

Environment and Economy Overview and Scrutiny Committee

2nd July 2009

Agenda

The Environment and Economy Overview and Scrutiny Committee will meet at the
SHIRE HALL, WARWICK on 2nd July 2009 at 10:00 a.m.

The agenda will be: -

1. General

(1) Apologies for absence

(2) Members' Disclosure of Personal and Prejudicial Interests

Members 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) Minutes of the meeting of the Economic Development Overview and Scrutiny Committee held on 17th March 2009 and matters arising

(4) Minutes of the meeting of the Environment Overview and Scrutiny Committee held on 9th April 2009 and matters arising

(5) Minutes of the meeting of the Environment and Economy Overview and Scrutiny Committee held on 23rd June 2009 and matters arising (to follow)

2. Public Question Time

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 Environment Overview and Scrutiny Committee. Questioners may ask 2 questions and can speak for up to three minutes each.

To be sure of receiving an answer to an appropriate question, please contact John Wright on 01926 412320 or e-mail johnwright@warwickshire.gov.uk at least 15 minutes before the start of the meeting and ensure that Council staff are aware of the matter on which you wish to speak.

3. Effective Scrutiny - Scrutiny Officer

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

4. Challenges and Opportunities For Next 12 Months - Portfolio Holder(s)

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

5. Full Year 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)

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 **Environment** performance indicators as set out in the Directorate Report Card

Recommendation that the Committee consider both the summary and detail of the performance indicators within the Directorate Report Card at the full year point of 2008/0

For further information please contact Andy McDarmaid, environmental Management and Performance Manager Tel 01926 418646 Email andymcdarmaid@warwickshire.gov.uk or Ron Tennant Performance Management Officer Tel 01926 412796 Email rontennant@warwickshire.gov.uk

6. Full Year Directorate Report Card 2008/09 (April 2008 – March 2009) – (this report was previously scheduled to be presented to the former Economic Development Overview and Scrutiny Committee)

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 Economic Development performance indicators as set out in the Directorate Report Card.

Recommendation that the Committee consider both the summary and detail of the performance indicators within the Directorate Report Card at the full year point of 2008/0

For further information please contact Andy McDarmaid, environmental Management and Performance Manager Tel 01926 418646 Email andymcdarmaid@warwickshire.gov.uk or Ron Tennant Performance Management Officer Tel 01926 412796 Email rontennant@warwickshire.gov.uk

7. Progress report on the Budget and Savings Plan for the Environment and Economy Directorate

To consider an update on the progress being made by the Environment and Economy Directorate in delivering its savings targets and balancing its budget.

Recommendation that: Members note and endorse the Environment and Economy Directorate's progress to date in balancing its budget and delivering its savings plan.

For further information please contact Liz Firmstone Financial Services Manager Tel 01926 412534 Email lizfirmstone@warwickshire.gov.uk

8. Workshop

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

Shire Hall,
Warwick.

JIM GRAHAM
Chief Executive

Environment and Economy Overview and Scrutiny Committee Membership

County Councillors:- Penny Bould, David Bryden (*Vice Chair*), Les Caborn, Chris Davis, Mike Doody (*Chair*), Joan Lea, Barry Lobbett, Phillip Morris- Jones, Ray Sweet, Helen Walton, John Whitehouse and Chris Williams

Cabinet Portfolio Holders:- Alan Cockburn and Peter Fowler

The reports referred to are available in large print if requested

General Enquiries: Please contact John Wright on 01926 412320
E-mail: johnwright@warwickshire.gov.uk

Minutes of a Meeting of the Economic Development Overview and Scrutiny Committee held on 17th March 2009.

Present: Councillor Mick Jones (Chair
Anne Forwood (Vice Chair)
Michael Doody
Eithne Goode
Pat Henry
John Ross
Philip Morris-Jones
Ian Smith
Mick Stanley

Officers: David Hill, Economic Strategy Adviser, Environment and Economy Directorate.
John Scouller, Head of Skills, Tourism and Economy, Environment and Economy Directorate.
Roy Shearing, Principal Business Support Officer, Environment and Economy Directorate.
Paul Williams, Scrutiny Officer, Performance and Development Directorate.
John Wright, Committee Manager, Performance and Development Directorate.

1. General

(1) Apologies

Apologies for absence were received from Councillors Gordon Collett, Richard Hyde and Chris Saint

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

None

(3) Minutes of the meeting held on 5 January 2009 and Note of the Itinerant meeting held on 17 February 2009

Resolved that the Minutes of the meeting held on 5 January 2009 and note of the Itinerant meeting held on 17 February 2009 be agreed as a correct record and signed by the Chair.

Matters Arising

(1) Minute 3 Update on Current Economic Situation - Bullet Point (3)

Members requested that a briefing note be circulated on the number of enquiries received each month from businesses seeking to relocate into the County

(2) Minute 3 Update on Current Economic Situation - Bullet Point (4)

Members sought assurance that the issue of reduction of business rate was being raised with government and were informed that advice had been provided to the business community who were lobbying government about the issue.

(3) Itinerant meeting held on 17 February 2009

Members gave feedback from the visit to four sites undertaken on 17th February. Members felt the visit had been very informative and worthwhile. The following points were made

- The Camp Hill Opportunities Centre was not an inspiring venue and needed refurbishment, refurbishment was planned
- The regeneration of Camp Hill was needed to create employment opportunities
- The Opportunities Centre was much appreciated. 186 young people currently attended the centre each week
- 23 new businesses had been established in Camp Hill in the last year
- There was a need for local companies to employ local people

Members were of the opinion that such visits should become a regular feature of the work of the Committee and should cover other areas of the County.

2. Public Question Time

None

3. Update on the Current Economic Situation

The Committee received an update on the present economic situation within the County. The committee received presentations from David Hill Economic Strategy Advisor and from Dianne Williams from Coventry and Warwickshire Chamber of Commerce.

