

# Environment and Economy Overview and Scrutiny Committee

4 March 2010

# Agenda

The Environment and Economy Overview and Scrutiny Committee will meet at the  
**SHIRE HALL, WARWICK on 4 March 2010 at 10:00 a.m.**

The agenda will be: -

## 1. Election of Vice Chair

## 2. 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.

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

**(3) Minutes of the meetings of the Environment and Economy Overview and Scrutiny Committee held on 3 December 2009 and 12 February 2010 and matters arising**

**(4) Chair's Announcements**

### **3. 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 Ann Mawdsley on 01926 418079 or e-mail [annmawdsley@warwickshire.gov.uk](mailto:annmawdsley@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.

### **4. County Highways Contract**

Members will receive a presentation on progress regarding the County Highways Contract.

For further information please contact Andrew Savage, Contract and Policy Manager, Tel. 01926 736542 E-mail [andrewsavage@warwickshire.gov.uk](mailto:andrewsavage@warwickshire.gov.uk).

### **5. Questions to the Portfolio Holder**

Up to 30 minutes of the meeting is available for Members of the Committee to put questions to the Portfolio Holders on any matters relevant to the Environment and Economy remit. Questions should exclude business to be discussed under the Quarterly Corporate Performance Report or any other report on this Agenda.

### **6. Quarter 3 - Corporate Performance Report 2009/10**

Report of the Portfolio Holders for Environment and Economic Development

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

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## Recommendation

That the Committee:

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

For further information please contact Tricia Morrison, Head of Performance, Tel: 01926 736319 E-mail [triciamorrison@warwickshire.gov.uk](mailto:triciamorrison@warwickshire.gov.uk) or Martin Stott, Head of Environment and Resource, Tel: (01926) 412525 E-mail [martinstott@warwickshire.gov.uk](mailto:martinstott@warwickshire.gov.uk).

## 7. Review and Refresh of WCC Performance Indicators

### Report not available by deadline – to follow

Report of the Deputy Chief Executive, Partnership and Performance Unit

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

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

## Recommendation

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

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

## 8. Effectiveness of new County Highways Structure

Report of the Strategic Director for Environment & Economy

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Warwickshire's highway maintenance organisation - County Highways - was restructured in July 2009, reducing the number of administrative areas from five down to two, based on a North/South split of the county. The Environment and Economy Overview and Scrutiny Committee identified the effectiveness of the new structure as a matter it wished to consider after a reasonable settling in period had passed.

### **Recommendation**

That Members note the financial savings and improvements in performance achieved through the restructuring of County Highways and consider the effectiveness of the new structure in delivering the highway maintenance service in Warwickshire.

For further information please contact Jeff Welsby, South Area Manager, Tel. 01926 736531 E-mail [jeffwelsby@warwickshire.gov.uk](mailto:jeffwelsby@warwickshire.gov.uk).

## **9. Street Lighting and Energy Efficiency Measures**

Report of the Strategic Director for Environment & Economy

This report provides information on street lighting energy use, the actions which have been taken to reduce use, and the options for future reductions including switching off selected lights for periods during the night.

### **Recommendation**

This Committee supports:-

1. Actions being taken to reduce street lighting energy by using newer technology.
2. The extension of dimming, where designed using National Standards.
3. Demonstrations of part night operation of street lights with a view to formulating a policy for larger scale part night operation in future years.

For further information please contact Peter Samwell, County Highways Project Manager, Tel. 01926 412515 E-mail [petersamwell@warwickshire.gov.uk](mailto:petersamwell@warwickshire.gov.uk).

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## 10. Forward Plan Items Relevant to the Work of this Committee

### Forward Plan

For information:

Cabinet – 11 March 2010

Speed Limit Review – Ansley Road Speed Limit Reduction

Cabinet – 27 May 2010

Capital Programme for Transport 2010-11

## 11. Any Other Items

Which the Chair decides are urgent.

Shire Hall,  
Warwick.

JIM GRAHAM  
Chief Executive

### Environment and Economy Overview and Scrutiny Committee Membership

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

**Cabinet Portfolio Holders:-** Alan Cockburn, Peter Fowler and Chris Saint

**The reports referred to are available in large print if requested**

**General Enquiries:** Please contact Ann Mawdsley on 01926 418079  
E-mail: [annmawdsley@warwickshire.gov.uk](mailto:annmawdsley@warwickshire.gov.uk)

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## **Minutes of the Environment and Economy Overview and Scrutiny Committee meeting held on 3 December 2009.**

### **Present:**

#### **Councillors:**

Les Caborn  
Mike Doody (Chair)  
Joan Lea  
Phillip Morris- Jones  
Ray Sweet  
Helen Walton  
John Whitehouse  
Chris Williams

