AGENDA MANAGEMENT SHEET

Name of Committee	**Environment and Economy Overview and Scrutiny Committee**
Date of Committee	**4th March 2010**
Report Title	**WCC Review and Refresh**
Summary	The performance management framework of the Council is undergoing a Review and Refresh process, which involves all the performance measures that the Council currently uses to assess its performance. The process seeks to ensure that the right performance measures are selected to reflect the council's priorities, appropriate targets are allocated and targets are set in alignment with resources in 2010/11.
	This report presents the proposed measures for inclusion under the Portfolios relevant to the remit of the Committee.

For further information please contact:

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

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

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

No

Background papers

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☐	
Local Member(s)	☐	
Other Elected Members	☒	Cllr Doody, Cllr Whitehouse, Cllr Sweet
Cabinet Member	☒	Cllr Saint, Cllr Cockburn, Cllr Fowler
Chief Executive	☐	
Legal	☒	Ian Marriot

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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	☐

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Environment & Economy Overview and Scrutiny Committee

4th March, 2010

WCC Review and Refresh

Report of the Assistant Chief Executive

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

1.0 Background

1.1 At its meeting on the 21st October 2009, SDLT approved the adoption of a Review and Refresh approach as part of the 2010/13 Corporate Business Plan and Budget process for Warwickshire County Council.

1.2 The first draft of measures and targets were considered by members of the Corporate Performance Group, Directorate Performance Leads and Corporate Leads under the Chairmanship of Cllr Bob Stevens on the 2nd February. This led to a series of changes and principles being developed to strengthen the initial return of measures and targets.

1.3 This paper brings together the revised draft measures relevant to this Committee for inclusion within the respective Directorate Report Cards that have been developed to date. These are listed at Appendix A by Portfolio.

2.0 Approach

2.1 All Directorates were provided with a set of key principles to support them in the Review and Refresh of measures and targets to ensure a consistent and robust approach. This is available on the Performance Management pages of the Warwickshire Intranet.

2.2 The following principles were established to guide the review and refresh process and should form the basis of judging whether the draft measures and targets are sound and are set out below:

Sound measures/targets should:-

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

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

3.0   Analysis

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

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

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

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

- The majority of all measures are 'quantity' measures (70%) and the remainder are measures of quality. This highlights a potential imbalance given that the focus should be on outcomes and impact.

- The County Council is a member of the PWC Benchmarking Club. All National Indicators plus some others can be benchmarked through the club. It is questionable whether the benchmarking facility is being fully utilised.

- The collection frequency of the measures is important to maximise the opportunities offered through quarterly reporting. 47% of all measures can only be reported on an annual or on an even less frequent basis. This has obvious implications if reported through a quarterly framework which will show no change quarter on quarter and highlights the need for consistency of approach when reporting these measures.

- A large number of National Indicators (NIs) are not included within the draft suite of measures. The Corporate Performance Group has agreed a set of principles to ensure that statutory measures are monitored and performance managed to the necessary standards. These are:

    - Technical Appendices must be completed for all Nis regardless of whether they are in the Corporate Performance Report;
    - All Nis will be housed on the Warwickshire Hub with updates synchronised in line with quarterly reporting;
    - Clear rationale for all NIs not included will be made available to Members.

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4.0   Corporate & Shared Measures

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

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

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

- **Customer Measures** – The Customer Service and communications Division is currently working with the Environment and Economy Directorate to develop a robust approach to measuring customer satisfaction levels across the Organisation. It is proposed that the methodology is initially piloted within the Environment and Economy Directorate before being rolled out across the Organisation. The approach is being developed to take into account the current lack of customer satisfaction measures which makes cross organisation comparison difficult.

- **Workforce Measures** – A suite of HR measures is in development and being aligned to the Framework for Transformation and Development and the Workforce Plan. It is intended that the final suite will include organisational wide measures as well as measures which can be broken down to individual Directorate level to provide an overall picture of the performance of the Warwickshire County Council workforce.

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

5.1 This year marks significant change for the business and financial planning process in response to the continuing financial pressures within which the Authority is operating. This has necessitated a more in-depth review of the current Corporate Business Plan (CBP) which is still ongoing. Hence the proposed measures against the draft corporate Business Plan is still work in progress.

5.2 Cabinet has developed its vision for change to respond to the challenges. This will form the basis of the final Plan which will be considered by Full Council on 30th March 2010.