David Hill informed the Committee of:

- How the current recession compared to those in the 1980s and 1990s
- The factors which were continuing to drive the recession
- Steps, such as quantitative easing, being taken to reduce the impact of the recession
- The impact of the recession on various sectors within the economy
- The reasons why the West Midlands region was likely to be more badly hit by the recession than other areas
- Forecasts of possible business closure
- Forecasts of unemployment levels
- Variations in unemployment levels across the County

Dianne Williams informed the Committee that

- The recession hit the service sector first and the effects on the manufacturing sector followed at a later date
- Businesses were reporting a drop in orders and in cash flow
- 87% of manufacturers and 81% of service businesses were now stating that they were operating below capacity
- Businesses were hanging on to cash
- Within supply chains those at the lower end were struggling to get cash
- Businesses were reluctant to make staff redundant. Many felt that if they were to do so they would be unlikely to replace them when the economy picked up again. Some businesses were offering staff reduced working hours in order to retain them.
- There had been a rise in requests from businesses for support on human resource issues.
- There was a continuing issue of access to finance. Banks were less willing to lend though in some cases businesses were not doing themselves any favours by failing to present information to the banks in appropriate formats.

Members discussed the issues arising from the presentations and the following comments were made;

- Many businesses are still trading well through the internet
- Whilst some members felt business rates should be totally suspended the Committee was informed that there was little demand for such a move amongst businesses who saw the rates as one overhead amongst others
- It has been too easy to get credit in recent years
- The change in the exchange rate between the pound and the Euro has been detrimental to many businesses though some businesses who concentrate on export were doing well.
- Business is having to be innovative to respond to the challenges of the recession
- The recession will mean that those businesses that had only been kept going in the economic boom would struggle to keep in business
- Increasing globalisation of economies has meant that unlike the past the recession has hit all economies rather than the economies one or two countries.

Resolved that

- (1) The content of the presentations be noted; and
- (2) Dianne Williams from Coventry and Warwickshire Chamber of Commerce be invited to give presentations to future meetings of the Committee on the effect of the recession on the business community within Warwickshire

4. Quarter 3 Directorate Report Card 2009/09

The Committee considered the report of the Strategic Director Environment and Economy on an analysis of the Environment and Economy Directorate's performance at the Quarter 3 Point for 2008/09. The report detailed on performance against the key performance indicators as set out in the Directorate Report Card.

The Committee was informed that due to the current economic situation performance against a number of the indicators was likely to drop when the figures were next reported to the Committee

Resolved that the report be noted.

5. Future Work Programme and Forward Plan Items relevant to the work of this Committee.

(a) Provisional Items for Future Meetings

The Committee noted the list of provisional items for future meetings

(b) Forward Plan

The Committee noted the forward plan items relevant to the work of this Committee.

6. Any other Business

None

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Chair of the Committee

The Committee rose at 4.00 p.m.

Minutes of the Environment Overview and Scrutiny Committee meeting held on 9th April 2009.

Present:

Members:	Councillor	John Appleton
	"	George Atkinson
	"	Ken Browne (Chair)
	"	Jose Compton
	"	Gordon Collett
	"	Eithne Goode
	"	Doug Hodgkinson
	"	Joan Lea
	"	Ray Sweet (Vice-Chair)
	"	Sid Tooth
	"	John Wells
	"	John Whitehouse

Also Present: Councillor Martin Heatley, Portfolio Holder for Environment

Officers	Roger Newham	Chief Transport Planner
	Martin Stott	Head of Environment and Waste
	Paul Williams	Scrutiny Officer
	John Wright	Committee Manager

1. General

(1) Apologies for absence

No apologies for absence were received.

(2) Members Declarations of Personal and Prejudicial Interests

None

(3) Minutes

The minutes of the Environment Overview and Scrutiny Committee meeting held on 19th February 2009 were agreed and signed as a correct record.

(4) Matters Arising

Minute 9 "Review of Concessionary Travel for Young People"

Councillor Whitehouse reported that the Cabinet had approved funding for a consultant. Members were of the opinion that the terms of reference for the consultants work should be monitored to avoid the scope of the work being extended beyond its intended remit.

2. Public Question Time

No public questions had been submitted.

3. Future Work Programme and Items Relevant to the Work of this Committee

(a) Provisional Items for future meetings

The Committee agreed the future work programme.

The Chair reported on the progress of two reports which had initially been expected to be presented to this meeting of the Committee. The report on the "20's plenty" scheme had been delayed due to finalisation of the funding for the trial scheme. The Chair outlined discussions he had with the Strategic Director Economy and Environment on the identification of additional budget savings. The Chair had emphasised the role of scrutiny in monitoring the progress the Directorate was making in identifying savings and the Strategic Director had given an undertaking that a report would be submitted to the first meeting of the committee following the elections.

(b) Forward Plan items

Members noted the Forward Plan items relevant to the work of this Committee.

4. Rugby Joint Transport Review

The Committee considered a report on a review, jointly commissioned with Rugby Borough Council, of transport issues affecting Rugby town centre.

The report set out thirteen detailed recommendations. The recommendations in the report had been endorsed by the Rugby Area Committee and Rugby Borough Council

Members welcomed the report and the recommendations. They were particularly concerned to note the problems caused by a lack of secure lorry parking in the area and felt that other District and Borough Councils should consider this issue as apart of their reviews of their Local development Framework. Members were also of the opinion that many of the issues raised in the report were equally applicable to all parts of the County and therefore the Cabinet should be recommended consider adopting the recommendations countywide.

Resolved that

1. the Cabinet be recommended to
 - i. Approve and adopt the recommendations of the Rugby Joint Transport Review
 - ii. Consider whether the issues raised in the Rugby Joint Transport Review are appropriate for adoption across the rest of the County
 - iii. Request that the District and Borough Councils give consideration, as part of their Local Development Framework reviews, to the provision of secure lorry parking
2. A review of the provision of secure lorry parks be included in the future work programme of the committee.

5. Section 106 Agreements Review

The Committee considered a report on a review which had been undertaken of the processes related to Section 106 agreements. Members had gained a clear understanding of what was involved in entering into, implementing and monitoring section 106 agreements.

