

AGENDA MANAGEMENT SHEET

Name of Committee Environment and Economy Overview and Scrutiny Committee

Date of Committee 4th March 2010

Report Title Quarter 3 - Corporate Performance Report 2009/10

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

For further information please contact:

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

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

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr Doody, Cllr Whitehouse, Cllr Sweet
- Cabinet Member Cllr Saint, Cllr Cockburn, Cllr Fowler
- Chief Executive Jim Graham
- Legal Ian Marriot
- Finance
- Other Chief Officers Paul Galland
- District Councils
- Health Authority

- Police
- Other Bodies/Individuals Paul Williams

FINAL DECISION **No**

SUGGESTED NEXT STEPS:

Details to be specified

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

Agenda No

Environment and Economy Overview and Scrutiny Committee – 4th March 2010.

Quarter 3 - Corporate Performance Report 2009/10

Report of the Portfolio Holders for Environment and Economic Development

Recommendations

That the committee:

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

1.0 Background

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

National Total Place pilot and performance within the Comprehensive Area Assessment Framework.

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

2 Portfolio Performance - Good news

2.1 Adult Social Care

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

2.2 Children, Young People and Families

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

2.3 Community Safety

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

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

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

2.4 Economic Development

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

2.5 Environment

- Waste Management continues to perform well with reductions in household waste and municipal waste landfilled forecast to exceed target by 11.7% and 7.5% respectively. Combined Recycling and Composting rates are also performing strongly with a year end result forecast to be ahead of target. At the end of quarter 2, Warwickshire was placed in the top quartile for both the percentage of household waste sent for reuse, recycling and composting and the percentage of municipal waste landfilled.

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

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

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

3 Portfolio Performance – Areas for attention

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

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

3.2 Adult Social Care

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

3.3 Children, Young People and Families

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

3.4 Community Safety

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

causes of the 7 primary fire deaths recorded, which are traditionally low in the County.

3.5 Customers, Workforce and Partnership

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

3.6 Economic Development

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

3.7 Environment

- The target for the number of journeys made by bus and light rail has been missed. Patronage has fallen for the first time since 2004/5 and has decreased since last year. The most notable fall in demand has been for peak services which are the often the most expensive and widely used. This demonstrates that the impact of the recession can be felt beyond areas such as skills, jobs etc.
- Whilst we have managed to reduce the level of residual household waste per household and increase the amount of household waste recycled, the level of municipal waste to landfill still needs reducing. Though we have managed to reduce the level of municipal waste to landfill it is not at the rate that we would like. Our performance is strong compared to other county councils and we have recorded year on year improvement, however we are still putting too much into Landfill.

3.8 Resources





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

4.0 Overall Performance Summary for Quarter 3

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

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

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

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

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

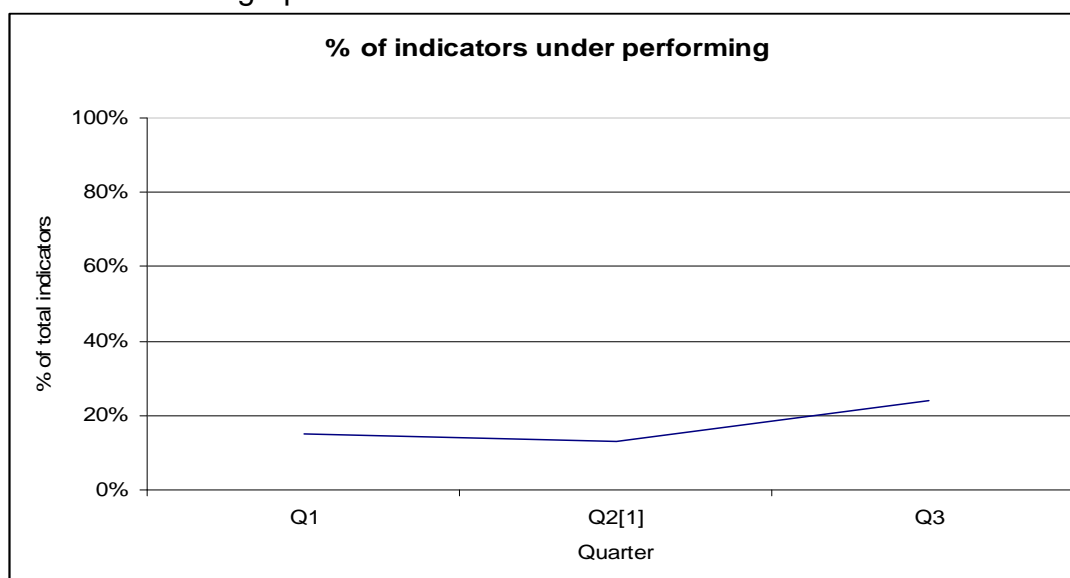
5.0 Performance by Exception – Summary of Overall Performance

