

# **AGENDA MANAGEMENT SHEET**

<b>Name of Committee</b>	<b>Environment and Economy Overview and Scrutiny Committee</b>	
<b>Date of Committee</b>	<b>2 July 2009</b>	
<b>Report Title</b>	<b>Full Year Directorate Report Card 2008/09 (April 2008 – March 2009) (this report was previously scheduled to be presented to the former Environment Overview and Scrutiny Committee)</b>	
<b>Summary</b>	This report provides an analysis of the Environment and Economy Directorate's performance at the full year point for 2008/09. It reports on performance against the key <b>Environment</b> performance indicators as set out in the Directorate Report Card.	
<b>For further information please contact</b>	Andy McDarmaid Environmental Management and Performance Manager Tel. 01926 418646 andymcdarmaid@warwickshire.gov.uk	Ron Tennant Performance Management Officer Tel. 01926 412796 rontennant@warwickshire.gov.uk
<b>Would the recommended decision be contrary to the Budget and Policy Framework?</b>	No	
<b>Background Papers</b>	None.	

## **CONSULTATION ALREADY UNDERTAKEN:-**

*Details to be specified*

Other Committees	<input type="checkbox"/>	.....
Local Member(s) (With brief comments, if appropriate)	<input type="checkbox"/>	.....
Other Elected Members	<input type="checkbox"/>	.....
Cabinet Member (Reports to The Cabinet, to be cleared with appropriate Cabinet Member)	<input checked="" type="checkbox"/>	Councillor M Heatley – for information
Chief Executive	<input type="checkbox"/>	.....

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

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

***SUGGESTED NEXT STEPS :***

*Details to be specified*

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

**Environment and Economy Overview and  
Scrutiny Committee - 2 July 2009**

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

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

**Recommendation**

The Environment Overview and Scrutiny Committee is recommended to consider both the summary and detail of the performance indicators within the Directorate Report Card at the full year point of 2008/09 (**Appendix A**).

**1. Background**

- 1.1 This report presents Environment Overview and Scrutiny Committee with the full year update on the performance of the Directorate Report Card for 2008/09 and is intrinsically linked to the Corporate Report Card which is considered by Cabinet.
- 1.2 All Directorate Report Cards will provide the specialist service based information which support the Council-wide position considered by Cabinet in the Corporate Report card.
- 1.3 After a year of operation the Report Card system has been enhanced and all Directorates will now provide an update on the performance of their Directorate Report Cards to the respective Overview and Scrutiny Committee on a quarterly basis.
- 1.4 The objective of the system is to provide Members with a detailed update on the key performance measures relating to the Directorate, from which Members can be signposted to more detailed reports and information if required.
- 1.5 This detail and a summary of content are set out in the following sections.

**2. Content of the Directorate Report Card**

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

- 2.2 Recognising the increased role which partnership plays in the delivery of County Council services, all Local Area Agreement (LAA) measures relevant to the Committee have been incorporated into the Directorate Report Card, In addition to the relevant measures from the Corporate Report Card all Directorate Report Cards will be made up of other 'local' indicators' which they feel are relevant to their services.
- 2.3 Directorate Report Cards will therefore potentially comprise the following four 'types' of measures:-

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




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

### 3. Overall Summary of Full Year Performance

- 3.1 There are **57** measures within the Directorate Report Card and at the full year point for 2008/09, performance is reported for **50** of these. Performance reporting is available for **14** of the **19** National Indicators which feature in the report. Targets were not set for 5 of the indicators and these do not appear in the table in section 3.7.
- 3.2 Although annual targets have not been set for **3** of our road casualty indicators concerning child killed and seriously injured (KSI) and slight injury casualties, we are performing well in relation to the Local Transport Plan (LTP) targets which require reductions of 50% in child KSI numbers and 10% in slight injury numbers by 2009 when compared to the 1994-98 averages. Our actual performance to the end of 2008 equates to a 64% reduction in child KSI casualties and a 21% reduction in slight injury casualties.
- 3.3 The Waste Management results remain provisional until validated (3 to 4 months after the close of the reporting period) in "*WasteDataFlow*" which is the DEFRA (Department for Environment, Food and Rural Affairs) waste management reporting system. Data is available on a nationwide basis to ascertain rates of recycling, composting and land filling at district, borough, county, regional and national levels to accurately measure performance and undertake effective benchmarking.
- 3.4 It will be necessary to review the validity of some performance indicators for the reporting period of 2009/10 and beyond based on the outturn results that were not available at the time the 2009/10 business plan was produced. It is the

intention to make proposals regarding possible alternative indicators at the Quarter1 2009/10 reporting stage.