The report set out five detailed recommendations and in particular the panel had recommended that Members should be informed on a regular basis, of section 106 agreements affecting their division and adjoining divisions.

Members welcomed the report and the recommendations. The Committee felt that it was important for members to be aware of the schemes that had been agreed for their localities and to be able to monitor the progress of the implementation of those schemes.

Resolved that the recommendations of the Section 106 Monies Task and Finish Group be approved and implemented.

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Chair

The Committee rose at 11.20 a.m.

AGENDA MANAGEMENT SHEET

Name of Committee	Environment and Economy Overview and Scrutiny Committee
Date of Committee	2 July 2009
Report Title	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)
Summary	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 Environment performance indicators as set out in the Directorate Report Card.
For further information please contact	<div> <div> Andy McDarmaid Environmental Management and Performance Manager Tel. 01926 418646 andymcdarmaid@warwickshire.gov.uk </div> <div> Ron Tennant Performance Management Officer Tel. 01926 412796 rontennant@warwickshire.gov.uk </div> </div>
Would the recommended decision be contrary to the Budget and Policy Framework?	No
Background Papers	None.

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

Other Committees	<input type="checkbox"/>
Local Member(s) (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:-

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




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 nd 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"> 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.
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> <div>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.</div>	

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			
					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
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			
					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
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		

AGENDA MANAGEMENT SHEET

Name of Committee	Environment and Economy Overview and Scrutiny Committee	
Date of Committee	2 July 2009	
Report Title	Full Year Directorate Report Card 2008/09 (April 2008 – March 2009) – (this report was previously scheduled to be presented to the former Economic Development Overview and Scrutiny Committee)	
Summary	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 Economic Development performance indicators as set out in the Directorate Report Card.	
For further information please contact:	Andy McDarmid, Environmental Management and Performance Manager. Tel. 01926 418646 andymcdarmid@warwickshire.gov.uk	Ron Tennant, Performance Management Officer. Tel. 01926 412796 rontennant@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	<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 C Saint – for information.

Chief Executive	<input type="checkbox"/>
Legal	<input checked="" type="checkbox"/>	I Marriott – agreed.
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 Economic Development 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 Economic Development 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:-




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

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

3. Overall Summary of Full Year Performance

- 3.1 There are **44** measures within the Directorate Report Card and at the full year point for 2008/09, performance is reported for **37** of these. Performance reporting is available for **9** of the **14** National Indicators which feature in the report. Targets were not set for 3 of the indicators and these do not appear in the table in section 3.5.
- 3.2 It has not been possible to provide data for **5** National Indicators due to non availability from Central Government sources - the Learning and Skills Council are not yet able to supply data for NI 161 (literacy), NI 162 (numeracy) and NI 174 (skills gap in workforce) measures, Department for Work and Pensions for NI 173 (Flows onto Incapacity benefits) and Department for Transport for NI 176 (access to employment by public transport).
- 3.3 In light of the economic downturn, it will be necessary to reassess targets for 2009/10 and beyond together with a review of the validity of some performance indicators. This will be 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 our future targets and possible alternative indicators at the Q1 2009/10 reporting stage.
- 3.4 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).

- 3.5 The performance at the full year point for 2008/09 is presented in full in **Appendix A** and summarised in the table below. **25** of the **34** measures reported on (**73.5%**) 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	11	52.4%	4	19.0%	6	28.6%	21
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	19	55.9%	6	17.6%	9	26.5%	34

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
LI152a	% Working age people on out of work benefits - Priority Wards	John Scouller	<p>Latest available actual data (13.42%) refers to Aug 08 and is therefore before the significant increase in unemployment as a result of the economic downturn. Actual data for end of Q4 should be available in August and it is likely the target will be missed as a result of the downturn.</p> <p>Due to up-to-date actual data not being available, the figure given in the Year-End Actual column is in fact a forecast based on available historical data, however, it must be noted that these forecasts are in no way guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate. A new project commenced in February</p>

			2009 funded by Area Based Grant, whereby workless people in priority wards are being contacted through door to door work.
LI715	Number of inward investments made in the county that have primarily, or to a significant extent, occurred as a result of inward investment promotion and support activity of the authority	John Scouller	Inward investment targets have not been met due to the current economic downturn, as many companies are putting expansion plans on hold. Nonetheless the number of conversions from enquiries into investments was up slightly on the previous year, though the typical investment was much smaller than previous years. This includes some companies downsizing into smaller premises.
LI716	Number of jobs created / safeguarded as a result of WCC activities	John Scouller	Job figures have not been met due to the current economic downturn, as many companies are putting expansion plans on hold. We have been assisting an increasing number of businesses looking to downsize their operation but still remain in Warwickshire, by advising on alternative property. In the second half of the year our business support service was helping companies having difficulty securing finance with their applications to the Coventry and Warwickshire Reinvestment Trust. This helped safeguard about twenty businesses. A new scheme developed with Coventry and Warwickshire Chamber and funded by Area Based Grant was launched in February. This provides distress support for businesses in financial difficulty and enterprise support for start-up businesses.
NI151	Overall employment rate - working age (%)	John Scouller	Latest data refers to the period Oct 2007 - Sept 2008, so only partially covering the reporting period in question. The decline in the employment rate is probably as a result of the changing economic climate, and it is likely that further falls will be seen. Action where possible through redundancy and employment support programmes is being taken, but the macro economic conditions is rather beyond our control.
NI152	% Working age people on out of work benefits - Warwickshire (%)	John Scouller	<p>Latest available actual data (8.45%) refers to Aug08 and is therefore before the significant increase in unemployment as a result of the economic downturn. Actual data for end of Q4 should be available in August, and it is likely the target will be missed as a result of the downturn.</p> <p>Due to up-to-date actual data not being available, the figure given in the Year-End Actual column is in fact a forecast based on available historical data, however, it must be noted that these forecasts are in no way guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate.</p> <p>Employment support programmes included "Sustained Employment Through Learning"</p>