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

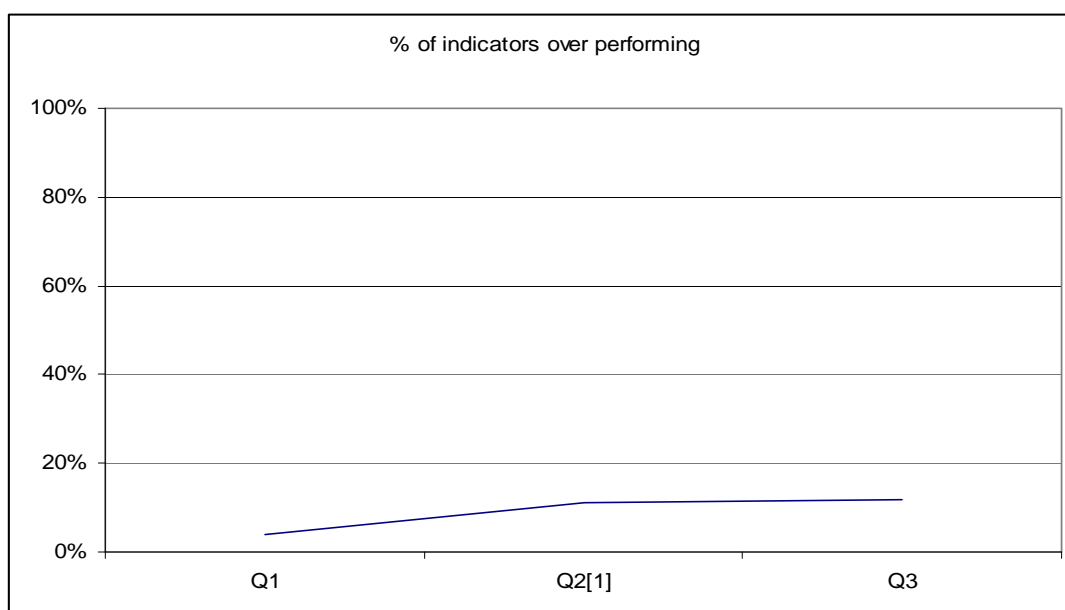
5.2 Reflective of this trend, the number of indicators that are forecast to under-perform or over-perform has increased substantially since Quarter 1.

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

This is shown in graphical form below:



¹ Fire and Rescue data missing



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

Under-performing indicators

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

Over-performing indicators

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

6.0 Ongoing Improvement and Next Steps

6.1 Improvement activity will continue to be developed and managed between the Portfolio Holder(s) and the relevant services to address areas of under or over performance.

6.2 Where measures are persistently reporting under or over performance this will be addressed as part of the Portfolio Holder 'Challenge' sessions.

6.3 Improvement activity identified by Services and Portfolio Holders continues to vary extensively. A large proportion of the commentary included in the Improvement Plan relates to target setting and the availability of data from external sources. This is being explored as part of the Review and Refresh process.

