

# Corporate Services and Community Safety Overview and Scrutiny Committee

2 March 2010

## Agenda

A meeting of the Corporate Services and Community Safety Overview and Scrutiny Committee will be held at the **SHIRE HALL, WARWICK** on **TUESDAY, 2 MARCH 2010** at **2.15 p.m.**

(Note: A demonstration of the mobile data terminals for fire engines will take place at 1:45 p.m. in the Ante-Chamber. Also in the Ante-Chamber at 1:00 p.m. will be the Launch of the Handyman Scheme)

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

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The public reports referred to are available on the Warwickshire Web  
[www.warwickshire.gov.uk/committee-papers](http://www.warwickshire.gov.uk/committee-papers)

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, 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 8 December 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 Corporate Services and Community Safety 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](mailto:jeanhardwick@warwickshire.gov.uk)

**PART A ITEM FOR DISCUSSION AND DECISION (WHITE PAPER)**

**3. Questions to the Portfolio Holders**

**Councillor Heather Timms (Customers, Workforce and Governance)**

**Councillor Martin Heatley (Resources)**

**Councillor Richard Hobbs (Community Safety)**

Up to 30 minutes of the meeting is available for Members of the Committee to put questions to the Portfolio Holders on any matters relevant to the Corporate Services and Community Safety remit.

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

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[www.warwickshire.gov.uk/committee-papers](http://www.warwickshire.gov.uk/committee-papers)

## 5. Quarter 3 Corporate Performance Report 2009/10

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

This report presents third quarter performance for 2009/10 under the enhanced performance management arrangements.

### Recommendation

That the Committee:

- Scrutinises the performance and improvement activity of services under the remit of the Committee
- Make recommendations to the Portfolio Holder(s) in relation to areas of under or over performance as part of the next round of the performance cycle.
- Request that the Portfolio Holder(s) 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](mailto:triciamorrison@warwickshire.gov.uk)

## 6. Review and Refresh of the Warwickshire Performance Indicators.

Report of the Assistant Chief Executive.

*(This report was not available when the agenda was printed and will be forwarded separately.)*

The performance management framework of the Council is undergoing a Review and Refresh process, which involves all the performance measures that the Council currently uses to assess its performance. The process seeks to ensure that the right performance measures are selected to reflect the council's priorities, appropriate targets are allocated and targets are set in alignment with resources in 2010/11.

This report presents the proposed measures for inclusion under the Portfolios relevant to the remit of the Committee

### Recommendation

That the Committee consider and challenge, where appropriate, the draft measures listed within Appendices A and B using the principles of good target setting and analysis contained within the report.

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

## **7. Medium Term Financial Plan – 2010/11 to 2013/14**

Report of the Strategic Director, Resources. (*This report was not available when the agenda was printed and will be forwarded separately.*)

The report seeks the Committee's comments on the draft 2010/11 to 2013/14 Medium Term Financial Plan.

### **Recommendation**

The Committee are requested to comment on the draft Medium Term Financial Plan attached at Appendix A, and agree any issues they wish to refer to Cabinet as part of their approval of the Plan at their meeting on 11 March 2010.

For further information please contact Virginia Rennie, Group Accountant Tel: 01926 412239 e-mail [vrennie@warwickshire.gov.uk](mailto:vrennie@warwickshire.gov.uk) or Rob Phillips, Corporate Budget Accountant. Tel: 01926 412860 e-mail [robertphillips@warwickshire.gov.uk](mailto:robertphillips@warwickshire.gov.uk).

## **8. Health and Safety Annual Report 2008/09**

Report of the Strategic Director for Customers Workforce and Governance.

The Corporate Health, Safety and Wellbeing Manager has compiled this report in order to provide an annual position statement on the management of health and safety within the County Council. The report summarises the health and safety activities within the Authority from 1st April 2008 to the 31st March 2009.

This report was tabled at the Audit and Standards Committee on the 23 November 2009. It was agreed that this report would be tabled at the Corporate Services and Community Safety Overview and Scrutiny Committee for review and comment.

### **Recommendation**

The Committee is asked to review and comment upon the Health and Safety Annual Report for 2008/09 and endorse the priorities recommended within the report.

For further information please contact: Ruth Pickering, County Health, Safety and Well Being Manager, Tel: 01926 412316 e-mail [ruthpickering@warwickshire.gov.uk](mailto:ruthpickering@warwickshire.gov.uk)

## **9. Warwickshire Community Safety Agreement Progress Report**

Report of the Strategic Director for Customers, Workforce and Governance

This report presents progress made against each of the priorities within the 2009-10 Warwickshire Community Safety Agreement.

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The public reports referred to are available on the Warwickshire Web  
[www.warwickshire.gov.uk/committee-papers](http://www.warwickshire.gov.uk/committee-papers)

## **Recommendation**

That members note the progress made against each of the priorities within the Community Safety Agreement and comment on key and emerging issues arising from the report.

For further information please contact Katie Western, Acting Corporate Community Safety Manager, Tel: 01926 746804 e-mail [katiwestern@warwickshire.gov.uk](mailto:katiwestern@warwickshire.gov.uk) Kate Nash, Head of Community Safety and Localities Tel: 01926 412177

## **10. A Public Confidence Strategy**

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

This report offers Members the opportunity to comment upon a draft partnership strategy for increasing levels of confidence and reducing fear of crime in Warwickshire.

## **Recommendation**

That members comment on the draft Strategy and on key issues arising from the report.

For further information please contact Kate Nash, Head of Communities Safety and Localities Tel: 01926 412177 e-mail [katenash@warwickshire.gov.uk](mailto:katenash@warwickshire.gov.uk)

## **11. 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 consider the attached table setting out provisional items for future meetings;

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

#### **Cabinet – 11/3/10**

Review of Contract Standing Orders

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The public reports referred to are available on the Warwickshire Web  
[www.warwickshire.gov.uk/committee-papers](http://www.warwickshire.gov.uk/committee-papers)

2010/11 to 2013/14 Medium Term Financial Planning

**Cabinet – 17/6/10**

Final Revenue Outturn Report 09/10

**County Council – 30/3/10**

Review of Contract Standing Orders  
Constitution Update  
Scheme for Petitions  
Food and Feeding Stuff Law Enforcement Plan  
2010/11 – 2013/14 Medium Term Financial Plan

**County Council – 29/6/10**

Statement of Account 2009/10 (Draft Statement for approval)

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

**12. Debt Recovery - Update**

Report of the Strategic Director, Resources.

The Committee is invited to review and comment on the progress of debt recovery.

**Recommendation**

For Members to note the report and comment upon the progress on debt recovery.

For further information please contact: Rob Phillips, Corporate Budget Accountant. Tel: 01926 412860 e-mail robertphillips@warwickshire.gov.uk.

**13. Speed Limit Review (C and D Roads)**

Report of the Strategic Director for Environment and Economy.

This report includes the findings made from the speed limit review (C & D Roads) seminar, and recommends the way forward with speed limits on C and D roads.

**Recommendation**

The Committee is recommended to note that funding for a comprehensive C and D road review is unlikely to be available for the foreseeable future.

For further information please contact Jo Edwards, Senior Road Safety Engineer, Tel: 01926 412028 e-mail joedwards@warwickshire.gov.uk

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[www.warwickshire.gov.uk/committee-papers](http://www.warwickshire.gov.uk/committee-papers)

## 14. Any Other Items

which the Chair decides are urgent.

**Shire Hall,  
Warwick**

**JIM GRAHAM  
Chief Executive**

### Corporate Services and Community Safety Overview and Scrutiny Committee

#### **County Councillors**

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

#### **Cabinet Members**

Councillor Martin Heatley (Resources)

Councillor Richard Hobbs (Community Safety)

Councillor Heather Timms (Customers, Workforce and Partnerships)

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**The Corporate Services and Community Safety Overview and Scrutiny Committee met at the Shire Hall, Warwick on the 8 December 2009.**

**Present:**

**Members of the Committee:**

Councillors	John Appleton (Chair)
	Martyn Ashford
	Martin Barry
	Peter Butlin
	Jim Foster
	Mike Gittus (Vice Chair)
	Bob Hicks
	Jerry Roodhouse
	Martin Shaw
	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.

**Officers:**

**Customers, Workforce and Governance**

David Carter, Strategic Director  
Jean Hardwick, Democratic Services  
Tricia Morrison, Head of Performance  
Kate Nash, Head of Community Safety and Localities  
Gereint Stoneman, Corporate Planning Manager  
Martyn Thompson, Deputy Head of Workforce Strategy & Development

**Fire and Rescue Service**

Graeme Smith, Chief Fire Officer

**Resources Directorate**

Dave Clarke, Strategic Director of Resources

**Environment and Economy Directorate**

Estyn Williams, Group Manager, Road Safety Unit



## 1. General

### (1) Apologies.

Apologies for absence were received from Councillors Dave Shilton and DCC Andy Parker, Warwickshire Police.

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

None

### (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 16 September 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 on 4 November, as follows -

#### 1. Comprehensive Area Assessment (CAA)

Mary Ann Bruce, CAA Lead for Warwickshire, attended and outlined the emerging picture from the CAA, which would be published on 10 December 2009. The Board agreed that the Chairs and Party Spokespersons of each Overview and Scrutiny Committee would reflect upon their work programmes in light of the CAA report to ensure that the work focussed on high priority areas.

#### 2. Protocol for the Scrutiny of Crime and Disorder Reduction Partnerships (CDRP)

The Board agreed a protocol for the County Council and District Councils to scrutinise CDRPs with the aim of avoiding duplication and maximising resources across all authorities in Warwickshire.

### 3. Proposals for Corporate Business Plan and Budget Scrutiny

The Board agreed to hold a single event to scrutinise the Corporate Business Plan 2010-13, SDLT's Budget Report and Cabinet's budget proposals 2010/11 on 6<sup>th</sup> January 2010. This meeting would be established as a Task and Finish Group of the O&S Board involving the 5 Overview and Scrutiny Chairs.

## **2. Public Question Time (Standing Order 34)**

None

## **3. Update by Portfolio Holders**

Councillor Martin Heatley, Portfolio Holder for Resources), reported on the following issues –

- (1) Property Works Schools – all critical work had been delivered on time.
- (2) North Leamington School – This school was a finalist for an Environment Performance Award;
- (3) Use of Old Shire Hall and Courts – a report was being presented to Cabinet on 7 December 2009 proposing a feasibility study be carried out on the future use of these premises;
- (4) Nutritional Standards Catering Services in Secondary Schools – (*D H ? Pilot for Healthy Food Mark Healthy Food Mark Activity – Cllr Heatley to complete*);
- (5) Customer Services (Caretaking and cleaning services) – had received the Charter Mark Award
- (6) New Financial Systems – WCC now was an Approved Signatory under the Prompt Payment Code.
- (7) Warwickshire County Council: Use of Resources – Received an Audit Commission score of 3 for Managing Finances and Governing the Business.

Councillor Heather Timms, Portfolio Holder for Customers, Workforce and Governance reported on issues that had helped to move the customer service agenda forward as follows –

- (1) Customer Service and Access (Contact Centre) – Warwick District Council had co-located to Shire Hall;
- (2) Warwick Police Station Reception Service – had relocated into the One Stop Shop, Shire Hall.

Councillor Richard Hobbs, Portfolio Holder for Community Safety, reported on the following issues –

- (1) Fire Control Centre – All Members had been invited to visit the new Fire Control Centre in Wolverhampton, which had proved to be very interesting. The Government fully supporting the Centre but some issues were emerging that needed further consideration;
- (2) Comprehensive Area Assessment (CAA) of the Fire Service – would be

- published on 10 December 2009 advance indications had been given about areas that were performing well and areas that needed to be addressed;
- (3) Community Safety – The Government had given a small budget to the Police Public Confidence Board to develop an action plan to increase public confidence. Spasmodic crime was an issue throughout the county that was being addressed by targeting the worst (prolific) offenders who caused the most harm to society. Partnership work with the Police and with the Coventry and Warwickshire Community Partnership was very good.
  - (4) Road Safety – funding for engineering, education and enforcement would be an issue in the future;
  - (5) Trading Standards – Swine Flue was still an issue.
  - (6) Local Resilience Forum (Civil Contingency) – a new agreement had been reached on how this partnership would work.

During discussion the following comments were noted –

- (1) That public confidence and perceptions of safety could be addressed by an increased Police presence on the street and would reduce crime;
- (2) That the public had complained about how difficult it was to contact the Police;
- (3) That the number of Police Officers attending community forums should be restricted and the resources allocated elsewhere;

Councillor Timms commented that attendance by the Police at Community Forums helped to increase confidence in the Police and helped address issues of local concern.

Councillor Hobbs, in response to the above, said that he would keep Members briefed and update them at the meetings.

The Chair thanked the Portfolio Holders for their updates.

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

Councillor Richard Hobbs reported that the consultation period had finished that day during which time 25 public meetings had been held, 2,500 responses received and a 4,500 signature petition handed in by James Plaskitt M.P. In addition, the business community and all neighbouring authorities would be consulted. The next step would be to analyse the responses to ensure that the overall Strategic Plan could be guaranteed and scrutinised.

Graeme Smith added that the issues raised needed to be understood and explored further with the community, the district and borough councils and neighbouring authorities.

#### **5. Quarter 2 Corporate Performance Report**

The Committee considered the report of the Portfolio Holders for Customers, Workforce and Partnerships; Community Safety and Resources that outlined the mid-year performance for 2009/10 under the enhanced performance management arrangements.

Councillor Hobbs explained that the likely over performance for casualties related to the impact of the recession on reducing traffic volume and distances travelled, which was not anticipated when the targets were set. Casualty numbers were expected to increase when the county came out of the recession. A great deal of educational work had been done with young drivers, 50 mph speed limits introduced across the county and work was ongoing identifying accident hotspots (locations where there were random accidents with no pattern e.g. along the Fosse Way).

The Chair thanked Councillor Hobbs for his update.

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

The Committee considered the report of the Strategic Director, Resources relating to a Cabinet decision in 2007, 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.

In reply to a question Councillor Richard Hobbs explained the benefits of the Fire and Rescue Mobile Data Terminals (MDT) that were being introduced across the county. He undertook to arrange a demonstration of a MDT at the Committee's next meeting.

The Committee noted the progress against the 2009/10 Corporate ICT Development Plan.

## **7. Treasury Management Monitoring Report**

The Committee noted the report of the Strategic Director, Resources which set out the progress of the treasury management during 2009/10.

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

The Committee considered the report of the Strategic Director of Customers, Workforce and Governance outlining progress on the Warwickshire Domestic Abuse Strategy 2008-2011.

During discussion the following comments were noted –

- (1) That the Public Awareness Campaign (Phase 3) might see an increase in the number of incidents being recorded;
- (2) That the good working relationship with the Police had helped to bring forward prosecutions where previously victims had been reluctant to go to court;
- (3) That the action being taken to support victims and to prevent re-offending was welcomed;
- (4) The action being taken to increase the number of units to accommodate victims was also welcomed.

David Carter highlighted that indications from the CAA (to be published on 10 December 2009) was that the approach of the partner agencies to domestic violence was progressing well and worthy of praise.

The Committee welcomed the progress of the Domestic Abuse Strategy 2008-2011 - 1 Year Report and asks for a further update to a future meeting.

## **9. Employee absence management**

The Committee considered the report of the Strategic Director for Customers Workforce and Governance which was the latest in a series of half yearly reports, describing the latest performance information on employee absence levels.

Martyn Thompson, in reply to questions, said that:

- (1) Absence levels had remained relatively static over the last two quarters and the last financial year, but the impact of swine flu, improved accuracy in the collection of sickness data and the stress of financial pressures on the County Council, might mean that these figures would increase despite the wide range of proactive and preventative initiatives;
- (2) Sickness absence was closely monitored. A system was in place to alert Managers as soon as staff reached absence triggers and return to work interviews were carried out by Managers after each incident of sickness;
- (3) The Occupational Health providers, Team Prevent, were now based in Shire Hall and staff could be referred when necessary or when absence triggers were reached.

The Committee noted the latest available performance information in relation to the management of sickness absence.

## **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 considered the attached table setting out provisional items for future meetings. Members referred to item "Fear of Crime", scheduled for next meeting and suggested that the issue that needed to be addressed was increasing public confidence in the Police and the difficulty experienced by the public when trying to contact the Police.

Following discussion the Committee noted –

- (1) The items listed;
- (2) that David Carter would provide a briefing note on "shared services".

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

The Committee noted the Cabinet and County Council items relevant to the work of this Committee.

**PART B – (ITEMS FOR EN BLOC DECISION)**

**11. Staff Appraisal Process**

The Committee noted the report of the Strategic Director for Customers Workforce and Governance, which summarised the extent to which the Council's corporate staff appraisal process is applied across the workforce.

**12. Any Other Items**

None

The Committee rose at 4.15 p.m.

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Chair of Committee

**AGENDA MANAGEMENT SHEET**

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

**Date of Committee** 2<sup>nd</sup> March 2010

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

**Summary** This report presents third quarter performance for 2009/10 under the enhanced performance management arrangements.

**For further information please contact:**

Tricia Morrison  
Head of Performance  
Tel: 01926 736319  
[triciamorrison@warwickshire.gov.uk](mailto:triciamorrison@warwickshire.gov.uk)

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

No.

**Background papers**

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

**CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members  Cllr Appleton, Cllr Gittus, Cllr Moss, Cllr  
Chattaway, Cllr Davis

*“The performance targets were set last year and the current fiscal situation today is not that relevant as the deputy leader of the council reassured us they had the necessary resources in the budget to meet the targets set when they were reported in the 1st quarter. If there is any failure to meet targets we shall have to look somewhere else for the reason” – Cllr Chattaway*

- 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 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



## Corporate Services and Community Safety Overview and Scrutiny Committee – 2<sup>nd</sup> March 2010.

### Quarter 3 – Corporate Performance Report 2009/10

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

#### Recommendations

That the committee:

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

#### 1.0 Background

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

improvement agenda, which includes messages from participation on the National Total Place pilot and performance within the Comprehensive Area Assessment Framework.

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

## **2 Portfolio Performance - Good news**

### **2.1 Adult Social Care**

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

### **2.2 Children, Young People and Families**

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

### **2.3 Community Safety**

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

31st nationally and 7<sup>th</sup> as compared with other County Fire and Rescue Services (March 2008).

- It is worth noting that killed and seriously injured road casualties were reduced by a further 11% compared to the previous year and the combined reduction over the last two years represents a reduction of nearly 22%.

#### 2.4 Economic Development

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

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

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

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

### **3 Portfolio Performance – Areas for attention**

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

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

#### 3.2 Adult Social Care

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

seeking to ensure that older people and those with disabilities are able to remain independent and living in their own homes for as long as possible.

### 3.3 Children, Young People and Families

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

### 3.4 Community Safety

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

### 3.5 Customers, Workforce and Partnership

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

### 3.6 Economic Development

- The Economic Development Portfolio has a high percentage of indicators forecast to miss target (39%). This includes indicators such as the percentage of working age people on out of work benefits. Nevertheless, this does mean that approximately 61% of indicators are forecast to meet or exceed year end targets.

### 3.7 Environment

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

### 3.8 Resources





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

## 4.0 Overall Performance Summary for Quarter 3

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

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

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

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

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

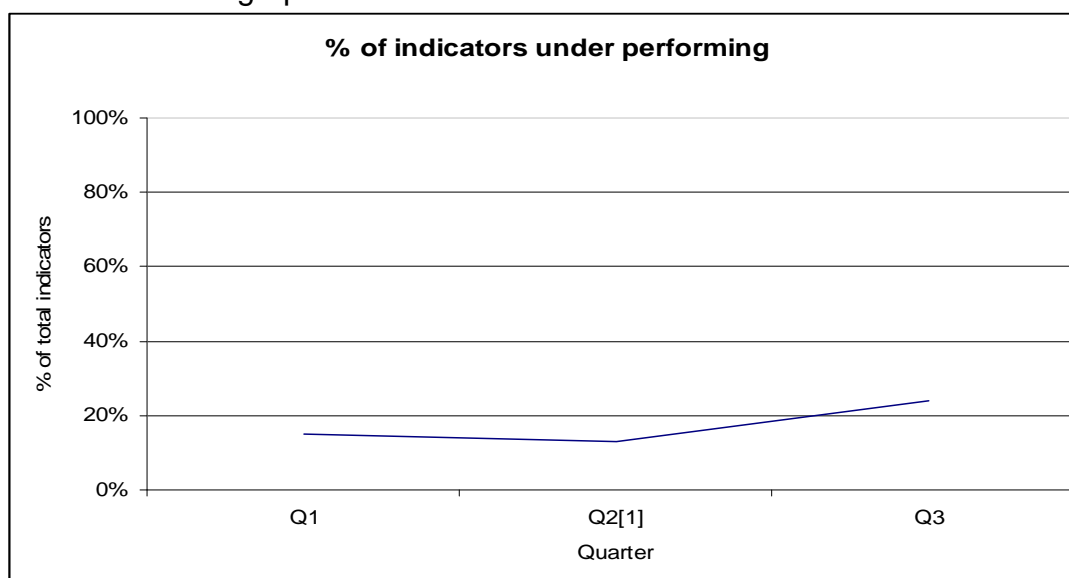
## 5.0 Performance by Exception – Summary of Overall Performance

5.1 As we have moved throughout the year the overall trend of performance has been downward. 64% of indicators are performing within expected levels for Quarter 3, which compares to 81% in Quarter 1 and 76% in Quarter 2. This trend is likely to continue to the end of year as actual data becomes available and forecasts more accurate.

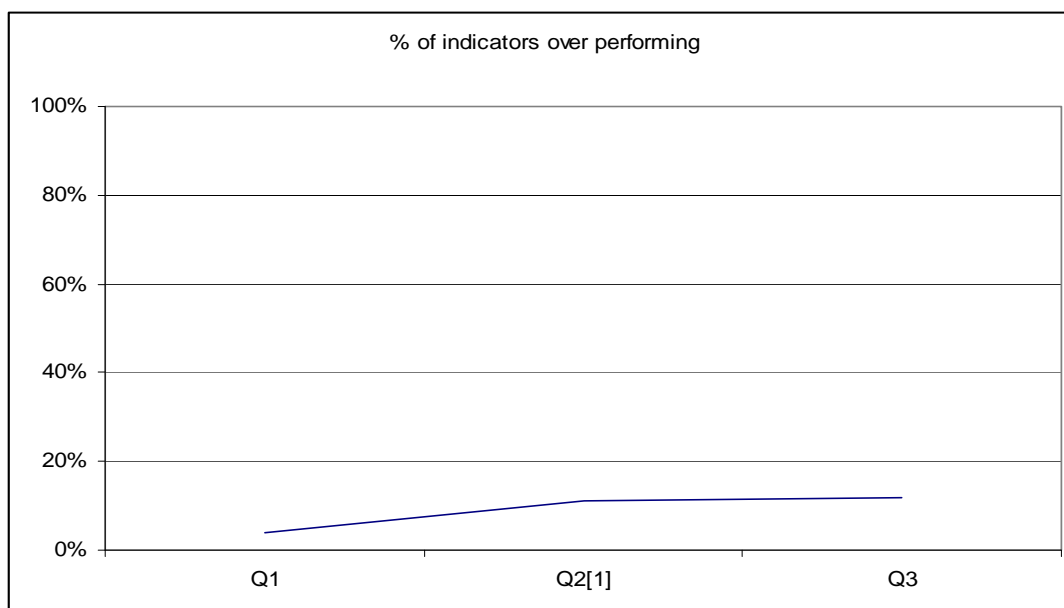
5.2 Reflective of this trend, the number of indicators that are forecast to under-perform or over-perform has increased substantially since Quarter 1.

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

This is shown in graphical form below:



<sup>1</sup> Fire and Rescue data missing



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

#### Under-performing indicators

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

#### Over-performing indicators

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

## 6.0 Ongoing Improvement and Next Steps

- 6.1 Improvement activity will continue to be developed and managed between the Portfolio Holder(s) and the relevant services to address areas of under or over performance.
- 6.2 Where measures are persistently reporting under or over performance this will be addressed as part of the Portfolio Holder 'Challenge' sessions.
- 6.3 Improvement activity identified by Services and Portfolio Holders continues to vary extensively. A large proportion of the commentary included in the Improvement Plan relates to target setting and the availability of data from external sources. This is being explored as part of the Review and Refresh process.