			(SETL), which concluded early in the year, having provided training for over 700 unemployed people and its successor "Skills for Jobs" was launched.
NI163	Working age population qualified to at least Level 2 or higher - NB: targets relate to previous years performance due to time lag in data publication - Warwickshire (%)	John Scouller	<p>Latest available actual data (75.5%) refers to the previous year (Jan-Dec 07) and so this is only an interim measure of performance towards the 08/09 target. However, the trajectory of change from 2006 (baseline) to 2007 (latest data) suggests we are on course to just miss our 2008 target. Actual data for this period will be available in August.</p> <p>Due to up-to-date actual data not being available, the figure given in the Year-End Actual column is in fact a forecast based on available historical data, however, it must be noted that these forecasts are in no way guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate.</p> <p>WCC through Employment Training Warwickshire expanded its provision of apprenticeships and people on "Train to Gain" courses to over 500. Nearly 200 of these were advanced apprenticeships delivered across a range of public sector agencies.</p>
LI 317d	% Satisfaction with Mystery Shopping experience rating	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 posts) 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 - Please Note: The target for this indicator is +/- 1% variance.	Paul Galland	<p>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.</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>
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5. Recommendations

- 5.1 The Economic Development Overview & 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

16 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
LI152a	% Working age people on out of work benefits - Priority Wards	Smaller is Better	Quarterly	13.81	15.69 (forecast)	13.40	▲	Latest available actual data (13.42%) refers to Aug 08 and is therefore before the significant increase in unemployment as a result of the economic downturn. Actual data for end of Q4 should be available in August, and it is likely the target will be missed as a result of the downturn. Due to up-to-date actual data not being available, the figure given in the Year-End Actual column is in fact a forecast based on available historical data, however, it must be noted that these forecasts are in no way guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate. A new project commenced in February 2009 funded by Area Based Grant, whereby workless people in priority wards are being contacted through door to door work.

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
LI163a	% Working age population qualified to at least Level 2 or higher (NB: targets relate to previous years performance due to time lag in data publication) - Gap between North of County and County average	Smaller is Better	Annually	8.60	7.50 (forecast)	7.50		Latest available actual data (5.25%) refers to the previous year (Jan-Dec 07) and so this is only an interim measure of performance towards the 08/09 target. However, the trajectory of change from 2006 (baseline) to 2007 (latest data) suggests we are on course to meet our 2008 target. Actual data for this period will be available in August. Due to up-to-date actual data not being available, the figure given in the Year-End Actual column is in fact a forecast based on available historical data, however, it must be noted that these forecasts are in no way guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate.

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
LI165a	% Working age population qualified to at least Level 4 or higher - Gap between Warwickshire and the South East	Smaller is Better	Annually	1.80	0.95 (forecast)	1.25	★	Latest available actual data (-0.40%) refers to the previous year (Jan-Dec 07) and so this is only an interim measure of performance towards the 08/09 target. Actual data for this period will be available in August. The trajectory of change from 2006 (baseline) to 2007 (latest data) suggests we are on course to meet/exceed our 2008 target. Due to up-to-date actual data not being available, the figure given in the Year-End Actual column is in fact a forecast based on available historical data, however, it must be noted that these forecasts are in no way guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate.

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
LI166a	Average earnings of employees in the area - Proportion of Warwickshire to South East average (%)	Bigger is Better	Quarterly	96.6	97.0 (forecast)	97.0	<div></div>	Latest available actual data (96.8%) refers to the position as of April 2008. However, the trajectory of change from 2006 (baseline) to 2007 (latest data) suggests we are on course to meet our 2008 target. Data for 2009 will be available in November. Due to up-to-date actual data not being available, the figure given in the Year-End Actual column is in fact a forecast based on available historical data, however, it must be noted that these forecasts are in no way guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate.
LI171a	VAT registration rate - Nuneaton & Bedworth (rate per 10,000)	Bigger is Better	Annually	28	29 (forecast)	29	<div></div>	Latest available actual data (33) is for 2007. Data for 2008 will be released in November. New target (based on revised definition of indicator) will take effect from 09/10. Due to up-to-date actual data not being available, the figure given in the Year-End Actual column is in fact a forecast based on available historical data, however, it must be noted that these forecasts are in no way guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate.

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
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	★	
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	79.6	78.27	★	

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
LI713	Number of unemployed people supported into employment as a result of WCC activities	Bigger is Better	Quarterly	N/A	197	-	-	
LI714	Number of beneficiaries receiving training as a result of WCC activities	Bigger is Better	Quarterly	N/A	1926	-	-	
LI715	Number of inward investments made in the county that have primarily, or to a significant extent, occurred as a result of inward investment promotion and support activity of the authority	Bigger is Better	Quarterly	64	65	69	▲	Inward investment targets have not been met due to the current economic downturn, as many companies are putting expansion plans on hold. Nonetheless the number of conversions from enquiries into investments was up slightly on the previous year, though the typical investment was much smaller than previous years. This includes some companies downsizing into smaller premises.

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
LI716	Number of jobs created / safeguarded as a result of WCC activities	Bigger is Better	Quarterly	2055	747	2179	▲	Job figures have not been met due to the current economic downturn, as many companies are putting expansion plans on hold. We have been assisting an increasing number of businesses looking to downsize their operation but still remain in Warwickshire, by advising on alternative property. In the second half of the year our business support service was helping companies having difficulty securing finance with their applications to the Coventry & Warwickshire Reinvestment Trust. This helped safeguard about twenty businesses. A new scheme developed with Coventry & Warwickshire Chamber and funded by Area Based Grant was launched in February. This provides distress support for businesses in financial difficulty and enterprise support for start-up businesses.
LI717	Tourist / visitor numbers to the area (millions)	Bigger is Better	Quarterly	12.9	-	12.9	-	
LI719	Percentage occupancy of the Council's business portfolio, including managed workspace facilities, above the CEDOS benchmark of 85%	Bigger is Better	Quarterly	90	89	85	★	


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
NI151	Overall employment rate - working age (%)	Bigger is Better	Quarterly	79.1	77.8	79.1	▲	Latest data refers to the period Oct 2007 - Sept 2008, so only partially covering the reporting period in question. The decline in the employment rate is probably as a result of the changing economic climate, and it is likely that further falls will be seen. Action where possible through redundancy and employment support programmes is being taken, but the macro economic conditions is rather beyond our control.