- 3.5 Mystery Shopping\* results for the Autumn main wave and Residents' satisfaction survey results have been included in this Full Year Performance Report. (\*The Mystery Shoppers organisation conduct an independent assessment of our customer care performance).
- 3.6 The 4 indicators covering Congestion, CO2 reduction, and reductions in NOx and PM10 emissions have been "baselined" during 2008/09 and as such cannot be compared during this reporting year.
- 3.7 The performance at the full year reporting point for 2008/09 is presented in full in **Appendix A** and summarised in the table below. 37 of the 45 targeted measures reported on (82.2%) have met or exceeded their year end targets.

	Quarter 4 year-end actual compared to 2008/09 target						Total
	Q4 y-e actual exceeding target		Q4 y-e actual meeting target		Q4 y-e actual missed target		
							
	Total no. of measures	%	Total no. of measures	%	Total no. of measures	%	Total no. of measures
Performance Results	23	71.9%	4	12.5%	5	15.6%	32
Customer Results	1	33.3%	1	33.3%	1	33.3%	3
People Results	6	85.7%	-	-	1	14.3%	7
Corporate Health	1	33.3%	1	33.3%	1	33.3%	3
OVERALL TOTAL	31	68.9%	6	13.3%	8	17.8%	45

- 3.8 This summary includes 4 LAA Street Cleanliness measures which are the responsibility of District and Borough Councils, but are included for completeness in this report .

## 4. Remedial Action

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

Ref	Measure	Responsible Head of Service	Summary of Remedial Action
LI 195c	Improved street and environmental cleanliness – Graffiti (%)	Monica Fogarty	<p><i>This LAA indicator is the responsibility of the District and Borough councils and is included in this report at the request of the Corporate Performance team.</i></p> <p>Noted that Nuneaton and Warwick had graffiti problems, but that overall the results are good. A graffiti cleaning group had also been set up, and was working well.</p>
LI 709	Unclassified roads where maintenance should be considered (%)	Graeme Fitton	Significant increases in costs and additional, necessary spending commitments within highway maintenance have exceeded inflation increases in budgets (i.e. real spending power has reduced).
NI 168	Principal roads where maintenance should be considered (%)	Graeme Fitton	Despite these difficulties we are hopeful of maintaining our national benchmarking quartile rankings, which in 2007/08 were top quartile for non-principal roads and 2 <sup>nd</sup> quartile for principal and unclassified roads.
NI 169	Non-principal roads where maintenance should be considered (%)	Graeme Fitton	A revision of long-term targets should be carried out in conjunction with the development of Local Transport Plan3 (LTP3.)
NI 177	Number of passenger journeys made by bus and light rail	Graeme Fitton	<p>Passenger numbers for the financial year 2008/9 were 14,775,611, an increase of 1.3% on the 2007/8 figure. The original estimate for 2008/9 of 16,000,000 was based on a slight flattening in annual growth evidenced in previous years. (13.5% increase in 2006/7, 9.7% increase in 2007/8). It was anticipated that this slow down would continue and had been anticipated at 6.6% above the original 2007-08 target of 15m.</p> <p>There are three main reasons for the actual figure not matching the target:-</p> <ol style="list-style-type: none"> <li>1) It was anticipated that demand would continue to rise at a significant rate following the introduction of a countrywide bus pass scheme. This did not materialise as the Warwickshire scheme was already generous and enabled cross-boundary travel.</li> <li>2) The current economic situation has led to a weakening of demand for peak services. This is affecting both commercial and subsidised services.</li> <li>3) Due to the unusually severe adverse weather conditions in February many bus services did not operate at all for several days. This has had a detrimental effect on figures for the year.</li> </ol>
LI 317d	% satisfaction with Mystery Shopping experience	Martin Stott	<p>A number of elements have been identified where improvements can easily be made and will gain approximately 4-5 percentage points on the Directorate score. Typically, these were the failure to give a name when answering the telephone, failure to provide full contact details in letter and e-mail replies and the failure to wear ID badges when meeting visitors.</p> <p>An in depth analysis of the Mystery Shopping report also revealed several elements that should have been declared as "non-scoring". If this had been corrected, our likely score would have been 80-81% and therefore better than target.</p>