- 6.4 The Overview and Scrutiny Committees will be considering performance during the March meetings. This will be the final stage of the challenge process for the Quarter 3 Corporate Performance Report and feedback from Members during these meetings will be incorporated into future improvement plans.
- 6.5 In an effort to improve the style of reporting performance, a Cross Party Working Group will meet on the 12<sup>th</sup> February to consider how improvements might be made. As part of this, we have started the process of rolling-out *Warwickshire Hub* access to Cabinet, SDLT and the political groups. The Hub is an interactive tool used to collate and report performance data for the Authority allowing real-time access to live performance information.

## 7.0 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(s) in relation to areas of under or over performance as part of the next round of the performance cycle.
- Request that the Portfolio Holder(s) report back to the committee at the following meeting on the actions taken.

Monica Fogarty  
Assistant Chief Executive

Shire Hall  
Warwick








### Community Safety Exception Report

2009/10 Quarter 3 Exception Report - all under performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
NI015	Serious violent crime rate, including Domestic Violence (per 1,000)	Smaller is Better	Quarterly	0.58	0.45	0.58	0.56	Customers, Workforce and Governance
NI049 ii	Number of primary fire fatalities per 100,000 population	Smaller is Better	Monthly	0.38	1.32	1.32	0.38	Fire and Rescue
Li507	No. acc. fire deaths per 100K pop (BV143(i))	Smaller is Better	Monthly	0.38	0.94	0.94	0.00	Fire and Rescue
Li508	No of fire injuries in adf's per 100Kpop (BV143(ii))	Smaller is Better	Monthly	1.90	4.14	4.52	1.71	Fire and Rescue
Li510	Accidental fires per 10,000 (BV142(iii))	Smaller is Better	Monthly	10.44	10.45	11.09	9.24	Fire and Rescue
Li511	% fires confined to origin room (BV144.04)	Bigger is Better	Monthly	93.60	90.00	93.00	95.00	Fire and Rescue
Li512	Malicious false alarms: N Att. (BV146i.05)	Bigger is Better	Monthly	0.09	0.06	0.06	0.09	Fire and Rescue
Li514	False alarms auto detect per 1000 (xBV149)	Smaller is Better	Monthly	85.12	63.29	84.50	78.26	Fire and Rescue
Li524	% of people escaping ADF's (BV 208)	Bigger is Better	Monthly	94.14	85.00	90.00	98.00	Fire and Rescue
Li525	Smoke alarm activated (BV209i)	Bigger is Better	Monthly	37.86	45.31	47.00	49.00	Fire and Rescue
Li526	Smoke alarm fitted did not activate	Smaller is Better	Monthly	16.46	21.31	20.00	15.00	Fire and Rescue
Li532	No of Home Fire Safety Checks delivered by third sector	Bigger is Better	Monthly	151.00	50.00	500.00	1800.00	Fire and Rescue







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

<b>Ref</b>	<b>Indicator</b>	<b>Aim</b>	<b>Collection Frequency</b>	<b>Baseline</b>	<b>Cumulative Actual 31/12/2009</b>	<b>YE Forecast 31/12/2009</b>	<b>Target 31/03/2010</b>	<b>Directorate</b>
Li047a	People killed or seriously injured in road traffic accidents - Number of casualties	Smaller is Better	Annually	343.00	211.00	318.00	389.00	Environment and Economy
NI047	People killed or seriously injured in road traffic accidents (percentage change on 3 year rolling average)	Bigger is Better	Annually	5.23	11.27	7.24	1.00	Environment and Economy
NI048	No. children killed or seriously injured in road traffic accidents (percentage change - 3 year rolling average)	Bigger is Better	Quarterly	6.67	17.11	10.00	1.00	Environment and Economy
EE129	Reduce the number of people killed or seriously injured (KSI) in road traffic accidents (Stretch Target)	Bigger is Better	Quarterly	?	11.27	7.24	2.50	Environment and Economy
EE130	People killed or seriously injured in road traffic accidents - Number of casualties (Stretch Target)	Smaller is Better	Quarterly	?	211.00	318.00	372.00	Environment and Economy
NI030	Re-offending rate of prolific and priority offenders (%)	Bigger is Better	Quarterly	26.00	28.00	44.00	19.00	Customers, Workforce and Governance







**Community Safety Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q3-09-001	NI030 Re-offending rate of prolific and priority offenders	Not reported	Not reported		Figures for quarter 1 only - delay with data as this has to be received from national sources. Positive performance the result of good partnership working and effective management of PPOs.	No actions planned. This target is crucial to achieving NI016 - Acquisitive Crime so over performance is benefiting positive performance elsewhere		not set	Customers, Workforce and Governance - Kate Nash	Nash, Kate
Q3-09-017	NI 049ii Number of fire related deaths in primary fires per 100,000 population		Not reported		There have been 7 confirmed fire related deaths in primary fires, the majority of which (5) occurred in ADF's (see note below). 1 of the other deaths occurred in a deliberate fire in Warwick District and the last 1 was as a result of a suicide attempt in Warwick District.	All incidents that have involved a death or an injury have a full FIT investigation. HFSC's are targetted at those members of the population that are considered to be in an at risk category.	All incidents that have involved a death or an injury have a full FIT investigation. HFSC's are targetted at those members of the population that are considered to be in an at risk category. Further step change improvements are linked to the implementation of the WFRA Improvement Plan.	not set	WFRS - Glen Ranger	Ranger, Glen
Q3-09-018	Li532 - No of HFSC delivered by third party		Not reported		The team that is responsible for generating HFSC referrals for the third sector were heavily involved in the planning and delivery of the consultation for the proposed Improvement Plan. This work has now been re-prioritised.	Between now and the end of the 2009/10 year this work has been prioritised and it is anticipated that 500 will be delivered with further HFSC's being scheduled for completion within 2010/11.	Between now and the end of the 2009/10 year this work has been prioritised and it is anticipated that 500 will be delivered with further HFSC's being scheduled for completion within 2010/11. Further step change improvements are linked to the implementation of the WFRA Improvement Plan.	not set	WFRS - Glen Ranger	Ranger, Glen
Q3-09-019	Li507 - accidental fire deaths per 100K population		Not reported		There have been 5 confirmed deaths in accidental dwelling fires to date that were fire related. 2 in NB, 2 in NW (same incident) and 1 in Stratford. 3 of the 5 victims were over 70 years of age. There was suspected misuse of alcohol in one of the other incidents. Of these 5 deaths there were no smoke alarm fitted in 2 incidents, there was a working smoke alarm that raised the alarm in 1 and the other had a smoke alarm but the battery was removed.	All incidents that have involved a death or an injury have a full FIT investigation. HFSC's are targetted at those members of the population that are considered to be in an at risk category.	All incidents that have involved a death or an injury have a full FIT investigation. HFSC's are targetted at those members of the population that are considered to be in an at risk category. Further step change improvements are linked to the implementation of the WFRA Improvement Plan.	not set	WFRS - Glen Ranger	Ranger, Glen





**Community Safety Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner	
Q3-09-020	EE 130 - KSI casualties - Number of casualties (stretch target)						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 latest year end forecasts have been based on year to date actuals for Q1 - Q3 (January to September) plus Q4 estimates based on worst case scenarios from the preceding 3 years. We are continuing to "over perform", in part due to the casualty reduction initiatives in place but also due to the existing targets. We are now however in a position to be able to revise them and a multi-agency meeting will take place on 26th January to discuss future road safety targets in light of the DfT consultation concerning the Road Safety strategy 2010 - 2020. One objective of the meeting is that we progress the adoption of a single set of targets that are acceptable to all of the agencies concerned. EE 130: 318 KSI vs target of 372 KSI	not set	Environment and Economy - Graeme Fitton	Williams, Estyn
Q2-09-007	EE 129 - KSI casualties - percentage change 3 year rolling average (stretch target)				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.		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 latest year end forecasts have been based on year to date actuals for Q1 - Q3 (January to September) plus Q4 estimates based on worst case scenarios from the preceding 3 years. We are continuing to "over perform", in part due to the casualty reduction initiatives in place but also due to the existing targets. We are now however in a position to be able to revise them and a multi-agency meeting will take place on 26th January to discuss future road safety targets in light of the DfT consultation concerning the Road Safety strategy 2010 - 2020. One objective of the meeting is that we progress the adoption of a single set of targets that are acceptable to all of the agencies concerned. EE 129: 7.24% impt vs target of 1% impt	not set	Environment and Economy - Graeme Fitton	Williams, Estyn





**Community Safety Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q2-09-008	LI047a - KSI casualties - absolute number				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.	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 latest year end forecasts have been based on year to date actuals for Q1 - Q3 (January to September) plus Q4 estimates based on worst case scenarios from the preceding 3 years. We are continuing to "over perform", in part due to the casualty reduction initiatives in place but also due to the existing targets. We are now however in a position to be able to revise them and a multi-agency meeting will take place on 26th January to discuss future road safety targets in light of the DfT consultation concerning the Road Safety strategy 2010 - 2020. One objective of the meeting is that we progress the adoption of a single set of targets that are acceptable to all of the agencies concerned. LI 047a: 318 KSI vs target of 389 KSI	not set	Environment and Economy - Graeme Fitton	Williams, Estyn
Q2-09-009	NI048 - Child KSI casualties - percentage change 3 year rolling average				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.	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 latest year end forecasts have been based on year to date actuals for Q1 - Q3 (January to September) plus Q4 estimates based on worst case scenarios from the preceding 3 years. We are continuing to "over perform", in part due to the casualty reduction initiatives in place but also due to the existing targets. We are now however in a position to be able to revise them and a multi-agency meeting will take place on 26th January to discuss future road safety targets in light of the DfT consultation concerning the Road Safety strategy 2010 - 2020. One objective of the meeting is that we progress the adoption of a single set of targets that are acceptable to all of the agencies concerned. NI 048: 10.0% impt vs target of 1.0% impt	not set	Environment and Economy - Graeme Fitton	Williams, Estyn

**Community Safety Improvement Plan**





Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-031	Li508 - No of fire injuries in adf's per 100Kpop		Not reported		to date there have been 21 fire related injuries in ADF's. 73% of injuries were sustained by persons over 60 years of age. 66% of the injuries were in the Warwick district, 24% were in NB district. There were multiple injuries in 4 incidents accounting for 10 of the 21. In Q1 there were 8 injuries recorded, in Q2 a further 2 and then in Q3 there was another spike of 11 injuries. This increase is an adverse trend, over the last year when there was only 10 recorded injuries in ADF's.	Review of Home Fire Safety Checks (HFSC) delivery process; Completed July 2009; Increased target for no of HFSC's conducted; 7400 v. 3067; Update profile using MOSAIC; October 2009 depending on release of new datasets from Experian; Prioritise and target at risk groups using MOSAIC information; Q4 2009/10 Continue with PMS reviews with Area Risk Managers to identify emerging trends for early intervention - six weekly WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	The review of the HFSC process has been completed and changes to the process have been implemented. The target for the number of HFSC's to be completed by WFRS has been increased this year and currently the organisation is on track to achieve target. The new MOSAIC dataset has been received and analyse for District level has been completed. Each ART has received a briefing on who their most at risk group ids in their local area. They are using information provided for the best areas to target to deliver HFSC's. At a strategic level consideration needs to be made on the best ways to interact with different MOSAIC groups as they won't all respond to current methods of raising fire safety awareness. The 6 weekly reviews with ARM's is still continuing. Further step change improvements are linked to the implementation of the WFRS Improvement Plan.	not set		Ranger, Glen
Q1-09-032	Li510 - Accidental fires per 10,000		Not reported		ADF's there have been 195 ADF's up to end of December 2009. Overall this is an increase of 10ADF's on the same period last year,5%. 25% of them occurred in NB, 24% in Warwick,23% in Stratford, 19% in Rugby and 9% in NW. 54% of all ADF's originated in the kitchen and are either cooking or appliance related. This is historically the trend that is seen, however there has been a reduction in the numbers originating in the kitchen which has been seen at about 65%. There has been a spike in the nos of ADF's in December mainly in the Stratford area. There are 9 chimney fires that are currently being reviewed as they may be secondary fires.	Review of Home Fire Safety Checks (HFSC) delivery process; Completed July 2009; Increased target for no of HFSC's conducted; 7400 v. 3067; Update profile using MOSAIC; October 2009 depending on release of new datasets from Experian; Prioritise and target at risk groups using MOSAIC information; Q4 2009/10 Continue with PMS reviews with Area Risk Managers to identify emerging trends for early intervention - six weekly WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	The review of the HFSC process has been completed and changes to the process have been implemented. The target for the number of HFSC's to be completed by WFRS has been increased this year and currently the organisation is on track to achieve target. The new MOSAIC dataset has been received and analyse for District level has been completed. Each ART has received a briefing on who their most at risk group ids in their local area. They are using information provided for the best areas to target to deliver HFSC's. At a strategic level consideration needs to be made on the best ways to interact with different MOSAIC groups as they won't all respond to current methods of raising fire safety awareness. The 6 weekly reviews with ARM's is still continuing. Further step change improvements are linked to the implementation of the WFRS Improvement Plan.	not set		Ranger, Glen

**Community Safety Improvement Plan**






Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-033	Li511 - % fires confined to origin room.		Not reported		In addition each accidental dwelling fire that has been recorded as not confined is investigated to ensure that improvements are made to Service delivery and to make sure that the information has been recorded consistently and accurately. As at Q1 Rugby and Warwick are @ 100% followed by Nuneaton & Bedworth (85%) and North Warwickshire (83.33%). Stratford is 80.56%. At Q3 there have been 19 adf's that have not been confined to the room of origin, North warwickshire have acheived 97%,Rugby 94%, NB 94%, Warwick 89%, and Stratford 86%.	Review of Home Fire Safety Checks (HFSC) delivery process; Completed July 2009; Increased target for no of HFSC's conducted; 7400 v. 3067; Update profile using MOSAIC; October 2009 depending on release of new datasets from Experian; Prioritise and target at risk groups using MOSAIC information; Q4 2009/10 Continue with PMS reviews with Area Risk Managers to identify emerging trends for early intervention - six weekly WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	The review of the HFSC process has been completed and changes to the process have been implemented. The target for the number of HFSC's to be completed by WFRS has been increased this year and currently the organisation is on track to achieve target. The new MOSAIC dataset has been received and analyse for District level has been completed. Each ART has received a briefing on who their most at risk group ids in their local area. They are using information provided for the best areas to target to deliver HFSC's. At a strategic level consideration needs to be made on the best ways to interact with different MOSAIC groups as they won't all respond to current methods of raising fire safety awareness. The 6 weekly reviews with ARM's is still continuing. Further step change improvements are linked to the implementation of the WFRS Improvement Plan.	not set		Ranger, Glen
Q1-09-006	Li514 - False alarms auto detect per 1000		Not reported		There is currently a review of the process for responsibilities for driving down the occurrence of false alarms caused by automatic fire detection apparatus. There will be responsibilities designated for Area Risk Teams to use the TOCSIN system to identify repeat offenders with the purpose of reducing unnecessary activations.	Review of responsibilities for reducing the AFA's; Monitoring of repeat AFA's using TOCSIN. WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	Review of responsibilities for reducing the AFA's; Monitoring of repeat AFA's using TOCSIN. WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls. The Service has recently (January 2010) consulted with the business community to help shape the new policy.	not set	Fire and Rescue	Buxton, Richard






**Community Safety Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-007	Li524 - % of people escaping ADF's (BV 208)		Not reported		The Service is currently undertaking a review of the delivery of HFSC's to ensure maximum benefit. Alongside this there is a large increase in the number of HFSC's scheduled for this year. The HFSC's are designed to make homes safer from fire and also ensure that occupiers are aware of what they need to do in the event of a fire to escape unharmed. The Service is also profiling the type of homeowners having fires in the home using the MOSAIC data. This will help inform the targeting of fire safety activity to homes across the County.	Review of Home Fire Safety Checks (HFSC) delivery process; Completed July 2009; Increased target for no of HFSC's conducted; 7400 v. 3067; Update profile using MOSAIC; October 2009 depending on release of new datasets from Experian; Prioritise and target at risk groups using MOSAIC information; Q4 2009/10 Continue with PMS reviews with Area Risk Managers to identify emerging trends for early intervention - six weekly WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	The review of the HFSC process has been completed and changes to the process have been implemented. The target for the number of HFSC's to be completed by WFRS has been increased this year and currently the organisation is on track to achieve target. The new MOSAIC dataset has been received and analyse for District level has been completed. Each ART has received a briefing on who their most at risk group ids in their local area. They are using information provided for the best areas to target to deliver HFSC's. At a strategic level consideration needs to be made on the best ways to interact with different MOSAIC groups as they won't all respond to current methods of raising awareness. The 6 weekly reviews with ARM's is still continuing. Further step change improvements are linked to the implementation of the WFRA Improvement Plan.	not set	F&R	Ranger, Glen
Q1-09-008	Li525 - Smoke alarm activated (BV 209i)		Not reported		The Service is currently undertaking a review of the delivery of HFSC's to ensure maximum benefit. Alongside this there is a large increase in the number of HFSC's scheduled for this year. The HFSC's are designed to make homes safer from fire and also ensure that occupiers are aware of what they need to do in the event of a fire to escape unharmed. The Service is also profiling the type of homeowners having fires in the home using the MOSAIC data. This will help inform the targeting of fire safety activity to homes across the County.	Review of Home Fire Safety Checks (HFSC) delivery process; Completed July 2009; Increased target for no of HFSC's conducted; 7400 v. 3067; Update profile using MOSAIC; October 2009 depending on release of new datasets from Experian; Prioritise and target at risk groups using MOSAIC information; Q4 2009/10 Continue with PMS reviews with Area Risk Managers to identify emerging trends for early intervention - six weekly WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	The review of the HFSC process has been completed and changes to the process have been implemented. The target for the number of HFSC's to be completed by WFRS has been increased this year and currently the organisation is on track to achieve target. The new MOSAIC dataset has been received and analyse for District level has been completed. Each ART has received a briefing on who their most at risk group ids in their local area. They are using information provided for the best areas to target to deliver HFSC's. At a strategic level consideration needs to be made on the best ways to interact with different MOSAIC groups as they won't all respond to current methods of raising awareness. The 6 weekly reviews with ARM's is still continuing. Further step change improvements are linked to the implementation of the WFRA Improvement Plan.	not set	F&R	Ranger, Glen

**Community Safety Improvement Plan**













Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-009	Li526 - Smoke alarm fitted did not activate		Not reported		The Service is currently undertaking a review of the delivery of HFSC's to ensure maximum benefit. Alongside this there is a large increase in the number of HFSC's scheduled for this year. The HFSC's are designed to make homes safer from fire and also ensure that occupiers are aware of what they need to do in the event of a fire to escape unharmed. The Service is also profiling the type of homeowners having fires in the home using the MOSAIC data. This will help inform the targeting of fire safety activity to homes across the County.	Review of Home Fire Safety Checks (HFSC) delivery process; Completed July 2009; Increased target for no of HFSC's conducted; 7400 v. 3067; Update profile using MOSAIC; October 2009 depending on release of new datasets from Experian; Prioritise and target at risk groups using MOSAIC information; Q4 2009/10 Continue with PMS reviews with Area Risk Managers to identify emerging trends for early intervention - six weekly WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	The review of the HFSC process has been completed and changes to the process have been implemented. The target for the number of HFSC's to be completed by WFRS has been increased this year and currently the organisation is on track to achieve target. The new MOSAIC dataset has been received and analyse for District level has been completed. Each ART has received a briefing on who their most at risk group ids in their local area. They are using information provided for the best areas to target to deliver HFSC's. At a strategic level consideration needs to be made on the best ways to interact with different MOSAIC groups as they won't all respond to current methods of raising awareness. The 6 weekly reviews with ARM's is still continuing. Further step change improvements are linked to the implementation of the WFRA Improvement Plan.	not set	F&R	Ranger, Glen
Q1-09-010	NI047 - KSI casualties - percentage change 3 year rolling average				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.	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 latest year end forecasts have been based on year to date actuals for Q1 - Q3 (January to September) plus Q4 estimates based on worst case scenarios from the preceding 3 years. We are continuing to ""over perform"", in part due to the casualty reduction initiatives in place but also due to the existing targets. We are now however in a position to be able to revise them and a multi-agency meeting will take place on 26th January to discuss future road safety targets in light of the DfT consultation concerning the Road Safety strategy 2010 - 2020. One objective of the meeting is that we progress the adoption of a single set of targets that are acceptable to all of the agencies concerned. NI 047: 7.24 % impt vs target of 1% impt	not set	Environment and Economy	Williams, Estyn

**Community Safety Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-011	NI015 - Serious violent crime rate, including Domestic Violence (per 1,000)				No longer on course to meet target, although the number of offences did reduce significantly in December compared to previous months. Off target in Nuneaton and Bedworth (forecast to finish 23.1% or 18 offences over target) and Rugby (forecast to finish 15.5% or 11 offences over target). Please note: The Safer Block has requested to review this indicator as NI 15 now accounts for less than 10% of all violence with injury. A measure that included both NI 15 and NI 20 would give a much more accurate picture of violent crime with injury in Warwickshire	Continue to implement high harm causer processes across county; Implement intensive family interventions, "the rugby initiative" to tackle High Harm Causers, emerging and potential criminals and work with challenging families. Carry out summer nights campaigning in Rugby Q3 update: Work is underway to learn from successful Warwick District initiatives A range of interventions are underway to address most serious violence in Nuneaton and Bedworth including: • The provision of £30,000 to address alcohol related violence (to be spent by the end of March 2010). • Enhanced Policing continues in the town centre and surrounding areas (to March 2010 and beyond). • The Domestic Abuse project continues (to March 2010). • The Police and Nuneaton and Bedworth Borough Council are now working together well on licensing issues (to March 2010 and beyond). A range of interventions are underway / planned in Rugby, including: • The Street Pastors scheme, a multi-faith project which will work		31/03/2010	Customers, Workforce and Governance	Nash, Kate
PH-010	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A	Monitor the serious acquisitive crime indicator for the next quarter so as to give an early indication of potential underperformance	Monitor the serious acquisitive crime indicator for the next quarter so as to give an early indication of potential underperformance Q3 update: Constant monitoring and review is carried out routinely by Community Safety	Monitoring is ongoing this indicator is currently green	not set	Customers, Workforce & Governance - Kate Nash	Hobbs, Richard
PH-011	Action resulting from the Portfolio Holder Challenge Session	N/A	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		not set	Environment and Economy - Graeme Fitton	Hobbs, Richard
PH-012	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A	Agree on a single set of targets with the police for crimes indicators which feature in the LAA	This is part of ongoing discussions arising from the strategic assessment / LAA refresh / community safety agreement development process	Early indications suggest this will be difficult to achieve	01/02/2010	Customers, Workforce & Governance - Kate Nash	Hobbs, Richard

**Customers, Workforce and Partnerships Exception Report**

2009/10 Quarter 3 Exception Report - all under performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
Li315	% Residents satisfied with the way the Council runs things	Bigger is Better	Annually	43.00	43.00	43.00	50.00	Customers, Workforce and Governance
Li824	% of members with Learning and Development Plans	Bigger is Better	Quarterly	?	39.00	50.00	85.00	Customers, Workforce and Governance
2009/10 Quarter 3 Exception Report - all over performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
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	Customers, Workforce and Governance
Li341	% Public enquiries resolved at first point of contact - OSS	Bigger is Better	Quarterly	95.00	93.67	94.00	80.00	Customers, Workforce and Governance