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
NI152	% Working age people on out of work benefits - Warwickshire (%)	Smaller is Better	Quarterly	8.72	10.12 (forecast)	8.50	▲	Latest available actual data (8.45%) refers to Aug08 and is therefore before the significant increase in unemployment as a result of the economic downturn. Actual data for end of Q4 should be available in August, and it is likely the target will be missed as a result of the downturn. Due to up-to-date actual data not being available, the figure given in the Year-End Actual column is in fact a forecast based on available historical data, however, it must be noted that these forecasts are in no way guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate. Employment support programmes included "Sustained Employment Through Learning" (SETL), which concluded early in the year, having provided training for over 700 unemployed people and its successor "Skills for Jobs" was launched.
NI161	Learners achieving a Level 1 qualification in literacy (Number)	Bigger is Better	Quarterly	N/A	-	-	-	This data should be supplied by the Learning & Skills Council and has not been made readily available. It has been suggested that this indicator be removed from the system!

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
NI162	Learners achieving an Entry Level 3 qualification in numeracy (Number)	Bigger is Better	Quarterly	N/A	-	-	-	This data should be supplied by the Learning & Skills Council and has not been made readily available. It has been suggested that this indicator be removed from the system!

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
NI163	Working age population qualified to at least Level 2 or higher - NB: targets relate to previous years performance due to time lag in data publication - Warwickshire (%)	Bigger is Better	Annually	73.20	76.74 (forecast)	76.80	▲	Latest available actual data (75.5%) refers to the previous year (Jan-Dec 07) and so this is only an interim measure of performance towards the 08/09 target. However, the trajectory of change from 2006 (baseline) to 2007 (latest data) suggests we are on course to just miss our 2008 target. Actual data for this period will be available in August. Due to up-to-date actual data not being available, the figure given in the Year-End Actual column is in fact a forecast based on available historical data, however, it must be noted that these forecasts are in no way guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate. WCC through Employment Training Warwickshire expanded its provision of apprenticeships and people on “Train to Gain” courses to over 500. Nearly 200 of these were advanced apprenticeships delivered across a range of public sector agencies.

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
NI164	Proportion of working age population qualified to at least Level 3 or higher (%)	Bigger is Better	Quarterly	51.2	54.4	53.2	★	Latest available data refers to the previous year (Jan-Dec 07) and so this is only an interim measure of performance towards the 08/09 target. Actual data for this period will be available in August.
NI165	Working age population qualified to at least Level 4 or higher (%)	Bigger is Better	Annually	30.6	33.3	31.5	★	This indicator is not included within the LAA - a relative target was chosen as this is a more robust and practical way to present the data. Note this indicator has a confidence interval of 2.8% (i.e. it could be 2.8% higher or lower than that stated)
NI166	Average earnings of employees in the area (£)	Bigger is Better	Quarterly	464	483.80	480	★	This indicator is not included within the LAA - a relative target was chosen as this is a more robust and practical way to present the data, particularly in light of the current economic climate. The relative indicator was advised by central government, and agreed by Government Office West Midlands.

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
NI171	VAT registration rate (rate per 10,000)	Bigger is Better	Annually	44	44 (forecast)	44		Latest available actual data (50) is for 2007. Data for 2008 will be released in November. New target (based on revised definition of indicator) will take effect from 09/10. Due to up to-date actual data not being available, the figure given in the Year-End Actual column is in fact a forecast based on available historical data, however, it must be noted that these forecasts are in no way guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate.
NI172	Small businesses in the area showing employment growth (%)	Bigger is Better	Quarterly	N/A	12.49	-	-	New data set that has only recently become available. Limited historic data making target setting very difficult.
NI173	Flows onto incapacity benefits from employment (%)	Smaller is Better	Quarterly	N/A	-	-	-	This data should be supplied by the Department of Work & Pensions and has not been made readily available. It has been suggested that this indicator be removed from the system!
NI174	Skills gaps in the current workforce reported by employers (%)	Smaller is Better	Quarterly	N/A	-	-	-	This data should be supplied by the Learning & Skills Council and has not been made readily available. It has been suggested that this indicator be removed from the system!

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
NI175	Access to services and facilities by public transport, walking and cycling - in communities defined as from towns to hamlets (%)	Bigger is Better	Annually	91.8	92.3	91.8	★	
NI176	% Working age people with access to employment by public transport (and other specified means)	Bigger is Better	Annual	N/A	-	-	-	This is an indicator only and targets have not been set. Information will be provided by DfT but availability of the data is not yet known.

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			
					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
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	★	

AGENDA MANAGEMENT SHEET

Name of Committee	Environment and Economy Overview and Scrutiny Committee
Date of Committee	2 July 2009
Report Title	Progress Report on the Budget and Savings Plan for the Environment and Economy Directorate
Summary	Update on the progress being made by the Environment and Economy Directorate in delivering its savings targets and balancing its budget.
For further information please contact	Liz Firmstone Financial Services Manager Tel. 01926 412534 lizfirmstone@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	<input checked="" type="checkbox"/> Cabinet – 22 May 2008, 16 October 2008. Environment Overview and Scrutiny Committee - 24 January 2008, 5 June 2008.
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 – agreed.
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

Progress Report on the Budget and Savings Plan for the Environment and Economy Directorate

Report of the Strategic Director for Environment and Economy

Recommendation

Environment and Economy Overview and Scrutiny Committee notes the progress made by the Environment and Economy Directorate in delivering its plans to meet its required savings targets.

