☐

To an O & S Committee ☐ ....

To an Area Committee ☐ ....

Further Consultation ☐

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Warwickshire
County Council

Agenda No

**Corporate Services and Community Safety O&S Committee –
8th December 2009.**

**Domestic Abuse Strategy 2008 – 2011
1 Year Progress Report**

**Report of the Strategic Director of Customers, Workforce and
Governance**

Recommendation

That the Corporate Services and Community Safety Overview and Scrutiny
Committee considers the attached Domestic Abuse Strategy 2008 -2011 1 Year
Report and comments upon it.

---

1   Introduction

1.1   The Warwickshire Domestic Abuse Strategy 2008 – 2011 and accompanying
       annual actions plan show how partner agencies aim to improve the quality of
       life for people within the county by tackling the causes and effects of domestic
       abuse.

1.2   This Report demonstrates the progress being made in delivering the outcomes
       identified in the strategy and identifies areas for discussion and potential
       remedial action.

2   **Warwickshire's Aims**

2.1   Our aim is to enable those experiencing domestic abuse to make changes in
       their lives through the provision of structured support. In particular we aim to:

   - Prevent and reduce the incidents of domestic abuse across Warwickshire, to
     reduce repeat victimisation and to protect victims and their children from
     abuse.

   - Provide an empathetic and supportive response to victims and their children
     from all appropriate agencies and consult with service users on the quality
     and appropriateness of services provided.

3   Outcomes

3.1   The overall success of the strategy and action plan will be reported through the
       Local Area Agreement (LAA) for National Indicator 15: Serious Violent Crime.
       This indicator will be measured across the three years of the Local Area
       Agreement.

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3.2   Performance against strategic outcomes:

	2007 - 2008	2008 - 2009	2009 - 2010	Direction
Number of domestic abuse incidents reported to the police	7156	8055	3932 Q1-2 Predicted year end 7864	**Amber**
Number of perpetrators charged and going to court	419 total 393 Magistrates 26 Crown Court	409 Magistrates only	173 to date Predicted year end 346 Magistrates only	**Red**
Number of reported *repeat* incidents of domestic abuse (recorded through MARACs)	MARACs not in operation	Rate of repeat High Risk incidents: 9.4%	Rate of repeat High Risk incidents: 17.33%	**Red**

3.3   Performance Commentary

3.3.1   Immediately following the 2008 marketing campaign there was a 15% increase in incidents of domestic abuse reported to the police. April – September 2009 has seen a tapering off of incidents being reported, a 4% decrease on the same period in 2008. This may be due to victims having come forward and accessed services earlier, thus preventing further incidents and an escalation in violence.

3.3.2   We will continue to monitor the number of incidents being reported in order to analyse the trend. If by the end of quarter 4 this year evidence suggests we have hit the peak in terms of incidents being reported the strategic outcome may need to be amended.

3.3.3   Although the rate of repeat victimisation amongst high risk victims is increasing, a recent independent report suggests this is because victims are now confident in reporting incidents at an earlier stage. It may also be due to services "flagging and tagging" their systems more robustly so as we progress the rate of repeat victimisation will continue to rise.

3.3.4   Warwickshire's average of 17% is still well below the national average of 24% repeat victimisation for high risk victims. A mature MARAC should expect a repeat rate of 33%.

3.3.5   The Independent Domestic Violence Advisory (IDVA) Service is specifically designed to reduce repeat victimisation and encourage victims to support a prosecution where a crime has been committed. Lack of victim support for a prosecution is one of the main reasons the number of perpetrators charged is so low. The service was specifically commissioned to deliver on Warwickshire's strategic outcomes and the 2009 – 10 Criminal Justice data should reflect the work they are undertaking with victims.

4   **Progress on Key Objectives**

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4.1   Five key objectives for this strategy were agreed by Cabinet in September 2008. Progress is outlined under each objective.

5   Safety and Support

5.1   To ensure that the safety and support needs of those experiencing domestic abuse are met through well-resourced, safe, accessible services.

5.2   Achievements/ progress

5.2.1   We are working with Supporting People to undertake an independent Strategic Review of all services for people affected by domestic abuse in Warwickshire. The Strategic Review will enable Warwickshire to move to a more co-ordinated pattern of support service provision giving service users the opportunity to have a say in how their support is delivered.

5.2.2   The Strategic Review will:

- Provide clear direction of how to move from current service provision to a planned desired mix of providers and services to meet the required strategic and service user outcomes.

- Improve services to the specified client group

- Improve value for money

- Ensure alignment between commissioners of domestic abuse services

5.2.3   The initial report is due in January 2010.

5.2.4   The development of the Warwickshire Domestic Abuse Helpline, run by WCC has continued, with a new free-phone telephone number. Since the launch of the new free-phone number, calls have increased by over 100% each month.

5.2.5   In August 2008 Warwickshire Police began using a new dynamic risk assessment for victims of domestic abuse, resulting in a more comprehensive classification of risk and a way of measuring whether the risk posed to the victim is increasing or decreasing over time.

5.2.6   A common risk indicator checklist and assessment tool has been developed nationally. This will provide all agencies with an approved method of measuring/ monitoring risk to victims.

5.2.7   Multi Agency Risk Assessment Conferences (MARACs) first met in April 2008. MARACs bring agencies together to identify ways to reduce the risks posed to victims of domestic abuse on a case by case basis. In 2008 – 2009 the Warwickshire MARAC reviewed 287 cases. Warwickshire are currently undertaking the MARAC Implementation Programme, a lengthy 3 stage process leading to a recognised quality assurance standard.

5.2.8   The first stage of the implementation Programme was an independent review of the Warwickshire MARAC. Recommendations included:

- All front line staff across all agencies should know how to make a referral to MARACs.

- Development of a MARAC Sharing of Information Protocol to encourage non-attending agencies to engage with the process.

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County Council

- Development of a Domestic Abuse strategic group in Warwickshire and a MARAC steering group, in the interim, MARAC development could be monitored by WSCP.

- Increased capacity of the IDVA Service.

5.2.9 During the year the Domestic Abuse Outreach Service funded by WCC has been receiving over 400 referrals per quarter.

5.2.10 In March 2009 there were over 100 women on the waiting list for services. To combat this we have funded Supporting People to provide extra Floating Support for victims of domestic abuse.

5.2.11 Between April and September 2009 Rugby's Project Fresh-start (funded by Rugby LSP) has resettled 15 women and 19 children in the community. The project focuses on providing women who have fled domestic abuse with the skills, knowledge and understanding to support sustainable tenancies and integrate themselves and their children into the community.

5.2.12 Another new initiative this year has been the delivery of the Freedom Programme in Warwickshire, funded by WCC. The programme provides an opportunity for women to develop ways of thinking and behaving to protect themselves, their children and others from harm. It teaches skills that are necessary in order for survivors of domestic abuse to resettle and maintain their independence.

5.2.13 A Domestic Abuse Policy for Warwickshire County Council is being developed, in order to protect and support staff who are victims of domestic abuse.

6   Protection and Justice

6.1   To ensure that perpetrators are both supported to change their behaviour and held accountable through a co-ordinated response, which does not compromise the safety of victims and children.

6.2   Achievements/ Progress

6.2.1   The IDVA Service has been operational since 1st June 2009. This provides an intensive support service for an extra 40 high risk victims each month, focussing on support through the criminal justice system. The aim of the service is to decrease repeat victimisation and increase the number of victims supporting prosecutions, thus making it a key service in delivering on Warwickshire's strategic outcomes. The service is currently subsidised by the Ministry of Justice, however it will become reliant on WCC funding in future.

6.2.2   Nuneaton and Bedworth CDRP have piloted the 'Breaking the Cycle' initiative in Nuneaton focussing on preventing repeat victimisation. Since April this year there has been a 30% reduction in repeat incidents reported by the families involved in the project.

6.2.3   Victim Support have launched the "Visual Evidence for Victims Scheme" in Stratford and Warwick Districts, funded by South Warwickshire CDRP. Staff are trained to take instant photographs of injuries and/or damage to property that has been caused by domestic abuse. These photographs can then be

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stored and used as evidence up to 6 years later. The evidence can be used for Supporting a Criminal Injuries Compensation Claim, reporting the crime to the police, and civil proceedings.

6.2.4   The 3 above initiatives have contributed to fewer victim statements being retracted; and both have contributed to the conviction rate (of those perpetrators charged with an offence) continually rising. Warwickshire has the highest conviction rate (of perpetrators charged) in England and Wales at 87%. However in only 5.85% of incidents or 22% of crimes that have been reported to the police are the perpetrators charged with an offence (see table in 3.3 above). It is hoped that the new Crown prosecution Service Violence against Women Strategy will lead to an increase in the number of perpetrators being charged and held to account for their actions in court.