Customers, Workforce and Partnerships Improvement Plan										
Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q2-09-019	Li824 - % of members with Learning and Development Plans					The Member Development Steering Group have agreed to the following action to reverse underperformance: Democratic Services will work with the political groups to improve take-up by the 31/03/2010. Mandatory training will be in place by 1st April 2010 Update Q3: Executive Manager and Member Development Steering Group members to encourage take up and completion by end of February.	Democratic Services work - Ongoing; Mandatory training agreed; Member Development Steering Group members meeting in March to discuss progress	01/04/2010	Customers, Workforce and Governance - Greta Needham	Purcell, Janet
Q1-09-012	Li315 - % Residents satisfied with the way the Council runs things				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.	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.		31/12/2009	Customers, Workforce and Governance - Kushal Birla	John, Alison
Q1-09-013	Li318 - % Mystery shopping indicators in the local government benchmarking top 2 quartiles of results				"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"			not set	Customers, Workforce and Governance - Kushal Birla	Conduit, Renata
Q1-09-014	Li341 - % Public enquiries resolved at first point of contact - OSS				Figure is from combined OSS totals for Warwick District OSS's and now includes Stockingford and Bedworth OSS's.Over performance is indicative of the interpretation FPOC resolution within the OSS's. A query is only classed as not resolved if the adviser refers to back office for advice.	Work being done to clarify the definition of FPOC and to validate the data to ensure consistency countywide.		not set	Customers, Workforce and Governance - Kushal Birla	Hurst, David

Customers, Workforce and Partnerships Improvement Plan										
Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
PH-013	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Clarify the Vision and Objectives on One Stop Shops (OSS) and Customer Access points Q3 Update: 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	Board has been established and is chaired by Alan Farnell	31/05/2010	Customers, Workforce and Governance - Kushal Birla	Timms, Heather
PH-014	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Discuss with District and Borough Leaders the approach to running of OSS (See PH-13)	Board has been established and is chaired by Alan Farnell	not set	Customers, Workforce and Governance - Kushal Birla	Timms, Heather
PH-015	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Clarify timescales for Phase II of OSS in particular the integration of electronic processes (See PH-13)	Board has been established and is chaired by Alan Farnell	not set	Customers, Workforce and Governance - Kushal Birla	Timms, Heather
PH-016	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Review the scale and scope of Customers, Workforce Partnerships Portfolio by year end. Q3 update: This is an action for the elected leadership		not set	Customers, Workforce and Governance - Kushal Birla	Timms, Heather
PH-018	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Communications - Refocus on trade press and consider proactive areas Q3 update: We are reconceptualising the focus of the communication and media service. This will be complete by the 31st January 2010	Communication and Media has transferred to CS&C and have refocused on trade press as agreed at CPG	31/01/2010	Customers, Workforce and Governance - Kushal Birla	Timms, Heather

### Resources Exception Report








2009/10 Quarter 3 Exception Report - all under performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
Li923	CO2 emissions in tonnes per sq m.	Smaller is Better	Quarterly	0.05	0.05	0.0480	0.0450	Resources
Li926	Overall score from WCC staff for Resources services	Bigger is Better	Annually	66.00	59.00	59.00	66.00	Resources
Li927	Overall score from WCC managers for Resources services	Bigger is Better	Annually	68.80	60.00	60.00	69.00	Resources
Li338f	% Employees who are disabled	Bigger is Better	Quarterly	1.85	1.89	1.89	2.50	Resources
Li931	No significant difference by age, sex or ethnicity - The County Council is a good employer	Bigger is Better	Annually	Yes	No	No	Yes	Resources
Li934	Number of Reported Accidents	Smaller is Better	Quarterly	71.00	51.00	70.00	50.00	Resources
Li329f	% Year end variance from budget (RE Directorate only)	Plan is Best	Quarterly	1.24	?	3.33	1.00	Resources
Li901	Debt outstanding over 42 days as a % of total annual invoiced income	Smaller is Better	Quarterly	5.24	6.72	5.00	4.00	Resources
Li911	% catering in secondary school sites retained	Bigger is Better	Quarterly	100.00	93.75	93.75	100.00	Resources
Li914	Financial outturn for traded services	Bigger is Better	Quarterly	69000.00	surplus	deficit	break even	Resources
Li924	% of properties with satisfactory (or above) suitability (excluding schools)	Bigger is Better	Quarterly	81.00	82.00	85.00	90.00	Resources
Li938	CAA Use of Resources assessment for Strategic Asset Management	Bigger is Better	Annually	3.00	2.00	2.00	3.00	Resources
2009/10 Quarter 3 Exception Report - all over performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
Li905	Return on Council Investments (quarterly targets)	Bigger is Better	Quarterly	3.92	1.13	1.00	0.43	Resources
Li936	Overall Unavailability of ICT (hrs) (SOCITM KPI 15)	Smaller is Better	Quarterly	14.00	6.54	12.00	24.00	Resources

**Resources Improvement Plan**






Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q3-09-002	Li901 - debt outstanding over 42 days as a % of total annual invoiced income				These figures continue to show the effects of the economic downturn. Whilst the figures show an improvement on this stage last year and Directorates are making every effort to increase recovery, the current economic climate makes it difficult to forecast that we will hit our target.	An update on debt recovery will be presented to the Corporate Services and Community Safety Overview and Scrutiny in March 2010. Monthly reports will continue to be sent to all managers with the aim of improving the year end position. The focus for improvement activity is on capital debts, however this situation will remain difficult for 2009/10.		31/03/2010	Resources - Oliver Winters	Rennie, Virginia
Q3-09-003	Li924 - % of properties with satisfactory (or above) suitability (excluding schools)				The existing Suitability survey has been reviewed and updated. The revised surveys are now proving to be more thorough and reliable surveys. These surveys are being issued as part of the Area Property Review programme. We are due to undertake the Bedworth Area Review before the end of Quarter 4 which will mean that a small number of properties will be resurveyed. However, this is unlikely to enable us to meet the original target of 90%, hence the revised year end target of 83%.	Improvements to new ways of working and rationalising the Property stock to provide the right accommodation in the appropriate places to improve service delivery, should improve the occupiers view of a Properties suitability. This is included as part of the proposal for the future integration of FM and Property functions.		31/03/2010	Resources - Phil Evans	Dawson, Rebecca
Q3-09-004	Li926 - Overall score from WCC staff for Resources service	Not reported	Not reported		The scores from Managers and non-managers have decreased to a similar level as they were in 2007. This is an annual survey so improvement wont be seen in time for the end of year performance report.	Each Service Head has discussed their results with the relevant team manager and have identified service improvements where appropriate. Key actions will be fed into the service business planning process for 2009/10 to make it easier to monitor actions. DMT identified the Cleaning Service as the service where improvement activities should be focused. Further analysis has been carried out on the results for the Cleaning Service and building specific actions have been identified. Suggested actions were taken to DMT for approval on 19th January.		31/03/2010	Resources - Joanna Rhodes	Jackson, Louisa








**Resources Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q3-09-005	Li927 - Overall score from WCC managers for Resources services	Not reported	Not reported		The scores from Managers and non-managers have decreased to a similar level as they were in 2007. This is an annual survey so improvement wont be seen in time for the end of year performance report.	Each Service Head has discussed their results with the relevant team manager and have identified service improvements where appropriate. Key actions will be fed into the service business planning process for 2009/10 to make it easier to monitor actions. DMT identified the Cleaning Service as the service where improvement activities should be focused. Further analysis has been carried out on the results for the Cleaning Service and building specific actions have been identified. Suggested actions were taken to DMT for approval on 19th January.		31/03/2010	Resources - Joanna Rhodes	Jackson, Louisa
Q3-09-006	Li329f% - Year end variance from budget (RE Directorate only)				The quarter three revenue budget monitoring report will be presented to Cabinet on the 28th January 2010. The directorate overspend is forecast as £500k. This is mainly due to the under achievement of procurement savings and the cost of maintaining surplus properties.	Ongoing management action will be taken throughout the rest of the year to try and improve the year end position.		31/03/2010	Resources - Oliver Winters	Rennie, Virginia
Q2-09-001	Li905 - Return on Council Investments				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.	Out performance is mainly due to Aviva (external cash manager) continuing to outperform benchmark by holding assets from when there was a stronger money market.		31/03/2010	Resources - Oliver Winters	Triggs, Phil







**Resources Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q2-09-003	Li914 - Financial outturn for traded services				At the end of Quarter 3 all traded elements of FAAM were operating at a surplus. However the surplus for catering was relatively modest (reflecting the reduced number of trading days within this academic year and the corresponding sizeable surplus at the end of the last academic year). The spring term commencing in early January has already suffered a number of school closures for inclement weather and this will most likely turn to projected surplus into a deficit. Schools closing at short notice is a problem that we are unable to predict and has a consequence on our service.	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).		31/03/2010	Resources - Phil Evans	Evans, Phil
Q2-09-004	Li938; CAA Use of Resources assessment for Strategic Asset Management					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.		31/03/2010	Resources - Phil Evans	Evans, Phil

**Resources Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q2-09-005	Li923 - CO2 emissions in tonnes per sq m.				This data is produced on the latest year to date of data availability at the time of reporting (Sept. '09). The actual is above target by approximately 7.5%. This is because the fuel mix to produce electricity has altered since the target was set, causing the CO2 conversion factor for electricity to increase. Using the old conversion factor we would be on target. As detailed in the Qtr 2 Improvement Plan, 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.	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.		31/03/2010	Resources - Phil Evans	Johnson, Bill
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.	Further analysis has shown that males and non-managers score lower than the rest of this age group for most questions. Further analysis in being carried out on the non manager results analysed by gender to see if there is a difference in opinion between male non-managers and female non-managers.	31/12/2009	Resources - Joanna Rhodes	Rhodes, Joanna




**Resources Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-026	Li901 - Debt outstanding over 42 days as a % of total annual invoiced income.					There are two aspects to the level of debt outstanding - PCT and section 106 funding from developers. The PCT debt is a protracted issue that we are aggressively pursuing. We are looking at the developer funding debt on a case by case basis to ensure the maximum opportunity to recovering the outstanding sums.		31/03/2010	Resources	Winters, Oliver
Q1-09-027	Li911 - % catering in secondary school sites retained				As agreed at Qtr 1, there is no further improvement activity to be taken this financial year.	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.	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.	31/03/2010	Resources - Phil Evans	Russell, Sandra

**Resources Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-028	Li936 - Overall unavailability of ICT (hrs) SOCITM KPI 15					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.	30/03/2010	Resources - Tonino Ciuffini	Glenn, Paul
Q1-09-029	Li338f - % Employees who are disabled				This figure is taken from HRMS as per Corporate guidance. The figure of 15.7% taken from the staff survey results 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. (NB The staff survey had a response rate of 41%, but this is still a representative sample of the directorate.)	" 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." Qtr 3 update - The recording of disability on HRMS has been raised as an issue through the Disability Staff Network and an initial meeting/discussion will take place with the HRMS team this month about updating the records so they are an accurate reflection of the workforce.		31/03/2010	Resources - Joanna Rhodes	Maddison, Richard

**Resources Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-030	L1934 - Number of Reported Accidents				Of the 24 reported on the system for this quarter not all are accidents, some are near misses but have been recorded on the system anyway as it is important to capture this data. The number of slips, trips, and falls has remained the same as last year, although enhanced training is now taking place for caretakers and catering staff. Of the 24 incidents, realistically only @ 30% could potentially have been avoided by proactive measures carried out by Resources staff.	An awareness campaign is being undertaken within the directorate. This should lead to a drop in trip/slip/fall accidents, with the aim of reducing the number of this type of accident. The awareness campaign is targeted at staff that are most vulnerable of slip/trip/fall accidents (i.e. working environment) and will make them more aware of the hazards that lead to these types of accident. This should lead to a drop in slip/trip/fall accidents. Qtr 3 update - The enhanced training is underway and will continue over the coming months with the aim of reducing trip/slip/fall accidents. This PI will be amended for 2010/11 to measure the accident rate rather than number of accidents as this is a more meaningful measure.		30/09/2009	Resources - Joanna Rhodes	Rhodes, Joanna
PH-036	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Meeting to take place on matter of outstanding debt of the PCT		not set	Resources	Heatley, Martin
PH-037	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Review ICT unavailability target, and benchmark with other providers		31/03/2010	Resources - Tonino Ciuffini	Heatley, Martin
PH-038	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Rollout "Slips/ trips/ falls" campaign to the Organisation		30/09/2009	Resources - Phil Evans	Heatley, Martin
PH-039	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Produce a programme plan for the Shire Hall complex including the Council Chamber		not set	Resources - Steve Smith	Heatley, Martin
PH-040	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Investigate what further impact we can get from our housing/ property asset base		not set	Resources - Steve Smith	Heatley, Martin
PH-041	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Pursue the option of joint procurement arrangements with Coventry City Council		not set	Resources - Dave Clarke	Heatley, Martin

### Community Safety Exception Report








2009/10 Quarter 3 Exception Report - all under performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
NI015	Serious violent crime rate, including Domestic Violence (per 1,000)	Smaller is Better	Quarterly	0.58	0.45	0.58	0.56	Customers, Workforce and Governance
NI049 ii	Number of primary fire fatalities per 100,000 population	Smaller is Better	Monthly	0.38	1.32	1.32	0.38	Fire and Rescue
Li507	No. acc. fire deaths per 100K pop (BV143(i))	Smaller is Better	Monthly	0.38	0.94	0.94	0.00	Fire and Rescue
Li508	No of fire injuries in adf's per 100Kpop (BV143(ii))	Smaller is Better	Monthly	1.90	4.14	4.52	1.71	Fire and Rescue
Li510	Accidental fires per 10,000 (BV142(iii))	Smaller is Better	Monthly	10.44	10.45	11.09	9.24	Fire and Rescue
Li511	% fires confined to origin room (BV144.04)	Bigger is Better	Monthly	93.60	90.00	93.00	95.00	Fire and Rescue
Li512	Malicious false alarms: N Att. (BV146i.05)	Bigger is Better	Monthly	0.09	0.06	0.06	0.09	Fire and Rescue
Li514	False alarms auto detect per 1000 (xBV149)	Smaller is Better	Monthly	85.12	63.29	84.50	78.26	Fire and Rescue
Li524	% of people escaping ADF's (BV 208)	Bigger is Better	Monthly	94.14	85.00	90.00	98.00	Fire and Rescue
Li525	Smoke alarm activated (BV209i)	Bigger is Better	Monthly	37.86	45.31	47.00	49.00	Fire and Rescue
Li526	Smoke alarm fitted did not activate	Smaller is Better	Monthly	16.46	21.31	20.00	15.00	Fire and Rescue
Li532	No of Home Fire Safety Checks delivered by third sector	Bigger is Better	Monthly	151.00	50.00	500.00	1800.00	Fire and Rescue

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







<b>Ref</b>	<b>Indicator</b>	<b>Aim</b>	<b>Collection Frequency</b>	<b>Baseline</b>	<b>Cumulative Actual 31/12/2009</b>	<b>YE Forecast 31/12/2009</b>	<b>Target 31/03/2010</b>	<b>Directorate</b>
Li047a	People killed or seriously injured in road traffic accidents - Number of casualties	Smaller is Better	Annually	343.00	211.00	318.00	389.00	Environment and Economy
NI047	People killed or seriously injured in road traffic accidents (percentage change on 3 year rolling average)	Bigger is Better	Annually	5.23	11.27	7.24	1.00	Environment and Economy
NI048	No. children killed or seriously injured in road traffic accidents (percentage change - 3 year rolling average)	Bigger is Better	Quarterly	6.67	17.11	10.00	1.00	Environment and Economy
EE129	Reduce the number of people killed or seriously injured (KSI) in road traffic accidents (Stretch Target)	Bigger is Better	Quarterly	?	11.27	7.24	2.50	Environment and Economy
EE130	People killed or seriously injured in road traffic accidents - Number of casualties (Stretch Target)	Smaller is Better	Quarterly	?	211.00	318.00	372.00	Environment and Economy
NI030	Re-offending rate of prolific and priority offenders (%)	Bigger is Better	Quarterly	26.00	28.00	44.00	19.00	Customers, Workforce and Governance









**Community Safety Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q3-09-001	NI030 Re-offending rate of prolific and priority offenders	Not reported	Not reported		Figures for quarter 1 only - delay with data as this has to be received from national sources. Positive performance the result of good partnership working and effective management of PPOs.	No actions planned. This target is crucial to achieving NI016 - Acquisitive Crime so over performance is benefiting positive performance elsewhere		not set	Customers, Workforce and Governance - Kate Nash	Nash, Kate
Q3-09-017	NI 049ii Number of fire related deaths in primary fires per 100,000 population		Not reported		There have been 7 confirmed fire related deaths in primary fires, the majority of which (5) occurred in ADF's (see note below). 1 of the other deaths occurred in a deliberate fire in Warwick District and the last 1 was as a result of a suicide attempt in Warwick District.	All incidents that have involved a death or an injury have a full FIT investigation. HFSC's are targetted at those members of the population that are considered to be in an at risk category.	All incidents that have involved a death or an injury have a full FIT investigation. HFSC's are targetted at those members of the population that are considered to be in an at risk category.	not set	WFRS - Glen Ranger	Ranger, Glen
Q3-09-018	Li532 - No of HFSC delivered by third party		Not reported		The team that is responsible for generating HFSC referrals for the third sector were heavily involved in the planning and delivery of the consultation for the proposed Improvement Plan. This work has now been re-prioritised.	Between now and the end of the 2009/10 year this work has been prioritised and it is anticipated that 500 will be delivered with further HFSC's being scheduled for completion within 2010/11.	Between now and the end of the 2009/10 year this work has been prioritised and it is anticipated that 500 will be delivered with further HFSC's being scheduled for completion within 2010/11. Further step change improvements are linked to the implementation of the WFRA Improvement Plan.	not set	WFRS - Glen Ranger	Ranger, Glen
Q3-09-019	Li507 - accidental fire deaths per 100K population		Not reported		There have been 5 confirmed deaths in accidental dwelling fires to date that were fire related. 2 in NB, 2 in NW (same incident) and 1 in Stratford. 3 of the 5 victims were over 70 years of age. There was suspected misuse of alcohol in one of the other incidents. Of these 5 deaths there were no smoke alarm fitted in 2 incidents, there was a working smoke alarm that raised the alarm in 1 and the other had a smoke alarm but the battery was removed.	All incidents that have involved a death or an injury have a full FIT investigation. HFSC's are targetted at those members of the population that are considered to be in an at risk category.	All incidents that have involved a death or an injury have a full FIT investigation. HFSC's are targetted at those members of the population that are considered to be in an at risk category. Further step change improvements are linked to the implementation of the WFRA Improvement Plan.	not set	WFRS - Glen Ranger	Ranger, Glen





**Community Safety Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner	
Q3-09-020	EE 130 - KSI casualties - Number of casualties (stretch target)						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 latest year end forecasts have been based on year to date actuals for Q1 - Q3 (January to September) plus Q4 estimates based on worst case scenarios from the preceding 3 years. We are continuing to "over perform", in part due to the casualty reduction initiatives in place but also due to the existing targets. We are now however in a position to be able to revise them and a multi-agency meeting will take place on 26th January to discuss future road safety targets in light of the DfT consultation concerning the Road Safety strategy 2010 - 2020. One objective of the meeting is that we progress the adoption of a single set of targets that are acceptable to all of the agencies concerned. EE 130: 318 KSI vs target of 372 KSI	not set	Environment and Economy - Graeme Fitton	Williams, Estyn
Q2-09-007	EE 129 - KSI casualties - percentage change 3 year rolling average (stretch target)				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.		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 latest year end forecasts have been based on year to date actuals for Q1 - Q3 (January to September) plus Q4 estimates based on worst case scenarios from the preceding 3 years. We are continuing to "over perform", in part due to the casualty reduction initiatives in place but also due to the existing targets. We are now however in a position to be able to revise them and a multi-agency meeting will take place on 26th January to discuss future road safety targets in light of the DfT consultation concerning the Road Safety strategy 2010 - 2020. One objective of the meeting is that we progress the adoption of a single set of targets that are acceptable to all of the agencies concerned. EE 129: 7.24% impt vs target of 1% impt	not set	Environment and Economy - Graeme Fitton	Williams, Estyn





**Community Safety Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q2-09-008	LI047a - KSI casualties - absolute number				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.	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 latest year end forecasts have been based on year to date actuals for Q1 - Q3 (January to September) plus Q4 estimates based on worst case scenarios from the preceding 3 years. We are continuing to "over perform", in part due to the casualty reduction initiatives in place but also due to the existing targets. We are now however in a position to be able to revise them and a multi-agency meeting will take place on 26th January to discuss future road safety targets in light of the DfT consultation concerning the Road Safety strategy 2010 - 2020. One objective of the meeting is that we progress the adoption of a single set of targets that are acceptable to all of the agencies concerned. LI 047a: 318 KSI vs target of 389 KSI	not set	Environment and Economy - Graeme Fitton	Williams, Estyn
Q2-09-009	NI048 - Child KSI casualties - percentage change 3 year rolling average				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.	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 latest year end forecasts have been based on year to date actuals for Q1 - Q3 (January to September) plus Q4 estimates based on worst case scenarios from the preceding 3 years. We are continuing to "over perform", in part due to the casualty reduction initiatives in place but also due to the existing targets. We are now however in a position to be able to revise them and a multi-agency meeting will take place on 26th January to discuss future road safety targets in light of the DfT consultation concerning the Road Safety strategy 2010 - 2020. One objective of the meeting is that we progress the adoption of a single set of targets that are acceptable to all of the agencies concerned. NI 048: 10.0% impt vs target of 1.0% impt	not set	Environment and Economy - Graeme Fitton	Williams, Estyn





**Community Safety Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-031	Li508 - No of fire injuries in adf's per 100Kpop		Not reported		to date there have been 21 fire related injuries in ADF's. 73% of injuries were sustained by persons over 60 years of age. 66% of the injuries were in the Warwick district, 24% were in NB district. There were multiple injuries in 4 incidents accounting for 10 of the 21. In Q1 there were 8 injuries recorded, in Q2 a further 2 and then in Q3 there was another spike of 11 injuries. This increase is an adverse trend, over the last year when there was only 10 recorded injuries in ADF's.	Review of Home Fire Safety Checks (HFSC) delivery process; Completed July 2009; Increased target for no of HFSC's conducted; 7400 v. 3067; Update profile using MOSAIC; October 2009 depending on release of new datasets from Experian; Prioritise and target at risk groups using MOSAIC information; Q4 2009/10 Continue with PMS reviews with Area Risk Managers to identify emerging trends for early intervention - six weekly WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	The review of the HFSC process has been completed and changes to the process have been implemented. The target for the number of HFSC's to be completed by WFRS has been increased this year and currently the organisation is on track to achieve target. The new MOSAIC dataset has been received and analyse for District level has been completed. Each ART has received a briefing on who their most at risk group ids in their local area. They are using information provided for the best areas to target to deliver HFSC's. At a strategic level consideration needs to be made on the best ways to interact with different MOSAIC groups as they won't all respond to current methods of raising fire safety awareness. The 6 weekly reviews with ARM's is still continuing. Further step change improvements are linked to the implementation of the WFRS Improvement Plan.	not set		Ranger, Glen
Q1-09-032	Li510 - Accidental fires per 10,000		Not reported		ADF's there have been 195 ADF's up to end of December 2009. Overall this is an increase of 10ADF's on the same period last year,5%. 25% of them occurred in NB, 24% in Warwick,23% in Stratford, 19% in Rugby and 9% in NW. 54% of all ADF's originated in the kitchen and are either cooking or appliance related. This is historically the trend that is seen, however there has been a reduction in the numbers originating in the kitchen which has been seen at about 65%. There has been a spike in the nos of ADF's in December mainly in the Stratford area. There are 9 chimney fires that are currently being reviewed as they may be secondary fires.	Review of Home Fire Safety Checks (HFSC) delivery process; Completed July 2009; Increased target for no of HFSC's conducted; 7400 v. 3067; Update profile using MOSAIC; October 2009 depending on release of new datasets from Experian; Prioritise and target at risk groups using MOSAIC information; Q4 2009/10 Continue with PMS reviews with Area Risk Managers to identify emerging trends for early intervention - six weekly WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	The review of the HFSC process has been completed and changes to the process have been implemented. The target for the number of HFSC's to be completed by WFRS has been increased this year and currently the organisation is on track to achieve target. The new MOSAIC dataset has been received and analyse for District level has been completed. Each ART has received a briefing on who their most at risk group ids in their local area. They are using information provided for the best areas to target to deliver HFSC's. At a strategic level consideration needs to be made on the best ways to interact with different MOSAIC groups as they won't all respond to current methods of raising fire safety awareness. The 6 weekly reviews with ARM's is still continuing. Further step change improvements are linked to the implementation of the WFRS Improvement Plan.	not set		Ranger, Glen