1. Introduction

- 1.1 At its meeting on 5 June 2008, the Strategic Director of the Environment and Economy Directorate reported to the Environment Overview and Scrutiny Committee the level of savings the Directorate needed to make in order to balance its budget and outlined a three year plan for addressing the problem, broadly describing some of the steps that needed to be taken to meet the savings target.
- 1.2 This report gives an update on the progress that has been made in the past twelve months and outlines the work that is ongoing to ensure the Directorate can deliver its service priorities within the resources available.

2. Background

- 2.1 At the start of 2008/09 the Environment and Economy Directorate was facing a savings target of £3.903 million for the year (including repayment of the £1.1 million 2007/08 overspend), rising to an estimated £5.686 million by the end of 2011/12. The report to the Environment Overview and Scrutiny Committee on 5 June 2008 set out the reasons behind the level of savings required. Broadly, the savings were needed to meet:-
 - (i) Efficiency savings targets
 - (ii) targets brought forward from previous years, which had been met from one-off savings
 - (iii) Other unavoidable budget pressures

- 2.2 In order to manage delivery of these savings targets in a planned and controlled way, on 22 May 2008, Cabinet approved:-
- (i) A planned overspend on the Directorate's budget in 2008/09 of up to £2 million.
 - (ii) A major review of the vision, purpose and structure of the Environment and Economy Directorate, in order to produce savings plans based on a structured assessment of the services the Directorate should provide in the future.
- 2.3 In order to implement this review, the Director established the Future Service Delivery (FSD) Project in 2008/09. This project is governed by a Project Board, comprising:-
- (i) Councillor Alan Cockburn (Chair and Portfolio Holder for Resources)
 - (ii) Councillor Martin Heatley (Portfolio Holder for Environment Services)
 - (iii) Councillor Chris Saint (Portfolio Holder for Economic Development)
 - (iv) Paul Galland (Strategic Director, Environment and Economy)
 - (v) Dave Clarke (Strategic Director, Resources)
 - (vi) David Carter (Strategic Director, Customers, Workforce and Governance)
 - (vii) Heads of Service of the Environment and Economy Directorate
- 2.4 The work of this project is ongoing and to date has included:-
- (i) A major review of the vision and purpose of the Directorate.
 - (ii) A review of specific service provision, which generated a savings plan based on statutory duties, corporate priorities, policies and standards.
 - (iii) A series of individual service reviews, the results of which have informed changes to the structure of the directorate and ongoing savings plans.
 - (iv) Engagement with portfolio-holders, managers, staff and trade unions, through a detailed communications plan to ensure transparency and understanding of the requirement to make savings.
 - (v) Exploring opportunities for new ways of working.
- 2.5 The remainder of this report explains in more detail the progress that has been made in meeting the savings target for 2008/09, and in planning to meet savings requirements in the 2009/10 and 2010/11.

3. Delivery of Savings Targets 2008/09

- 3.1 The Environment and Economy Directorate started 2008/09 with a savings target of £3.903 million. One of the early pieces of work of the FSD Project was to review all of the services provided by the Directorate against a set of criteria, in order to determine the level of service that should be delivered in future, and to identify key areas for specific service reviews. The criteria that were applied are:-

- (i) Does it specifically contribute to the Corporate Priorities?
- (ii) Does it contribute to the Directorate's Vision and Purpose?
- (iii) Is it a Statutory Duty?
- (iv) Are there alternative providers?
- (v) Size of budget and financial performance
- (vi) Service performance
- (vii) Potential for New Ways of Working

The result of this exercise was to identify savings of £1.922 million towards the Directorate's target for the year. **Appendix A** sets out the individual targets and the actual savings delivered against them during the year.

3.2 In order to close the remaining budget gap for the year, all managers were tasked with finding additional sustainable savings. By the end of 2008/09, the Directorate had secured a total of £4.854 million savings against the original target of £3.903. This was a combination of ongoing savings and one-off savings and income, e.g. clawback income from Warwick Parkway station.

3.3 However, set against these savings, we have also incurred exceptional one-off costs in the following areas:-

- (i) Street lighting energy costs - increases in energy costs in summer 2008 when contracts were being renewed at the height of the oil prices resulted in unbudgeted costs for EED amounting to £748k (these have been treated as a corporate pressure in 2009/10).
- (ii) Winter maintenance - the extreme adverse weather conditions in February 2009 resulted in unbudgeted costs for salt, vehicles and contract costs of £342k (we had to do far more salt runs than the average season and the allocated budget provided for).
- (iii) Redundancy costs - (for posts where redeployment was not possible) – These costs were a consequence of the Directorate's Future Service Delivery project to restructure and refocus the Directorate and re-balance its budget, costing £326k.
- (iv) Skills Delivery - The under recovery of income relating to Skills Delivery, which was not fully identified until the end of the financial year, is £892k. This is the subject of a service review to determine the best way forward.

As a result of these items, the overall outturn position for the Directorate in 2008/09 was an overspend of £1.357 million.

3.4 The exceptional costs incurred in relation to street lighting energy and winter maintenance were entirely beyond the Directorate's control, and as part of the corporate outturn report, Members have been requested to approve one-off funding from corporate reserves to meet these.

4. Savings Targets for Future Years

- 4.1 As part of its medium-term financial planning, the Environment and Economy Directorate monitors continuously its savings requirement for the next three years. This is a constantly moving target, as budget pressures and availability of funding are constantly being adjusted. However, *current* estimates of future years' savings requirements are shown in Table 1 below:-

Table 1: Environment and Economy Directorate Savings Requirement 2009/10 to 2011/12	2009/10 £000	2010/11 £'000	2011/12 £000
Original Budget	65,950 ¹	62,891	61,969
Approved Savings	-2,646 ²		
Approved Budget ³	63,304	62,891	61,969
Allocations to Services	-63,136	-62,891	-61,969
Unallocated budget	168	0	0
Forecast overspend 2008/09 to be repaid	-1,666	0	0
Estimated unavoidable budget pressures 2009/10	-1,000	?	?
Additional savings to be found	-2,498	-1,536	-2,454 ⁴
One-off funding requested from Cabinet for exceptional costs in 2008/09 ⁵	1,090	0	0
Savings to be found if one-off funding is approved	-1,408	-1,536	-2,454

- 4.2 The savings targets for 2010/11 and 2011/12 assume that requirements in previous years are found in full. The majority of the savings needed in 2009/10 are likely to be one-off only, in order to meet repayment of the 2008/09 overspend and primarily one-off budget pressures emerging in the current financial year.