6.2.5   The recommendations of the Specialist Domestic Abuse Court (SDAC) National Steering Group have been completed. However, at present only 54% of domestic abuse cases are heard in the SDAC. The Warwickshire SDAC steering group is currently undertaking a period of process mapping with the aim of all Magistrates cases being heard in the SDAC.

6.2.6   Warwickshire's Magistrates have received Ministry of justice funding to receive revised training on domestic abuse which will include information on sentencing and the services available for vulnerable victims.

6.2.7   Perpetrators who are convicted of a criminal offence may be referred to the Probation Service's Integrated Domestic Abuse Programme (IDAP). Area Based Grant funding has been made available to employ extra staff to increase the capacity of the IDAP. This will decrease the waiting time for those already sentenced and give magistrates the confidence to use this as a sentencing option.

6.2.8   The Domestic Abuse Counselling Service's Perpetrator Intervention Programme can be accessed by perpetrators on a voluntary basis. The programme is now available countywide following funding from the National Lottery. This will provide counselling to an extra 30 perpetrators a year in order to help them change their behaviour. Support is also provided for the victims' of perpetrators on the programme to ensure their safety remains paramount.

7   Prevention and early intervention

7.1   To reduce incidents of domestic abuse and ensure that it is confronted and challenged so that victims, perpetrators and families can access services earlier.

7.2   Achievements/ Progress

7.2.1   A strong Communications Strategy has been implemented involving targeted press releases, Warwickshire Against Domestic Abuse campaign materials and website, and the Warwickshire Against Domestic Abuse multi-agency Newsletter.

7.2.2   The Warwickshire Against Domestic Abuse website, www.talk2someone.org.uk has continued to flourish. Compared to the same

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Warwickshire County Council

period in 2008, from April – October 2009 there has been an increase in traffic to the site of 200%. It is predicted that the site will have been visited 20,000 times in 2009.

7.2.3 Phase 3 of the marketing campaign is being launched at the end of November, with the aim of encouraging victims to come forward and seek help. It is hoped this will again lead to an increase in first time incidents being reported to the police.

7.2.4 A comprehensive multi-agency training programme has been devised and delivered including Forced Marriage Protection Orders, Domestic Abuse and Disability, Domestic abuse in same sex relationships and Domestic Abuse and Child protection. (115 professionals from a range of agencies have received domestic abuse training in 2009.)

7.2.5 The Sanctuary Scheme has re-launched, with WCC funding and with Warwickshire Police as the service managers. The scheme enables victims of domestic abuse to remain in their own accommodation. Where the perpetrator has left the home, extra security measures are installed, for example, reinforcing front and back doors, installing intruder alarms, and 'tagging' properties with the emergency services. Support Services are also engaged with the victim. Between April and October 2009, 77 victims of domestic abuse have benefitted from the Sanctuary scheme, protecting 127 children.

7.2.6 The Domestic Abuse and Alcohol Project continues to work with victims and perpetrators of domestic abuse. Of the 38 perpetrators who engaged with the pilot project, 26 completed the full programme. Of those completing the programme, 71% have not since re-offended and 73% have reduced their alcohol consumption. The success evidenced by the project has led to further funding through the Area Based Grant in order to deliver the scheme county wide.

7.2.7 The Primary Care Trust has established a working group to develop a domestic abuse policy for health care services, including a care pathway for victims of abuse. This work will ensure all health visitors and midwives have the necessary skills to identify and manage cases of domestic abuse.

8 Children and young people

8.1 To ensure children and young people who have witnessed domestic abuse are able to access appropriate services and that children and young people are given the skills to build relationships based on respect and equality.

8.2 Achievements/ Progress

8.2.1 The "Warwickshire Children's Services Outcomes Strategy For Children and Young People Affected By Domestic Abuse" has been completed. The strategy aims to improve the outcomes and quality of life for children and young people in Warwickshire affected by domestic abuse.

8.2.2 The new Common Assessment Framework is providing an early opportunity to identify children affected by domestic abuse.

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County Council

8.2.3 The "Feeling Safe" therapeutic group work programme for children affected by domestic abuse and the non-abusing carer is now being delivered by Family Support Workers in locality settings across Warwickshire.

8.2.4 Warwickshire Domestic Violence Support Services are delivering both Children's Counselling and a Children's Advocacy service county wide.

8.2.5 A joint working group with, Warwickshire Safeguarding Children Board and Warwickshire Police and Warwickshire Race Equality Partnership has been established to develop an action plan to help prevent children and young people being subjected to forced marriage.

9 Next steps - Building on progress and meeting new challenges

9.1 Increasing the number of perpetrators held to account through the criminal justice system

9.1.1 Evidence from Warwickshire Police suggests that while the number of incidents of domestic abuse that are reported remain high, the number of crimes is falling, implying that more emotional abuse is being reported. Indeed, the overall serious violent crime rate in Warwickshire has fallen.

9.1.2 Where a crime has been committed, domestic abuse is acknowledged to be a difficult crime to prosecute. All too often there are no independent witnesses/ evidence to what took place "behind closed doors".

9.1.3 Warwickshire Police continue to develop their evidence gathering techniques in order to increase the number of prosecutions where a crime has been committed. 2009 -10 will see an implementation plan for the use of digital recordings of 999 calls to be used in interviews with perpetrators in order to secure an early guilty plea.

9.1.4 The CPS has recently launched a new Policy for Prosecuting Cases of Domestic Abuse which should increase prosecutors' awareness of domestic abuse.

9.2 Reducing repeat victimisation

9.2.1 In the immediate future we must be prepared for the repeat victimisation rate relating to high risk victims to rise, due to:

- Agencies flagging and tagging cases more robustly
- Victims having more confidence in services and reporting incidents at an earlier stage.

9.2.2 However, the IDVA Service is working to decrease repeat victimisation and so once a victim has accessed services the intensive level of support offered should help to maintain a steady rate of repeat victimisation over all.

10 Recommendation

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10.1 That the Community Protection Overview and Scrutiny Committee considers this Domestic Abuse Strategy 2008 -2011: 1 year Progress Report and comments upon it.

David Carter
Strategic Director of
Customers Workforce and Governance

Domestic Abuse Strategy 2008 – 2011

Action Plan 2009 - 2010

This action plan sits beneath the Warwickshire Domestic Abuse Strategy 2008 - 2011 and, together, the documents show how partner agencies aim to improve the quality of life for people across the county by tackling the causes and effects of domestic abuse (DA).

Outcomes

The overall success of the strategy and action plan will be reported through the Local Area Agreement (LAA) for National Indicator 15: Serious Violent Crime. This indicator will be measured across the three years of the Local Area Agreement.

Further targets to be used to assess the success of the Domestic Abuse Strategy are:

1. Increase in number of first time reporting of domestic abuse
2. Increase in the number of perpetrators charged and going to court
3. Increase in numbers of children and young people affected by domestic abuse provided with support
[4. Reduction in numbers of reported repeat incidents of domestic abuse – further work needs to be undertaken before a baseline for this indicator can be established.]

This Strategy and Action Plan is designed to accompany and complement work contained in other local strategies, as detailed in the Strategy document.

Safety and Support

Key Objective: To ensure that the safety and support needs of those experiencing domestic abuse are met through well resourced, safe and accessible services.

Safety and Support				
Aim	Action	Ownership	Milestones	Outcome
1. Provision of point of contact for victims	1.1 Provide sustainable local DA Helpline	DA Manager	Commission specialist 24 hr free phone helpline – April 2010	Increase in reporting of DA incidents Decrease in repeat victimisation
	1.2 Maintain and develop Warwickshire Against Domestic Abuse (WADA) website	DA Manager Warwickshire Police Web Editors group	Public website consultation - September 2009 Website updated – November 2009 Website translated into top 5 Warwickshire languages – January 2010 Mobile website developed – November 2009 Mobile website tested December 2009 Mobile website goes live – January 2010	Increase in reporting of DA incidents Decrease in repeat victimisation Increased awareness of DA and service provision
	1.3 Develop website for Forced Marriage and Honour based violence.	DA Manager Warwickshire Police	Research undertaken –January 2010 Test site developed - February 2009 Website live - March 2010	Increase in contact for forced marriage and honour based violence