**Community Safety Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-033	Li511 - % fires confined to origin room.		Not reported		In addition each accidental dwelling fire that has been recorded as not confined is investigated to ensure that improvements are made to Service delivery and to make sure that the information has been recorded consistently and accurately. As at Q1 Rugby and Warwick are @ 100% followed by Nuneaton & Bedworth (85%) and North Warwickshire (83.33%). Stratford is 80.56%. At Q3 there have been 19 adf's that have not been confined to the room of origin, North warwickshire have acheived 97%,Rugby 94%, NB 94%, Warwick 89%, and Stratford 86%.	Review of Home Fire Safety Checks (HFSC) delivery process; Completed July 2009; Increased target for no of HFSC's conducted; 7400 v. 3067; Update profile using MOSAIC; October 2009 depending on release of new datasets from Experian; Prioritise and target at risk groups using MOSAIC information; Q4 2009/10 Continue with PMS reviews with Area Risk Managers to identify emerging trends for early intervention - six weekly WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	The review of the HFSC process has been completed and changes to the process have been implemented. The target for the number of HFSC's to be completed by WFRS has been increased this year and currently the organisation is on track to achieve target. The new MOSAIC dataset has been received and analyse for District level has been completed. Each ART has received a briefing on who their most at risk group ids in their local area. They are using information provided for the best areas to target to deliver HFSC's. At a strategic level consideration needs to be made on the best ways to interact with different MOSAIC groups as they won't all respond to current methods of raising fire safety awareness. The 6 weekly reviews with ARM's is still continuing. Further step change improvements are linked to the implementation of the WFRS Improvement Plan.	not set		Ranger, Glen
Q1-09-006	Li514 - False alarms auto detect per 1000		Not reported		There is currently a review of the process for responsibilities for driving down the occurrence of false alarms caused by automatic fire detection apparatus. There will be responsibilities designated for Area Risk Teams to use the TOCSIN system to identify repeat offenders with the purpose of reducing unnecessary activations.	Review of responsibilities for reducing the AFA's; Monitoring of repeat AFA's using TOCSIN. WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	Review of responsibilities for reducing the AFA's; Monitoring of repeat AFA's using TOCSIN. WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls. The Service has recently (January 2010) consulted with the business community to help shape the new policy.	not set	Fire and Rescue	Buxton, Richard




**Community Safety Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-007	Li524 - % of people escaping ADF's (BV 208)		Not reported		The Service is currently undertaking a review of the delivery of HFSC's to ensure maximum benefit. Alongside this there is a large increase in the number of HFSC's scheduled for this year. The HFSC's are designed to make homes safer from fire and also ensure that occupiers are aware of what they need to do in the event of a fire to escape unharmed. The Service is also profiling the type of homeowners having fires in the home using the MOSAIC data. This will help inform the targeting of fire safety activity to homes across the County.	Review of Home Fire Safety Checks (HFSC) delivery process; Completed July 2009; Increased target for no of HFSC's conducted; 7400 v. 3067; Update profile using MOSAIC; October 2009 depending on release of new datasets from Experian; Prioritise and target at risk groups using MOSAIC information; Q4 2009/10 Continue with PMS reviews with Area Risk Managers to identify emerging trends for early intervention - six weekly WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	The review of the HFSC process has been completed and changes to the process have been implemented. The target for the number of HFSC's to be completed by WFRS has been increased this year and currently the organisation is on track to achieve target. The new MOSAIC dataset has been received and analyse for District level has been completed. Each ART has received a briefing on who their most at risk group ids in their local area. They are using information provided for the best areas to target to deliver HFSC's. At a strategic level consideration needs to be made on the best ways to interact with different MOSAIC groups as they won't all respond to current methods of raising awareness. The 6 weekly reviews with ARM's is still continuing. Further step change improvements are linked to the implementation of the WFRA Improvement Plan.	not set	F&R	Ranger, Glen
Q1-09-008	Li525 - Smoke alarm activated (BV 209i)		Not reported		The Service is currently undertaking a review of the delivery of HFSC's to ensure maximum benefit. Alongside this there is a large increase in the number of HFSC's scheduled for this year. The HFSC's are designed to make homes safer from fire and also ensure that occupiers are aware of what they need to do in the event of a fire to escape unharmed. The Service is also profiling the type of homeowners having fires in the home using the MOSAIC data. This will help inform the targeting of fire safety activity to homes across the County.	Review of Home Fire Safety Checks (HFSC) delivery process; Completed July 2009; Increased target for no of HFSC's conducted; 7400 v. 3067; Update profile using MOSAIC; October 2009 depending on release of new datasets from Experian; Prioritise and target at risk groups using MOSAIC information; Q4 2009/10 Continue with PMS reviews with Area Risk Managers to identify emerging trends for early intervention - six weekly WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	The review of the HFSC process has been completed and changes to the process have been implemented. The target for the number of HFSC's to be completed by WFRS has been increased this year and currently the organisation is on track to achieve target. The new MOSAIC dataset has been received and analyse for District level has been completed. Each ART has received a briefing on who their most at risk group ids in their local area. They are using information provided for the best areas to target to deliver HFSC's. At a strategic level consideration needs to be made on the best ways to interact with different MOSAIC groups as they won't all respond to current methods of raising awareness. The 6 weekly reviews with ARM's is still continuing. Further step change improvements are linked to the implementation of the WFRA Improvement Plan.	not set	F&R	Ranger, Glen

**Community Safety Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-009	Li526 - Smoke alarm fitted did not activate		Not reported		The Service is currently undertaking a review of the delivery of HFSC's to ensure maximum benefit. Alongside this there is a large increase in the number of HFSC's scheduled for this year. The HFSC's are designed to make homes safer from fire and also ensure that occupiers are aware of what they need to do in the event of a fire to escape unharmed. The Service is also profiling the type of homeowners having fires in the home using the MOSAIC data. This will help inform the targeting of fire safety activity to homes across the County.	Review of Home Fire Safety Checks (HFSC) delivery process; Completed July 2009; Increased target for no of HFSC's conducted; 7400 v. 3067; Update profile using MOSAIC; October 2009 depending on release of new datasets from Experian; Prioritise and target at risk groups using MOSAIC information; Q4 2009/10 Continue with PMS reviews with Area Risk Managers to identify emerging trends for early intervention - six weekly WFRS Improvement Plan (8 objectives) is designed to impact positively on the suite of PI's e.g. HFSC's, False Alarm Calls	The review of the HFSC process has been completed and changes to the process have been implemented. The target for the number of HFSC's to be completed by WFRS has been increased this year and currently the organisation is on track to achieve target. The new MOSAIC dataset has been received and analyse for District level has been completed. Each ART has received a briefing on who their most at risk group ids in their local area. They are using information provided for the best areas to target to deliver HFSC's. At a strategic level consideration needs to be made on the best ways to interact with different MOSAIC groups as they won't all respond to current methods of raising awareness. The 6 weekly reviews with ARM's is still continuing. Further step change improvements are linked to the implementation of the WFRA Improvement Plan.	not set	F&R	Ranger, Glen
Q1-09-010	NI047 - KSI casualties - percentage change 3 year rolling average				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.	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 latest year end forecasts have been based on year to date actuals for Q1 - Q3 (January to September) plus Q4 estimates based on worst case scenarios from the preceding 3 years. We are continuing to ""over perform"", in part due to the casualty reduction initiatives in place but also due to the existing targets. We are now however in a position to be able to revise them and a multi-agency meeting will take place on 26th January to discuss future road safety targets in light of the DfT consultation concerning the Road Safety strategy 2010 - 2020. One objective of the meeting is that we progress the adoption of a single set of targets that are acceptable to all of the agencies concerned. NI 047: 7.24 % impt vs target of 1% impt	not set	Environment and Economy	Williams, Estyn













**Community Safety Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-011	NI015 - Serious violent crime rate, including Domestic Violence (per 1,000)				No longer on course to meet target, although the number of offences did reduce significantly in December compared to previous months. Off target in Nuneaton and Bedworth (forecast to finish 23.1% or 18 offences over target) and Rugby (forecast to finish 15.5% or 11 offences over target). Please note: The Safer Block has requested to review this indicator as NI 15 now accounts for less than 10% of all violence with injury. A measure that included both NI 15 and NI 20 would give a much more accurate picture of violent crime with injury in Warwickshire	Continue to implement high harm causer processes across county; Implement intensive family interventions, "the rugby initiative" to tackle High Harm Causers, emerging and potential criminals and work with challenging families. Carry out summer nights campaigning in Rugby Q3 update: Work is underway to learn from successful Warwick District initiatives A range of interventions are underway to address most serious violence in Nuneaton and Bedworth including: • The provision of £30,000 to address alcohol related violence (to be spent by the end of March 2010). • Enhanced Policing continues in the town centre and surrounding areas (to March 2010 and beyond). • The Domestic Abuse project continues (to March 2010). • The Police and Nuneaton and Bedworth Borough Council are now working together well on licensing issues (to March 2010 and beyond). A range of interventions are underway / planned in Rugby, including: • The Street Pastors scheme, a multi-faith project which will work		31/03/2010	Customers, Workforce and Governance	Nash, Kate
PH-010	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A	Monitor the serious acquisitive crime indicator for the next quarter so as to give an early indication of potential underperformance	Monitor the serious acquisitive crime indicator for the next quarter so as to give an early indication of potential underperformance Q3 update: Constant monitoring and review is carried out routinely by Community Safety	Monitoring is ongoing this indicator is currently green	not set	Customers, Workforce & Governance - Kate Nash	Hobbs, Richard
PH-011	Action resulting from the Portfolio Holder Challenge Session	N/A	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		not set	Environment and Economy - Graeme Fitton	Hobbs, Richard
PH-012	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A	Agree on a single set of targets with the police for crimes indicators which feature in the LAA	This is part of ongoing discussions arising from the strategic assessment / LAA refresh / community safety agreement development process	Early indications suggest this will be difficult to achieve	01/02/2010	Customers, Workforce & Governance - Kate Nash	Hobbs, Richard



**Customers, Workforce and Partnerships Exception Report**

2009/10 Quarter 3 Exception Report - all under performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
Li315	% Residents satisfied with the way the Council runs things	Bigger is Better	Annually	43.00	43.00	43.00	50.00	Customers, Workforce and Governance
Li824	% of members with Learning and Development Plans	Bigger is Better	Quarterly	?	39.00	50.00	85.00	Customers, Workforce and Governance
2009/10 Quarter 3 Exception Report - all over performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
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	Customers, Workforce and Governance
Li341	% Public enquiries resolved at first point of contact - OSS	Bigger is Better	Quarterly	95.00	93.67	94.00	80.00	Customers, Workforce and Governance








Customers, Workforce and Partnerships Improvement Plan										
Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q2-09-019	Li824 - % of members with Learning and Development Plans					The Member Development Steering Group have agreed to the following action to reverse underperformance: Democratic Services will work with the political groups to improve take-up by the 31/03/2010. Mandatory training will be in place by 1st April 2010 Update Q3: Executive Manager and Member Development Steering Group members to encourage take up and completion by end of February.	Democratic Services work - Ongoing; Mandatory training agreed; Member Development Steering Group members meeting in March to discuss progress	01/04/2010	Customers, Workforce and Governance - Greta Needham	Purcell, Janet
Q1-09-012	Li315 - % Residents satisfied with the way the Council runs things				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.	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.		31/12/2009	Customers, Workforce and Governance - Kushal Birla	John, Alison
Q1-09-013	Li318 - % Mystery shopping indicators in the local government benchmarking top 2 quartiles of results				"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"			not set	Customers, Workforce and Governance - Kushal Birla	Conduit, Renata
Q1-09-014	Li341 - % Public enquiries resolved at first point of contact - OSS				Figure is from combined OSS totals for Warwick District OSS's and now includes Stockingford and Bedworth OSS's.Over performance is indicative of the interpretation FPOC resolution within the OSS's. A query is only classed as not resolved if the adviser refers to back office for advice.	Work being done to clarify the definition of FPOC and to validate the data to ensure consistency countywide.		not set	Customers, Workforce and Governance - Kushal Birla	Hurst, David

Customers, Workforce and Partnerships Improvement Plan										
Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
PH-013	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Clarify the Vision and Objectives on One Stop Shops (OSS) and Customer Access points Q3 Update: 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	Board has been established and is chaired by Alan Farnell	31/05/2010	Customers, Workforce and Governance - Kushal Birla	Timms, Heather
PH-014	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Discuss with District and Borough Leaders the approach to running of OSS (See PH-13)	Board has been established and is chaired by Alan Farnell	not set	Customers, Workforce and Governance - Kushal Birla	Timms, Heather
PH-015	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Clarify timescales for Phase II of OSS in particular the integration of electronic processes (See PH-13)	Board has been established and is chaired by Alan Farnell	not set	Customers, Workforce and Governance - Kushal Birla	Timms, Heather
PH-016	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Review the scale and scope of Customers, Workforce Partnerships Portfolio by year end. Q3 update: This is an action for the elected leadership		not set	Customers, Workforce and Governance - Kushal Birla	Timms, Heather
PH-018	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Communications - Refocus on trade press and consider proactive areas Q3 update: We are reconceptualising the focus of the communication and media service. This will be complete by the 31st January 2010	Communication and Media has transferred to CS&C and have refocused on trade press as agreed at CPG	31/01/2010	Customers, Workforce and Governance - Kushal Birla	Timms, Heather








### Resources Exception Report

2009/10 Quarter 3 Exception Report - all under performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
Li923	CO2 emissions in tonnes per sq m.	Smaller is Better	Quarterly	0.05	0.05	0.0480	0.0450	Resources
Li926	Overall score from WCC staff for Resources services	Bigger is Better	Annually	66.00	59.00	59.00	66.00	Resources
Li927	Overall score from WCC managers for Resources services	Bigger is Better	Annually	68.80	60.00	60.00	69.00	Resources
Li338f	% Employees who are disabled	Bigger is Better	Quarterly	1.85	1.89	1.89	2.50	Resources
Li931	No significant difference by age, sex or ethnicity - The County Council is a good employer	Bigger is Better	Annually	Yes	No	No	Yes	Resources
Li934	Number of Reported Accidents	Smaller is Better	Quarterly	71.00	51.00	70.00	50.00	Resources
Li329f	% Year end variance from budget (RE Directorate only)	Plan is Best	Quarterly	1.24	?	3.33	1.00	Resources
Li901	Debt outstanding over 42 days as a % of total annual invoiced income	Smaller is Better	Quarterly	5.24	6.72	5.00	4.00	Resources
Li911	% catering in secondary school sites retained	Bigger is Better	Quarterly	100.00	93.75	93.75	100.00	Resources
Li914	Financial outturn for traded services	Bigger is Better	Quarterly	69000.00	surplus	deficit	break even	Resources
Li924	% of properties with satisfactory (or above) suitability (excluding schools)	Bigger is Better	Quarterly	81.00	82.00	85.00	90.00	Resources
Li938	CAA Use of Resources assessment for Strategic Asset Management	Bigger is Better	Annually	3.00	2.00	2.00	3.00	Resources
2009/10 Quarter 3 Exception Report - all over performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
Li905	Return on Council Investments (quarterly targets)	Bigger is Better	Quarterly	3.92	1.13	1.00	0.43	Resources
Li936	Overall Unavailability of ICT (hrs) (SOCITM KPI 15)	Smaller is Better	Quarterly	14.00	6.54	12.00	24.00	Resources






**Resources Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q3-09-002	Li901 - debt outstanding over 42 days as a % of total annual invoiced income				These figures continue to show the effects of the economic downturn. Whilst the figures show an improvement on this stage last year and Directorates are making every effort to increase recovery, the current economic climate makes it difficult to forecast that we will hit our target.	An update on debt recovery will be presented to the Corporate Services and Community Safety Overview and Scrutiny in March 2010. Monthly reports will continue to be sent to all managers with the aim of improving the year end position. The focus for improvement activity is on capital debts, however this situation will remain difficult for 2009/10.		31/03/2010	Resources - Oliver Winters	Rennie, Virginia
Q3-09-003	Li924 - % of properties with satisfactory (or above) suitability (excluding schools)				The existing Suitability survey has been reviewed and updated. The revised surveys are now proving to be more thorough and reliable surveys. These surveys are being issued as part of the Area Property Review programme. We are due to undertake the Bedworth Area Review before the end of Quarter 4 which will mean that a small number of properties will be resurveyed. However, this is unlikely to enable us to meet the original target of 90%, hence the revised year end target of 83%.	Improvements to new ways of working and rationalising the Property stock to provide the right accommodation in the appropriate places to improve service delivery, should improve the occupiers view of a Properties suitability. This is included as part of the proposal for the future integration of FM and Property functions.		31/03/2010	Resources - Phil Evans	Dawson, Rebecca
Q3-09-004	Li926 - Overall score from WCC staff for Resources service	Not reported	Not reported		The scores from Managers and non-managers have decreased to a similar level as they were in 2007. This is an annual survey so improvement wont be seen in time for the end of year performance report.	Each Service Head has discussed their results with the relevant team manager and have identified service improvements where appropriate. Key actions will be fed into the service business planning process for 2009/10 to make it easier to monitor actions. DMT identified the Cleaning Service as the service where improvement activities should be focused. Further analysis has been carried out on the results for the Cleaning Service and building specific actions have been identified. Suggested actions were taken to DMT for approval on 19th January.		31/03/2010	Resources - Joanna Rhodes	Jackson, Louisa






**Resources Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q3-09-005	Li927 - Overall score from WCC managers for Resources services	Not reported	Not reported		The scores from Managers and non-managers have decreased to a similar level as they were in 2007. This is an annual survey so improvement wont be seen in time for the end of year performance report.	Each Service Head has discussed their results with the relevant team manager and have identified service improvements where appropriate. Key actions will be fed into the service business planning process for 2009/10 to make it easier to monitor actions. DMT identified the Cleaning Service as the service where improvement activities should be focused. Further analysis has been carried out on the results for the Cleaning Service and building specific actions have been identified. Suggested actions were taken to DMT for approval on 19th January.		31/03/2010	Resources - Joanna Rhodes	Jackson, Louisa
Q3-09-006	Li329f% - Year end variance from budget (RE Directorate only)				The quarter three revenue budget monitoring report will be presented to Cabinet on the 28th January 2010. The directorate overspend is forecast as £500k. This is mainly due to the under achievement of procurement savings and the cost of maintaining surplus properties.	Ongoing management action will be taken throughout the rest of the year to try and improve the year end position.		31/03/2010	Resources - Oliver Winters	Rennie, Virginia
Q2-09-001	Li905 - Return on Council Investments				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.	Out performance is mainly due to Aviva (external cash manager) continuing to outperform benchmark by holding assets from when there was a stronger money market.		31/03/2010	Resources - Oliver Winters	Triggs, Phil

**Resources Improvement Plan**







Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q2-09-003	Li914 - Financial outturn for traded services				At the end of Quarter 3 all traded elements of FAAM were operating at a surplus. However the surplus for catering was relatively modest (reflecting the reduced number of trading days within this academic year and the corresponding sizeable surplus at the end of the last academic year). The spring term commencing in early January has already suffered a number of school closures for inclement weather and this will most likely turn to projected surplus into a deficit. Schools closing at short notice is a problem that we are unable to predict and has a consequence on our service.	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).		31/03/2010	Resources - Phil Evans	Evans, Phil
Q2-09-004	Li938; CAA Use of Resources assessment for Strategic Asset Management					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.		31/03/2010	Resources - Phil Evans	Evans, Phil

**Resources Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q2-09-005	Li923 - CO2 emissions in tonnes per sq m.				This data is produced on the latest year to date of data availability at the time of reporting (Sept. '09). The actual is above target by approximately 7.5%. This is because the fuel mix to produce electricity has altered since the target was set, causing the CO2 conversion factor for electricity to increase. Using the old conversion factor we would be on target. As detailed in the Qtr 2 Improvement Plan, 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.	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.		31/03/2010	Resources - Phil Evans	Johnson, Bill
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.	Further analysis has shown that males and non-managers score lower than the rest of this age group for most questions. Further analysis in being carried out on the non manager results analysed by gender to see if there is a difference in opinion between male non-managers and female non-managers.	31/12/2009	Resources - Joanna Rhodes	Rhodes, Joanna






**Resources Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-026	Li901 - Debt outstanding over 42 days as a % of total annual invoiced income.					There are two aspects to the level of debt outstanding - PCT and section 106 funding from developers. The PCT debt is a protracted issue that we are aggressively pursuing. We are looking at the developer funding debt on a case by case basis to ensure the maximum opportunity to recovering the outstanding sums.		31/03/2010	Resources	Winters, Oliver
Q1-09-027	Li911 - % catering in secondary school sites retained				As agreed at Qtr 1, there is no further improvement activity to be taken this financial year.	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.	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.	31/03/2010	Resources - Phil Evans	Russell, Sandra

**Resources Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-028	Li936 - Overall unavailability of ICT (hrs) SOCITM KPI 15					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.	30/03/2010	Resources - Tonino Ciuffini	Glenn, Paul
Q1-09-029	Li338f - % Employees who are disabled				This figure is taken from HRMS as per Corporate guidance. The figure of 15.7% taken from the staff survey results 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. (NB The staff survey had a response rate of 41%, but this is still a representative sample of the directorate.)	" 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." Qtr 3 update - The recording of disability on HRMS has been raised as an issue through the Disability Staff Network and an initial meeting/discussion will take place with the HRMS team this month about updating the records so they are an accurate reflection of the workforce.		31/03/2010	Resources - Joanna Rhodes	Maddison, Richard

**Resources Improvement Plan**

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-030	L1934 - Number of Reported Accidents				Of the 24 reported on the system for this quarter not all are accidents, some are near misses but have been recorded on the system anyway as it is important to capture this data. The number of slips, trips, and falls has remained the same as last year, although enhanced training is now taking place for caretakers and catering staff. Of the 24 incidents, realistically only @ 30% could potentially have been avoided by proactive measures carried out by Resources staff.	An awareness campaign is being undertaken within the directorate. This should lead to a drop in trip/slip/fall accidents, with the aim of reducing the number of this type of accident. The awareness campaign is targeted at staff that are most vulnerable of slip/trip/fall accidents (i.e. working environment) and will make them more aware of the hazards that lead to these types of accident. This should lead to a drop in slip/trip/fall accidents. Qtr 3 update - The enhanced training is underway and will continue over the coming months with the aim of reducing trip/slip/fall accidents. This PI will be amended for 2010/11 to measure the accident rate rather than number of accidents as this is a more meaningful measure.		30/09/2009	Resources - Joanna Rhodes	Rhodes, Joanna
PH-036	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Meeting to take place on matter of outstanding debt of the PCT		not set	Resources	Heatley, Martin
PH-037	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Review ICT unavailability target, and benchmark with other providers		31/03/2010	Resources - Tonino Ciuffini	Heatley, Martin
PH-038	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Rollout "Slips/ trips/ falls" campaign to the Organisation		30/09/2009	Resources - Phil Evans	Heatley, Martin
PH-039	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Produce a programme plan for the Shire Hall complex including the Council Chamber		not set	Resources - Steve Smith	Heatley, Martin
PH-040	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Investigate what further impact we can get from our housing/ property asset base		not set	Resources - Steve Smith	Heatley, Martin
PH-041	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A		Pursue the option of joint procurement arrangements with Coventry City Council		not set	Resources - Dave Clarke	Heatley, Martin

**AGENDA MANAGEMENT SHEET**

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

**Date of Committee** 2<sup>nd</sup> March 2010

**Report Title** WCC Review and Refresh

**Summary** The performance management framework of the Council is undergoing a Review and Refresh process, which involves all the performance measures that the Council currently uses to assess its performance. The process seeks to ensure that the right performance measures are selected to reflect the council's priorities, appropriate targets are allocated and targets are set in alignment with resources in 2010/11.

This report presents the proposed measures for inclusion under the Portfolios relevant to the remit of the Committee.

**For further information please contact:**

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

No.