LI 340d	Top 5% of earners (senior management positions) that are women	Martin Stott	<p>This indicator covers the HAY graded employees only. The Corporate target for this indicator was always 55% which equated to the approximate percentage of female employees within the authority. The same philosophy was adopted for EED as the Directorate comprises about 45% female, 55% male.</p> <p>The low representation level of women in senior management positions within the Directorate has existed for some time and the current economic climate may make it difficult to achieve substantial change in the short term.</p> <p>A "women's" group has been established within the Directorate and will consider this issue as one of its areas of work.</p>
LI 329d	% End year variance from budget	Paul Galland	<p>This is the projected Quarter 4 figure going to Cabinet on 28 May 2009. The Final Outturn Report is going to Cabinet on 9 July. However, the figure is subject to change until final sign off has occurred on 30th September 2009.</p> <p>The Directorate began the year with a need to find £4m in savings (a significant element of which had accumulated from previous years). Savings of £4.85m (considerably beyond expectations) were achieved. However, the predicted outturn for EED is a £1.357 million overspend and this is mainly as a result of increases in Street Lighting energy costs (£748,000), adverse weather conditions which caused long periods of winter gritting (£342,000), redundancy costs on restructuring (£326,000), and under recovery of income on our Skills Delivery service (£892,000). In the case of the street lighting energy costs and the excess winter gritting (accounting for around £1.1m), these were both issues outside of the control of the Directorate.</p>

## 5. Recommendations

- 5.1 The Environment Overview and Scrutiny Committee is recommended to consider both the summary and detail of the performance indicators within the Directorate Report Card at the full year reporting point of 2008/09 (**Appendix A**).

PAUL GALLAND  
Strategic Director for Environment and Economy  
Shire Hall  
Warwick

8 June 2009

Performance								
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI047a	People killed or seriously injured in road traffic accidents - Number of casualties	Smaller is Better	Annually	397	343.00	393.00	★	Calendar year reporting.
LI175a	Access to services and facilities by public transport, walking and cycling (in communities defined as from towns to hamlets) - % of total population with Basic Access	Bigger is Better	Annually	99.83	99.92	99.83	★	
LI175b	Access to services and facilities by public transport, walking and cycling (in communities defined as from towns to hamlets) - % of total population with Daily Access to services	Bigger is Better	Annually	96.83	97.01	96.83	★	
LI175c	Access to services and facilities by public transport, walking and cycling (in communities defined as from towns to hamlets) - % of total population with Limited Access to employment opportunities and key services	Bigger is Better	Annually	95.14	95.45	95.14	★	
LI175d	Access to services and facilities by public transport, walking and cycling (in communities defined as from towns to hamlets) - % of total population with access to employment, and good access to other key services	Bigger is Better	Annually	88.91	89.53	88.91	★	

Performance								
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI175e	Access to services and facilities by public transport, walking and cycling (in communities defined as from towns to hamlets) - % of total population with access to employment and comprehensive access to key services	Bigger is Better	Annually	78.27	79.60	78.27	★	
LI195a	Improved street and environmental cleanliness - Litter (%)	Smaller is Better	Annually	13	6.10	10.00	★	
LI195b	Improved street and environmental cleanliness - Detritus (%)	Smaller is Better	Annually	17	12.60	15.00	★	
LI195c	Improved street and environmental cleanliness - Graffiti (%)	Smaller is Better	Annually	3	4	3	▲	Noted that Nuneaton and Warwick had graffiti problems, but that overall the results are good. A graffiti cleaning group had also been set up, and was working well.
LI195d	Improved street and environmental cleanliness - Fly Posting (%)	Smaller is Better	Annually	1	0.3	1	★	
LI325	Environment CPA Score	Bigger is Better	Annually	4	4	4	●	
LI700	To improve commercial efficiency through the number of organisations working with the Carbon Trust or Warwickshire Climate Change Partnership or similar organisations carbon management themes	Bigger is Better	Quarterly	185	159	96	★	
LI701	Change in countywide road traffic mileage (LTP) - Relative to 2004 Baseline	Bigger is Better	Annually	100.25	-	106.1	-	2008/09 data will not be available from DfT until August 2009
LI702	Number of Directorates with ISO 14001 certification	Bigger is Better	Quarterly	4	6	6	●	