Safety and Support				
Aim	Action	Ownership	Milestones	Outcome
2. Risk and needs assessment for victims making contact, including Multi-Agency Risk Assessment Conferences (MARACs)	2.1 Introduce the Domestic Abuse Stalking and Harassment (DASH) common risk assessment for use by all agencies in DA cases	Police Partner agencies DA Manager	Police Officers trained – Nov 2009 Multi-agency implementation plan developed – February 2010 DASH tool endorsed by Warwickshire Safer Communities Partnership (WSCP) for use in all agencies– March 2010 Multi-agency training delivered to frontline professionals – March 2010 Partner agencies using DASH risk assessment model – April 2010	Decrease in level of risk to victims and families Increased appropriate referrals to MARAC
	2.2 Improve MARAC process	Police DA Manager	Integrated Domestic Abuse Programme (IDAP) cases to be Managed through MARAC – August 2009 MARAC Implementation programme (MIP) stage 1 delivered – Sept 2009 MIP stage 1 report submitted – October 2009 MIP stage 2 delivered – March 2010 Full time MARAC CO-ordinator employed by the police – February 2010	Reduced levels of risk to victims Reduced repeat victimisation

Safety and Support				
Aim	Action	Ownership	Milestones	Outcome
3. Move towards a mix of providers and services to meet the required strategic and service user outcomes	3.1 Undertake Strategic Review of domestic abuse services countywide	DA Manager Supporting People District and Borough Councils	Consultant appointed – Sept 2009 Draft report submitted – Jan 2010 Final report submitted – March 2010 Report with recommendations submitted to WSCP – March 2010	Agreed implementation of recommendations.
	3.2 Identification of the needs of diverse victims and victims with additional needs e.g. older people, Black and Minority Ethnic and Refugee (BaMER), male victims	DA Manager Supporting People District and Borough Councils	Needs assessment conducted as part of the strategic review – see 3.1 above	Needs identified
4. Victims provided with appropriate support	4.1 Provide county wide Independent Domestic Violence Advisory (IDVA) service	DA Manager Refuge	Service operational countywide – June 2009 Service integrated into the criminal courts – August 2009 Referral pathways developed – October 2009 Links developed with civil courts – January 2010 Service monitored quarterly - ongoing	Risks reduced cases supported through IDVA service

Safety and Support				
Aim	Action	Ownership	Milestones	Outcome
	4.2 Provide Floating Support Service countywide	Supporting People DA Manager Warwickshire Domestic Violence Support Services (WDVSS)	Short term extra floating support units purchased – November 2009 Funding secured for long term extra floating support units – March 2010	Decrease in waiting list for Floating Support Service
	4.3 Resettlement – Project Fresh start	Rugby Local Strategic Partnership (LSP) WDVSS	Project commences April 2009 One year pilot; to report back March 2010	Decrease in repeat victimisation
	4.4 Freedom Programme	WDVSS DA Manager	Facilitators trained April 2009 First programme commences – September 2009 2 programmes delivered by March 2010	Decrease in repeat victimisation

Safety and Support				
Aim	Action	Ownership	Milestones	Outcome
	4.5 Develop multi-agency Forced Marriage and 'Honour' Based Violence Strategy and Action Plan	Police Partner agencies DA Manager Warwickshire Race Equality partnership (WREP)	Police Domestic Abuse Unit Manager attends advanced 'training for trainers' course – June 2009 Multi-agency working group developed – August 2009 Police Forced Marriage and Honour Based Violence Working Group established – October 2009 Practitioner and Community Workshop – February 2010 Strategy and action plan developed – March 2010 Strategy and action plan agreed by WSCP – March 2010	Reduction in numbers of victims of DA who have experienced forced marriage or honour based violence
	4.6 Implement police Sexual Violence Strategy and Action Plan	Police DA Manager	Full details in Police Sexual Offences Action Plan Sexual Assault Referral Centre under development – March 2010	Increased reporting of domestic abuse related sexual abuse Decrease in no. of victim statements retracted Decrease in repeat victimisation

Safety and Support				
Aim	Action	Ownership	Milestones	Outcome
5. Accommodation requirements for victims and families	5.1 Increase provision of refuge spaces for women and children fleeing domestic abuse	Supporting People WDVSS Refuge	Refuge premises secured in Nuneaton and Bedworth/ North Warwickshire – December 2009 Premises converted into 5 units – date to be determined	Decrease in repeat victimisation Increase in no. of units available.
	5.2 Provide refuge for Black and Minority Ethnic (BME) women and children fleeing domestic abuse	Supporting People Ashram	Developed as part of the Strategic Review.	Decrease in repeat victimisation
	5.3 Review accommodation needs	Supporting People District/ Borough Housing Depts Registered Social Landlords (RSLs)	See 3.1 Strategic Review	Needs identified
	2.2 Re-develop Sanctuary Scheme	DA Manager Police Fire and Rescue	Scheme managed by Warwickshire Police – April 2009 Additional arson reduction units purchased – November 2009	Reduction in homelessness among victims

Protection and Justice

Key Objective: To ensure that perpetrators are provided with support and held accountable through a co-ordinated response, which does not compromise the safety of victims.

Protection and Justice				
Aim	Action	Ownership	Milestones	Outcome
1. Identify repeat victims of DA in order to target services and reduce incidents	1.1 Update police data recording system for DA incidents to facilitate identification of repeat victims	Police	CATS database version 9 operational (single Domestic Abuse and Child Protection database)– December 2009	Baseline data established Police able to produce more robust data, including child protection.
	1.2 Police projects for victims of repeat incidents: Breaking the Cycle (Nuneaton and Bedworth) Domestic Abuse Re-assurance Team (Stratford)	Police DA Manager Nuneaton & Bedworth Crime and Disorder Reduction Partnership (CDRP) South Warwickshire CDRP	Repeat victims identified for both projects– April 2009	Decrease in repeat victimisation for those families in pilot project
2. Improve evidence collection	2.1 Utilise evidence gathering, including new technology, to ensure appropriate action against perpetrators	Police	Speed of evidence collection improved (use of digital technology) implementation plan developed – March 2010 Headcams used by officers – May 2009	Increase in no. of cases passing the Crown Prosecution Service (CPS) 'threshold test' for charging and prosecuting

Protection and Justice				
Aim	Action	Ownership	Milestones	Outcome
	2.2 Introduce Visual Evidence for Victims (VEV) scheme county wide	Victim Support CDRPs	Scheme continued in south Warwickshire – April 2009 Scheme introduced in Nuneaton and Bedworth – April 2009 Scheme introduced in Rugby April 2010	Decrease in number of victim statements retracted Increase in no. of cases passing CPS 'threshold test' for charging and prosecuting
3. Improve Specialist Domestic Abuse Courts (SDAC)	3.1 Implement recommendations of National Steering Group in order to retain accreditation	SDAC Steering Group	IDVAs in place – April 2009 Service user satisfaction monitored – August 2009 Sittings revised – August 2009 Process Map completed – November 2009 Updated Magistrates training – December 2009 Protocol reviewed – March 2010 Local performance measures developed – March 2010	Decrease in waiting time for cases to be heard Decrease in no. of cases adjourned for further information
4. Support provided for victims and witnesses through court process	4.1 Provide IDVA Service to support victims and witnesses	DA Manager Refuge	See Safety and Support 4.1	Reduction in victim and witness statements being retracted

Protection and Justice				
Aim	Action	Ownership	Milestones	Outcome
5. Voluntary Perpetrator Programmes	5.1 Counselling Service for Perpetrators delivered county wide	Domestic Abuse Counselling Service (DACS)	Lottery Funding secured – July 2009 Service expanded – August 2009	Decrease in repeat victimisation Increase in number of counselling sessions available
	5.2 Development of Perpetrator Programmes as exit strategy from individual counselling	DACS	Staff trained to deliver programmes – December 2009 Programme developed – March 2010	Decrease in repeat victimisation
6. Perpetrator Programmes for DA offenders	6.1 Develop Integrated Domestic Abuse Programme (IDAP) across the county	Probation DA Manager	Extra IDAP sessions delivered – January 2010	Decrease in repeat victimisation Reduced waiting time to access IDAP
	6.2 Perpetrator Co-ordinator post	Probation Warwickshire Police	Funding secured - June 2009 Co-ordinator's recruited – November 2009	Decrease in repeat victimisation

Prevention and Early Intervention

Key Objective: To reduce the incidents of domestic abuse and ensure that it is confronted and challenged so that victims, perpetrators and families can access services earlier.