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

7.0 Recommendations

It is recommended that the committee:

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

Monica Fogarty
Assistant Chief Executive

Shire Hall
Warwick

Monica Fogarty
Assistant Chief Executive

Environment Exception Report

2009/10 Quarter 3 Exception Report - all under performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
NI168	Principal roads where maintenance should be considered (%)	Smaller is Better	Annually	5.00	?	5.00	4.00	Environment and Economy
NI169	Non-principal roads where maintenance should be considered (%)	Smaller is Better	Annually	5.00	?	5.00	4.00	Environment and Economy
NI177	Number of journeys made by bus and light rail	Bigger is Better	Annually	14775611.00	11099551.00	14770000.00	16500000.00	Environment and Economy
Li709	Unclassified roads where maintenance should be considered (%)	Smaller is Better	Annually	16.80	?	16.80	16.00	Environment and Economy
Li712	Percentage reduction in municipal waste landfilled	Bigger is Better	Annually	15.97	?	8.49	10.20	Environment and Economy
EE136	% letters responded to within WCC standard	Bigger is Better	Quarterly	?	83.00	85.00	90.00	Environment and Economy
2009/10 Quarter 3 Exception Report - all over performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
NI191	Residual Household Waste per Household (Kg)	Smaller is Better	Annually	665.00	?	620.00	702.00	Environment and Economy
NI197	Improved Local Biodiversity - Active Management of Local Sites (%)	Bigger is Better	Annually	31.00	?	31.00	26.00	Environment and Economy
Li704	Percentage of household waste recycled	Bigger is Better	Quarterly	?	?	23.55	20.68	Environment and Economy

Environment Improvement Plan										
Ref	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q3-09-026	NI 191 - Residual Household Waste / Household (kg)						The forecast year end result of 620kg / household is compared against an "out of date" LAA target of 702kg / hh. The Waste Management team had proposed a target of 631kg / household which demonstrated an ongoing improvement on the previous year's actual of 662kg (Waste Data Flow validated). When compared against this target, the over performance is in the order of 1.7%.	not set	Environment and Economy - Martin Stott	Stott, Martin
Q3-09-027	LI 712 - Percentage reduction in Municipal Waste landfilled						The recent period of extreme weather has had a significant impact on the efficient operation of the Household Waste Recycling Centres and the District & Borough collections. Because of this, a more pessimistic view of our likely year end position has been taken at quarter 3. We do remain hopeful that we will recover some lost ground in the final 3 months of the year.	not set	Environment and Economy - Martin Stott	Stott, Martin
Q3-09-028	NI 197 - Improved Local Biodiversity - Active management of local sites (%)				Data to substantiate end of year forecast will not be available until Q4. Narrative that follows provides illustrative information about progress of related issues.	1) Defra has chosen Warwickshire as one of the four areas to pilot a "Campaign for the Farmed Environment". This campaign is to get 70% of farms into the Entry Level Agri-Environment Scheme. 2)The Forestry Commission has created a new grant targeting management of Local Wildlife Site woodlands only within Local Authority areas that have NI197 in their LAA. 3) WCC Ecology Unit and SDC are working together to identify Local Wildlife Sites within SDC ownership to promote surveying and management on these sites. 4) WCC Mineral Local Development Plan evidence base work has resulted in 48 potential Local Wildlife Sites (pLWS) in addition to the annual number of 47 sites being surveyed. 5) WCC is looking to apply for a WREN Landfill Tax grant to promote sensitive management of roadside verges. 6) WCC and Warwickshire Bat group are looking to apply for a SITA Landfill Tax grant. 7) The Local Wildlife Sites partnership is developing mechanisms to process and audit management on LWSs for NI197	Several reasons exist for good performance:- Defra has chosen Warwickshire as one of the four areas to pilot a ""Campaign for the Farmed Environment"". This campaign is to get 70% of farms into the Entry Level Agri-Environment Scheme. This was launched in December 2009 and WCC is attending the Steering Group meetings providing Habitat Biodiversity Audit (HBA), Wildlife Site and species data plus WCC smallholdings information to focus action towards creating an ecologically connected and resilient landscape. WCC Mineral Local Development Plan evidence base work has resulted in 48 potential Local Wildlife Sites (pLWS) in addition to the annual number of 47 sites being surveyed. Therefore, the total number of pLWS still to be surveyed is forecasted to be 1145 (2008/09 Q4 figure was 1240)	not set	Environment and Economy	Lowe, David