5.3 Subsequently any realignment of measures to the CBP will be undertaken.

6.0 Next steps

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

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

7.0 Recommendation

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

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

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

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

			Environment
Indicator Type	**Directorate**	**Ref**	**Indicator**
Statutory	EE	NI168	• Principal roads where maintenance should be considered (%)
		NI169	• Non-principal roads where maintenance should be considered (%)
		NI177	• Number of journeys made by bus and light rail
		NI178a	• Bus services running on time (%)
		NEW – NI178b	• Excess waiting time of frequent bus services – mins late
		NI185	• CO_2 reduction from Local Authority operations (%)
		NI186	• Per capita co2 emissions in the LA area (% Reduction)
		NI188	• Adapting to Climate Change – Level of implementation 0-3
		NI191	• Residual Household Waste per Household (Kg)
		NI192	• Household waste recycled and composted (%)
		NI193	• Municipal waste landfilled (%)
		NI197	• Improved Local Biodiversity – Active Management of Local Sites (%)
		NI198	• Children travelling to school – mode of travel usually used (%)
Local	EE	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
		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
		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
		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
		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

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Environment			
Indicator Type	**Indicator Type**	**Indicator Type**	**Indicator Type**
Local	EE	Li709	• Unclassified roads where maintenance should be considered (%)
		Li710	• Town centre footways where maintenance should be considered (%)
		Li711	• Days taken to repair streetlights – LA control
		Li712	• Percentage reduction in municipal waste landfilled (compared to the previous year)
		EE100	• Total tonnage of household waste that has been used to recover heat, power and other energy sources
		EE101	• % of household waste that has been used to recover heat, power and other energy sources
		EE125	• Delivery of Warwickshire's annual transport Capital Programme (percentage completion)
		EE113	• % of wheelchair accessible vehicles in use on the public transport network in Warwickshire
		EE133	• WCC cost per passenger journey on County Council supported bus services (£)
		EE135	• % telephone calls responded to within WCC standard *
		EE136	• % letters responded to within WCC standard *
		EE137	• % e-mails responded to within WCC standard *
		EE138	• Mystery Shopper – Visits – percentage satisfaction *
		EE139	• Mystery Shopper – Telephone calls - % satisfaction *
		EE140	• Mystery Shopper – Letters - % satisfaction *
		EE141	• Mystery Shopper – E-mails - % satisfaction *
	RE	Li923	• CO_2 emissions in tonnes per sq m.
New	EE	NEW	• Percentage recycling and composting performance at Household Waste recycling Centres
			• Highways – Structural Maintenance undertaken – kms
			• Highways – Surface Dressing undertaken – kms
			• Footways - Total length of maintenance undertaken – kms

• Also relevant to Economic Development Portfolio

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Environment – Indicators proposed for deletion/ NIs not proposed for inclusion			
Indicator Type	**Directorate**	**Ref**	**Indicator**
Statutory	EE	NI167	• Congestion – average journey times per mile during the morning peak (Journey time per mile, minutes and seconds)
		NI175	• Access to services and facilities by public transport, walking and cycling – in communities defined as from towns to hamlets (%)
		NI176	• % Working age people with access to employment by public transport (and other specified means)
		NI187i	• Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating
		NI189	• Flood and coastal erosion risk management (% of agreed actions undertaken satisfactorily)
		NI194a	• % reduction in Nox emissions
		NI194b	• % reduction in PM10 emissions
		NI195	• Improved street and environmental cleanliness (%)
		NI195a	• Improved street and environmental cleanliness – Litter (%)
		NI195b	• Improved street and environmental cleanliness – Detritus (%)
		NI195c	• Improved street and environmental cleanliness – Graffiti (%)
		NI195d	• Improved street and environmental cleanliness – Fly Posting (%)
Local	EE	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
		Li701	• Change in countywide road traffic mileage (LTP) – Relative to 2004 Baseline
		Li702	• Number of Directorates with ISO 14001 certification
		Li703	• % residents satisfied that WCC pursues a sustainable environment and economy
		Li704	• Percentage of household waste recycled
		Li705	• Percentage of household waste composted
		EE104	• % of paths easy to use by the public
		EE112	• Delivery of Local Transport Plan targets. (% completion)
		EE118	• Corporate target to consolidate the achievement of Level 2 of the Local Government Equalities Standard, producing & monitoring the improvement plan for same