Prevention and Early Intervention				
Aim	Action	Ownership	Milestones	Outcome
1. Communications/ Media strategy developed	1.1 Develop a proactive programme of timely and targeted press releases	Warwickshire County Council (WCC) Corporate Community Safety Manager Police and WCC Communications	Domestic Abuse communications strategy updated – January 2010	Increased awareness of DA and service provision Increased reporting of DA
	1.2 Implement Warwickshire Against Domestic Abuse (WADA) Talk2someone campaign	All partners (initial co-ordination from Police and WCC)	Phase 3 launched – November 2009 Materials translated into top 5 Warwickshire languages – January 2010 Business plan in place – February 2010	Increased awareness of DA and service provision Increased reporting of DA

Prevention and Early Intervention				
Aim	Action	Ownership	Milestones	Outcome
2. Multi and single agency training programme	2.1 Deliver multi-agency training programmes	DA Manager Warwickshire Safeguarding Children Board (WSCB) Training Officer	Multi-agency training programme – ongoing 5 courses delivered by March 2010 • Domestic abuse and disability • Domestic abuse in same sex relationships • MARACs • Forced Marriage and Honour based violence • Using the DASH risk indicator checklist	Increased awareness of DA amongst staff in all agencies Trained frontline staff know when to act to protect children and vulnerable adults.
	2.2 Deliver Single agency training programmes	Safeguarding Adults Co-ordinator DA Manager District and Borough Councils	Adult Social care staff training developed – March 2010 Homelessness Law and Domestic Abuse training delivered – December 2009	Increased awareness of DA amongst staff in all agencies Trained frontline staff know when to act to protect children and vulnerable adults.

Prevention and Early Intervention				
Aim	Action	Ownership	Milestones	Outcome
3. Drugs and Alcohol Misuse in relation to DA	3.1 Expansion of DA and Alcohol project county wide	DA Manager Drug and Alcohol Action Team (DAAT) Community Alcohol Service	Extra staff trained – August 2009 Service extended to Rugby – September 2009 Service extended to south Warwickshire December 2009	Reduction in alcohol/ substance misuse for perpetrators and victims Reduction in repeat DA incidents
4. Health needs for victims and children identified and service provision improved	4.1 Collect data of DA injuries treated through Accident & Emergency (A & E)	DA Manager CDRPs Warwickshire Observatory	Data collected at St Cross and Warwick hospitals – April 2009 System implemented at George Elliot Hospital – March 2010 Data reported quarterly to Warwickshire Observatory April 2009 onwards	Victims identified and provided with information and sources of support.
	4.2 Screening by midwives and health visitors for DA risks to ensure victims of DA have access to information and can be referred to specialist services	DA Manager Primary Care Trust (PCT)	Training delivered to midwives at St Cross Hospital – August 2009 Training delivered to midwives - March 2010 Domestic Abuse and the healthy child working group established – June 2009 Referral pathway for health care practitioners complete – March 2010	Increased reporting of DA

Children and Young People

Key Objective: To ensure that children and young people who have witnessed domestic abuse are able to access appropriate services and that children and young people are given the skills to build relationships based on respect and equality.

Children and Young People				
Aim	Action	Ownership	Milestones	Outcome
Identification of children and young people affected by DA	1.1 Route for reporting DA through Common Assessment Framework (CAF) process agreed	Children, Young People and Families (CYPF) DA Manager	Reporting route agreed – March 2010 Data relating to CAFs with DA flag collected quarterly – March 2010	Reduction in risk of harm to children and young people
	1.2 Develop identification and referrals pathway for use by Children and Family Practitioners	Children's Trust DA Manager	Pathway developed – December 2009 Pathway and guidance disseminated to practitioners – March 2010	Reduction in risk of harm to children and young people Referrals pathway agreed
	1.3 Provide DA and Child Protection Multi-agency training programme	CYPF WSCB	Training Plans revised – December 2009 3 x level 1 courses delivered by March 2010 3 x level 2 course delivered by March 2010	Increased awareness of DA amongst staff in all agencies
	1.4 Provision of awareness raising for all designated safeguarding children school staff	Education Safeguarding Manager DA Manager	Independent Schools seminar delivered – July 2009 State schools workshops delivered November 2009 – March 2010	Increased awareness of DA amongst staff in all agencies

Children and Young People				
Aim	Action	Ownership	Milestones	Outcome
2. Specialist service provision for those children and young people most at risk from domestic abuse	2.1 Expansion of therapeutic 'Feeling Safe' group work programme for children and non-abusing parents who have been affected by DA	CYPF Coventry and Warwickshire Partnership Trust DA Manager	Facilitators trained – April 2009 Groups delivered in localities – September 2009	Improved accessibility for therapeutic work Reduced risk of harm to children and young people Children better able to: • Enjoy and achieve • Stay safe • Be healthy
	2.2 Counselling service for children	WDVSS CYPF	Counselling and advocacy service operational - May 2009	Reduced risk of harm to children and young people Children better able to: • Enjoy and achieve • Stay safe • Be healthy

Children and Young People				
Aim	Action	Ownership	Milestones	Outcome
3. All children and young people and their parents/carers informed about healthy relationships and impact of DA	3.1 Ensure provision of programmes for Children's Centres, and schools on positive relationships including the impact of DA and its prevention	CYPF DA Manager Corporate Community Safety Manager	Warwickshire Safeguarding Children Board commit to continue Taking Care programme – May 2008 Social and Emotional Aspects of Learning (SEAL) programme of work delivered in schools – Apr 2008 Cross Government Violence Against Women and Children Strategy agreed (including statutory requirement for healthy relationships work through PSHE) – March 2010	Reduced risk of harm to children and young people Children better able to: • Enjoy and achieve • Stay safe • Be healthy
4. Services for children and young people affected by DA systematically planned, sustainable and co-ordinated	4.1 Develop strategy for children affected by DA	CYPF WCC Corporate Community Safety Manager	Strategy for Children affected by DA reviewed - Jan 2010	Reduced risk of harm to children and young people
5. Review safeguarding policies around child contact and domestic abuse	5.1 Establishment of task and finish group to review safeguarding policies where there are concerns around child contact and domestic abuse	WSCB Development Manager DA Manager	Group Established – November 2009 Review completed – March 2010	Policy agreed and implemented

Children and Young People				
Aim	Action	Ownership	Milestones	Outcome
6. Develop Warwickshire County Council cross directorate Forced Marriage Policy	6.1 Establishment of working group to develop Warwickshire County Council policy on Forced Marriage	DA Manager WSCB Development Manager Safeguarding Adults Co-ordinator	Paper presented to Strategic Directors Leadership Team (SDLT) – September 2009 Group established – November 2009 Policy developed – March 2010	Policy agreed and implemented

Agenda No

AGENDA MANAGEMENT SHEET

Name of Committee	**Corporate Services and Community Safety Overview & Scrutiny Committee**
Date of Committee	**8 December 2009**
Report Title	**Employee absence management**
Summary	This report is the latest in a series of half yearly reports which describe the latest performance information on employee absence levels. Absence levels have remained relatively static over the last two quarters and the last financial year, however with the impact of swine flu, improved accuracy in the collection of sickness data and the stress of financial pressures on the County Council, members should be aware that these figures are predicted to increase despite the wide range of proactive and preventative initiatives.
For further information please contact:	Martyn Thompson Deputy Head of Workforce Strategy & Development Tel: 01926 41 2704
Would the recommended decision be contrary to the Budget and Policy Framework?	No
Background papers	None

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees   ☐

Local Member(s)   ☐

Other Elected Members   ☐

Cabinet Member   ☐   Councillor Timms

Chief Executive   ☐

Legal   ☐

Finance   ☐

Other Chief Officers   ☐

District Councils ☐

Health Authority ☐

Police ☐

Other Bodies/Individuals ☐

FINAL DECISION

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by   ☒   Recommendation that this Committee continues
this Committee   to receive regular progress reports every six
                               months

To Council ☐

To Cabinet ☐

To an O & S Committee ☐

To an Area Committee ☐

Further Consultation ☐

Agenda No

Corporate Services and Community Safety Overview & Scrutiny Committee - 8 December 2009

Employee Sickness Absence Management

Report of the Strategic Director of Customers, Workforce and Governance

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Recommendation

That the Committee note the latest available performance information in relation to the management of sickness absence.

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1. Introduction

This report covers information on sickness absence for:
 a) the financial year April 2008 – March 2009 and
 b) Quarter 1 2009/10 based on a rolling 12 month period from July 2008 – June 2009)

2. **Sickness Days lost per Employee (FTE)**

2.1 A summary of corporate comparative absence figures over the last six years is as set out below: -

Year Ending	2003/4	2004/5	2005/6	2006/7	2007/8	2008/09	June 09
Days Lost per Employee*	12.47	10.12	10.57	9.51	8.51	8.50	8.34

* based on full time equivalent

The overall sickness absence level for the County Council was 8.50 FTE days per employee during 2008/09. This compares favourably to previous years and shows a general downwards trend that has continued into Quarter 1 of 2009/10.