Environment Improvement Plan										
Ref	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q2-09-010	EE 136 - Letter response rate				Unlike other directorates who have adopted a consolidated Customer Care measure E&E decided to report our performance in each type of customer contact - Letters/E-Mails/Phone calls. This enables us to focus on specific contact types. A fairly challenging target of 90% had been set for Letter responses during 2009/10. Despite a significant improvement in Q2 (compared to Q1) it is extremely unlikely that we will be able to recover our position and achieve the original year end target of 90%. Had we adopted the consolidated indicator approach, we would have been reporting a Q2 actual of 97.3% with a Y.E forecast of 97% ahead of the combined 96% target. It should be noted that in Q1 & Q2 WCC received a total of 1361 letters, of which 832 (61%) were addressed by E&E. As an example the high number of letters received by the Road Safety Unit relating to the Speed Limit Review, requiring complex responses, is predominantly the reason for our irrecoverable position and because of this the year end forecast for letters has been amended to 85%.		Despite the improvements made in Q2 and Q3, the prospect of bettering 85% at year end remains unlikely. There are no actions that can be taken to improve this situation - if we receive the average number of letters in quarter 4 and reply to them all within 5 days it will remain virtually impossible to exceed 85%	not set	Environment and Economy - Martin Stott	Stott, Martin
Q1-09-022	NI168 - Principal roads where maintenance should be considered; NI169 - Non-principal roads where maintenance should be considered; Li709 - Unclassified roads where maintenance should be considered				National Indicator is based on an annual survey - no actual in-quarter reporting available. It is anticipated that we will match our 2008/09 full year performance however significant increases in costs continue to exceed the budget inflation increases, and therefore 2009/10 year end forecast is still red.	A comprehensive review of Highways budgets and targets is being undertaken to reduce costs and improve operational efficiency. Consultations underway on accessibility to inform the development of the 3rd Local Transport Plan (LTP3) to run from 2011-2016. (Initial report to O&S 3rd Dec 2009)	A comprehensive review of Highways budgets and targets is being undertaken. Efforts will continue to be made to reduce costs and improve operational efficiency. Consultations underway on accessibility to inform the development of the 3rd Local Transport Plan (LTP3) to run from 2011-2016. (Initial report went to O&S 3rd Dec 2009). National Indicator is based on an annual survey - no actual in-quarter reporting available. It is anticipated that we will match our 2008/09 full year performance however significant increases in costs continue to exceed the budget allocation, and therefore 2009/10 year end forecast is still red.	31/12/2009	Environment and Economy - Graeme Fitton	Allinson, Malcolm
Q1-09-023	NI177 - Number of journeys made by bus and light rail				Quarter 2 provisional patronage numbers have allowed us to forecast a slightly higher year end position than that given at the end of quarter 1. However, the full year figure is still expected to fall well short of the original Corporate Business Plan target. Future targets will be reviewed / revised as part of the annual Corporate Business Planning process which is due to commence shortly.	Actual public transport patronage numbers have continued to rise year on year as detailed:- 2004/5 - 11.16m; 2005/6 - 11.71m; 2006/07 - 13.3m; 2007/8 - 14.58m; 2008/9 - 14.78m. Even though we are predicting that we will miss the 2009/10 year end target these figures represent a 32% patronage increase compared to 2004/5 and a 1.4% increase compared to the previous year. We will continue to work with the bus companies and encourage them to actively promote and publicise their services. It is encouraging that some operators are now introducing incentives, such as reduced price weekly and four weekly tickets, in an attempt to increase patronage numbers. The effectiveness of these actions will be reviewed periodically and any improvements will be evident on receipt of the quarterly patronage figures.	The revised YE estimate (14.77m) is down on the original target (16.5m) due to lower than anticipated levels of concessionary usage, the impact of the economic downturn which has weakened demand for peak services and the significant impact of the recent period of extreme winter weather on passenger numbers.	31/12/2009	Environment and Economy - Graeme Fitton	McGovern, Kevin