**Background papers**

N/A

**CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

- |                          |                                     |  |
|--------------------------|-------------------------------------|--|
| Other Committees         | <input type="checkbox"/>            |  |
| Local Member(s)          | <input type="checkbox"/>            |  |
| Other Elected Members    | <input checked="" type="checkbox"/> | Cllr Appleton, Cllr Gittus, Cllr Moss, Cllr<br>Chattaway, Cllr Davis |
| Cabinet Member           | <input checked="" type="checkbox"/> | Cllr Hobbs, Cllr Heatley, Cllr Timms                                 |
| Chief Executive          | <input checked="" type="checkbox"/> | Jim Graham   |
| Legal                    | <input checked="" type="checkbox"/> | Jane Pollard   |
| Finance                  | <input type="checkbox"/>            |  |
| Other Chief Officers     | <input checked="" type="checkbox"/> | David Carter, Dave Clarke  |
| District Councils        | <input type="checkbox"/>            |  |
| Health Authority         | <input type="checkbox"/>            |  |
| Police                   | <input type="checkbox"/>            |  |
| Other Bodies/Individuals | <input checked="" type="checkbox"/> | Paul Williams  |

**FINAL DECISION No**

**SUGGESTED NEXT STEPS:**

Details to be specified

- |  |                          |
|--|--------------------------|
| Further consideration by<br>this Committee | <input type="checkbox"/> |
| To Council                                 | <input type="checkbox"/> |
| To Cabinet                                 | <input type="checkbox"/> |
| To an O & S Committee                      | <input type="checkbox"/> |
| To an Area Committee                       | <input type="checkbox"/> |
| Further Consultation                       | <input type="checkbox"/> |

# Corporate Services and Community Safety Overview and Scrutiny Committee

2<sup>nd</sup> March, 2010

## WCC Review and Refresh

### Report of the Assistant Chief Executive

#### Recommendation

- Consider and challenge, where appropriate, the draft measures listed within Appendices A and B using the principles of good target setting and analysis contained within the report.

#### 1.0 Background

- 1.1 At its meeting on the 21<sup>st</sup> October 2009, SDLT approved the adoption of a Review and Refresh approach as part of the 2010/13 Corporate Business Plan and Budget process for Warwickshire County Council.
- 1.2 The first draft of measures and targets were considered by members of the Corporate Performance Group, Directorate Performance Leads and Corporate Leads under the Chairmanship of Cllr Bob Stevens on the 2<sup>nd</sup> February. This led to a series of changes and principles being developed to strengthen the initial return of measures and targets.
- 1.3 This paper brings together the revised draft measures relevant to this Committee for inclusion within the respective Directorate Report Cards that have been developed to date. These are listed at Appendix A by Portfolio.

#### 2.0 Approach

- 2.1 All Directorates were provided with a set of key principles to support them in the Review and Refresh of measures and targets to ensure a consistent and robust approach. This is available on the Performance Management pages of the Warwickshire Intranet.
- 2.2 The following principles were established to guide the review and refresh process and should form the basis of judging whether the draft measures and targets are sound and are set out below:

Sound measures/targets should:-

- focus on improvement activity by providing a sound evidence base for exception reporting
- enable us to make rational decisions about money and resources
- enable us to manage and monitor our resources effectively

- allow us to communicate to the community and our users what we are trying to achieve and demonstrate what we have achieved,
- aid in motivating staff

### 3.0 Analysis

3.1 In total 253 measures have been proposed for inclusion in the 2010/11 Corporate Performance Report as part of the Review and Refresh process.

3.1 The measures relevant to this Committee are attached at Appendix A and are presented by Portfolio. The full set of measures can be found on the Performance Management pages of the WCC Intranet which are accessible via the link below:

<https://intranet.warwickshire.gov.uk/ourcouncil/PerformanceManagement/Pages/WCCReviewandRefresh.aspx>

3.3 Set out below are the high level findings of analysis carried out on the measures:

- The majority of all measures are 'quantity' measures (70%) and the remainder are measures of quality. This highlights a potential imbalance given that the focus should be on outcomes and impact.
- The County Council is a member of the PWC Benchmarking Club. All National Indicators plus some others can be benchmarked through the club. It is questionable whether the benchmarking facility is being fully utilised.
- The collection frequency of the measures is important to maximise the opportunities offered through quarterly reporting. 47% of all measures can only be reported on an annual or on an even less frequent basis. This has obvious implications if reported through a quarterly framework which will show no change quarter on quarter and highlights the need for consistency of approach when reporting these measures.
- A large number of National Indicators (NIs) are not included within the draft suite of measures. The Corporate Performance Group has agreed a set of principles to ensure that statutory measures are monitored and performance managed to the necessary standards. These are:
  - Technical Appendices must be completed for all Nis regardless of whether they are in the Corporate Performance Report;
  - All Nis will be housed on the Warwickshire Hub with updates synchronised in line with quarterly reporting;
  - Clear rationale for all NIs not included will be made available to Members.

## 4.0 Corporate & Shared Measures

4.1 Since 2007/08, corporate measures have been included as part of the performance reporting process. This suite of indicators is made up of customer satisfaction, budget variance, HR and staff satisfaction measures. The Corporate Performance Group felt a need to further refresh the suite of measures to ensure that they provide a thorough picture of the overall health of the Organisation. It was further felt that the suite should be reframed into:

- Shared measures – Corporate Total and measures broken down by directorates,
- Organisation-wide – A single corporate total figure, but related to the performance of the whole organisation.

4.2 The majority of the corporate / shared measures are still in development with those currently available presented at Appendix B. Work is underway to develop organisational wide measures to capture information about our levels of customer satisfaction and our approach to HR and Organisational Development:

- **Customer Measures** – The Customer Service and communications Division is currently working with the Environment and Economy Directorate to develop a robust approach to measuring customer satisfaction levels across the Organisation. It is proposed that the methodology is initially piloted within the Environment and Economy Directorate before being rolled out across the Organisation. The approach is being developed to take into account the current lack of customer satisfaction measures which makes cross organisation comparison difficult.
- **Workforce Measures** – A suite of HR measures is in development and being aligned to the Framework for Transformation and Development and the Workforce Plan. It is intended that the final suite will include organisational wide measures as well as measures which can be broken down to individual Directorate level to provide an overall picture of the performance of the Warwickshire County Council workforce.



## 5.0 Alignment of the Corporate Performance Report to the Corporate Business Plan 2010-13

- 5.1 This year marks significant change for the business and financial planning process in response to the continuing financial pressures within which the Authority is operating. This has necessitated a more in-depth review of the current Corporate Business Plan (CBP) which is still ongoing. Hence the proposed measures against the draft Corporate Business Plan is still work in progress.
- 5.2 Cabinet has developed its vision for change to respond to the challenges. This will form the basis of the final Plan which will be considered by Full Council on 30<sup>th</sup> March 2010.
- 5.3 Subsequently any realignment of measures to the CBP will be undertaken.

## 6.0 Next steps

- 6.1 The Review and Refresh process will culminate in Portfolio Holders signing off Directorate Business Plans with the associated measures and targets and supporting Technical Appendices at the end of March to enable publication on the intranet in early April. Between now and this date the draft measures and targets will undergo a series of challenge and scrutiny, the process of which is outlined in the table below.

2 <sup>nd</sup> February	The Corporate Performance Group, Directorate Performance Leads and Corporate Indicator Owners will consider the draft measures and targets returned to date.
16 <sup>th</sup> – 26 <sup>th</sup> February	Portfolio Holder Challenge Sessions to consider the suite of measures relevant to the Portfolio.
24 <sup>th</sup> February	Strategic Directors Leadership Team to challenge suite of measures.
2 <sup>nd</sup> -10 <sup>th</sup> March	Each Overview and Scrutiny Committee considers the draft measures relevant to the remit of the Committee.
Start of April	Portfolio Holders sign off Directorates Business Plans with associated measures and targets and supporting Technical Appendices at the end of March to enable publication on the Intranet for April.

## 7.0 Recommendation

- Consider and challenge, where appropriate, the draft measures listed within Appendices A and B using the principles of good target setting and analysis contained within the report.

## Appendix A – 2010/11 Draft Measures (by Portfolio)

The following table sets out those measures proposed for inclusion in the 2010/11 Directorate Report Cards from which the exception reports to Overview and Scrutiny will be drawn. Please note that this is presented by statutory measures (indicators drawn from the National Indicators Set) and by local indicators.

Those measures which have not been proposed for inclusion have been included in the table for information. Please note that this includes all National Indicators which have not been proposed for inclusion.

Community Safety			
Indicator Type	Directorate	Ref	Indicator
<b>Statutory</b>	CWG	NI015	• Number of most serious violent crimes (per 1,000)
		NI016	• Serious acquisitive crime – Offences (per 1,000)
		NI018	• Adult re-offending rates for those under probation supervision (%)
		NI021	• Dealing with local concerns about anti-social behaviour and crime by the local council and police (%)
		NI030	• Re-offending rate of prolific and priority offenders (%)
		NI039	• Rate of Hospital Admissions per 100,000 for Alcohol Related Harm
		NI040	• Drug users in effective treatment (number)
	EE	NI047	• People killed or seriously injured in road traffic accidents (percentage change on 3 year rolling average)
		NI048	• No. children killed or seriously injured in road traffic accidents (percentage change – 3 year rolling average)
	FR	NI033 i	• Arson incidents – primary fires (per 10,000 population)
		NI033 ii	• Arson incidents – secondary fires (per 10,000 population)
		NI049 i	• Number of primary fires per 100,000 population
		NI049 ii	• Number of primary fire fatalities per 100,000 population
		NI049 iii	• Number of primary fire non-fatal casualties per 100,000 population
	<b>Local</b>	EE	Li047a
EE129			• Reduce the number of people killed or seriously injured (KSI) in road traffic accidents (Stretch Target)
EE130			• People killed or seriously injured in road traffic accidents – Number of casualties (Stretch Target)
Li706			• Number of children killed or seriously injured (KSI) in road traffic accidents
Li707			• Number of people slightly injured in road traffic accidents

## Community Safety

Indicator Type	Indicator Type	Indicator Type	Indicator Type
<b>Local</b>	EE	Li708	<ul style="list-style-type: none"> <li>Number of people slightly injured in RTAs (%age change compared to prev year)</li> </ul>
	FR	Li507	<ul style="list-style-type: none"> <li>No. acc. Fire deaths per 100K pop (BV143(i))</li> </ul>
		Li508	<ul style="list-style-type: none"> <li>No of fire injuries in adf's per 100Kpop (BV143(ii))</li> </ul>
		Li510	<ul style="list-style-type: none"> <li>Accidental fires per 10,000 (BV142(iii))</li> </ul>
Li514		<ul style="list-style-type: none"> <li>False alarms auto detect per 1000 (xBV149)</li> </ul>	
Li523		<ul style="list-style-type: none"> <li>Fires in non-domestic premises (xBV207)</li> </ul>	
Li527		<ul style="list-style-type: none"> <li>No smoke alarm fitted</li> </ul>	
Li531		<ul style="list-style-type: none"> <li>No of Home Fire Safety Checks delivered by WFRS</li> </ul>	
Li532		<ul style="list-style-type: none"> <li>No of Home Fire Safety Checks delivered by third sector</li> </ul>	
Li528		<ul style="list-style-type: none"> <li>% Satisfaction with Home Fire Risk Assessment</li> </ul>	
Li529		<ul style="list-style-type: none"> <li>% Satisfaction Post Fire Safety Audit</li> </ul>	
Li530	<ul style="list-style-type: none"> <li>% Satisfaction with Quality of Service Survey</li> </ul>		
Li534	<ul style="list-style-type: none"> <li>Fire CAA Score</li> </ul>		
	CWG	Li842	<ul style="list-style-type: none"> <li>% of targets in community safety project plans achieved</li> </ul>
<b>New</b>	CWG	N/a	<ul style="list-style-type: none"> <li>Domestic abuse crimes prosecuted (%)</li> <li>Actions in Domestic Abuse Action Plan achieved</li> <li>Warwickshire Anti-Social Behaviour action plan targets achieved (%)</li> <li>Family Intervention Project (FIP) targets achieved (%)</li> <li>Local Crime and ASB project targets achieved (%)</li> </ul>
	FR	N/a	<ul style="list-style-type: none"> <li>% of new entrants into the FRA that are of ethnic minority</li> <li>% of new entrants into the operational sector that are female</li> </ul>

**Community Safety – Indicators proposed for deletion/ NIs not proposed for inclusion**

Indicator Type	Directorate	Ref	Indicator
Statutory	CWG	NI017	<ul style="list-style-type: none"> <li>Perceptions of anti-social behaviour (%)</li> </ul>
		NI022	<ul style="list-style-type: none"> <li>Perceptions of parents taking responsibility for the behaviour of their children in the area (%)</li> </ul>
		NI023	<ul style="list-style-type: none"> <li>Perceptions that people in the area treat one another with respect and dignity</li> </ul>
		NI026	<ul style="list-style-type: none"> <li>Specialist support to victims of a serious sexual offence (%) (Deferred until 2010)</li> </ul>
		NI027	<ul style="list-style-type: none"> <li>Understanding of local concerns about ASB and crime by the local council and police</li> </ul>
		NI035	<ul style="list-style-type: none"> <li>Building resilience to violent extremism (number)</li> </ul>
		NI038	<ul style="list-style-type: none"> <li>Drug-related (Class A) offending rate</li> </ul>
		NI041	<ul style="list-style-type: none"> <li>Perceptions of drunk or rowdy behaviour as a problem (%)</li> </ul>
		NI042	<ul style="list-style-type: none"> <li>Perceptions of drug use or drug dealing as a problem (%)</li> </ul>
		NI143	<ul style="list-style-type: none"> <li>Offenders under probation supervision living in settled and suitable accommodation at the end (%)</li> </ul>
		NI144	<ul style="list-style-type: none"> <li>Offenders under probation supervision in employment at the end of their order or licence (%)</li> </ul>
		Statutory	CYPF
NI043	<ul style="list-style-type: none"> <li>Young people within the YJS receiving a conviction in court who are sentenced to custody (%)</li> </ul>		
NI044i	<ul style="list-style-type: none"> <li>Ethnic composition of offenders on Youth Justice System disposals – White (%)</li> </ul>		
NI044ii	<ul style="list-style-type: none"> <li>Ethnic composition of offenders on Youth Justice System disposals – Mixed (%)</li> </ul>		
NI044iii	<ul style="list-style-type: none"> <li>Ethnic composition of offenders on Youth Justice System disposals – Black or black British (%)</li> </ul>		
NI044iv	<ul style="list-style-type: none"> <li>Ethnic composition of offenders on Youth Justice System disposals – Asian or asian British (%)</li> </ul>		
NI044v	<ul style="list-style-type: none"> <li>Ethnic composition of offenders on Youth Justice System disposals – hannel/other (%)</li> </ul>		
NI045	<ul style="list-style-type: none"> <li>Young offenders engagement in suitable education, employment or training (%)</li> </ul>		
NI046	<ul style="list-style-type: none"> <li>Young offenders access to suitable accommodation (%)</li> </ul>		
EE	NI037		<ul style="list-style-type: none"> <li>Awareness of civil protection arrangements in the local area (%)</li> </ul>
	NI182		<ul style="list-style-type: none"> <li>% Satisfaction of businesses with local authority regulation services</li> </ul>
	NI183		<ul style="list-style-type: none"> <li>Impact of local authority regulatory services on the fair trading environment (number)</li> </ul>
	NI190		<ul style="list-style-type: none"> <li>Achievement in meeting standards for the control system for animal health</li> </ul>

**Community Safety – Indicators proposed for deletion/ NIs not proposed for inclusion**

Indicator Type	Directorate	Ref	Indicator
Local	FR	Li511	<ul style="list-style-type: none"> <li>• % fires confined to origin room (BV144.04)</li> </ul>
		Li512	<ul style="list-style-type: none"> <li>• Malicious false alarms: N Att. (BV146i.05)</li> </ul>
		Li513	<ul style="list-style-type: none"> <li>• Malicious false alarms: Att (BV146ii.05)</li> </ul>
		Li524	<ul style="list-style-type: none"> <li>• % of people escaping ADF's (BV 208)</li> </ul>
		Li525	<ul style="list-style-type: none"> <li>• Smoke alarm activated (BV209i)</li> </ul>
		Li526	<ul style="list-style-type: none"> <li>• Smoke alarm fitted did not activate</li> </ul>
		Li533	<ul style="list-style-type: none"> <li>• % women firefighters</li> </ul>

Customers, Workforce and Partnerships			
Indicator Type	Directorate	Ref	Indicator
Statutory	CWG	NI001	<ul style="list-style-type: none"> <li>% of people who believe people from different backgrounds get on well together in their local area</li> </ul>
		NI004	<ul style="list-style-type: none"> <li>% of people who feel they can influence decisions in their locality</li> </ul>
		NI006	<ul style="list-style-type: none"> <li>Participation in Regular volunteering (%)</li> </ul>
		NI007	<ul style="list-style-type: none"> <li>Environment for a thriving third sector (%)</li> </ul>
		NI014	<ul style="list-style-type: none"> <li>Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer</li> </ul>
Local	CWG	Li341	<ul style="list-style-type: none"> <li>% Public enquiries resolved at first point of contact – OSS</li> </ul>
		Li342	<ul style="list-style-type: none"> <li>% Public enquiries resolved at first point of contact – Contact Centre</li> </ul>
		Li811	<ul style="list-style-type: none"> <li>% of the business plan delivered</li> </ul>
		Li815	<ul style="list-style-type: none"> <li>Average cost per transaction (CSC)</li> </ul>
		Li817	<ul style="list-style-type: none"> <li>Average cost per transaction (OSS)</li> </ul>
		Li819	<ul style="list-style-type: none"> <li>% of the agreed WCC internal audit plan delivered</li> </ul>
		Li820	<ul style="list-style-type: none"> <li>Score for KLOE 2.4 UoR assessment (risk management and internal audit)</li> </ul>
		Li821	<ul style="list-style-type: none"> <li>Score for KLOE 2.3 UoR assessment (good governance)</li> </ul>
		Li823	<ul style="list-style-type: none"> <li>% of members satisfied with induction programme</li> </ul>
		Li824	<ul style="list-style-type: none"> <li>% of members with Learning and Development Plans</li> </ul>
		Li825	<ul style="list-style-type: none"> <li>% of meeting papers sent out at least five clear working days before each meeting</li> </ul>
		Li826	<ul style="list-style-type: none"> <li>% of SLAs for Legal Services delivered</li> </ul>
		Li827	<ul style="list-style-type: none"> <li>% Legal fee earner utilisation</li> </ul>
		Li832	<ul style="list-style-type: none"> <li>% media satisfaction score</li> </ul>
		Li833	<ul style="list-style-type: none"> <li>% of DPA, EIR and FOI requests responded to within agreed timescales</li> </ul>
		Li835	<ul style="list-style-type: none"> <li>% of record retrievals delivered within agreed timescales</li> </ul>
		Li837	<ul style="list-style-type: none"> <li>Average attendance by the public at community forums</li> </ul>
		Li838	<ul style="list-style-type: none"> <li>% of Locality Priorities delivered</li> </ul>
		Li839	<ul style="list-style-type: none"> <li>% compliance with HR Service Centre SLA targets</li> </ul>

**Customers, Workforce and Partnerships**

Indicator Type	Directorate	Ref	Indicator
Local	CWG	Li840	<ul style="list-style-type: none"> <li>• % of disciplinary and suspension cases completed within agreed timescales</li> </ul>
		Li843	<ul style="list-style-type: none"> <li>• % of key directorate support process deadlines met</li> </ul>
New	CWG	N/a	<ul style="list-style-type: none"> <li>• %compliance with HR Service Centre Performance Measures</li> </ul>
			<ul style="list-style-type: none"> <li>• Average length of suspension period before disciplinary cases are resolved</li> </ul>
			<ul style="list-style-type: none"> <li>• % customer satisfaction response from managers in respect of advice/ support received from HR Advisory Service</li> </ul>
			<ul style="list-style-type: none"> <li>• Campaigns delivered reflecting WCC/ LAA priorities</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of clients who take up the 'Tell us once' services</li> </ul>
New	PPU	N/a	<ul style="list-style-type: none"> <li>• % measures in LAA reported by Blocks within agreed timescales</li> </ul>
			<ul style="list-style-type: none"> <li>• % LAA actions delivered on time and to budget</li> </ul>
			<ul style="list-style-type: none"> <li>• % SCS actions delivered on time and to budget</li> </ul>
			<ul style="list-style-type: none"> <li>• Value of external resources in £000 obtained for the pursuit of partnership objectives</li> </ul>
			<ul style="list-style-type: none"> <li>• % of enquiries into the Warwickshire Observatory answered within 10 working days</li> </ul>
			<ul style="list-style-type: none"> <li>• Number of new research and intelligence processes or activities jointly provided in Coventry Warwickshire and Solihull</li> </ul>

**Customers, Workforce and Partnerships – Indicators proposed for deletion/ NIs not proposed for inclusion**

Indicator Type	Directorate	Ref	Indicator
Statutory	CWG	NI002	% of people who feel that they belong to their neighbourhood
		NI003	Civic participation in the local area (%)
		NI005	Overall/general satisfaction with local area (%)
Local	CWG	Li836	% of Councillors and Community Forum chairs who feel local priorities are being positively addressed through locality arrangements
		Li816	% increase in overall share of customer contact channelled through the website
		Li814	% Customer Service and Access SLA delivered to agreed budget
		Li834	Number of DPA, EIR and FOI breaches or adverse judgements
		Li829	Number of major stories in LG / trade press



Health and Performance			
Indicator Type	Directorate	Ref	Indicator
New	PPU	New	<ul style="list-style-type: none"> <li>• No. of issues raised by external audit of Statutory measures</li> <li>• Score achieved in CAA Organisational Assessment Managing Performance</li> <li>• % of Measures in corporate Performance Report reported by Directorates within agreed timescales</li> <li>• % of National indicators updated onto the National Hub within agreed timescale</li> <li>• No. of Corporate &amp; Directorate Business Plans signed off by Portfolio Holder by 31<sup>st</sup> March 2011</li> <li>• % of eligible projects adopting revised WCC approach to project management</li> <li>• % of project benefits met by the re-design phase of projects</li> <li>• % of project benefits met following the implementation phase of projects</li> <li>• % of Improvement Plan actions on track</li> <li>• % of Improvement Plan actions delivered within budget</li> <li>• Number of adverse Data Quality issues raised through Use of Resources process (KLOE 2.2).</li> <li>• Number of Members trained and with access to P+</li> </ul>

Resources			
Indicator Type	Directorate	Ref	Indicator
Statutory	RE	NI179	<ul style="list-style-type: none"> <li>Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year</li> </ul>
Local	RE	Li328 Li901 Li903 Li905 Li906 Li907 Li908 Li910 Li911 Li912 Li915 Li916 Li917 Li924 Li925 Li926 Li927 Li928 Li929 Li930	<ul style="list-style-type: none"> <li>Use of Resources CAA Score</li> <li>Debt outstanding over 42 days as a % of total annual invoiced income</li> <li>External audit opinion on the accounts</li> <li>Return on Council Investments (quarterly targets)</li> <li>Return on LGPS investments (quarterly targets)</li> <li>% of support calls resolved at point of contact</li> <li>SOCITM level 2 availability (hours network unavailable to &gt;20% of users)</li> <li>% catering in special and primary school sites retained</li> <li>% catering in secondary school sites retained</li> <li>% sites retained – cleaning (total of all services)</li> <li>Summer Holiday “unmanaged late projects”</li> <li>% of the maintenance backlog professionally recommended for completion within 2 years</li> <li>20% Schools Condition Surveys completed (m2)</li> <li>% of properties with satisfactory (or above) suitability (excluding schools)</li> <li>Overall score from Members in customer survey for meeting their needs</li> <li>Overall score from WCC staff for Resources services</li> <li>Overall score from WCC managers for Resources services</li> <li>Customer Satisfaction as measured by SOCITM Customer Satisfaction Survey</li> <li>No of justifiable complaints</li> <li>Upward Appraisal - % agreeing “overall my line manager’s performance is good”</li> </ul>