The current sickness absence levels remain lower than both the latest national local government figures of 9.6 days absence per FTE employee. (Local Government Employers "Local Government Sickness Absence Levels and Causes Survey") and the national average levels of absence for public sector employers at 9.7 days per employee per year (CIPD Absence management Survey 2009).

Sickness absence rates do however remain higher than the CBI National average for private sector employees (6.4 days).

2.2 Sickness Absence Levels by Directorate are as follows:

Directorate	2006/7	2007/ 08	2008/09	June 09 **
Adult Health & Community Services	14.11	14.46	15.04	15.18
CYP&F (schools)*	8.30	7.97	7.52	7.48
CYP&F (non schools)	7.70	6.52	9.18	8.10
Environment & Economy	7.52	7.20	7.43	7.12
Community Protection	8.31	9.00	5.80	5.01
Customers, Workforce & Governance	9.84	7.20	5.52	5.46
Resources	8.42	8.59	8.91	8.43
WCC	9.51	8.51	8.50	8.34

* Based on headcount figures (rather than FTE) in order to retain comparative base (over the last three years) and to balance the difficulties in recording term time/part time absence data

** Based on a rolling 12 month period from July 2008 to June 2009

3. Percentage of Employees with no absences.

Directorate	2008/09	June 09 **
Adult Health & Community Services	20.6	21.3
Children, Young People and Families	35.7	38.0
Community Protection	52.1	52.3
Customers, Workforce & Governance	40.9	40.9
Environment & Economy	32.7	39.7
Resources	32.2	34.9
WCC	35.70	37.85

The average percentage of employees with no absences has increased from 33.00% in 2007/08 to 35.70% in 2008/9.

4. Number of Episodes of Sickness per Employee.

Directorate	2008/09	June 09 **
Adult Health & Community Services	2.03	1.95
Children, Young People and Families	1.45	1.33
Community Protection	0.74	0.77
Customers, Workforce & Governance	1.27	1.29
Environment & Economy	1.49	1.21
Resources	1.39	1.32
WCC	1.40	1.31

5. Percentage of time lost due to short term / long term sickness

Directorate	2008/09		June 2009	
	Short-term	Long-term	Short-Term	Long-term
Adult Health & Community Services	39.6%	60.4%	38.2%	61.8%
Children, Young People and Families	44.5%	55.5%	47.2%	52.8%
Community Protection	41.7%	58.3%	43.8%	56.6%
Customers, Workforce & Governance	59.9%	40.1%	59.9%	40.1%
Environment & Economy	51.7%	48.3%	50.4%	49.6%
Resources	42.2%	57.8%	41.2%	58.8%
Total	46.60%	53.40%	46.72%	53.28%

The percentage of long-term sickness has reduced from 57% in 2007/08 to 53.40% over the last year. Long term absence is defined as absence of longer than four weeks and which often requires a medical intervention to aid recovery and return to work.

All figures within this report relate only to sickness absence as reported through the appropriate procedures and managed through the Council's management of attendance procedure. In the very rare occasions where there is strong evidence that employees are not genuinely sick then this would be dealt with as a disciplinary issue and would not be included in the sickness figures.

The figures do not include absence for non-sickness reasons such as annual leave, maternity, paternity, or adoption leave, unpaid leave and leave for compassionate reasons.

6. Reasons for Absence

	2008/09	June 09
Chest or Respiratory	4.64%	4.85%
Digestive System	5.67%	5.46%
Eye, Ear, Nose, Mouth	2.99%	3.07%
Heart & Circulation	1.41%	1.40%
Musculo-skeletal	20.05%	21.57%
Neurological	2.19%	2.19%
Operation or Post Operative	11.29%	11.56%
Stress Mental Health	17.05%	16.23%
Viral	12.39%	12.54%
Other reason	5.88%	6.29%
Unknown	16.67%	14.73%

6.1 A breakdown of the specific reasons for sickness absence shows that the "top four" reasons for sickness absence relate to absences categorised as being for musculo-skeletal issues (20.05%), stress/mental health issues (17.05%), viral infections (12.39%) and Operation or Post Operative (11.29%)

6.1.1 <u>Musculo-skeletal disorders</u> still remains the highest reason for sickness absence across the Council accounting for some 12,455 days lost in the last year and just over 20% of all absences. This represents just over a 2% increase in MSD related absence since April 2008. The highest incidence of MSD related absence (in terms of days lost) remain within front line services such as home, day and residential care in Adult Social Care (25.58%) and catering, cleaning and caretaking services within the Resources Directorate (28%).

The work being undertaken to prevent and manage MSD related absence will now be supplemented by support from the Council's new Occupational Health provider as from 1st April 2009. In particular this will include reviewing the benefits/business case of "fast tracking" opportunities (for example in relation to the funding of MRI scans and physiotherapy interventions) where this might reduce the length of time an employee is on long term sickness absence.

6.1.2 <u>Mental health / stress</u> reason is the second highest reason for sickness absence accounting for some 10,590 days and 17.05% of all absences.

Again it is not surprising that the rates of stress/mental health related absence remain comparatively high in front line services and particularly within adult social care (19.64%) and children in need (18.25%) and family related social care work (19.04%). Continued work will be undertaken within Directorates to examine the hotspot areas in other areas of the Council.

Over the last 2 years there have been significant initiatives to support health and well being in the workplace and specifically to prevent absences due to occupational related stress. Members will be aware that key aspects of this have been: -

(i) The provision of health checks for over 2,200 employees.

(ii) The extended provision of health and wellbeing workshops, stress management courses and regular lunchtime sessions on tai chi, pilates, waist management challenge, and yoga.

(iii) The running of bespoke team events where part of the focus is on individual and team well-being.

(iv) The promotion of positive health initiatives and events on the "My-Time" pages of the Council's intranet.

(v) The key focus on the manager's role in the management of stress in the workplace and the associated development of the Front Line First Managers programme

There can, however be no room for complacency and, as always, more needs to be done to anticipate, prevent and manage workplace stress. To continue with this proactive approach, a stress and wellbeing working party is to be restarted in

2009/10 so that a corporate stress and wellbeing policy can be developed. This policy will identify the stress survey, risk assessment, competence and arrangements that will enable the corporate approach to stress management and the wellbeing to be implemented.

6.1.3 <u>Unknown reasons</u> 16.67% of all sickness absence remains inappropriately categorised as part of the absence recording process. The high percentage of "unknown" sickness absences is unacceptable and prevents accurate reporting. As a result from July 2009, this category has been removed to improve data accuracy requiring the line manager (through self service) to find and enter the reason. If the condition is confidential a category of "Reason Withheld" has been added.

6.1.4 <u>Viral Infections</u> The incidence of viral infections is relatively high with a total of 7,698 days lost and accounting for 12.39% of all absence. The County Council, through its Healthy Workforce Strategy and the "MyTime" Campaign, is promoting a healthy lifestyle, including exercise, a balanced nutritious diet and good workplace hygiene. Additionally, front line employees are offered seasonal flu vaccines and consideration is being given to other initiatives which can help to minimise transfer of viral infections in the customer facing and service centre environments.

6.1.5 An analysis of other main reasons for sickness absence is set out in the table above. Those absences relating to operations is 11.29%, digestive disorders is 5.67%, chest and respiratory infections is 4.64%, eyes/ears/nose disorders is 2.99% and heart & circulation 1.41%. Apart from the post operative category, for which there may be opportunities for fast track physiotherapy, the percentages of the remaining categories of absence are felt to be either stable or falling and, as such, detailed analysis is not, at present, seen as a priority.

6.2 A service-by-service review of the above "top two" reasons has been commenced within each Directorate and a preliminary analysis is given in the Appendices. Each directorate is addressing through its HR Business Partners and the Healthy Workforce Co-ordinator a range of bespoke proactive and preventative actions in order to ensure that these categories of absence are appropriately managed.

7. Pro-active and preventative initiatives to improve attendance at work

It is clearly important to ensure that work continues to appropriately manage and reduce the levels of sickness absence. A summary of current initiatives is set out below.

(i) Integrated approach to health and well-being

As from 1st April 2009 the Council appointed a new Health, Safety and Well-Being Manager to bringing together health and safety, staff counselling, health and well-being and occupational health into one team as part of HR Specialist Services. This will help to ensure a more integrated and strategic approach to health management and particularly to seek to reduce sickness absence in the key areas of musculo skeletal disorders and stress and mental health. Part of this approach will see the

extension of current staff counselling facilities across all directorates of the Council and a re-framing of the absence policies to focus on positive attendance.

(ii) Impact of new occupational health provider

Members will be aware that the Council appointed a new Occupational Health provider (Team Prevent) from the 1st April 2009. An important requirement of the new contractor will be to work with managers and the Council's Corporate Health, Safety & Well Being Manager to promote positive health initiatives and to seek to support the integrated approach to health management as set out above.