- 4.3 The estimated budget pressures in 2009/10 relate to:-

¹ Includes revenue and Area Based Grant allocations approved in 2009/10 budget resolution.

² Includes savings approved in 2009/10 budget resolution and subsequent corporate budget adjustments. The approved savings include those agreed by the FSD Board for 2009/10 and savings to meet the 2009/10 efficiency target.

³ Original and approved budgets for 2010/11 and 2011/12 is indicative only.

⁴ Estimate based on 4% efficiency saving target.

⁵ Street lighting energy and winter maintenance costs 2008/09

- (i) Shortfall in planned developer income due to the economic downturn (est. £320k)
 - (ii) Known retirement and redundancy costs arising from the FSD project (£50k)
 - (iii) Smallholdings condition surveys (est. £30k)
 - (iv) Ongoing cost of annual planning consultations arising from change in legislation (est. £80k)
 - (v) Deficit in Skills Delivery Group – will be dependent on course of action agreed as a result of the service review but currently estimated at £520k
- 4.4 The Environment and Economy Directorate is part-way through a restructuring process. This restructuring is required to deliver savings and cuts that are already approved, but the opportunity will be taken to deliver additional savings to assist with this. It is too early for these to be fully quantified at this stage, but they will contribute to sustainable savings in future years.
- 4.5 The Directorate is about to embark on its 2010/11 budget process. This will address both the need to balance the budget for the next financial year, and consider the medium-term financial pressures and how to deal with them.
- 4.6 Management of the County Council's overall budget constraints, including both efficiency savings targets and additional pressures, are now being built into the corporate budget-setting process and the County Council's Medium Term Financial Plan. In future, it is anticipated that the corporate budget planning and monitoring mechanisms will make provision for Directorates to address any underlying difficulties in balancing their budgets in the medium term.

PAUL GALLAND
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Shire Hall
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9 June 2009

Economic Development Overview and Scrutiny Committee - 30 June 2009

Progress Report on the Budget and Savings Plan for the Environment and Economy Directorate

Environment and Economy Directorate – Future Service Delivery Savings 2008/09

Group	Division	Description of Saving	Original FSD Target 2008/09 £	Savings Realised 2008/09 £	2008/09 Excess / (Shortfall) £	Reasons
Warwickshire Observatory	The Observatory	Reduce Quality of Life report budget	4,000	4,000	0	Output delivered at reduced cost.
Warwickshire Observatory	The Observatory	Remove vacant posts from the establishment.	13,000	13,282	282	Saving delivered.
Warwickshire Observatory	The Observatory	Reduce supplies and services budget	19,000	19,000	0	Saving delivered.
Warwickshire Observatory	The Observatory	Reduce travel budget	1,000	0	1,000	Saving not delivered, but has been compensated for by recovering more income than budgeted.
Neighbourhood Initiatives	Skills, Tourism & Economy	Capitalise salary costs on Pride in Camp Hill project	10,000	10,000	0	Savings delivered.
Neighbourhood Initiatives	Skills, Tourism & Economy	Budget reductions in Neighbourhood Initiatives	20,715	28,950	8,235	Full-year saving delivered against part-year target.

Group	Division	Description of Saving	Original FSD Target 2008/09 £	Savings Realised 2008/09 £	2008/09 Excess / (Shortfall) £	Reasons
Neighbourhood Initiatives	Skills, Tourism & Economy	Staffing reductions	5,280	5,280	0	Savings delivered.
Regeneration Strategy & Europe	Skills, Tourism & Economy	Staffing reductions	23,766	23,766	0	Saving delivered.
Regeneration Strategy & Europe	Skills, Tourism & Economy	Budget cuts in Regeneration Strategy and Europe	6,886	6,886	0	Saving delivered.
Regeneration Strategy & Europe	Skills, Tourism & Economy	Identify new funding streams	7,500	12,686	5,186	Savings target exceeded.
Regeneration Projects	Skills, Tourism & Economy	Staffing reductions	36,050	36,050	0	Saving delivered.
Regeneration Projects	Skills, Tourism & Economy	Rephase spend on Business Improvement Districts	20,000	20,000	0	Saving delivered.
Regeneration Projects	Skills, Tourism & Economy	Phase out Regeneration Projects feasibility budget	15,000	15,000	0	Saving delivered.
Regeneration Projects	Skills, Tourism & Economy	Budget reductions in Regeneration Projects	7,000	7,000	0	Saving delivered.
Regeneration Projects	Skills, Tourism & Economy	Reduce subsidy for EPIC	100,000	70,925	(29,075)	Shortfall in saving due to downturn in the economy.
Economic Development	Skills, Tourism & Economy	Staffing reductions	75,190	75,190	0	Saving delivered.
Education Business Partnership	Skills, Tourism & Economy	Steps to make EBP self-financing	14,250	14,250	0	Saving delivered.

Group	Division	Description of Saving	Original FSD Target 2008/09 £	Savings Realised 2008/09 £	2008/09 Excess / (Shortfall) £	Reasons
Sustainability	Environment & Waste	Managing the Council's own waste	12,280	12,280	0	Saving delivered.
Sustainability	Environment & Waste	Termination of secondment arrangement	19,675	17,930	(1,745)	Small shortfall in saving due to part-year effect. Will be recovered in 2009/10.
Sustainability	Environment & Waste	Use of grant funding from CYPF for salary costs and Green Travel marketing material	38,500	38,500	0	Saving delivered.
Sustainability	Environment & Waste	Use of grant funding for School Travel Plan	5,000	5,000	0	Saving delivered.
Sustainability	Environment & Waste	Non production of WCC Green Travel Plan	17,500	17,500	0	Saving delivered.