Resources			
Indicator Type	Directorate	Ref	Indicator
Local	RE	Li931	<ul style="list-style-type: none"> <li>No significant difference by age, sex or ethnicity – The County Council is a good employer</li> </ul>
		Li932	<ul style="list-style-type: none"> <li>% of new staff (actual not FTE) receiving training/development (site based)</li> </ul>
		Li933	<ul style="list-style-type: none"> <li>Average number of staff learning and development days per FTE (office based)</li> </ul>
		Li936	<ul style="list-style-type: none"> <li>Overall Unavailability of ICT (hrs) (SOCITM KPI 15)</li> </ul>
		Li937	<ul style="list-style-type: none"> <li>Compliance with corporate accommodation standards for all new office moves</li> </ul>
		Li939	<ul style="list-style-type: none"> <li>Gross internal floor space in condition category D (poor) (%)</li> </ul>
		Li940 Li944	<ul style="list-style-type: none"> <li>Non-schools condition surveys completed (23% of total floor area each year – measured in m2)</li> <li>No significant difference (95% confidence, Chi Squared) by age, sex or ethnicity to the question “overall how do you rate the services and facilities provided by the Resources Directorate”</li> </ul>
Revised	RE	N/a	<ul style="list-style-type: none"> <li>Accident rates per 1,000 employees</li> <li>Number of formal grievances upheld</li> </ul>
New	RE	N/a	<ul style="list-style-type: none"> <li>% of new starters receiving appropriate H&amp;S induction course within three months of taking up employment</li> <li>Annual average meals served as % of pupil roll (primary)</li> <li>Financial outturn for cleaning services on a trading basis</li> <li>Financial outturn for catering services on a trading basis</li> </ul>

Resources – Indicators proposed for deletion/ NIs not proposed for inclusion			
Indicator Type	Directorate	Ref	Indicator
Local	RE	Li934	<ul style="list-style-type: none"> <li>Number of Reported Accidents</li> </ul>
		Li935	<ul style="list-style-type: none"> <li>Number of formal grievances raised</li> </ul>
		Li944	<ul style="list-style-type: none"> <li>No significant difference (95% confidence, Chi Squared) by age, sex or ethnicity to the question “overall how do you rate the services and facilities provided by the Resources Directorate”</li> </ul>
		Li900	<ul style="list-style-type: none"> <li>Budget and Balanced Capital Programme approved</li> </ul>
		Li902	<ul style="list-style-type: none"> <li>Accounts for previous year approved by Members</li> </ul>
		Li904	<ul style="list-style-type: none"> <li>% pay days met</li> </ul>
		Li909	<ul style="list-style-type: none"> <li>Business Alignment of ICT Development - % of projects proposed by ICT approved by SDLT</li> </ul>
		Li920	<ul style="list-style-type: none"> <li>Value for Money (CPA)</li> </ul>
		Li921	<ul style="list-style-type: none"> <li>Degree of achieving agreed efficiency savings</li> </ul>
		Li935	<ul style="list-style-type: none"> <li>Number of formal grievances raised</li> </ul>
		Li941	<ul style="list-style-type: none"> <li>% of EIAs undertaken on new policies</li> </ul>
		Li942	<ul style="list-style-type: none"> <li>% of RE Directorate-specific actions delivered to support the Corporate aim to achieve level 3 Equality Standard</li> </ul>
		Li943	<ul style="list-style-type: none"> <li>% of EIAs reviewed</li> </ul>
		Li914	<ul style="list-style-type: none"> <li>Financial outturn for traded services</li> </ul>

## Appendix B – 2010/11 Draft Corporate / Shared Measures

All Portfolios			
Indicator Type	Directorate	Ref	Indicator
<b>Local</b>	CWG	Li830	<ul style="list-style-type: none"> <li>Percentage satisfaction with internal publications and communications (Organisational wide Shared Corporate Measure)</li> </ul>
		Li841	<ul style="list-style-type: none"> <li>% of staff awareness of the corporate learning and development offer (Organisational wide Shared Corporate Measure)</li> </ul>
		Li828	<ul style="list-style-type: none"> <li>No findings of maladministration or similar adverse outcomes against the Council from other legal challenges (Shared corporate measure)</li> </ul>
		Li316	<ul style="list-style-type: none"> <li>% Achievement of WCC Customer Care Standards</li> </ul>
		Li317	<ul style="list-style-type: none"> <li>% Satisfaction with Mystery Shopping experience rating</li> </ul>
		Li331	<ul style="list-style-type: none"> <li>% Compliance with the Corporate Governance Action Plan</li> </ul>
	RE	Li320	<ul style="list-style-type: none"> <li>% End year variance from budget</li> </ul>
	CWG	Li321	<ul style="list-style-type: none"> <li>No of Adverse Ombudsmen Complaints</li> </ul>
	Li315	<ul style="list-style-type: none"> <li>% Residents satisfied with the way the Council runs things (Organisational wide Corporate Measure)</li> </ul>	
	Li318	<ul style="list-style-type: none"> <li>% Mystery shopping indicators in the local government benchmarking top 2 quartiles of results (Organisational wide Corporate Measure)</li> </ul>	
Li846	<ul style="list-style-type: none"> <li>Overall customer satisfaction (Organisational wide Corporate Measure)</li> </ul>		
Li333	<ul style="list-style-type: none"> <li>Equalities Standard level (Organisational wide Corporate Measure)</li> </ul>		
Li831	<ul style="list-style-type: none"> <li>% of staff using the intranet (Organisational wide Corporate Measure)</li> </ul>		
<b>New</b>	CWG	NEW	% staff and Members who believe the Council encourages high standards of conduct (Organisational and Shared Corporate Measures)

**AGENDA MANAGEMENT SHEET**

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

**Date of Committee** 3rd March 2010

**Report Title** Health & Safety Annual Report 2008/09

**Summary** The Corporate Health, Safety and Wellbeing Manager has compiled this report in order to provide an annual position statement on the management of health and safety within the County Council. The report summarises the health and safety activities within the Authority from 1st April 2008 to the 31st March 2009.

**For further information please contact:** Ruth Pickering  
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**Would the recommended decision be contrary to the Budget and Policy Framework?** No.

**Background papers** None

**CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members  For Information;
  - Councillors Appleton,
  - Councillors Davis,
  - Councillors Gittus and
  - Councillors Moss
- Cabinet Member  Councillor Timms,  
Councillor Stevens
- Chief Executive
- Legal  Jane Pollard
- Finance

- Other Strategic Directors
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

**FINAL DECISION**

**SUGGESTED NEXT STEPS:**

Details to be specified

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

## Agenda No

### Corporate Services & Community Safety Overview and Scrutiny Committee - 3rd March 2010.

#### Health & Safety Annual Report 2008/09

#### Report of the Strategic Director of Customers, Workforce & Governance

##### **Recommendation**

This report was tabled at the Audit and Standards Committee on the 23<sup>rd</sup> November 2009. It was agreed that this report would be tabled at the Corporate Services & Community Safety Overview and Scrutiny Committee for committee members to review and comment upon the Health and Safety Annual Report for 2008/09 and endorse the priorities recommended in the report.

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## **Health and Safety Annual Report 2008/09**

### **1.0 Introduction**

- 1.1. The Corporate Health, Safety and Wellbeing Manager has compiled this report in order to provide an annual position statement on the management of health and safety within Warwickshire County Council. The Corporate Health, Safety and Wellbeing Manager came into post July 2009, therefore this report refers to the previous post holder who was titled the Corporate Health and Safety Officer, as this report summarises the health and safety activities within the Authority from 1<sup>st</sup> April 2008 to the 31<sup>st</sup> March 2009.

Please note that each Directorate Health and Safety Officer has prepared an annual report on the management and performance of health and safety within their respective Directorate. Each report has been presented to the Strategic Director and management teams prior to this report being prepared. This report therefore provides the corporate position statement based on the Directorate information. For Directorate specific information, a copy of the individual reports will be provided by the Corporate Health, Safety & Wellbeing Manager upon request.

- 1.2. The Governments "Revitalising Health and Safety" strategy document requires all public bodies to summarise their health and safety performance plans in annual reports, and that Government (including local government) be exemplars of best health and safety practice.

### **2.0 Management of health and safety in Warwickshire County Council**

- 2.1 The Health and Safety at Work etc Act 1974 and The Management of Health and Safety at Work Regulations require employers to appoint competent persons to ensure strong health and safety practice. Within Warwickshire this is achieved in-house through the competent leadership of the Corporate Health and Safety Officer and the 21 Directorate health and safety staff. Each Directorate health and safety team are qualified to provide the required health and safety advice for their Directorate. The health and safety function also includes the County COSHH (Control of Substances Hazardous to Health) Officer who provides a support and advisory service county wide.

Within each Directorate health and safety team there is a competent lead officer for health and safety with a reporting line to their own Strategic Director; and with professional guidance from the Corporate Health and Safety Officer.

- 2.2 The County Council has delegated operational responsibility for health & safety to the Corporate Health and Safety Officer. This responsibility includes reviewing and interpreting new legislation to determine its effect on corporate policy and co-ordinating the management of good health and safety practice through the Directorate leads.

- 2.3 The Corporate Health and Safety Officer chairs a health and safety co-ordinators meetings with all competent staff on a bi-monthly basis. This ensures a corporate approach to health and safety, a shared approach to policy development and the exchange of good practice.
- 2.4 In addition to the health and safety co-ordinators meeting, a number of key development groups have been set up to provide a focus on key policy and performance issues. Firstly, a health and safety policy group is held monthly with a lead health and safety staff member from each Directorate. This group coordinates and approves the development of corporate policies to ensure legal compliance and County Council best practice. The following sub-groups support this policy group by focusing on key policies, procedures and implementation to ensure health and safety performance:
- Health and safety training
  - Health and safety communication
  - Health and safety updates
  - Inspection and audit
  - Stress and mental wellbeing
  - WorkRite (reviewing, planning and implementing the AssessRite package)
  - Accident reporting and recording
  - COSHH
- 2.5 All corporate policies apply to all Directorates. How these policies are implemented is detailed within the Directorate arrangements. The corporate policy group has a 3 year rolling programme for developing, reviewing and introducing health and safety policies. Policies are developed/ reviewed, produced/amended following any new legislation, HSE or industry guidance.
- 2.6 The County Council have a well established Health and Safety Joint Consultative Committee (JCC) to share information with representatives of the recognised trade unions. Membership includes the lead health and safety staff from each Directorate, a Unison representative, Teachers Union representative, and GMB representative. The group continues to be effective in relation to the development of corporate policies and the management of joint health and safety workplace inspections.
- 2.7 An important part of the management of health and safety is the process of cross Directorate auditing. A lead Health and Safety Officer from one Directorate audits the health and safety management arrangements of another. The recommendations then inform the action plan for that appropriate Directorate. The process of cross Directorate auditing takes place on a bi-annual basis.

### **3.0 Summary of developments during 2008/2009**

The health and safety staff across all Directorates have continued to work towards the 'one Warwickshire' approach by streamlining policies and procedures into a more corporate format where appropriate. Excellent progress has been made within this area, and will continue.

There has been a reduction in the total number of accidents reported for seven consecutive years (see section 4.4).

### **3.1 New Legislation that applies to Warwickshire County Council**

The HSE implements legislative changes that arise from within the UK on only two dates each year, the 6<sup>th</sup> April and the 1<sup>st</sup> October.

#### **3.1.1 New legislation - During 2008/2009 the following came into force:**

##### **Corporate Manslaughter & Corporate Homicide Act 2007**

The Corporate Manslaughter & Corporate Homicide Act 2007 came into force on the 6<sup>th</sup> April 2008. It enables a corporation to be convicted of corporate manslaughter when someone is killed as a result of the way the organisation is managed or organised and the failings by senior managers add up to a gross breach of the 'relevant duty of care' owed to the deceased person. This Act applies to local authorities, and the duty of care we not only owe to employees, but also the duty of care we owe to our clients and service users as occupiers of land and suppliers of services.

In order for a jury to decide what is a gross breach of the 'relevant duty of care'; the jury will decide amongst other things whether the organisation failed to comply with health and safety legislation, how serious any breach was; and how much of a risk of death it posed.

In response to this new Act, the County Council has undertaken an assessment of our processes for managing health and safety within each Directorate. This assessment measured our existing processes and procedures against OHSAS 18001 which is the internationally recognised management standard. See section 4.6.1 for the findings and action following this assessment.

In-house auditing programmes and workplace inspections are also undertaken to ensure we systematically examine our health and safety management system and the arrangements therein.

### **3.2 Increased focus on performance**

Over the last two years a series of health and safety performance standards and targets have been introduced. The targets relate to health and safety training, accident investigations, risk assessments and outcomes from workplace inspections. The health and safety officers have collated the first year's statistics during 2007/8 and have set subsequent targets for the next five years. This year's targets and status is set out in section 4.3.

## **4.0 Health and Safety performance during 2008/2009**

### **4.1 Regulatory interventions – Health & Safety Executive (HSE)**

4.1.1 There have been no statutory notices or prosecutions this year.

4.1.2 The HSE has a further duty to investigate employers where complaints have been made or where serious injury has occurred. One such complaint occurred within the children, young people and families' Directorate. This involved a parent contacting the HSE over concerns of medium density fibreboard (MDF) dust extraction within a schools design and technology workshop. The Directorate health and safety team investigated on behalf of the HSE, and identified recommendations. The HSE were informed of the investigation, recommendations and actions, and were satisfied with the feedback and outcome.

### **4.2 Regulatory interventions – Fire & Rescue Service enforcement officers**

With the introduction of the Regulatory Reform (Fire Safety) Order 2005, Fire and Rescue Authorities and other bodies (“enforcing authorities”) now have a duty to enforce fire safety in non-domestic premises.

The fire & rescue service has been undertaking inspections of Warwickshire County Council's premises, however there have been no statutory notices or prosecutions this year.

### 4.3 Performance against key performance indicators

In 2006/7 the Health and Safety Policy Group agreed a series of targets and standards to guide general health and safety performance. The following table provides detail on the 2008/09 target and the average achieved status for all Directorates.

Performance indicators	Target 2008/09	WCC % Performance 2008/09
New managers to attend health and safety management training within 6 months of start date	96%	<b>85%</b>
Reduction in the number of employee F2508 accidents reported	10%	<b>+1%</b>
Accident investigations carried out for all of above and copy to Corporate Health & Safety Officer.	100%	<b>98%</b>
Reduction in relevant accident category within each Directorate (Directorate to identify category)	16%	<b>9%</b>
List of risk assessments to be completed in each Directorate	100%	<b>100%</b>
Risk assessments to be completed in each Directorate	50%	<b>60%</b>
Scheduled workplace inspections completed	95%	<b>83%</b>
Outcome of workplace inspections to be set out in Directorate health and safety action plans	100%	<b>100%</b>
Action of recommendations from workplace inspections (within 12 months)	90%	<b>90%</b>

The achieved status only demonstrates areas where further improvement and resources need to be targeted in order to improve performance.

The +1% increase in F2508 reports under RIDDOR is due to the 50% increase within the Resources Directorate.

Amongst health and safety staff it has been agreed that these targets will be reviewed for 2009/10 so as to ensure continual health and safety performance. This will also ensure that our performance at the Council can be adequately measured.

#### 4.4 Accident Statistics

There were a total of 1877 reported accidents across all Directorates. A breakdown of the employee and non-employee (members of the public, service users, pupils, customers) accidents per Directorate are as follows:

Directorate	2006/7	2007/8	2008/09
Children's, Young Peoples and Families	1390	1384	1272
Adult Health and Community Services	408	325	344
Environment and Economy	103	115	111
Customers, workforce and Governance	26	13	22
Resources	61	58	71
Fire & Rescue Service	77	58	57
<b>Total</b>	<b>2065</b>	<b>1953</b>	<b>1877</b>

Year on year comparators are given below:

Year	Total number of accidents	% change
2006/07	2065	/
2007/08	1953	- 5%
2008/09	1877	- 4%

There has been a 4% reduction in accidents compared to last year's figures.

##### 4.4.1 Accident causation:

Accident statistics are recorded against the HSE categories. The commonest reason for accident reports for employees and non-employees, in ranked order, are:

1. Slips, trips and falls on the same level, n = 682 reports
2. Hit by moving, flying, or falling object, n = 299 reports
3. Violent incidents (both physical/ verbal assault), n = 201 reports
4. Hit something fixed or stationary, n = 168 reports
5. Manual handling (lifting, carrying, pushing and pulling), n = 111 reports

These 5 commonest reasons for accidents are the same top 5 categories as 2006/07 and 2007/08.

#### 4.4.2 Employee accident reports:

The number of accident reports for our employees only, are as follows:

<b>Directorate</b>	<b>2008/09</b>
Children's, Young Peoples and Families	437
Adult Health and Community Services	206
Environment and Economy	53
Customers, workforce and Governance	20
Resources	70
Fire & Rescue Service	50
<b>Total</b>	<b>836</b>

Of all our reported accidents 44.5% (n=836) relates to our employee incidents. Therefore 55.5% (n=1041) relates to accidents to non-employees.

#### 4.4.3 HSE RIDDOR reportable incidents for employees:

Of the 836 employee accidents reported, a total of 117 were reported to the HSE on the F2508 form as required under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR).

The breakdown of the 117 RIDDOR reports per Directorate is as follows:

<b>Directorate</b>	<b>2007/08</b>	<b>2008/09</b>
Children's, Young Peoples and Families	49	41
Adult Health and Community Services	37	37
Environment and Economy	8	10
Customers, workforce and Governance	0	1
Resources	10	15
Fire & Rescue Service	17	13
<b>Total</b>	<b>121</b>	<b>117</b>

There has been a 3% decrease in the number of employee accidents that were RIDDOR reportable to the HSE compared to last year.



## 4.5 Staff Survey Results

The results of the 2008 staff survey indicate an improvement in employee confidence levels for the implementation of health and safety for the 4<sup>th</sup> consecutive year. This is measured by question 38 of the survey “*health and safety is taken seriously in the County Council?*”. Although this is only a ‘shapshot’ of respondent’s opinion, rather than a complete measure of health and safety performance and implementation, it is still a satisfying result as employees are recognising health and safety commitment.

<b>% of respondent across the Council – over last 4 years</b>			
<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>77%</b>	<b>78%</b>	<b>81%</b>	<b>83%</b>

<b>% of positive respondents per Directorate</b>					
<b>AH&amp;CS</b>	<b>CYP&amp;F</b>	<b>F&amp;RS</b>	<b>E&amp;E</b>	<b>CW&amp;G</b>	<b>RE</b>
<b>84%</b>	<b>78%</b>	<b>77%</b>	<b>85%</b>	<b>90%</b>	<b>87%</b>

## 4.6 Auditing activity

### 4.6.1 Health and safety management system - OHSAS 18001:

The County Council currently works to the health and safety management system recommended by the HSE, known as HS(G) 65. This provides a clear management system that is widely used by employers, including other local authorities.

The Council has nevertheless sought to measure its performance against a better, internationally recognised and accredited management system specification – OHSAS 18001. This management system is compatible with ISO 14001 (environmental management system) and ISO 9001 (quality management system).

As an initial step, the Council carried out a self-assessment, followed by an external analysis conducted by British Standards Management Systems (BSI) to assess our performance against OHSAS 18001.

The main findings confirmed that there were no major deficiencies in our health and safety management system, and that we were already meeting the OHSAS 18001 standard to a large extent. The main areas identified as needing to be assessed in order to achieve accreditation were:

- Our policies and documents would require amendment to link specifically to the OHSAS 18001 standard.
- We would need to formally document the applicable health and safety legislation and how the Council complies with the relevant requirements.

- Policy on safe management of contractors should define and include a section on 'permit-to-work' for high risk activities.
- Some changes should be made to document control procedures.
- Procedures and systems for dealing with communication from external parties needs to be clarified.

The cost of formalising our accreditation to OHSAS 18001 are high - approximately £40,000 initially and approximately £20,000 annually thereafter.

Accordingly, it has been decided not to pursue formal accreditation at this stage, but instead work towards the principles of the OHSAS 18001 standard as 'best practice', while remaining within the existing HS(G) 65 management system. This will help to improve our current management system, thereby strengthening a corporate approach to health and safety management.

#### 4.6.2 Warwickshire Audit:

The health and safety function for three Directorates was audited by Warwickshire Audit in February 2008. All findings have been action apart from one. This outstanding action refers to the bi-annual audit requirement to be stipulated within the corporate health and safety policy. The policy is due for review in October 2009, so this will be actioned then.

#### 4.6.3 In-house bi-annual audit:

The in-house bi-annual cross Directorate audit was undertaken in September 2008 for all Directorates. All findings have now been actioned.

### 4.7 Display Screen Equipment (workstation) assessments

The AssessRite System was introduced in 2005 following an audit by the HSE. This system was introduced to ensure that the County Council could meet the legal obligation under the Health and Safety (Display Screen Equipment) Regulations. The AssessRite system is being launched within CW&G, F&RS and RE Directorates in April 2009 (phase 1). The plan for 2009/2010 is to implement this system within the remaining 3 Directorates (phase 2).

### 4.8 Health and Safety training

All Directorate Health and Safety staff have been involved in the planning and delivery of various health and safety courses within their Directorate. The mandatory health and safety training course for managers, and the mandatory risk assessment course, have been reviewed with the revised courses now being delivered. Other specific health and safety training (such as manual handling, first aid, personal safety, managing employee stress, etc...) is being carried out within each Directorate based on the service area/ team/ employee requirements.

## **4.9 Health & Wellbeing – developing a healthy and safe workforce**

In accordance with the sickness absence statistics, work has continued to focus on the areas with higher absence figures by providing a range of interventions that are tailored to the specific issues that have been identified. Such interventions include employee lifestyle and health checks, health awareness events, workshops (on wellbeing and positivity), and wellbeing facilitation. All of which focuses on improving the health and wellbeing of staff. The MyTime information is still available on the intranet site, and it continues to provide useful up-to-date advice on health and wellbeing initiatives.

## **5.0 Occupational health**

From the 1<sup>st</sup> April 2009 Team Prevent start their contract as the occupational health provider for WCC. This follows a tendering exercise, and replaces Heales who previously provided this service.

The occupational health service provides pre-employment health assessment, management referrals, medicals, vaccinations, health promotion events, and health surveillance and monitoring where necessary. This is a proactive service to ensure that our employees are protected against risks of work-related ill health, to assist with reducing sickness absence, and to get people back to work sooner (through early intervention and rehabilitation). To assist with this proactive approach, Team Prevent will work within the same function as the newly appointed Corporate Health, Safety and Wellbeing Manager, health and safety staff; staff care; and the healthy workforce co-ordinator.

Future reports will include occupational health referral data.

## 6.0 Last years corporate priorities

As identified in last years report, the following priorities and target dates were assigned. As of March 31<sup>st</sup> 2009 the status against priorities is given below:

Priorities 08/09	Date	Status
Provide an ongoing Health and Safety training programme tailored to individual Directorates.	Jan 2009	Complete
The corporate health and safety officer will continue to ensure that wherever possible a uniform approach is taken to the management of health and safety within all departments	On going	Ongoing
Implement the finding of the Warwickshire Audit of Health and Safety function	Sept 2009	Complete
Directorates will be continuing to improve on the numbers of specific risk assessments being undertaken	Dec 2009	On target
To launch the intranet pages for Health and Safety which will include all completed Directorate risk assessments and all Corporate Policies	Oct 2008	On going (Corporate policies complete. Risk assessment to be completed 09/10)
Complete the new accident recording project which will provide more detailed data analysis and statistical information	April 2009	Incomplete (to be launched Jan 2010)
Launch WorkRite (AssessRite) into three Directorates in phase one and county wide in phase 2	Nov 2008	Incomplete at deadline – phase 1 completed April 2009
To establish a stress and mental well-being group to develop a corporate strategy and undertake a county wide employee health needs and stress survey	Sept 2008	Complete *

\* A stress and wellbeing policy has been produced and it is currently available on the intranet. However, a further review needs to be undertaken to identify/address the stress survey and risk assessment requirements and implementation options for the Council.