(iii) Facilitation of health & well-being interventions

The Healthy Workforce Co-ordinator has arranged a range of health and well being interventions such as Wellpoint health kiosks, positivity workshops, health and well-being weeks, health checks in hot spot areas and a wide range of tailored and bespoke approaches.

(iv) Performance Management of sickness within Directorates

Performance management across all service areas is key to the management and reduction of absence. Over the last 2 years this has improved across all Directorates. Absence information is now considered regularly at all Directorate Leadership Teams and appropriate action taken. The speed and consistency of action has continued to improve as part of the recent launch of the corporate HR Advisory Team working closely with Team Prevent.

8.   Conclusion

Absence levels have remained relatively static over the last two quarters and the last financial year, however with the impact of swine flu, improved accuracy in the collection of sickness data and the stress of financial pressures on the County Council, members should be aware that these figures are predicted to increase despite the wide range of proactive and preventative initiatives. However, work will be progressed with managers, trade unions and HR colleagues. The introduction of the new integrated health and well being unit will provide important impetus over the coming months and guide further and progress in this key area. A further report will be presented to this Committee in six months time.

David Carter
Strategic Director of Performance and Development
Shire Hall
Warwick

November 2009

**TOP TWO REASONS FOR SICKNESS ABSENCE AND COMMENTARY ON PROACTIVE
AND PREVENTATIVE INITIATIVES BY DIRECTORATE**

Directorate	April 2008 – March 2009				July 2008 – June 2009			
	Musculo-Skeletal (MSD)		Stress/Mental Health		Musculo-Skeletal (MSD)		Stress/Mental Health	
Adult Health & Community Services	Days Lost	%	Days Lost	%	Days Lost	%	Days Lost	%
	7059.8	23.26%	5713.7	18.82%	7635.80	25.16%	5370.70	17.69%

Commentary

In February 2009 an action plan was developed to address issues around sickness absence. In addition to the plan DLT recently agreed to the introduction of a short life improvement group within the Directorate to assess approaches to date and an identification of further actions to be taken as appropriate.

A number of new initiatives were agreed by the group including the development of an Attendance Management Steering Group. This would ensure that the agenda continues to be driven forward and to provide an opportunity to share ideas and develop new approaches and ways of working.

It was recognised by the group that managing sickness can be a difficult task for managers and that in some cases they may lack the experience or knowledge that will allow for all steps and avenues to be taken in dealing with cases of this nature, particularly when working in a pressured and challenging environment. The purpose of the review panel will be to consider cases of this nature and potentially persistent short term absence cases to identify if alternative actions or steps are required to resolve the position.

In addition to the above we are also investigating with Occupational Health a number of innovative pilot initiatives. We are currently exploring the possibility of operating a pilot Physiotherapy service. Due to the nature of the services that we provide, a significant number of our long term absence cases relate to muscular skeletal injury and this could be an increasing issue as our workforce ages. One of the reasons for delay in return to work is a lack of timely access to physiotherapy services through the NHS. It is suggested that by providing a physiotherapy service that is free to the member of staff through Team Prevent, potentially the actual cost to the organisation could be less than that incurred through providing cover.

We are also considering piloting a triage service. The use of a triage system will require staff to contact a nurse rather than their manager on the first day of sickness to discuss if they are fit to attend work or not, rather than to simply report that they are sick. The service would be provided through a single point of contact within team prevent and as with the physiotherapy service would seek to support employees back to work more quickly as well as identifying cases when staff should not be taking time away from work.

The group also acknowledge that in addition to the triage service we take the opportunity to re-iterate to managers and staff the current arrangements when telephoning in sick. We believe that over time this practice may have become diluted, and other practices have developed which do not fall in line with the policy.

Finally it was agreed that it would be appropriate and helpful to test the application of the managing absence policy on a regular basis probably through sampling.

**TOP TWO REASONS FOR SICKNESS ABSENCE AND COMMENTARY ON PROACTIVE
AND PREVENTATIVE INITIATIVES BY DIRECTORATE**

Directorate	April 2008 – March 2009				July 2008 – June 2009			
	Stress/Mental Health		Viral		Stress/Mental Health		Viral	
Children Young People & Families	Days Lost	%	Days Lost	%	Days Lost	%	Days Lost	%
	2773.7	17.54%	2199.7	13.91%	2305.1	16.43%	2090.4	14.90%

Commentary

The Directorate's Leadership Team continues to receive quarterly reports regarding sickness absence figures and trends in order that they can monitor and respond to issues within their respective Divisions. Similarly, HR continues to monitor the absence figures with a view to working with managers in taking proactive action in responding to the absences.

Absences relating to stress and mental health remain a concern for the Directorate, in particular, within certain teams and locations. Consequently, targeted positive work involving Staff Care, for example, is being undertaken to address these areas of concern. More generally, the Directorate has again run a number of workshops across the County as part of Learning at Work Month that focussed on stress management and well-being, with the emphasis on balancing work and home life as well as mechanisms to cope with stress. Furthermore, the Directorate's Health and Safety Officer is a member of the reconvened corporate Stress Focus Group which met in October to progress with the provision of information to managers on how to identify stressors, the process to follow where this is identified, undertaking stress risk assessments and the support available.

The Directorate's Health and Safety Officer has also been supporting and advising a number of managers within the Directorate, where stress issues have been a common theme. Focus is also being placed upon specific health and safety issues where there may be a risk of a musculoskeletal injury due to moving and handling activities. An example of work already undertaken in this respect is with the County Music Service which has resulted in arranging specific manual handling training for staff, and progress is now being made on manual handling risk assessments.

The corporate on-line display screen equipment training and self-assessment will be re-launched in the Directorate by the end of 2009. This will ensure that staff within the Directorate who work with Display screen equipment have the awareness of how to use their workstation safely, and any issues arising from the self-assessment will be actioned by managers to prevent and reduce potential musculoskeletal health issues that may arise from the incorrect use of equipment.

**TOP TWO REASONS FOR SICKNESS ABSENCE AND COMMENTARY ON PROACTIVE
AND PREVENTATIVE INITIATIVES BY DIRECTORATE**

Directorate	April 2008 – March 2009				July 2008 – June 2009			
	Viral		Musculo-Skeletal (MSD)		Musculo-Skeletal (MSD)		Stress/Mental Health	
Customers, Workforce & Governance	Days Lost	%	Days Lost	%	Days Lost	%	Days Lost	%
	663.3	24.29%	479.3	17.48%	395.7	14.49%	371.1	13.59%

Commentary

The Directorate has continued to be proactive and engage in preventative initiatives to ensure that employees are supported in the workplace.   Following on from the success of the first Directorate Wellbeing and Development week in 2008, the second one is due to take place this November. The response in booking courses has been excellent and again the focus in on providing a whole range of health and wellbeing interventions. These include a combination of physical activities such as dance, tai chi, pilaties and touch rugby and relaxation based interventions including massage and relaxation techniques. There has also been a focus on stress awareness events, including a session for managers focusing on the wellbeing of their staff and conflict resolution. For staff there are a range of courses to aid the management of their own wellbeing which includes, stress management, time management, boosting self confidence and self motivation. These activities have been selected in response to staff survey results, staff panel requests and the corporate focus on stress and mental health.

Induction programmes for management continue to include health, safety and wellbeing as priorities with the directorate setting managing employee stress as a standard course. All staff are required to go on Health and Safety awareness, this includes information regarding a healthy lifestyle and Council support for wellbeing. Additional training is provided where specific areas of risk have been identified. This includes lone working/personal safety for those staff working in outlying areas or expected to work with the public on their own. Front line staff are trained in handling difficult customers and conflict resolution. In order to reduce musculo-skeletal injuries manual handling training is also provided for the relevant staff.

Managers are now using the self-service facility on the HRMS systems to update information and will record and manage absence for their own teams. The directorate went live with this facility in December last year and as a result managers are now alerted by the system as soon as staff reach absence triggers. The corporate Occupational Health provider has changed in the last 12 months and HR are currently working with the new supplier.   As part of our commitment to staff welfare for the past 4 years the directorate has supported self referral to counselling funding an initial 3 sessions with All About People. It is encouraging that use of this service has

decreased during 2009. It is anticipated that this outsourced service will be provided in house and the directorate will be fully using the corporate staff care facility by 2010.

Following the re-launch of AssessRite last year, all new staff are now using the system. This includes training, test, self assessment and a requirement for managers to rectify issues and this has been very successful. The Health & Safety Officer is able to assist in Display Screen Equipment assessments as required and where staff have more complex pre-existing medical conditions Occupational Health are able to provided support.