Performance								
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI703	% residents satisfied that WCC pursues a sustainable environment and economy	Bigger is Better	Annually	N/A	45	-	-	Percentage of people either "very satisfied" or "fairly satisfied"
LI704	Percentage of household waste recycled	Bigger is Better	Quarterly	17.5	21.48	17.91	★	This figure is provisional and subject to change until validated in WasteDataFlow. Fully validated figures are unlikely to be available before early September.
LI705	Percentage of household waste composted	Bigger is Better	Quarterly	17.9	21.75	20.14	★	This figure is provisional and subject to change until validated in WasteDataFlow. Fully validated figures are unlikely to be available before early September.
LI706	Number of children killed or seriously injured (KSI) in road traffic accidents	Smaller is Better	Quarterly	22	25	-	-	Calendar year reporting. It was not considered appropriate to set a target for this indicator due to the known volatility of the relatively small number of Child KSI casualties. Although this is a worse result than the previous year, when using the preferred Department for Transport indicator of "Rolling 3 year average" percentage change this performance equates to a 6.67% improvement.
LI707	Number of people slightly injured in road traffic accidents	Smaller is Better	Quarterly	2275	2072	-	-	Calendar year reporting. It was not considered appropriate to set a target for this indicator.
LI708	Number of people slightly injured in RTAs (%age change compared to prev year)	Bigger is Better	Quarterly	0.35	8.92	-	-	Calendar year reporting - positive numbers signify an improvement. It was not considered appropriate to set a target for this indicator.

Performance								
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI709	Unclassified roads where maintenance should be considered (%)	Smaller is Better	Annually	14	16.8	13.5	▲	Significant increases in costs, and additional necessary spending commitments within highway maintenance have exceeded inflation increases in budgets. A revision of long-term targets should be carried out in conjunction with the development of LTP3
LI710	Town centre footways where maintenance should be considered (%)	Smaller is Better	Annually	27	27.2	28.93	★	
LI711	Days taken to repair streetlights – LA control	Smaller is Better	Quarterly	5.4	3.89	5	★	
LI712	Percentage reduction in municipal waste landfilled	Bigger is Better	Annually	7.69	15.97	5.27	★	This figure is provisional and subject to change until validated in WasteDataFlow. Fully validated figures are unlikely to be available before early September.
NI047	People killed or seriously injured in road traffic accidents (percentage change on 3 year rolling average)	Bigger is Better	Annually	8.9	5.23	1	★	Calendar year reporting - positive numbers signify an improvement.
NI048	No. children killed or seriously injured in road traffic accidents (percentage change - 3 year rolling average)	Bigger is Better	Quarterly	27.2	6.67	5	★	Calendar year reporting - positive numbers signify an improvement.
NI157	Planning applications determined in 13 weeks (%)	Bigger is Better	Quarterly	N/A	82.43	70	★	
NI167	Congestion - average journey times per mile during the morning peak (Journey time per mile, minutes and seconds)	Smaller is Better	Annually	N/A	-	-	-	Baselining for this indicator was carried out during 2008/09 - the indicator will be monitored from September 2009 onwards.