Environment Improvement Plan										
Ref	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-024	LI704 - Percentage of household waste recycled				All Waste Management targets will be reviewed as part of the annual Corporate Business Planning process which is due to commence shortly.	Target to be reviewed - Waste Management Recycling - over performance to be addressed	When considered together, the combined measure is forecast to exceed target by approximately 6.6%. It is not proposed to correct this over performance. Together with LI 705 (% of household waste composted) this is a constituent part of NI192. LI 705 is forecast to meet target and LI 704 is forecast to exceed target by more than 10%.	not set	Environment and Economy	Burton, Roy
PH-026	NI168 - Principal roads where maintenance should be considered; NI169 - Non-principal roads where maintenance should be considered; LI709 - Unclassified roads where maintenance should be considered				A number of Road Maintenance local proxy indicators have been proposed for consideration to support these annually reported National Indicators. This process will be finalised towards the end of quarter 3.	Road Maintenance targets to be reviewed and local proxy indicators introduced to make the measures meaningful	Proxy measures have been developed and will be included in the forthcoming 2010-2013 Directorate Business Plan.	31/12/2009	Environment and Economy - Graeme Fitton	Cockburn, Alan
PH-027	LI704 - Percentage of household waste recycled				All Waste Management targets will be reviewed as part of the annual Corporate Business Planning process which is due to commence shortly.	Target to be reviewed - Waste Management Recycling - over performance to be addressed	When considered together, the combined measure is forecast to exceed target by approximately 6.6%. It is not proposed to correct this over performance. Together with LI 705 (% of household waste composted) this is a constituent part of NI192. LI 705 is forecast to meet target and LI 704 is forecast to exceed target by more than 10%.	31/12/2009	Environment and Economy - Martin Stott	Cockburn, Alan
PH-028	NI188 - Adapting to climate change					Clarify implications of Levels 1-3 on Climate Change Adaptation Programme and produce strategy to support achievement		not set	Environment and Economy	Cockburn, Alan
PH-029	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A	The Rugby Western Relief Road review board has been established following Cabinet decision. An Independent Contract Auditor has been appointed. The timescale for the audit has been agreed with an interim report for Cabinet scheduled for Dec 17th.	Review the Rugby Western Relief Road approach – derive learning and preventative recommendations for future significant projects and programmes		not set	Environment and Economy - Graeme Fitton	Cockburn, Alan









Economic Developmentt Exception Report

2009/10 Quarter 3 Exception Report - all under performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
NI152	% Working age people on out of work benefits - Warwickshire (%)	Smaller is Better	Quarterly	10.12	9.60	9.80	8.30	Environment and Economy
NI171	VAT registration rate (rate per 10,000)	Bigger is Better	Annually	44.00	128.40	128.40	129.00	Environment and Economy
EE106	Numbers of investors/businesses and employers assisted by WIPS	Bigger is Better	Annually	?	30.00	40.00	69.00	Environment and Economy
NI163	Working age population qualified to at least Level 2 or higher - NB: targets relate to previous years performance due to time lag in data publication - Warwickshire (%)	Bigger is Better	Annually	76.74	73.20	73.20	78.50	Environment and Economy
Li152a	% Working age people on out of work benefits - Priority Wards	Smaller is Better	Quarterly	15.69	14.90	15.20	13.00	Environment and Economy
Li166a	Average earnings of employees in the area - Proportion of Warwickshire to South East average (%)	Bigger is Better	Quarterly	97.00	96.50	96.50	97.25	Environment and Economy
Li171a	VAT registration rate - Nuneaton & Bedworth (rate per 10,000)	Bigger is Better	Annually	29.00	86.50	86.50	90.00	Environment and Economy
2009/10 Quarter 3 Exception Report - all over performing indicators								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/12/2009	YE Forecast 31/12/2009	Target 31/03/2010	Directorate
Li714	Number of beneficiaries receiving training as a result of WCC activities	Bigger is Better	Quarterly	?	934.00	1238.00	706.00	Environment and Economy
Li716	Number of jobs created / safeguarded as a result of WCC activities	Bigger is Better	Quarterly	?	1068.00	1450.00	450.00	Environment and Economy
EE107	Numbers of Investors/businesses and employers assisted – Business Support	Bigger is Better	Annually	?	256.00	256.00	150.00	Environment and Economy
Li163a	% Working age population qualified to at least Level 2 or higher (NB: targets relate to previous years performance due to time lag in data publication) - Gap between North of County and County average	Smaller is Better	Annually	7.50	4.60	4.60	7.00	Environment and Economy
Li165a	% Working age population qualified to at least Level 4 or higher - Gap between Warwickshire and the South East	Smaller is Better	Annually	0.95	-0.60	-0.60	1.00	Environment and Economy