Annual Health surveillance continues for the relevant staff groups. This includes management of annual audiometry tests for approximately 50 staff who are either using headsets or working in areas with noise levels above 90db. Demonological testing is also carried out for those using chemicals. Flu jabs continue to be offered to the front line services.

TOP TWO REASONS FOR SICKNESS ABSENCE AND COMMENTARY ON PROACTIVE AND PREVENTATIVE INITIATIVES BY DIRECTORATE

Directorate	April 2008 – March 2009				July 2008 – June 2009			
Fire & Rescue (Formerly Community Protection)	**Stress/Mental Health**		**Operation / Post Op**		**Operation / Post Op**		**Musculo-Skeletal (MSD)**	
	Days Lost	**%**	**Days Lost**	**%**	**Days Lost**	**%**	**Days Lost**	**%**
	179.9	30.12%	166.9	27.95%	163.3	33.89%	101.7	21.10%

Commentary

The stress/mental heath absence figures have reduced significantly as these actually only related to a very small number of staff and a positive intervention has been the appointment of a Staff Well being Advisor, whose role is to provide individually tailored support to Fire & Rescue employees to facilitate a timely return to work.

The numbers of employees having an operation and post-operative absence is also very small, and support is available from our in-house Occupational Health Department, who assist with advice and access to rehabilitation services.

MSD absences have mainly been short-term and again these are actively managed by the Occupational Health Department through the provision of advice on lifestyle, work station assessments and positive return to work strategies.

APPENDIX

**TOP TWO REASONS FOR SICKNESS ABSENCE AND COMMENTARY ON PROACTIVE
AND PREVENTATIVE INITIATIVES BY DIRECTORATE**

Directorate	April 2008 – March 2009				July 2008 – June 2009			
	Viral		Musculo-Skeletal (MSD)		Musculo-Skeletal (MSD)		Stress/Mental Health	
Environment & Economy	Days Lost	%	Days Lost	%	Days Lost	%	Days Lost	%
	796.2	16.55%	696.6	14.52%	741	16.10%	741	16.10%

Commentary

Absence levels have remained relatively static within the Environment and Economy Directorate. It is clear that momentum needs to maintain in relation to the management of absence. However, there is no room for complacency, there is more work to be done to bring down absenteeism even further. Environment and Economy Heads of Service will ensure all cases where staff hitting trigger points are referred to HR. HR will support line managers to address individual cases of sickness absence investigating and providing support as appropriate.

Musculo-skeletal disorders still remains one of the highest recorded reasons for sickness absence. Of the 696 days reported under this category, 356 days lost were recorded as days lost through accidents/incidents in the work place. An investigation form was completed and remedial action to prevent reoccurrence discussed and agreed with the appropriate managers. The OD team are closely working with the Health and Safety Officer, to analysis all the available data relating to Musculo-skeletal disorders and where necessary HR are referring employees to our Occupational Health providers Team Prevent.

TOP TWO REASONS FOR SICKNESS ABSENCE AND COMMENTARY ON PROACTIVE AND PREVENTATIVE INITIATIVES BY DIRECTORATE

Directorate	April 2008 – March 2009				July 2008 – June 2009			
	Musculo-Skeletal (MSD)		Stress/Mental Health		Musculo-Skeletal (MSD)		Stress/Mental Health	
Resources	Days Lost	%	Days Lost	%	Days Lost	%	Days Lost	%
	2191.1	28.09	1267.9	16.26	2221.2	29.40	1100.5	14.57

Commentary

The Resources Directorate continues to be proactive in the management of sickness absence. This is regularly reported to and monitored by the Directorate's Management Team, and audits are undertaken to identify and address areas of concern. For example, the significant level of unidentified reasons recorded has vastly reduced due to the implementation of changes in processes within Catering and Cleaning/Caretaking services. Not least, this enables the capture of more reliable data for comparison purposes. The introduction of HRMS Self-Service also means that managers are notified automatically when using the system if staff hit sickness absence triggers, therefore, prompting the management of sickness absence in a timely way.

Data for 2008/2009 and the rolling year to June 2009 show that musculo-skeletal disorders and stress/mental health are the top two reasons for sickness absence in Resources. The highest reason for sickness absence is musculo-skeletal disorders with 85% attributable to Facilities and Asset Management's catering and cleaning/caretaking services. This is not unexpected due to the physical nature of the jobs undertaken and the high percentage of the Directorate's staff employed in these areas. These services do, however, provide intensive induction training programmes for new staff including risk assessments, work instructions, pictorial illustrations and text to ensure safe working.

Stress/mental health issues account for almost 16.3% of all days lost but only 3.5% overall when looking at the total number of episodes. Continued interventions include counselling support, return to work programmes and occupational health services, the latter provided by the new provider, Team Prevent. Recent changes to the operation of the Staff Care Service, which is now offered corporately, also sees a change in the way that employees are referred for counselling and support with referrals to All About People now going through the Staff Care Service.

Recognising its sickness absence levels, and following a meeting with the corporate Healthy Workforce Co-Ordinator about corporate health and wellbeing interventions, Cleaning and Caretaking Services (C&CS) is currently exploring the development of a bespoke health and wellbeing event, which will take place at Montague Road for Warwick based staff. This will promote preventative and proactive health information and provide signposting for staff working in this area. As the level of musculo-skeletal disorders is relatively high in C&CS and an increase in stress/mental health sickness absences, the aim is to target priority areas such as carpal tunnel and repetitive strain injuries, back care and MSD support, and to provide a self-service wellpoint health kiosk, information on managing arthritis, diabetes, healthy eating, and staff care counselling and support. In addition, C&CS aims to incorporate elements into an existing training module for caretakers as a way of initially extending this approach to site based staff. Separately, additional training on manual handling has been organised for Building Services Supervisors.

The Resources Directorate is currently promoting its fourth annual Learning and Development Fortnight (LDF) to be held in November. A wide range of health and wellbeing activities and interventions, aimed at achieving a healthy workforce and a positive work-life balance, are on offer to staff. These activities, some of which have been suggested by staff, include self-service well point kiosks at Shire Hall and Kings House in Bedworth; a Migraine Workshop; applying Tai Chi principles for health and relaxation; Healthy Eating Workshops; Self Defence; Yoga; Football 6/7 aside which can improve fitness levels; and a Positivity Workshop to explore and practice maintaining positive moods and attitudes as a way of encouraging wellbeing.

The Assessrite training, test and assessment package re-launched in 2008 has been rolled out to all staff using display screen equipment (DSE). This online system is supported by the Resources Directorate's Health and Safety (H&S) representatives who provide assistance by advising on work equipment in order to facilitate employees remaining at or returning to work. H&S also provides training on areas such as manual handling to prevent musculoskeletal conditions from developing and the provision of advice and support on managing stress e.g. risk and stress assessments.

AGENDA MANAGEMENT SHEET

Name of Committee	**Corporate Services and Community Safety Overview and Scrutiny Committee**
Date of Committee	**8 December 2009**
Report Title	**Work Programme containing Items for Future Meetings**
Summary	The attached work programme contains the items agreed by the O & S Board at its meeting on 2nd September 2009.
For further information please contact:	Jean Hardwick Principle Committee Administrator Tel: 01926 412476 jeanhardwick@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	No.
Background papers	None

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☐	....
Local Member(s)	☐	
Other Elected Members	☒	Councillor John Appleton Councillor Mike Gittus Councillor Richard Chattaway Councillor Brian Moss Councillor Chris Davis
Cabinet Member	☒	Councillor Richard Hobbs Councillor Martin Heatley Councillor Heather Timms
Chief Executive	☐	....
Legal	☐	....
Finance	☐	....
Other Strategic Directors	☐	....

Warwickshire County Council

District Councils	☐	....
Health Authority	☐	....
Police	☐	....
Other Bodies/Individuals	☐	....

FINAL DECISION   YES

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐	....
To Council	☐	....
To Cabinet	☐	....
To an O & S Committee	☐	....
To an Area Committee	☐	....
Further Consultation	☐	....