## 7.0 Corporate priorities for 2009/2010

The Corporate priorities for the forthcoming year will ensure continuation of last years efforts, including the work to be undertaken by the newly appointed Corporate Health, Safety and Wellbeing Manager:

Priorities 2009/10	Date
<p>The new Corporate Health, Safety and Wellbeing Manager post will supersede the Corporate Health and Safety Officer post. With the inclusion of wellbeing within this new post, it will improve the links between the health &amp; safety function, with the staff care service, the healthy workforce agenda, and occupational health. This approach will enable a more proactive and standardised approach to health and safety management and performance.</p> <p>Therefore the integration of these services will be actioned.</p>	From August 2009 onwards
<p>The Corporate Health, Safety and Wellbeing Manager will continue to ensure that wherever possible a uniform approach is taken to the management of health and safety within all Directorates</p>	Ongoing
<p>To review the content of the health and safety information available on the intranet to ensure the required breadth of information is available (for example, all corporate policies, Directorate risk assessment, wellbeing and occupational health information); it is up-to-date; easily accessible and user-friendly.</p>	Ongoing
<p>Review the Corporate health and safety policy to include wellbeing and the OHSAS 18001 audit findings; and the Warwickshire Audit findings.</p>	Nov 2009
<p>Develop and review corporate polices as necessary based on legislative changes; HSE/ industry guidance; and in accordance with the policy groups 3 year rolling-programme.</p> <p>New policies will be developed as necessary.</p>	Ongoing
<p>Start to implement a corporate health and safety training programme which will also provide specific training for Directorates and service areas as necessary.</p> <p>Due to the revised first aid training guidance being provided by the HSE in October 2009, this training requirement and provision will be the first to be reviewed/ implemented within the corporate framework.</p>	<p>Ongoing</p> <p>Mar 2010</p>

Priorities 2009/10	Date
<p>Complete the new accident reporting and recording project which will provide more detailed data analysis and statistical information.</p> <p>A policy to support the implementation of the incident reporting and investigation requirements will be developed. Supporting guidance and forms will also be produced.</p>	Jan 2010
Launch AssessRite into the remaining 3 Directorates (phase 2)	Mar 2010
To re-establish the stress & wellbeing policy working party to review the content of the policy against HSE guidance to ensure a corporate approach to stress management	Nov 2009
Develop an auditing policy (and accompanying audit template forms) to support the corporate health and safety policy. This will identify how we assess the adequacy of the Council's health and safety management system and risk control strategies in accordance with HS(G)65.	Feb 2010
In conjunction with the Fleet Manager, the health and safety policy group will advise on the content of the occupational road risk policy.	<p>Proposal to SDLT Dec 09</p> <p>Implementation Mar 2010</p>

## 8.0 Conclusion

The health and safety priorities for 2009/10 will continue the corporate approach to health and safety management. The newly appointed Corporate Health, Safety and Wellbeing Manager will further enhance the corporate approach by integrating and improving the lines of communication, consultation, cooperation, procedures and processes between the health & safety function, the staff care service, the healthy workforce agenda, and occupational health. This approach will enable a more proactive, standardised and enhanced approach to health and safety management and performance.

David Carter  
Strategic Director of Customers, Workforce and Governance  
Shire Hall  
Warwick

November 2009

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Corporate Services and Community Safety Overview and Scrutiny Committee  
**Date of Committee** 2<sup>nd</sup> March 2010  
**Report Title** Warwickshire Community Safety Agreement Progress Report

**Summary** This report presents progress made against each of the priorities within the 2009-10 Warwickshire Community Safety Agreement.

**For further information please contact:**  
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**Would the recommendation decision be contrary to the Budget and Policy Framework?** [please identify relevant plan/budget provision]  
 No

**Background papers** Warwickshire Community Safety Agreement 2009-10 (circulated to Members on 6<sup>th</sup> January 2010)

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)  Not applicable
- Other Elected Members  Councillors Appleton, Davis, Chattaway and Moss
- Cabinet Member  Councillor Hobbs
- Chief Executive  .....
- Legal  Jane Pollard  
Sarah Duxbury – comments received and incorporated
- Finance  Chris Kaye

- Other Chief Officers  .....
- 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  .....



## Agenda No

# Corporate Services and Community Safety Overview and Scrutiny Committee 2<sup>nd</sup> March 2010

## Warwickshire Community Safety Agreement Progress Report

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

#### Recommendation

That members note the progress made against each of the priorities within the Community Safety Agreement and comment on key and emerging issues arising from the report.

#### 1. Introduction

- 1.1 In two tier areas such as Warwickshire, there is now a requirement to prepare a partnership community safety agreement for the county each year. In Warwickshire, the agreement is developed by the Safer Communities Partnership (WSCP).
- 1.2 The 2009-10 document is the second countywide Community Safety Agreement for Warwickshire. This agreement details how the Local Area Agreement (LAA) Safer Block priorities for 2009-10 were determined and establishes links to the three year LAA targets. This document was circulated to Members for background reading on 6 January 2010.
- 1.3 The document provides a strategic framework for work undertaken by partner agencies at a county level to meet each of the 2009-10 priorities. It draws together work undertaken through a range of more detailed, specific strategies and action plans, all of which are cross referenced within the agreement. Work to be developed at a District / Borough level is not included within the agreement, as this can be found within the Crime and Disorder Reduction Partnership (CDRP) plans. All work undertaken sits within the overarching partnership vision: 'Protecting our Communities Together.'
- 1.4 This report demonstrates the work undertaken over the course of the year to meet each of the priorities identified in the community safety agreement.

## 2. Outcomes

2.1 The overall success of the community safety agreement will be measured through the achievement of the six Safer Block LAA targets. These are:

- NI 15 - Most serious violent crime rate
- NI 16 - Serious acquisitive crime rate
- NI 21 - Dealing with local concerns about anti-social behaviour (ASB) and crime by the local council and police
- NI 30 - Re-offending rate of prolific and priority offenders
- NI 40 - Drug users in effective treatment
- NI 47 - People killed or seriously injured in road traffic accidents.

2.2 The table below shows performance against the LAA targets in 2009-10, to the end of quarter 3 unless stated otherwise.

Indicator	2008/09 Actual	2009/10 Target	2009/10 Actual to date	2009/10 Projected year total	Performance vs same period 2008/09	Projected year end status against target
NI 15 - Most serious violent crime	306	294	238	310	+3.9% (amber)	+5.4% (red)
NI16 – Serious acquisitive crime	7,964	7,582	5,370	7,059	-10.5% (green)	-6.9% (green)
NI21 – Dealing with local concerns about ASB and crime <sup>1</sup>	23%	26.3%	25%	25%	+2% (green)	-1.3% (red)
NI30 - Re-offending rate of prolific and priority offenders	351	285	49 <sup>2</sup>	196	-34.7% (green)	-31.2% (green)
NI40 - Drug users in effective treatment	1,111	1,063	1,121 <sup>3</sup>	1,120	+9.8% (green)	+5.4% (green)
NI47 - People killed or seriously injured in road traffic accidents	348 <sup>4</sup>	389	307 <sup>5</sup>	307	-11.8% (green)	-21.1% (green)

<sup>1</sup> Annual measure, measured in 2009/10 through the Partnership Place Survey

<sup>2</sup> Figures for quarter 1 only - delay with data as this has to be received from national sources.

<sup>3</sup> Figures to end of August 2009 - delay with the indicator caused by definition of 'effective treatment.'

<sup>4</sup> All data for NI 47 is calendar year data

<sup>5</sup> This is a provisional end of year figure for 2009 which has yet to be confirmed

2. 3 Alongside the LAA measures, partners also track performance against local priority indicators. The current performance information for anti-social behaviour, criminal damage and business crime is shown below, to the end of quarter 3, and continue the largely positive picture shown for the LAA indicators.

Indicator	2008/09 Actual	2009/10 Target	2009/10 Actual to date	2009/10 Projected year total	Performance vs same period 2008/09	Projected year end status against target
Anti-Social Behaviour Incidents	29,966	29,965	19,882	26,065	-13. 7% (green)	-13% (green)
Criminal Damage	8,002	8,001	4,987	6,715	-16. 9% (green)	-16. 1% (green)
Business Crime	10,386	10,385	6,552	8,424	-18. 9% (green)	-18. 9% (green)

### 3. Progress on Community Safety Agreement Priorities

3. 1 The 2009-10 Community Safety Agreement contains five priorities and three cross cutting themes. The following sections of the report highlight achievements and progress made at a countywide level under each priority and theme during 2009-10 to date.

#### 4. Priority 1: Violent Crime, with specific focus on Alcohol and Drug related Violence and Domestic Abuse

4. 1 A substantial piece of research into early intervention to prevent violence has been undertaken and a report arising from this work, including recommendations for multi-agency initiatives, was approved by WSCP in September 2009. These recommendations are being taken forward by the Family Centred Intervention steering group (see 4. 2 below).
4. 2 Family Centred Intervention work is underway in Nuneaton and Bedworth and under development for Rugby and Warwick, with countywide and district based steering arrangements established. Funding secured through LPSA2 Reward Grant will enable this project to work with up to 110 families across the county from 2010-11.
4. 3 The Warwickshire Domestic Abuse Strategy 2008-11 is now into its second year. This strategy and accompanying annual action plans 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. A report on the achievements of the first year was considered by this Committee in December 2009.

## **5. Priority 2: Criminal Damage and Anti Social Behaviour, with specific focus on tackling damage to vehicle offences, youth related ASB and improving public perceptions**

- 5.1 Much work undertaken to meet this priority is carried out at a local level and is detailed in the CDRP partnership plans. Key areas of work undertaken at a county level are set out below.
- 5.2 The Warwickshire Anti-Social Behaviour (ASB) Strategy is now into its second year and an action plan for 2009-10 has been developed under seven priorities; parenting, education/schools, community factors and environmental improvements, alcohol and drugs, preventative/diversionary interventions, enforcement activity and underpinning countywide issues. A report on progress against these priorities during 2009/10 will be brought to the June meeting of this Committee.
- 5.3 Funding has been secured through the Home Office for work to tackle ASB and improve public confidence in the Police and local councils. This funding will be used to provide a range of interventions in priority areas within each District / Borough, plus training for practitioners and support to victims of ASB.
- 5.4 Warwickshire Fire & Rescue Service's Anti Social Fire Intervention Team (ASFIT) has continued to support the reduction of small arson fires and associated ASB in high risk areas. The mainstreaming of this activity is a priority for WFRS and the development of a dedicated small fire team is being planned. Engagement with prolific juvenile fire-setters continues at an increasing rate, as partnership working plays a significant part in highlighting this type of behaviour amongst a proportion of identified young people. In addition, secondary schools continue to receive ongoing targeted education on a range of fire related subjects, including deliberate building fires.
- 5.5 Work continues to implement the Safer Schools programme. There are currently twelve Safer Schools Police Community Support Officers (PCSOs) linked to schools around the county, with a thirteenth officer due to go live shortly. Data to the end of quarter 2 for the six original Safer Schools (Hartshill, Manor Park, George Eliot, Harris, Champion and Shipston schools) shows significant reductions in ASB compared to the same period in 2008/09.
- 5.6 Positive about Young People (PaYP) continue to work with young people aged 8-13 at risk of engaging in anti-social or criminal behaviour, as well as provide school holiday provision for all young people in this age range. 102 referrals were assessed by the PaYP Early Intervention/Prevention team between April and October 2009 (78 of which were made through the Common Assessment Framework process). 264 Snax 'N' Sports sessions were provided during the 2009 school summer holidays, achieving 4,442 contacts with young people.

## 6. Priority 3: Road Safety

- 6.1 A report on the progress in delivering the road safety objectives of the Local Transport Plan is published on the Warwickshire Web. The document is entitled 'Warwickshire LTP2 Progress Report 2008/09' and is available via <http://www.warwickshire.gov.uk/ltp> (the section on road safety starts on pg 7).
- 6.2 The range of road safety activities is too wide to cover in full in this report but a selection of issues and interventions on key road safety policies is given in the summary below.
- 6.3 Policy RS 1 commits to meeting the Government's stretching targets for casualty reduction. Final figures for 2009 are not yet available but the Road Safety Partnership is confident that the Government's stretching targets will be met and exceeded.
- 6.4 Policy RS 4 commits to working in partnership. Warwickshire Road Safety Partnership (whose members are the County Council, the Police, Fire and Rescue, Highways Agency and Health) meets regularly and presents quarterly reports to WSCP. There is less engagement with Health than between other partners. The partnership has contacted the PCT to try and resolve this difficulty.
- 6.5 Policy RS 7 commits to improving communications with local communities. The major road safety issue raised by local communities is excessive and inappropriate speed. A toolkit of measures involving local communities has been devised. These include SpeedAware and Community Speed Watch.
- 6.6 Policy RS 8 commits to give priority to safety issues in disadvantaged areas. Research shows that children in disadvantaged areas are more likely to become road casualties. For this reason priority is given to schools in disadvantaged areas for all educational interventions.
- 6.7 Policy RS 19 commits to combating excessive and inappropriate speed. Warwickshire was the first authority in England to complete and implement a review of A and B road speed limits. This involved changes to 120 speed limits throughout the county. The Police and the County Council believe that educating drivers about the dangers of inappropriate speed is often preferable to penalising them. The criteria have been widened to offer more drivers detected speeding the opportunity to attend a Speed Awareness Workshop as an alternative to prosecution or fixed penalty.
- 6.8 Policy RS 25 commits to regular monitoring and evaluation. Progress against the casualty reduction target is formally monitored quarterly and informally monitored at least monthly. The effect of the review of A and B road speed limits will be monitored and evaluated in the first quarter of 2010. Participants in all activities are asked to evaluate whether and how far they have benefited from them.

## **7. Priority 4: Counter Terrorism**

- 7.1 A partnership 'Prevent' working group for Warwickshire has been established, chaired by the Head of Community Safety and Localities.
- 7.2 A countywide action plan around the national Prevent strategy has been developed and will go to the next meeting of the partnership steering group for approval. This action plan is being developed under seven objectives: challenging the violent extremist ideology, disrupting those who promote violent extremism, supporting vulnerable individuals, increasing the capacity of communities to resist violent extremism, addressing grievances, developing Prevent-related research analysis and strategic communications. Training and awareness raising activity is already underway as is mapping of provisions and a detailed assessment of threat levels in Warwickshire.
- 7.3 A schools plan to prevent violent extremism has also been developed and delivered. This includes: a safeguarding from extremism process, awareness raising through the curriculum, advertising of a confidential phone line and on-line system, engagement with faith and culture groups, the Natural Born Leaders programme for young people and arts and sports programmes targeted at potentially vulnerable groups.
- 7.4 Work to align community cohesion and Prevent work is being developed through the partnership steering group. Reports will be made into relevant groups within the new partnership governance arrangements when these are finalised.

## **8. Priority 5: Acquisitive Crime**

- 8.1 As with criminal damage and ASB, much work undertaken to meet this priority is carried out at a local level and is detailed in the CDRP partnership plans. Key areas of work undertaken at a county level are set out below.
- 8.2 Projects and actions designed to reduce business crime continue through the Warwickshire Business Crime Unit. Business Crime Advisors have completed 766 contacts with businesses, concentrating on commercial robbery and burglary victims. Proactive work has been completed in previous robbery hot spots.
- 8.3 Development of Watch schemes for businesses also continues through the Business Crime Unit. Alongside the main Business Watch scheme sit the more specialised Shop Watch, Rural Watch, Pub Watch, Hotel Watch, Care Watch and Schools Watch, with smaller sub schemes sitting under a number of these. Contact has been renewed with the farming community and SmartWater kits distributed to mark farm machinery. A volunteer county coordinator for Horse Watch (to sit within Rural Watch) has also come forward. 186 new businesses have joined Business Watch and 346 crime alerts have been sent to businesses.

8. 4 Vulnerable consumers receive 'target hardening' advice devised by Trading Standards and Warwickshire Police, in conjunction with other agencies including PHILLIS and the Crime Reduction Co-ordinators (Warwickshire Police). Home Security and Personal Safety Packs are distributed to help vulnerable consumers reduce the risk of becoming victims of doorstep crime and distraction burglary.

## **9. Cross Cutting Theme 1: Drug and Alcohol Misuse**

9. 1 Performance against the WSCP and NHS Warwickshire Vital Signs target for drug users in effective treatment has remained robust throughout the year. The combined commitment and contribution made by Coventry and Warwickshire Partnership Trust and other third sector organisations resulted in the target being achieved in August 2009, with 1,121 individuals recorded as being in effective treatment.
9. 2 Service providers and commissioners have ensured that the treatment system has the capacity to meet any additional demands. For the period April-September 2009 services were accessed by 626 individuals, representing an increase of 19%.
9. 3 The development of joint working between community safety and health partners is a priority and a specific alcohol reference has now been included within the LAA Healthier Communities and Older People Block's Health Inequalities Strategy. The 2010-11 implementation plan will reflect these important strategic changes. WCC officers are now developing measures to ensure that the Health and Social Care responsibilities for reducing alcohol related harm are addressed within the strategic joint commissioning arrangement.
9. 4 The investment made by NHS Warwickshire into drug and alcohol services has been confirmed. The recently agreed value will enable commissioners to take forward discussions relating to Pooled Budgets that will enable appropriate action to be taken in order to improve community and in-patient drug and alcohol services through the designated commissioning process.
9. 5 Working jointly with Warwickshire Police countywide, Trading Standards have carried out 10 test purchasing campaigns using volunteers aged between 14 and 16. 108 test purchases have been made resulting in 16 sales of alcohol. The sellers have received £80 penalty notices. Action taken against the retailers has ranged from prosecution, licence review, formal caution and voluntary amendments to procedural arrangements in store. To date during 2009/10, no retail outlets have been identified as persistently selling alcohol to customers under the age of 18.
9. 6 Officers based within the Trading Standards Compliance Team provide advice, information and support to businesses. Trader information packs and relevant leaflets are distributed by request and where appropriate when an inspection visit to a business is undertaken. "Age Check 25" is now becoming the industry standard. 16 premises have been provided with information and

literature on this scheme and a further 70 premises around the county have received information via a mailshot. An advisory leaflet on proxy purchasing has also been produced jointly by the WCC Trading Standards and Community Safety teams for distribution to retailers and the general public.

- 9.7 Warwickshire Probation is on course to exceed the target (25) for completions of Community Sentences with Alcohol Treatment Requirements and anticipate that they will achieve the target (46) for completions of Community Sentences with Drug Rehabilitation Requirements.

## **10. Cross Cutting Theme 2: Offender related interventions**

- 10.1 The Warwickshire Prolific and Priority Offenders (PPO) scheme now employs a PPO Manager specifically with responsibility for Cross Border PPOs. This role has significantly increased information sharing between Warwickshire Police and surrounding counties. Warwickshire Police are also nominating 'owners' for those offenders who pose the greatest risk to Warwickshire, ensuring greater accountability and monitoring, with the aim of deterring them from committing offences in our area.
- 10.2 All but five of the eighteen objectives within the 2009/10 PPO Annual Plan have now been completed, and work is ongoing to meet the remaining five. Work is now underway to set the 2010/2011 PPO Annual Plan objectives.
- 10.3 The contribution of partners at local PPO meetings has improved and working relationships have been enhanced through 'specialist' representatives within partner agencies being nominated to work specifically with PPOs. Work continues to further enhance working relationships and to also involve third sector organisations, when possible.
- 10.4 A High Harm Causer (HHC) scheme has been introduced to target the 'critical few' who are causing the most harm to local communities. There are approximately 6-8 HHCs at any one time and extra resource will be deployed where necessary to tackle the harmful behaviour. Updates on current HHCs are made available each day to the Police Force Daily Tasking Meeting.

## **11. Cross Cutting Theme 3: Fear and Public Perceptions**

- 11.1 Work is underway to improve public confidence in the ability of the Police and local Councils to tackle crime and ASB. A partnership strategy and action plan has been developed through a multi-agency Task and Finish Group. A specific communications and marketing plan has also been developed and it has been agreed that all partnership work to improve confidence will be badged under a concept of 'safe in' (e. g. 'safe in warwickshire,' 'safe in rugby,' 'safe in alcester' etc). Work to improve public confidence is the subject of a separate report to this Committee meeting.
- 11.2 Good links with Neighbourhood Watch have been developed and maintained by both Police and County Council Community Safety teams. District and



County Neighbourhood Watch meetings have been attended to establish better links and Neighbourhood Watch now attend all Crime and Disorder Reduction Partnership tactical level meetings. A Memorandum of Understanding has been developed to confirm and enhance these working arrangements. 772 crime alerts were sent to residents during the first three quarters of 2009/10.

- 11.3 Enforcement actions, both civil and criminal, are undertaken where appropriate against Rogue Traders. So far in 2009/10, over £20,000 has been saved for Warwickshire consumers either in refunds or non payment to rogue traders.
- 11.4 Trading Standards have rolled out the “Yee Haa” campaign, which plays on the theme of Cowboy Traders. Residents in “hotspot” areas are issued with door stickers and information booklets following the theme of staying safe from cowboy traders. Street signage reinforces the No Rogue Trader message and acts as a warning to rogue traders that they will be reported if they attempt to trade in the area. The campaign currently covers approximately 750 properties.

## **12. Recommendation**

- 12.1 That members note the progress made against each of the priorities within the Community Safety Agreement and comment on key and emerging issues arising from the report.

DAVID CARTER  
Strategic Director for  
Customers, Workforce and  
Governance

Shire Hall  
Warwick

2 February 2010

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Corporate Services and Community Safety  
Overview and Scrutiny Committee  
**Date of Committee** 2<sup>nd</sup> March 2010  
**Report Title** A Public Confidence Strategy

**Summary** This report offers members the opportunity to comment upon a draft partnership strategy for increasing levels of confidence and reducing fear of crime in Warwickshire.

**For further information please contact:** Kate Nash  
Head of Community Safety and Localities  
Tel: 01926 412177  
katenash@warwickshire.gov.uk

**Would the recommendation decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]**  
No

**Background papers**

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)  Not applicable
- Other Elected Members
- Cabinet Member  Cllr Hobbs
- Chief Executive  .....
- Legal
- Finance  Chris Kaye
- Other Chief Officers  .....
- District Councils  .....
- Health Authority  .....

Police

Other Bodies/Individuals  The strategy has been developed by a sub group of the Warwickshire Community Safety Partnership (WSCP) which includes all key crime and disorder partners.

**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  The paper will go to WSCP in April. Crime and Disorder Reduction Partnerships are being consulted in the meantime.

**Corporate Services and Community Safety Overview and  
Scrutiny Committee  
2<sup>nd</sup> March 2010**

**A Strategy for Community Confidence**

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

**Recommendation**

That Members comment on the draft strategy and on key issues arising from the report.

**1. Background**

Until the introduction of the Local Area Agreement, public confidence in relation to community safety was measured through questions relating to the fear of crime which were included in the Warwickshire Citizens' Panel survey.

In the years 2001 – 2007, the results from these surveys showed a steady reduction in fear of crime across the county and between 2004 and 2007 this was broadly in line with a reduction in overall crime. In 2007/8 and in 2008/9 fear of crime went up across the county, in spite of the fact that there had been significant decreases in overall crime in those years.

Since 2008, partners in Warwickshire have included within the Local Area Agreement (LAA), National Indicator 21: 'Dealing with local concerns about anti-social behaviour and crime issues by the local council and police.' Performance is measured through the Place Survey and the 2008/09 results were disappointing, with only 23% of those questioned agreeing that agencies successfully dealt with the issues in their area. This has risen to 25% in the most recent WCC survey.

In 2009, the Home Office introduced a new single 'confidence' measure of police performance. The measure, assessed through the British Crime Survey (BCS), asks respondents whether they "agree that the police and local council are dealing with the crime and anti social behaviour issues that matter in their area". Most recent BCS figures (to Dec 2009) show confidence levels at 47.5%, which places Warwickshire 32nd out of 42 forces nationally. This measure shows a rise in confidence of some 5% since June 2009, just slightly better than the national rise of 4% over this same period.

Members will note that there is a subtle but important difference in the wording of these two questions. There will also be a difference in response according

to the methodology and context in which these two questions are asked. Warwickshire Police are currently conducting their own detailed telephone survey – and on this survey an even higher percentage of respondents - 51.8% - agree that the local council and police are dealing the ASB and crime issues that matter in this area. (This survey is ongoing and final results may therefore be different).

Furthermore, when questions are posed more positively the answers give a significantly different picture of people's confidence levels. In the 2009 Place Survey, residents were also asked how safe they felt in going about their daily business. Over 90% of residents reported feel safe or very safe in the day time and just over 50% say that they feel safe at night too.

These different perspectives are referred to briefly simply to illustrate that we are dealing with a complex set of indicators which do not give entirely consistent messages and which are therefore quite difficult to interpret and to turn into a clear programme of action.