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Economic Development			
Indicator Type	**Directorate**	**Ref**	**Indicator**
Statutory	EE	NI152	• % Working age people on out of work benefits – Warwickshire (%)
		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 (%)
		NI165	• Working age population qualified to at least Level 4 or higher (%)
		NI166	• Average earnings of employees in the area (£)
		NI171	• VAT registration rate (rate per 10,000)
Local	EE	Li152a	• % Working age people on out of work benefits – Priority Wards
		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
		Li165a	• % Working age population qualified to at least Level 4 or higher – Gap between Warwickshire and the South East
		Li166a	• Average earnings of employees in the area – Proportion of Warwickshire to South East average (%)
		Li171a	• VAT registration rate – Nuneaton & Bedworth (rate per 10,000)
		Li714	• Number of beneficiaries receiving training as a result of WCC activities
		Li719	• Percentage occupancy of the Council's business portfolio, including managed workspace facilities, above the CEDOS benchmark of 85%
		EE108	• Maintaining new business start-ups – Business Support Team
		EE122	• Number of Students assisted/School business secured by EBP
		EE123	• Number of external employee volunteers supporting EBP events
New	EE	NEW	• Numbers of investors/ businesses and employers assisted by Economic Development & Business Support Group
			• Conversion rate of enquiries – (no o relocations/ total no of enquiries)

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Economic Development – Indicators proposed for deletion/ NIs not proposed for inclusion			
Indicator Type	Directorate	Ref	Indicator
Statutory	EE	NI151	• Overall employment rate – working age (%)
		NI153	• Working age people claiming out of work benefits in worst performing neighbourhoods (%)
		NI161	• Learners achieving a Level 1 qualification in literacy (Number)
		NI162	• Learners achieving an Entry Level 3 qualification in numeracy (Number)
		NI164	• Proportion of working age population qualified to at least Level 3 or higher (%)
		NI172	• Small businesses in the area showing employment growth (%)
		NI173	• Flows onto incapacity benefits from employment (%)
		NI174	• Skills gaps in the current workforce reported by employers (%)
Local	EE	Li716	• Number of jobs created / safeguarded as a result of WCC activities
		EE106	• Numbers of investors/businesses and employers assisted by WIPS
		EE107	• Numbers of Investors/businesses and employers assisted – Business Support

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Leisure, Culture & Housing			
Indicator Type	**Directorate**	**Ref**	**Indicator**
Statutory	EE	NEW – NI157a	• Percentage of "County Deemed Major" planning applications processed within 13 weeks.
		NEW – NI157b	• Percentage of "County Deemed Minor" planning applications processed within 8 weeks.
		NEW – NI157d	• Percentage of "County Matter" planning applications processed within 13 weeks.
	AHCS	NI008	• Adult Participation in Sport (%)
		NI009	• Use of public libraries (%)
		NI010	• Visits to museums or galleries (%)
		NI011	• Engagement in the arts at local level (%)
New	EE	EE115	• Gypsies & Travellers – Number of unauthorised encampments
		NEW	• Minimum occupation of WCC owned Gypsy and Traveller sites

Leisure, Culture & Housing - Indicators proposed for deletion/ NIs not proposed for inclusion			
Indicator Type	**Directorate**	**Ref**	**Indicator**
Statutory	EE	NI155	• Number of affordable homes delivered – gross (Number)
		NI157	• Planning applications determined in 13 weeks (%)

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Appendix B – 2010/11 Draft Corporate / Shared Measures

All Portfolios			
Indicator Type	**Directorate**	**Ref**	**Indicator**
Local	CWG	Li830	• Percentage satisfaction with internal publications and communications (Organisational wide Shared Corporate Measure)
		Li841	• % of staff awareness of the corporate learning and development offer (Organisational wide Shared Corporate Measure)
		Li828	• No findings of maladministration or similar adverse outcomes against the Council from other legal challenges (Shared corporate measure)
		Li316	• % Achievement of WCC Customer Care Standards
		Li317	• % Satisfaction with Mystery Shopping experience rating
		Li331	• % Compliance with the Corporate Governance Action Plan
	RE	Li320	• % End year variance from budget
	CWG	Li321	• No of Adverse Ombudsmen Complaints
		Li315	• % Residents satisfied with the way the Council runs things (Organisational wide Corporate Measure)
		Li318	• % Mystery shopping indicators in the local government benchmarking top 2 quartiles of results (Organisational wide Corporate Measure)
		Li846	• Overall customer satisfaction (Organisational wide Corporate Measure)
		Li333	• Equalities Standard level (Organisational wide Corporate Measure)
		Li831	• % of staff using the intranet (Organisational wide Corporate Measure)
New	CWG	NEW	% staff and Members who believe the Council encourages high standards of conduct (Organisational and Shared Corporate Measures)

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