Warwickshire
County Council

Corporate Services and Community Safety Work Programme for 2009/10

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	REPORT TYPE				LINK TO CORPORATE PRIORITIES				Cross cutting themes/ LAA
			Performance Management	Holding Executive to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Pursuing a Sustainable Environment and Economy	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
16 September 2009	Fire & Rescue Service Improvement Plan – Verbal Update – EXEMPT (Glen Ranger)		✓	✓						High	High Running effective and efficient services
	Treasury Management and Capital Programming/Planning (Presentation by Virginia Rennie and Phil Triggs)					✓					Medium Running effective and efficient services
	Debt Recovery (Rob Philips)	To examine debt recovery process including where bad debts arise and how they are being addressed	✓	✓							Low Running effective and efficient services
	Staff Appraisals (Bob Perks)	To ensure that all staff are appraised in accordance with the agreed system and that the appraisal process adds value to staff management and development	✓								Medium Empowering staff

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Performance Management	Holding Executive to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Pursuing a Sustainable Environment and Economy	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
08 Dec 2009	Portfolio Holder Briefing Session										
	Customer Satisfaction / One Stop Shops (Kushal Birla) – *briefing note to be provided*	To monitor customer satisfaction in relation to one stop shops and progress to deliver the agenda.	✓		✓						Medium Customer focus
	Access to Council Services (Kushal Birla) – *deferred March meeting*	To examine whether older people and hard-to-reach groups have equal access to council services.			✓	✓		High			High Customer focus
	Review of Customer Focus – Progress Report – *deferred to March meeting*	To monitor progress to implement the recommendations of the scrutiny review of customer focus	✓	✓							High Customer Focus
	Shared Services and Enhanced Two-Tier Working IT/HR/Procurement/customer Services (Service Leads)	To examine progress/opportunities to share services with partner authorities		✓							High One Warwickshire Running Effective and Efficient Services
	Absence Management (Bob Perks)	To scrutinise council absence levels and absence management protocols	✓	✓							Medium Running effective and efficient services Empowering Staff
	Warwickshire's Domestic Abuse Strategy Annual Report (Sue Ingram)	To scrutinise progress to implement the domestic abuse strategy and consider the response of the Criminal Justice System in holding perpetrators to account	✓	✓	✓					High	High LAA NI 15 serious violent crime (including domestic abuse)

Warwickshire County Council

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Performance Management	Holding Executive to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Pursuing a Sustainable Environment and Economy	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
08 December 2009	Fire & Rescue Service Improvement Plan – Verbal Update (Graham Smith)		✓	✓						High	High Running effective and efficient services
	Q2 Performance Improvement Plan (Portfolio Holder)	To scrutinise plans to improve areas of poor performance.	✓	✓						High	
02 March 2010	Portfolio Holder Briefing Session										
	Fear of Crime (Kate Nash)	To scrutinise the Council's input into reducing fear of crime.				✓				High	
	Fire & Rescue Service Improvement Plan – Verbal Update (Graham Smith)		✓	✓						High	High Running effective and efficient services
	Q3 Performance Improvement Plan (Portfolio Holder)	To scrutinise plans to improve areas of poor performance.	✓	✓						High	
	Fear of Crime (Kate Nash)	To scrutinise the Council's input into reducing fear of crime				✓				Low	
	Cyber Crime / Scams (Mark Ryder)	To examine and identify ways in which the council can work to combat cyber crime and scams.			✓					Low	

Warwickshire
County Council

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Performance Management	Holding Executive to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Pursuing a Sustainable Environment and Economy	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
02 March 2010	Financial Well-Being Scrutiny Review – Progress Report (Mark Ryder)	To scrutinise progress following the financial well-being review.		✓						Low	
	Locality Working (Nick Gower-Johnson)	To evaluate the effectiveness of locality working.		✓	✓						High Locality working
	Use of Differential Targets (Monica Fogarty)	To scrutinise how and where differential targets are being used across the county and assess the impact in the context of narrowing the gap.	✓	✓							High Narrowing the gaps
	Fire and Rescue Service Improvement Plan –Verbal Update (Graham smith)		✓	✓						High	High Running effective and efficient services
	Asset Management (TBC)	To examine the council's policy / strategy in relation to asset management and develop a clear understanding of the council's property portfolio.				✓					Medium Running effective and efficient services

To be allocated – see over

Warwickshire
County Council

March 2010

Speed Limit Review
20s Plenty*
Review and Refresh of WCC Performance Indicators
Maintenance Conditions Backlog*
Asset Management
Review of Capital Planning*
Access to Council Services*
Customer Satisfaction/One Stop Shops*
Rugby Western Relief Road Task and Finish Group

*deferred from December

Future meeting dates -
1st June 2010

8 Sept 2010

2 Dec 2010

AGENDA MANAGEMENT SHEET

Name of Committee	**Corporate Services & Community Safety Overview & Scrutiny Committee**
Date of Committee	**8th December 2009**
Report Title	**Staff appraisal process**
Summary	This report summarises the extent to which the Council's corporate staff appraisal process is applied across the workforce.
For further information please contact:	Bob Perks Head of Workforce, Strategy & Development (01926 41)2027 bobperks@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	No
Background papers	None

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees ☐

Local Member(s) ☐

Other Elected Members ☐

Cabinet Member ☐

Chief Executive ☐

Legal ☐

Finance ☐

Other Strategic Directors ☐

District Councils ☐

Health Authority ☐

Police ☐

Other Bodies/Individuals ☐

FINAL DECISION Yes

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by ☐
this Committee

To Council ☐

To Cabinet ☐

To an O & S Committee ☐

To an Area Committee ☐

Further Consultation ☐

Warwickshire
County Council

Corporate Services and Community Safety Overview & Scrutiny Committee - 8 December 2009

Staff appraisal process

Report of the Strategic Director, Customers, Workforce & Governance

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Recommendation

That the Committee notes the progress that has been made in applying a corporate staff appraisal process across the workforce

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Background

1. Prior to 2006, a number of separate processes were used to support individual performance and development across the workforce, these varying both in their purpose and content.

2. The opportunity was taken, in the move from nine departments to six directorates during 2006, to design a common appraisal process that would apply to all employees, providing every employee with an opportunity on at least an annual basis to discuss their performance, learning & development needs and career development with their manager.

3. The implementation of this process necessarily took some time, not least because of the need to ensure that we captured the best practice of existing departmental processes and timed introduction of the corporate process to fit with existing appraisal cycles. However, the new corporate appraisal process was applied across the whole workforce, accompanied by supporting training and guidance, in April 2008. (This process has not been applied to school-based employees, for whom separate arrangements apply).

4. At its meeting on 13th January 2009, the former Resources and Performance & Development Overview & Scrutiny Committee resolved to examine the performance of directorates in applying this process.

Coverage of the appraisal process across the workforce

5. As capacity for employees and managers to enter appraisal data directly (ie. through 'self-service') onto the computerised HR system (HRMS) is extended across the workforce it will become possible to monitor the extent to which the appraisal process is being applied on an ongoing basis.

6. In the meantime, the most accurate indicator of its coverage is the annual staff survey, which asks all employees whether they agree or disagree with a number of statements, including the following,

   • "I have had a formal appraisal in the last twelve months"
   • "My appraisal accurately reflected my performance"
   • "I believe that my last appraisal was of benefit to me"

7. The responses to these statements are set out at Appendix A.

8. As can be seen, coverage of the appraisal process has increased since 2006, and would have continued to increase this year had there not been a decrease in coverage in the Resources directorate. The latter is being addressed as a priority by that directorate's management team.

9. Nevertheless, while it is accepted that there will always be a small minority of employees who miss out an annual appraisal, perhaps because of illness, maternity leave or only having very recently joined the workforce, it should still be possible to achieve a coverage of 90%. Accordingly this is built into our business planning as a target to be achieved by the end of 2010.

10. The degree to which employees agree that their appraisal accurately reflects their performance is important because this gives an indication of perceived fairness. This measure has improved from 66% agreement in 2006 to 83% in 2009. This is also a measure for which benchmark data is available, and this shows that our performance is well above the upper quartile figure of 80% reported by other organisations.

11. Finally, we have asked for the first time last year whether employees feel that their appraisal has been of benefit to them. The response suggests that more than half of employees do agree that they have benefited from their appraisal. While this may seem a rather low figure, it should be remembered that a significant number of employees may be in posts from which they do not seek career development. Nevertheless, it is felt that the opportunity offered by the appraisal process to have a relatively formal discussion with their manager on at least an annual basis is a valuable one and that it should be applied across the workforce.

David Carter   10th November 2009
Strategic Director, Customers,
Workforce & Governance

Shire Hall
Warwick

Warwickshire
County Council

Staff Survey Results - % agreeing with Statements	WCC				Directorate Results 2009						
	2006	2007	2008	2009	AHCS	CYPF	CWG	EED	RE	Fire & Rescue	P&P Unit
	%	%	%	%	%	%	%	%	%	%	%
I have had a formal appraisal in the last 12 months	70	74	77	77	78	81	89	74	68	81	88
My last appraisal accurately reflected my performance	66	83	84	83	78	85	86	80	87	79	100
I believe that my last appraisal was of benefit to me			56	57	46	66	64	52	66	46	70