Economic Development Improvement Plan

Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q3-09-021	Li 714 - Number of beneficiaries receiving training as a result of WCC activities						"Because of the current economic climate, a greater number of "recession" / "procurement" events have taken place resulting in a much higher than anticipated number of beneficiaries having received / being programmed to receive training. It would be inappropriate to correct this "over performance" given the continuing difficult situation that local businesses / employees are faced with."	not set	Environment and Economy - John Scouller	Scouller, John
Q3-09-022	NI 171 - VAT registration rate (rate per 10,000 head of population)						The actual of 128.4 relates to 2008 and should therefore be compared to the LAA target for 2008/09 (128.5) rather than the target for 2009/10 (129.0). Considering the current economic situation, this performance remains relatively strong. Baseline should be 128.5 as 44 is the old measure of number of registrations rather than relative performance.	not set	Environment and Economy - John Scouller	Scouller, John
Q3-09-023	LI 171a - VAT registration rate - Nuneaton & Bedworth (rate per 10,000 head of population)						The actual of 86.5 relates to 2008 and should therefore be compared to the LAA target for 2008/09 (87.0) rather than the target for 2009/10 (90.0). Considering the current economic situation, this performance remains relatively strong.	not set	Environment and Economy - John Scouller	Scouller, John
Q3-09-024	EE 106 - Number of investors / businesses and employers assisted by WIPS						EE106 and EE107 will be merged in 2010/11. The combined result indicates "over performance" with a year end forecast of 296 against a target of 219 i.e. +35%. This increased level of activity reflects the higher numbers of businesses approaching WCC for assistance and is understandable in the current difficult economic climate. It is not proposed to correct this combined "over performance".	not set	Environment and Economy - John Scouller	Scouller, John
Q3-09-025	EE 107 - Number of investors / businesses and employers assisted Business Support						The combined result indicates "over performance" with a year end forecast of 296 against a target of 219 i.e. +35%. This increased level of activity reflects the higher numbers of businesses approaching WCC for assistance and is understandable in the current difficult economic climate. It is not proposed to correct this combined "over performance". EE106 and EE107 will be merged in 2010/11.	not set	Environment and Economy - John Scouller	Scouller, John