Sustainability	Environment & Waste	Waste minimisation - cotton nappies - cease service	7,000	7,000	0	Saving delivered.
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Sustainability	Environment & Waste	Savings in Sustainability Unit	5,000	5,000	0	Saving delivered.
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Communications and Information	Environment & Waste	Proposal for a virtual reception in Barrack Street	3,000	0	(3,000)	Saving will now be delivered in 2009/10 due to timing of closure of Barrack Street reception.
Communications and Information	Environment & Waste	Termination of TSO contract and reduce expenditure on books/periodicals	2,000	7,500	5,500	Savings target exceeded.
Communications and Information	Environment & Waste	Reduce staffing in Communications & Information, and in Media & Customer Relations	23,000	16,804	(6,196)	Small shortfall in saving due to timing of staff retirement. Will be delivered in full in 2009/10.

Group	Division	Description of Saving	Original FSD Target 2008/09 £	Savings Realised 2008/09 £	2008/09 Excess / (Shortfall) £	Reasons
Development Group	Environment & Waste	Development Regulations staffing arrangements	31,000	40,178	9,178	Saving target exceeded.
Development Group	Environment & Waste	Development Regulations S38 travel costs	15,000	20,378	5,378	Saving target exceeded.
Planning Policy	Environment & Waste	Savings on Planning Policy salary costs	5,000	6,586	1,586	Saving target exceeded.
Planning Policy	Environment & Waste	Savings on budget bid to replace PDG to carry out statutory duties (e.g. Waste and Minerals Plans)	24,552	24,616	64	Saving target exceeded.
Waste Management	Environment & Waste	New income streams in Waste Management	38,000	38,000	0	Saving delivered.
Waste Management	Environment & Waste	Renegotiate waste contracts	106,000	106,000	0	Saving delivered.
Waste Management	Environment & Waste	Use savings from slow-down of increases in waste tonnages	(44,000)	53,000	97,000	Saving target exceeded.
ICT Services	Environment & Waste	Remove ICT Services project budget	57,000	57,406	406	Saving target exceeded.
County Highways	County Highways	County Highways staffing reductions	63,000	63,000	0	Saving delivered.
County Highways	County Highways	Reduce number of Carillion Area Response Teams	44,250	52,000	7,750	Saving target exceeded.
County Highways	County Highways	Capitalise road patching activity	250,000	250,000	0	Saving delivered.
County Highways	County Highways	Reduce road marking renewals	33,500	33,500	0	Saving delivered.

Group	Division	Description of Saving	Original FSD Target 2008/09 £	Savings Realised 2008/09 £	2008/09 Excess / (Shortfall) £	Reasons
County Highways	County Highways	Generate income by charging to capital for tipping reusable construction materials at Leicester Lane depot	32,000	32,000	0	Saving delivered.
Network Management	Transport Planning	Income from fixed penalty notices to utilities	20,000	0	(20,000)	Delay nationally in implementation of new systems. Will be delivered in 2009/10.
Transport Planning	Transport Planning	Traffic signal maintenance - commuted sums	80,952	80,952	0	Saving delivered - £65,660 through use of commuted sums and one-off cost savings of £15,292 which will have to be replaced with ongoing savings in 2009/10.
Transport Planning	Transport Planning	Staffing savings in Transport Planning	75,000	75,000	0	Saving delivered.
Transport Planning	Transport Planning	Transport Studies budget	170,000	170,000	0	Saving delivered but through surpluses on Civil Parking Enforcement.
Transport Planning	Transport Planning	Project Support Team (Traffic Projects) savings	30,000	30,000	0	Saving delivered.
Transport Planning	Transport Planning	Strategic Projects (Traffic Projects) savings	0	0	0	Saving delivered.
Road Safety	Transport Planning	Recharge appropriate level of School Crossing Patrol overheads	16,000	16,000	0	Saving delivered.
Transport Operations	Other Transport & Highways	Review of publicity and marketing in Transport Operations	23,000	23,000	0	Saving delivered.

Group	Division	Description of Saving	Original FSD Target 2008/09 £	Savings Realised 2008/09 £	2008/09 Excess / (Shortfall) £	Reasons
Transport Operations	Other Transport & Highways	Ongoing Review of Passenger Transport Network Subsidy	67,856	67,856	0	Saving delivered.
County Fleet Maintenance	Other Transport & Highways	Increase CFM's charges to internal customers	30,000	19,000	(11,000)	The original savings target was subsequently reduced by Leadership Team to a more realistic level of £11,000. This revised target was exceeded by £8,000.
Design Services	Other Transport & Highways	Design Services increase in surplus	95,000	95,000	0	Increase in income was delivered but had to be offset by additional costs due to change in accounting treatment for debtors.
Smallholdings	Rural & Management Services	Capitalise salary costs on Smallholdings	30,000	36,115	6,115	Saving delivered.
Smallholdings	Rural & Management Services	Increase in Smallholdings income	30,000	(46,198)	(76,198)	Increased income targets were offset by having to write off bad debts from previous years. It is anticipated that this target will be achieved in 2009/10.
Smallholdings	Rural & Management Services	Reduce revenue expenditure on smallholdings maintenance	40,000	20,000	(20,000)	Remaining target saving will be delivered in 2009/10.
Countryside Services	Rural & Management Services	Health in the Countryside	12,000	13,205	1,205	Saving delivered.

Group	Division	Description of Saving	Original FSD Target 2008/09 £	Savings Realised 2008/09 £	2008/09 Excess / (Shortfall) £	Reasons
Countryside Services	Rural & Management Services	Warwickshire Tree Scheme	11,000	0	(11,000)	Saving not progressed. Will now be delivered in 2009/10.
Finance and Office Services	Finance & Office Services	Reduce staffing in Finance and Office Services	24,000	24,000	0	Saving delivered.
TOTAL APPROVED FSD SAVINGS			1,921,702	1,890,373		