Performance								
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI168	Principal roads where maintenance should be considered (%)	Smaller is Better	Annually	4	5	4	▲	Significant increases in costs, and additional necessary spending commitments within highway maintenance have exceeded inflation increases in budgets. A revision of long-term targets should be carried out in conjunction with the development of LTP3
NI169	Non-principal roads where maintenance should be considered (%)	Smaller is Better	Annually	3	5	4	▲	Significant increases in costs, and additional necessary spending commitments within highway maintenance have exceeded inflation increases in budgets. A revision of long-term targets should be carried out in conjunction with the development of LTP3

Performance								
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI177	Number of journeys made by bus and light rail	Bigger is Better	Annually	14583178	14775611	16000000	<div>▲</div> <p>Passenger numbers for the financial year 2008/9 were 14,775,611, an increase of 1.3% on the 2007/8 figure. The original estimate for 2008/9 of 16,000,000 was based on a slight flattening in annual growth evidenced in previous years. (13.5% increase in 2006/7, 9.7% increase in 2007/8). It was anticipated that this slow down would continue and had been anticipated at 6.6% above the original 2007-08 target of 15m. There are three main reasons for the actual figure not matching the target:- 1) It was anticipated that demand would continue to rise at a significant rate following the introduction of a countrywide bus pass scheme, this did not materialise as the Warwickshire scheme was already generous and enabled cross-boundary travel. 2) The current economic situation has led to a weakening of demand for peak services. This is affecting both commercial and subsidised services. 3) Due to the unusually severe adverse weather conditions in February many bus services did not operate at all for several days. This has had a detrimental effect on figures for the year.</p>	

Performance								
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI178	Bus services running on time (%)	Bigger is Better	Annually	80.2	83	83		The NI definition states that this indicator should be reported "to the nearest whole number" rather than to one decimal place as was previously the case.
NI185	CO2 reduction from Local Authority operations (%)	Bigger is Better	Annually	N/A	-	-	-	The baselining process for this indicator was carried out during 2008/09 and as such performance data is not yet available.
NI186	Per capita co2 emissions in the LA area (% Reduction)	Bigger is Better	Annually	8.2	-	4	-	Information awaited from DEFRA
NI188	Adapting to Climate Change - Level of implementation 0-3	Bigger is Better	Annually	0	0	0		Completed Impact Sheets received, except for North Warwickshire BC. These included adult care homes, smallholdings, fire protection, tourism, etc. Once all authorities had submitted their sheets, a meeting will be organised to progress issues. This can be weaved into action plans, etc. It is hoped to complete all sheets by the end of July.
NI191	Residual Household Waste per Household (Kg)	Smaller is Better	Annually	840	665	746		This figure is provisional and subject to change until validated in WasteDataFlow. Fully validated figures are unlikely to be available before early September.
NI192	Household waste recycled and composted (%)	Bigger is Better	Annually	35.4	43.23	38.05		This figure is provisional and subject to change until validated in WasteDataFlow. Fully validated figures are unlikely to be available before early September.

Performance								
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI193	Municipal waste landfilled (%)	Smaller is Better	Annually	59.65	51.65	57.48	★	This figure is provisional and subject to change until validated in WasteDataFlow. Fully validated figures are unlikely to be available before early September.
NI194a	% reduction in NOx emissions	Bigger is Better	Annually	N/A	-	-	-	The baselining process for this indicator was carried out during 2008/09 and as such performance data is not yet available.
NI194b	% reduction in PM10 emissions	Bigger is Better	Annually	N/A	-	-	-	The baselining process for this indicator was carried out during 2008/09 and as such performance data is not yet available.
NI195	Improved street and environmental cleanliness (%)	Bigger is Better	Annually	N/A	5.75	-	-	For 2009/10, a new weighting calculation will be applied to the individual scores when deriving the overall NI195 score. This is intended to properly reflect the relative importance of the four categories. Weighting will be 50%-20%-20%-10% respectively.

Performance								
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009			
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Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
NI197	Improved Local Biodiversity - Active Management of Local Sites (%)	Bigger is Better	Annually	17	31	23	★	The 2008-09 target of 23% was exceeded due to: a) Warwickshire Geological Conservation Group (WGCG) rationalising their sites from 94 to 79 b) WGCG have achieved some site conditon monitoring c) Natural England baseline figure for number of sites in agri-environment schemes and woodland schemes was 14 really - figure was previously 35 d) More local knowledge reporting from some L.A.s e) refinement on definitions of "active management". Next year's objectives: a) Regional Parity: Refine process and define definitions of "active management" in West Midlands region.
NI198	Children travelling to school – mode of travel usually used (%)	Smaller is Better	Annually	32	31	35	★	This indicator represents the percentage of children travelling to school as the sole passenger in a car. Our objective is to reduce the number of pupils travelling in this way and to encourage travel to school by means of car share, public transport, cycling or walking.