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Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q2-09-011	Li165a - Level 4 qualifications - Gap between Warwickshire and the South East region				Target 1.0%; latest YE forecast -0.6%. No corrective actions are planned to correct this ""over performance"". The most recent data now shows that Warwickshire has a higher number of residents qualified to Level 4 than the South East of England and there is no reason to believe that this situation will revert back by year end.		As stated at the end of quarter 2, our year end position is forecast as -0.6% against a target of 1.0% i.e. Warwickshire will be better than the South East region. No corrective actions are planned to correct this "over performance"	not set	Environment and Economy - John Scouller	Hill, Dave
Q2-09-012	Li166a - Average earnings - Warwickshire compared to the South East region	Not reported			Earnings increases have slowed across the whole country - a situation completely outside of our scope of influence - and as such we are forecasting that the current differential will be maintained but not improved as originally forecast with a likely year end result of 96.8% against an LAA target of 97.25%. The LAA targets are subject to annual review and are likely to be renegotiated to take into account the current economic downturn.		Although actual earnings have increased above expectation - £495.70 vs a target of £483 - the LAA indicator, which compares our earnings performance with that of the South East region, has shown a slight deterioration. Our latest year end forecast is that Warwickshire average earnings relative to the SE are likely to be 96.5% against an LAA target of 97.25%. The LAA targets are subject to annual review and are likely to be renegotiated to take into account the current economic downturn.	not set	Environment and Economy - John Scouller	Hill, Dave
Q2-09-013	Li716-The number of jobs created / safeguarded as a result of WCC activities				No ""corrective"" actions proposed. 939 jobs created / safeguarded (15 / 924) against a target of 450. Since the beginning of the year WIPs has majored on helping local companies get through the economic recession, whereas the level of Inward investment enquiries has been lower and therefore required less attention. This change in emphasis reflects a commitment K77 through CWERP (Coventry & Warwickshire Economic Recovery Partnership) to do what we can for local businesses in difficult times.		No "corrective" actions proposed - 1068 jobs created / safeguarded against a target of 450. Since the beginning of the year WIPs has majored on helping local companies get through the economic recession, whereas the level of Inward investment enquiries has been lower and therefore required less attention. This change in emphasis reflects a commitment through CWERP (Coventry & Warwickshire Economic Recovery Partnership) to do what we can for local businesses in difficult times.	not set	Environment and Economy - John Scouller	Somal, Sackie

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Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
Q1-09-018	NI152 - Working age people on out of work benefits - Warwickshire; Li152a - Working age people on out of work benefits - Priority wards				"Skills for Jobs" has now helped 440 clients, 91 of whom have secured employment; the Future Jobs Fund bid is being finalised, with the DWP initially supporting 73 placements from November 2009 to March 2010; full application prepared for Connections to Opportunities in September; Discussions continuing with AWM to overcome their funding difficulties in 2009, in order to allow a revised Community Enterprise & Employment project to be progressed serving deprived communities. NI 152 target 8.3%; latest YE forecast 10.7%. LI 152a target 13.0%; latest YE forecast 16.1%	The authority has been working closely with JCP and wider partners (through CWERP)**. The "Skills for Jobs" project - supporting long term unemployed is drawing to a close. A successful bid into the "Future Jobs Fund" has been made - programme started in November leading to an initial 73 job placements for 18-24 yr olds; Connections to Opportunities - submitted draft application in August, aim to submit full application in September for project to start in early 2010 (to run for 5 years); Community Enterprise & Employment ERDF project - in discussions with AWM following re-prioritisation of funding for possible start in early 2010 (to run until 2015)	Forecasts can not be guaranteed due to the known confidence intervals of the data and the high degree of uncertainty that exists in the current economic climate. Data for indicators can be up to 11 months in arrears for the following reasons: a) data is not directly collected in the local area - ONS do this for the whole country; b) data is collected from multi agencies and takes time to collect, process, analyse and publish; c) data is based on samples which requires weighting, extrapolating and verifying against other data sets. Jan update - Latest available actual data, 9.6% for Warwickshire & 14.9% in the Priority wards, relates to May 2009.	31/01/2010	Environment and Economy - John Scouller	Fortune, Janet
Q1-09-019	Ni163 - Working age people qualified to level 2 - Warwickshire				NI 163 target 78.5%; latest YE forecast 77.5%. The LSC has reduced the level of support for apprenticeships and Train to Gain, with a moratorium on new starts for adult apprenticeships imposed in April 2009. A review of ETW is being undertaken to consider how best to take forward the Council's engagement in this activity. Negotiations are underway with C&W Chamber working towards a transfer of work based learning to them in February 2010	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. Reduced funding from the LSC for adult learning since then means that numbers of learners have fallen back to nearer 200.	The Learning & Skills Council (LSC) are the lead for this LAA indicator (their key PSA), and they control the funding that is allocated to achieving this. LSC set the target (ref the Regional Skills Plan), and we rely on them to provide an assessment as to the achievability of the targets based on the more up to date operational data they have on learner enrolment numbers and performance management data from their contractors. Latest available data is 73.2% (Jan - Dec 2008) vs a year end target of 78.5%	31/03/2010	Environment and Economy - John Scouller	Hill, Dave
Q1-09-020	Li163a - Working age people qualified to level 2 - Gap between the north of the county & Warwickshire average				LI 163a Target 7.0%; latest YE forecast 5.0%. No "corrective" actions proposed. Latest forecasts indicate that the "gap" will have been reduced ahead of target. This LAA indicator is part of the "Narrowing the Gaps" agenda and as such we are not proposing to take action to correct this "over-performance". Under the Narrowing the Gaps initiative, proposals have been drawn up to undertake new employment & skills initiatives. It is one of five themes agreed by Cabinet and more recently PSB. The proposal will be considered as part of the 2010/11 budget round. This includes ideas around an enhanced approach to the Future Jobs Fund.	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. Reduced funding from the LSC for adult learning since then means that numbers of learners have fallen back to nearer 200.	Latest available actual data relates to the period of January - December 2008 and shows us to be ahead of our original year end forecast. As This LAA indicator is part of the "Narrowing the Gaps" agenda we are not proposing to take action to correct this "over-performance"	31/03/2010	Environment and Economy - John Scouller	Hill, Dave