## **2 Introduction**

Following our receipt of the disappointingly low confidence scores from the Place and BCS surveys, a seminar took place last June to consider the various factors which impact upon confidence, local and national research into best practice and to audit our current activity.

This seminar reported to WSCP in September and a task and finish group was established to draw up a strategy and action plan to take this work forward. The draft strategy is attached for Member comment before it goes to the WSCP for approval in April.

It is important to note that while there is not always a direct correlation between crime levels and levels of fear or confidence, it remains our fundamental belief that the best way of increasing confidence is to continue to reduce crime. So, while this strategy focuses on particular campaigns and activities, it is also true that all of our crime reduction activity should also be contributing to the achievement of our confidence targets.

## **3 Work undertaken already**

Work to address confidence and fear of crime issues has in the past included campaigning work, work undertaken in liaison with Neighbourhood Watch and other watch schemes and work targeted at particular groups, for example work to prevent distraction burglary among older people.

The separate report to this meeting (Community Safety Agreement progress report) gives a little more detail on work which is already underway.

## **4 Recommendation**

That Members comment on the draft strategy and on key issues arising from the report.

DAVID CARTER  
Strategic Director for  
Customers, Workforce and  
Governance

Shire Hall  
Warwick

27 January 2010

# Draft Warwickshire Public Confidence Strategy

## Introduction

Performance on reducing crime and anti social behaviour across the county is strong; but public perceptions are disappointing. When Warwickshire Police survey residents who have used their services, satisfaction levels are generally high. This suggests that there is a large group of residents who have no reason to contact agencies about crime or anti-social behaviour, yet have low levels of confidence in the local councils and police to deal with these issues.

This strategy sets out the commitment of all community safety partners in Warwickshire to work towards improving public confidence. These partners include all local authorities and criminal justice agencies, Police, Fire and Rescue and the Probation Service. Providing high levels of service, building a strong reputation and addressing the poor perception apparent amongst the wider communities will all be vital in achieving this goal.

## Key Features of Public Confidence

We recognise that people's confidence in the police, local agencies and the criminal justice sector is affected by a range of issues. These include:

- People's experience of crime
- What people see in the local area
- Personal background
- Broad social factors,
- Media representation - especially at the national level
- Perceptions of the causes of crime
- Perceptions of society in general
- People's awareness of, satisfaction with and willingness to engage with the police, criminal justice system and the response to crime

## Current Position

Partners in Warwickshire are signed up to National Indicator 21 within the LAA: 'Dealing with local concerns about anti-social behaviour and crime issues by the local council and police.' Performance is measured through the Place Survey and the 2008/09 results (the first time this indicator has been measured) were disappointing, with only 23% of those questioned agreeing that agencies successfully dealt with the issues in their area. This has risen to 25% in the most recent WCC survey.

Warwickshire Police are also assessed in respect of public confidence and the Home Office have introduced a new single measure of police performance. The measure, assessed through the British Crime Survey (BCS), asks respondents whether they "agree that the police and local council are dealing with the crime and anti social

behaviour issues that matter in their area". Most recent BCS figures (to Dec 2009) show confidence levels at 47.5%, which places Warwickshire 32nd out of 42 forces nationally.

## **Aim**

The overall aim of this strategy is to improve confidence in the police and other public services by seeking people's views about anti-social behaviour and crime in their area, successfully dealing with their local concerns and ensuring they are kept informed of and, where appropriate, engaged in work undertaken to tackle these.

## **Underpinning Principles**

In delivering this strategy, our work will be guided by the following underpinning principles:

- We recognise that better informed and involved communities are more confident communities.
- Wherever possible we will seek to engage the community in developing and delivering solutions to the issues they face.
- Confidence is about trust and transparency – we need to trust the community with information and tell them what we are doing
- We will put listening to the community at the heart of what we do, ensure that we address their concerns and provide them with feedback about what we have done and the outcomes of our activities.
- The key agencies will work together through a county strategic framework, which ensures flexibility in delivery at local level.
- We will target 'confidence' activity in those areas where confidence is currently lowest in order to narrow the confidence gap.
- We will build on best practice in other areas and across the county.

## **Objectives**

We will pursue the following key objectives. We aim to:

- Develop our understanding of the drivers of confidence locally
- Better understand the concerns of communities at local levels, especially in areas with the highest levels of crime and concern
- Provide information at county, local and community levels, to improve citizens' understanding of what is being done locally to respond to their concerns about crime and anti-social behaviour (ASB), using the most appropriate channels of communication including new technology
- Provide feedback at county, local and community levels on actions taken to tackle crime and ASB and the results of our work
- Encourage the community to engage in a two-way communication about crime and the part that they could play in developing and delivering solutions
- Embed neighbourhood policing and integrate it with other services
- Increase the quality of contacts with the public



- Deliver and publicise restorative justice interventions
- Provide effective support services for victims and witnesses
- Alleviate visual signs of crime and disorder
- Develop volunteering opportunities
- Prevent crime through highlighting safety measures and providing information about how to access other services
- Improve relationships with the media and ensure that there is a rapid, active service to tackle inaccuracies or specific issues
- Make criminal justice visible
- Set and publicise clear service standards – with clear accountability mechanisms

### **Communication – a key objective**

We recognise that how we communicate with the public is a very important feature of the confidence agenda, so we set out below key aspects of our approach to communicating and consulting with the community.

- We will use a variety of means of communicating and consulting with the community, using appropriately targeted media and messages and accepting that local newsletters and stories are likely to prove most effective in enhancing confidence.
- We will make explicit how consultation will be used – manage expectations, and provide feedback on how views have influenced future planning

The information we need to convey will include:

- Information on how more serious crime is being tackled locally
- Information on how anti-social behaviour is being dealt with
- Success stories and what works well in local areas
- Feedback on how the public's concerns have been addressed
- More information about the criminal justice system
- More on how we are achieving success with high harm causers
- Information on sentencing to show that justice is being done

The key generic messages which need to be conveyed to the public are:

- Public services are listening to the concerns of the public
- Crime is falling; but where there are still problems, we know why and what we have to do to address them locally
- Current activities are tackling crime and ASB successfully and the outcomes are being relayed back to communities
- Agencies are working together to tackle crime and ASB
- Prevention activities are in place to stop crime before it starts

Each district/borough area will have their own specific messages, which will address particular crime and ASB issues for their area.

## **Targets**

Challenging targets have been set for the measures of public confidence in both the Place Survey (to improve to 26.3% by March 2010 and to 29.5% by March 2011) and BCS (to improve to 58.3% by March 2012, with an interim milestone of 53.3% by March 2011).

## **Delivering the Strategy**

A partnership action plan sits alongside this strategy. The action plan details work to be undertaken under four key themes:

- Consultation
- Communications and Marketing
- Community Engagement
- Support for Victims and Witnesses

Progress against this action plan will be monitored by the Crime and Disorder Management Group and ultimately the Warwickshire Safer Communities Partnership.

A specific twelve month communications and marketing plan will be developed by a small working group. This will be agreed by the partnership Confidence Task and Finish Group ready for implementation in early 2010.

## **Monitoring and Evaluation**

If this strategy is successful, it will result in increased public confidence in the police and partners. This success will be measured through performance against the Place and BCS survey targets, which will be monitored by Warwickshire Safer Communities Partnership.

Success can also be measured through reduced negative perceptions about crime and ASB, measured through quality of life indicators within the Place Survey and Warwickshire Observatory Quality of Life document.

Performance in relation to each specific action within the action plan and communications and marketing plan will be regularly monitored, with an evaluation report to be submitted to Warwickshire Safer Communities Partnership at the end of the 12 month implementation period.

## **Review Process**

This strategy, and the accompanying action plan, will be reviewed annually.

**AGENDA MANAGEMENT SHEET**

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

**Date of Committee** 2 March 2010

**Report Title** Work Programme containing Items for Future Meetings

**Summary** A table setting out items for future meetings is attached.

**For further information please contact:** Jean Hardwick  
Principle Committee Administrator  
Tel: 01926 412476  
jeanhardwick@warwickshire.gov.uk  
No.

**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  .....
- 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  .....

## Corporate Services and Community Safety O & S Committee - Work Programme for 2009/10 -11

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
01 June 2010	Workshop – Annual review of Committee’s work programme – (to be held at 1:45 p.m.)					✓				High	
	One Stop Shops- Customer Satisfaction - Annual Report(Kushal Birla)	To monitor customer satisfaction in relation to one stop shops and progress to deliver the agenda	✓		✓					High	Medium Customer focus
	Q 4 Performance Improvement Plan (Portfolio Holder)	To scrutinise plans to improve areas of poor performance	✓	✓				High		High	
	Anti-Social Behaviour Action Plan – End of Year Progress Report (Katie Western)	To scrutinise progress	✓			✓				High	
	Fire and Rescue Improvement Plan (Portfolio Holder) (verbal update)		✓			✓				High	High - running an effective and efficient service
	Review of Locality Working (Nick Gower-Johnson)									High	

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
8 Sept. 2010	Peer Review (Monica Fogarty)		✓	✓		✓				High	
	20s Plenty (Chris Fossey) – depending budget provision				✓					Medium	
	Asset Management (David Soanes)			✓					Medium		
	Property Condition Maintenance (David Soanes)			✓					Medium		
	Employee absence Monitoring	To scrutinise council sickness/absence levels	✓	✓							Medium
	Q 1 Performance Improvement Plan (Portfolio Holder)	To scrutinise plans to improve areas of poor performance	✓	✓						High	
2 Dec 2010	Q 2 Performance Improvement Plan (Portfolio Holder)	To scrutinise plans to improve areas of poor performance	✓	✓						High	

**To be arranged:**

Member Workshop - Review of Locality Working - (Nick Gower-Johnson) - date to be arranged.

**AGENDA MANAGEMENT SHEET**

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

**Date of Committee** 02 March 2010

**Report Title** Debt Recovery – Update

**Summary** The Committee is invited to review and comment on the progress of debt recovery.

**For further information please contact:** Rob Phillips  
Corporate Budget Accountant  
Tel: 01926314945  
robertphillips@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  Cllr Appleton, Cllr Gittus, Cllr Davis, Cllr Moss – for comment
- Cabinet Member  Cllr Heatley – for information
- Chief Executive
- Legal  Sarah Duxbury – for comment
- Finance  Dave Clarke – Reporting Officer
- Other Chief Officers
- 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



## Agenda No

# Corporate Services and Community Safety Overview and Scrutiny Committee - 02 March 2010.

## Debt Recovery - Update

### Report of the Strategic Director, Resources

#### Recommendation

That Committee is asked to review and comment on the progress of debt recovery since the last report in September 2009.

## 1 Background

- 1.1 At the Resources, Performance and Development Overview and Scrutiny Committee meeting on 24<sup>th</sup> April 2007, members requested the continuation of regular reporting on the large outstanding debts of the authority. This report presents a snapshot of these large outstanding debts as at 9 February 2010, providing an update on changes since the last report in September 2009.

## 2 Over-42 Days, Over-£30,000 Debt

- 2.1 The Audit Commission recommends referral of unpaid invoices for legal action after 42 days. Our experience has been that the first legal letter, sent out by Legal Services shortly after receipt of a referral from a directorate is effective in recovery of debt. Based on this experience the following provision is included in our Statement of Recognised Practice:

Strategic Directors are required to:

*'Refer all debts not paid within 42 days for legal action. If a debt is not referred for legal action at 42 days, Strategic Directors must be able to justify the reason for not doing so.'*

- 2.2 Members will recall the report in September 2009 gave a list of the over 42 days debt greater than £30,000. An update of this list is given in table 1 overleaf. The debts previously reported to members in September are highlighted in bold in the shaded area. Members should note that the table includes disputed as well as undisputed debts and therefore no adverse inference should be drawn as to the conduct or financial standing of any organisation listed.

<b>Table 1: Outstanding over 42 days, over £30,000 debt</b>					
	<b>Invoice No</b>	<b>Debtor Name</b>	<b>Value of Invoice £</b>	<b>Outstanding Amount £</b>	<b>Invoice Date</b>
E & E	00166068	Color Estates Ltd	£80,602	£55,602	05/09/2007
Capital	00184299	Hilltop Developments (UK) Ltd	£38,468	£38,468	01/07/2008
AHCS	00186311	Warwickshire Primary Care Trust	£65,607	£65,607	12/08/2008
Res	00186405	Warwickshire Community & Voluntary Action	£36,618	£36,618	13/08/2008
AHCS	00190137	Warwickshire Primary Care Trust	£30,904	£30,904	17/10/2008
AHCS	00199159	Warwickshire Primary Care Trust	£312,840	£312,840	27/02/2009
Capital	00200079	George Wimpey (West Midlands) Ltd	£101,057	£101,057	05/03/2009
Capital	00200082	George Wimpey (West Midlands) Ltd	£1,034,724	£1,034,724	05/03/2009
AHCS	00201381	Warwickshire Primary Care Trust	£33,914	£33,914	24/03/2009
Capital	00202934	Barratt Homes (Mercia)	£90,205	£90,205	28/04/2009
E & E	00207221	Paul Hultberg Transport	£42,580	£42,580	07/07/2009
Capital	00208825	Banner Homes	£94,873	£94,873	20/08/2009
CYPF	00209561	WCC Harris School	£51,670	£51,670	07/09/2009
CYPF	00210100	Warwickshire Primary Care Trust	£133,193	£133,193	14/09/2009
AHCS	00210176	Warwickshire Primary Care Trust	£35,741	£35,741	15/09/2009
AHCS	00210749	Cherry Trees Care Home	£101,209	£101,209	25/09/2009
Capital	00210819	WCC The Ferncumbe C of E School	£75,000	£75,000	28/09/2009
AHCS	00211142	Martin Greenwood	£32,936	£32,936	01/10/2009
Res	00211556	WCC Bilton C of E Junior School	£67,679	£67,679	07/10/2009
E & E	00211591	Louis Group international (UK) Ltd	£68,737	£51,553	07/10/2009
CYPF	00211762	WCC Alcester High School	£117,381	£117,381	08/10/2009
CYPF	00211811	WCC Kenilworth School	£378,132	£378,132	09/10/2009
Res	00212248	WCC Bilton School	£75,255	£75,152	13/10/2009
CYPF	00212540	WCC Harris School	£37,911	£37,911	16/10/2009
Capital	00213282	Our Lady's R C Primary School	£125,000	£125,000	02/11/2009
E & E	00213946	National Grid	£31,000	£31,000	11/11/2009
Capital	00213977	Taylor Wimpey Ltd	£90,597	£90,597	12/11/2009
Capital	00213984	Lagan Homes	£169,416	£119,416	12/11/2009
CYPF	00215081	Janet Plant	£102,950	£102,950	27/11/2009
E & E	00215535	Esprit Homes Ltd	£31,751	£31,751	03/12/2009
			<b>Total</b>	<b>£3,595,663</b>	

2.3 The total of outstanding over 42 days, over £30,000 debt is £3.596 million. This is £0.335 million more than the figure reported to this Committee in September 2009. A summary table of the level of debts cleared from the list in the previous report in September is included in Table 2 below:

<b>Table 2: Over 42 days, over £30,000 debt cleared</b>		
<b>Debtor</b>	<b>No. of Invoices</b>	<b>Value of Invoices £</b>
Warwickshire Primary Care Trust	8	575,769
Other	10	880,080
<b>Total</b>	<b>18</b>	<b>1,455,849</b>

- 2.4 There are 10 debts remaining from the list presented to this Committee in September. Four of these debts relate to Warwickshire Primary Care Trust. It should be noted that the PCT have been concentrating on prompt payment of current invoices and hence only 2 of the 20 new debts added to the list relate to them. However, the authority is in regular contact with the PCT and has been assured that the problems in clearing the older debts are being addressed. The Cherry Trees debt is related to an overpayment which the authority is claiming back from the Care Home as the PCT had become responsible. The Care Home are having to wait until the PCT have paid the money to them to avoid financial difficulties. The Martin Greenwood debt has been queried. This is being resolved and the debt is being chased.
- 2.5 8 of the 20 new debts relate to WCC Schools. In some instances the debts have been queried meaning that payment was delayed, in other cases the schools are waiting for a transfer of funds from other accounts. All these debts are being chased. The debt for Janet Plant relates to ongoing funding for learners within the 14 to 19 Development Team. This invoice has been queried and is being resolved. The debt continues to be chased.
- 2.6 Both the debts for the Louis Group International (UK) Ltd and Color Estates Ltd are being cleared through instalments and therefore will feature in this list in future reports. The National Grid and Paul Hultberg Transport are being chased and payment is expected shortly.

### **3 Section 106 and Section 278 Agreements**

- 3.1 When the previous debt recovery report was presented to this Committee in September, members requested details on the possibility of receiving developer contributions in advance of the schemes commencing. This section comments on the debts outstanding in the list above and outlines the progress made against this request.
- 3.2 The remaining invoices from Table 1, relate to developer contributions to capital schemes. The debt outstanding reflects the impact of the economic recession on the ability of developers to make agreed contributions to infrastructure works on new developments. On all of these debts discussions are ongoing with the developer and have been for a number of months. In some cases, these negotiations are being undertaken jointly by the directorate and Law and Governance. For section 106 agreements, the security for debts is the land that is being developed but this security might not be enforceable immediately (e.g. if it is necessary to wait for market conditions to improve) or at all (e.g. if the land has been sold to individual homeowners). For section 278 agreements, bonds provide surety against insolvency or inability to pay but not

against a developer who successfully disputes liability. In the case of both types of agreement, interest is payable on the debts.

- 3.3 For section 106 agreements, developers have to pay WCC's legal costs incurred in negotiating the terms of the agreement. It is now current practice to request a payment upfront and any balance owing is required to be paid before the agreement is signed. The Section 106 agreement provides for certain contributions to be paid at certain trigger points. These trigger points are specified in the agreement, for example when the development commences or when a certain number of properties are occupied. Because the contributions aren't payable until the trigger points are reached, it is not possible to require these contributions to be paid in advance.
- 3.4 Developers also have to pay WCC's legal costs for section 278 agreements and again it is now current practice to request a payment upfront with the balance payable before the agreement is signed off. Developers also have to pay Design Services' fees for design, contract and tender preparation. In the past Design Services were willing to wait until the section 278 agreement was signed before recovering these fees. This practice has now been amended and fees are being collected in advance. As part of the section 278 agreement developers have to reimburse WCC for the cost of any highway works. These costs are not collected in advance but instead a bond is secured to cover the costs in the event of default. Whilst this protects WCC in the majority of cases, developers do sometimes dispute liability and the largest debt on the list (George Wimpey £1,034,724) is one of those cases.

DAVID CLARKE  
Strategic Director, Resources  
Shire Hall  
Warwick

10 February 2010

**AGENDA MANAGEMENT SHEET**

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

**Date of Committee** 2 March 2010

**Report Title** Speed Limit Review (C and D Roads)

**Summary** This report includes the findings made from the speed limit review (C and D Roads) seminar, and recommends the way forward with speed limits on C and D roads.

**For further information please contact** Jo Edwards  
Principal Road Safety Engineer  
Tel. 01926 412028  
joedwards@warwickshire.gov.uk

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

**Background Papers** None

**CONSULTATION ALREADY UNDERTAKEN:-** *Details to be specified*

Other Committees  .....

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

Other Elected Members  Councillor J Appleton  
Councillor R Chattaway } for information  
Councillor C Davis  
Councillor M Gittus  
Councillor B Moss

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

Chief Executive  .....

Legal  I Marriott – agreed.

- Finance  .....
- Other Chief Officers  .....
- District Councils  .....
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  .....

**FINAL DECISION**                      **YES/NO**      *(If 'No' complete Suggested Next Steps)*

**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  .....

**Corporate Services and Community Safety Overview and  
Scrutiny Committee – 2 March 2010**

**Speed Limit Review (C and D Roads)**

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

**Recommendation**

It is recommended that this Committee notes that funding for a comprehensive C and D road review is unlikely to be available for the foreseeable future.

**1. Background**

- 1.1 A speed limit review on A and B type classified roads was carried out in 2008, and 120 reduced speed limits were implemented by April 2009. This was in response to WCC's Speed Management Strategy and Department for Transport guidelines (Circular 01/2006).
- 1.2 The main benefits associated with reduced speed limits are: a reduction in the number of road casualties, a reduction in demands on the emergency services, and improvements to the local quality of life. A monitoring exercise is underway on the new speed limits, to determine the effects on both the speed of traffic and road casualties (The results of this exercise will be available in June 2010).

**2. Introduction**

- 2.1 As a consequence of the A and B road speed limit review, there are now a number of locations where a higher classification of road has a lower speed limit than adjoining narrow, country lanes.
- 2.2 A seminar was held on 12 October 2009, to discuss a way forward with regard to speed limits on C and D roads. All Members were invited to the seminar, with 22 Members attending, along with representatives from Warwickshire Police and WCC officers.

**3. The Seminar**

- 3.1 The seminar discussed the feasibility and the funding implications of a C and D class speed limit review.

- 3.2 An information sheet is included (as shown in **Appendix A**), which summarises the various different views expressed at the seminar. The general consensus was that a review of C and D roads would be desirable but there was no consensus on how this could be achieved or how it could be funded.
- 3.3 The view from Warwickshire Police is as follows:- 'the most important point from the seminar was the need for any action to have clear intended outcomes. We must do things that we expect will reduce the numbers of people killed and injured on our roads. If casualty reduction is our intention, we need to direct our limited resources to where they can achieve most effect. This is a strong argument against a blanket approach'.

#### **4. Funding**

- 4.1 The cost of the speed limit review on A and B roads was approximately £1m. There are twice as many rural, C and D roads. At the present time, there is no funding available to carry out a similar review.

#### **5. Conclusions**

- 5.1 It is unlikely that funding for a full scale review of C and D road speed limits will be a priority in the foreseeable future.
- 5.2 Limited changes to speed limits on C and D roads may be justified where they may save casualties.
- 5.3 In the absence of funding for a full scale review, requests by local communities for speed limit changes on C and D roads, which meet the criteria of WCC's Speed Management Strategy, will need to compete for funding with other proposals for highway improvements.
- 5.4 Funding for speed limit changes might be available from the following existing budgets:-
- (i) Casualty Reduction Scheme Budget – This budget is prioritised according to the casualties expected to be saved for the money invested.
  - (ii) Area Committee Safety and Maintenance Delegated Budget – This budget is prioritised according to criteria determined by the Area Committee concerned.

PAUL GALLAND  
Strategic Director for Environment and Economy  
Shire Hall  
Warwick

11 February 2010



**Corporate Services and Community Safety Overview and  
Scrutiny Committee – 2 March 2010**

**Speed Limit Review (C and D Roads)**

**SEMINAR (12/10/09) COMMENTS**

- The majority of those present would like some kind of review on C and D roads.
- To wait until the results of the monitoring exercise of the A and B roads are available before making a decision (Spring 2010).
- A minority of those present would like a 'blanket 50' approach on all rural C and D roads.
- If a review is carried out in stages then those routes with high numbers of crashes and also community concern sites should be given priority.
- Consistency of speed limits needs to be achieved with any approach.
- Carry out a technical phase first (similar to that of the A and B review), which will cost approximately £30,000 and then report findings to Area Committees.
- Funding remains to be a fundamental issue. Could the Police contribute ? LTP, Central Government, Area Committees, taking it from other areas.
- The Police and WCC need to operate within a partnership arrangement.
- Both cyclists and equestrian users need to be considered on rural roads.
- Could the 'Quiet Lanes' initiative be considered ?
- Enforcement of lower speed limits is a concern.
- A C and D review will eliminate the anomalies created by the A and B review.
- Look at those routes highlighted by members.
- Urban areas should also be included.
- Consistency is already happening with derestricted limits, therefore allow drivers to be responsible for the speed they travel at.
- Concerns about numbers of road signs.
- Criteria needs to be developed. (Should include traffic volume).

- Should deliver what residents want.
- The 'Village' speed limit review project should include those routes approaching villages, not just the residential section.
- Education and enforcement should be a priority.
- We should wait for the A and B Review (promised for Spring 2010) before spending £30k.
- From the police perspective, the most important point from the seminar was the need for any action to have clear intended outcomes. We must do things that we expect will reduce the numbers of people killed and injured on our roads. If casualty reduction is our intention, we need to direct our limited resources to where they can achieve most effect. This is a strong argument against a blanket approach.