Customers								
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI316d	% Achievement of WCC customer care standards	Bigger is Better	Quarterly	N/A	97.00	96.00	★	
LI317d	% Satisfaction with Mystery Shopping experience rating	Bigger is Better	Annually	N/A	76.00	79.00	▲	A number of elements have been identified where improvements can easily be made and will gain approximately 4-5 percentage points on the Directorate score. Typically, these were the failure to give a name when answering the telephone, failure to provide full contact details in letter and e-mail replies and the failure to wear ID badges when meeting visitors. An in depth analysis of the Mystery Shopping report also revealed several elements that should have been declared as "non-scoring". If this had been corrected, our likely score would have been 80-81% and therefore better than target.
LI321d	Number of adverse Ombudsman complaints	Smaller is Better	Quarterly	N/A	0.00	0.00	●	

People								
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009			
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Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI334d	% Satisfaction that the County Council is a good employer	Bigger is Better	Annually	N/A	83.00	78.00	★	
LI335d	% Staff satisfaction that Appraisal was of benefit	Bigger is Better	Annually	N/A	60.00	56.00	★	
LI336d	% of all benchmarkable staff satisfaction questions in the top quartile of all local authorities (ORC Benchmark)	Bigger is Better	Annually	N/A	86.00	84.00	★	
LI337d	No. Working days/ shifts lost due to sickness absence per FTE	Smaller is Better	Quarterly	N/A	7.40	8.00	★	
LI338d	% Employees who are disabled	Bigger is Better	Quarterly	N/A	2.49	1.50	★	
LI339d	% Employees from BME communities	Bigger is Better	Quarterly	N/A	4.61	4.50	★	

People								
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI340d	Top 5% of earners (senior management posts) that are women	Bigger is Better	Quarterly	N/A	20.00	45.00	▲	This indicator covers the HAY graded employees only. The Corporate target for this indicator was always 55% which equated to the approximate percentage of female employees within the authority. The same philosophy was adopted for EED as the Directorate comprises about 45% female, 55% male. The low representation level of women in senior management positions within the Directorate has existed for some time and the current economic climate may make it difficult to achieve substantial change in the short term. A "women's" group has been established within the Directorate and will consider this issue as one of its areas of work.
LI718	% staff receiving an appraisal (Directorates Only)	Bigger is Better	Annually	N/A	-	100.00	-	A new HRMS report, which will identify the percentage of completed appraisals, is being written but it is unlikely that it will be finalised before Q1 2009/2010.

Corporate Health								
Indicators				Baseline (2007-2008 Year End Actual )	2008 - 2009			
					Current Performance			
Ref	Description	Aim	Collection Frequency		Year End Actual (A)	End of Year Target (B)	Year End Actual against End of Year Target (A) vs (B)	SMART Remedial Action (To be carried out by Next Reporting Stage) and/or Comments
LI325	Environment CPA Score	Bigger is Better	Annually	N/A	4.00	4.00	●	
LI329d	% End year variance from budget - Please Note: The target for this indicator is +/- 1% variance	Plan is Best	Quarterly	N/A	3.07	0.00	▲	This is the projected Q4 figure going to Cabinet on 28 May 2009. The Final Outturn Report is going to Cabinet on 9 July. However, the figure is subject to change until final sign off has occurred on 30th September 2009. The Directorate began the year with a need to find £4m in savings (a significant element of which had accumulated from previous years). Savings of £4.85m (considerably beyond expectations) were achieved. However, the predicted outturn for EED is a £1.357 million overspend and this is mainly as a result of increases in Street Lighting energy costs (£748,000), adverse weather conditions which caused long periods of winter gritting (£342,000), redundancy costs on restructuring (£326,000), and under recovery of income on our Skills Delivery service (£892,000). In the case of the street lighting energy costs and the excess winter gritting (accounting for around £1.1m), these were both issues outside of the control of the Directorate.
LI331d	% Compliance with Directorate Governance action plan	Bigger is Better	Quarterly	N/A	100.00	95.00	★	