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Reference	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Context	Action to be taken	Progress to date against improvement activity	Completion Date	Directorate and Accountable Head of Service	Activity Owner
PH-019	Action resulting from the Portfolio Holder Challenge Sessions	N/A	N/A	N/A		Refresh the Economic Development LAA targets and introduce local proxy measures to help support LAA indicators		31/12/2009	Environment and Economy - John Scouller	Fowler, Peter
PH-020	Action resulting from the Portfolio Holder Challenge Sessions	N/A	N/A	N/A	The corporate Cost Centre Management training course has been considered to be essential training for all Group Managers and Team Leaders and is continuing to be rolled out to all who have not yet attended. In addition, the E&E Finance Team is currently being re-organised to strengthen their advice and support to managers, enabling them to work more closely with services and provide robust, appropriate and constructive challenge.	Continue the improvement of Financial Management Skills within EED	Ongoing	31/03/2010	Environment and Economy - John Scouller	Fowler, Peter
PH-021	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A	This is being addressed through the "Star Chamber" process.	Clarify and rearticulate the WCC political vision on Economic Development		not set	Environment and Economy - John Scouller	Fowler, Peter
PH-022	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A	Review to commence in October 2009. Currently being scoped.	Undertake a value for money review of economic development so as to inform future investment of resource in this area (drawing on the most recent review)		31/12/2009	Environment and Economy - John Scouller	Fowler, Peter
PH-023	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A	The Leader of the Council and the Portfolio Holder will be attending the CSWP board.	Increase leadership around Economic Development and in particular to CSWP	The Portfolio Holder continues to attend, and since the autumn the Leader of the Council also attends.	not set	Environment and Economy - John Scouller	Fowler, Peter
PH-024	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A	CSWP Board received its latest report in September 2009. A decision has been taken to extend the Connexions contract until March 2011.	Influence the future direction of CSWP		not set	Environment and Economy - John Scouller	Fowler, Peter
PH-025	Action resulting from the Portfolio Holder Challenge Session	N/A	N/A	N/A	Visits to several other Councils being set up for Q3, which are likely to include Gloucestershire (with its strong partnership approach), Northamptonshire (with Northamptonshire Enterprises Ltd) & Shropshire (a new unitary authority with in-house approach).	Explore other authorities' approaches to economic development (focusing on "Better for Less" outcomes)	Visits have already taken place to Northamptonshire and Gloucestershire, whilst one to Shropshire is scheduled for February.	31/12/2009	Environment and Economy - John Scouller	Fowler, Peter