**Also Present:** Councillor Alan Cockburn (Portfolio Holder for Environment)  
Councillor Peter Fowler (Portfolio Holder for Economic Development)  
Councillor Jim Foster

<b>Officers</b>	Suzanne Burrell	Senior Solicitor and Team Leader)
	Julie Crawshaw	Regeneration Programme Manager
	John Daly	Director – Project Transform
	Graeme Fitton	Head of Transport and Highways
	Adrian Hart	Team Leader – Transport Planning
	Ann Mawdsley	Principal Committee Administrator
	Tricia Morrison	Head of Performance
	John Scouller	Head of Economy and Development
	Martin Stott	Head of Environment & Resources

**Invited Guests** Councillor Linda Reece, Coventry City Council  
Vicky Castree, Scrutiny Officer, Coventry City Council

There were 3 members of the public in attendance.

### **1. General**

The Chair welcomed everyone to the meeting, particularly Councillor Linda Reece and Vicky Castree of Coventry City Council, attending to observe Item 5 – Project Transform and Councillor Jim Foster, who was observing the meeting.

#### **(1) Apologies for absence**

Apologies for absence were received from Councillors Penny Bould, Chris Davis and Chris Saint.

#### **(2) Members Declarations of Personal and Prejudicial Interests**

Councillor John Whitehouse declared a personal declaration in relation to Item 5 as a financial contributor to Friends of the Earth and a member of the Advisory Panel to Project Transform.

### **(3) Minutes**

The Minutes of the meeting of the Environment and Economy Overview and Scrutiny Committee held on 24 September 2009 were agreed as a correct record and signed by the Chair.

#### **Matters Arising**

##### **Page 2 – (4) Matters Arising - Twenty's Plenty**

Ann Mawdsley agreed to confirm to Members why the Twenty's Plenty report had been deferred and when it would be considered by the Corporate Services and Community Safety Overview and Scrutiny Committee. Members confirmed the importance of the report and the need for the report to be considered by Overview and Scrutiny before going to the Cabinet for approval.

##### **Page 2 – 3. Portfolio Holder Update**

In response to a query from Councillor Phillip Morris-Jones to Councillor Peter Fowler on progress regarding "The Hub", Councillor Fowler noted that he intended to visit The Hub and to hold discussions with officers to move this forward.

##### **Page 3 – 4. Waste Management Statistics for 2008/09**

Members reported that they had not received the performance figures for the first quarter of 2009/2010. Ann Mawdsley agreed to chase this up.

### **(4) Key Messages from the Overview and Scrutiny Board**

The Chair outlined the key messages from the Overview and Scrutiny Board meeting held on 4 November 2009.

### **(5) Chair's Announcements**

The Chair noted that due to Councillor Bryden's illness he was unable to attend meetings and from the next meeting of the Environment and Economy O&S Committee, Councillor Jim Foster would formally replace Councillor Bryden. The first item on the agenda for the March meeting would be the election of Vice Chair.

The Chair noted that due to the visitors attending for Item 5, that this would be brought forward and considered following public questions.

## **2. Public Question Time**

A copy of the public questions and responses was tabled.

### **(1) Question from Keith Kondakor**

*"We landfilled 37,000 tonnes less than was projected in the project transform Outline Business case in 2008/09. This reduction would take about £4 million off the waste disposal costs for 2014/5. Now*

*the existing incinerator will have enough capacity for the 3 council waste for the next 20 years. The councils will save £15 million pounds in the project is delayed for one year. Why is the council not revising the cost, capacity and viability of the project before stating main stage of the procurement process?"*

### **Response from Portfolio Holder and Environment and Economy Directorate**

The waste flows given in the Project Transform Outline Business Case were based on 2006/07 data. As per the request of the three partner Councils and in order to follow best practice, these flows are currently in the process of being reviewed/updated using 2008/09 data, which will take account of any changes in recycling/composting levels. The project team have also committed to review these flows on further occasions leading up to the contract signature (financial close) of procurement forecast for June 2012. This information, once completed will be made available to bidders at the next stage of the procurement process.

The reduction of 37,000 tonnes of residual waste does not mean that the three Councils' residual wastes would fit into the existing energy from waste facility. The existing facility has a capacity of up to 240,000 tonnes per year, as the plant ages it is expected that this figure will begin to drop. The modelled requirement for Project Transform in the Outline Business Case was 305,000 tonnes, using the scenario suggested in the questions the partner Councils would be short of a minimum of 28,000 tonnes of residual waste capacity. The partner Councils have also been advised that the existing energy from waste plant will not last another 20 years – hence the Outline Business Case.

It should be noted that the partner Councils are approaching this procurement on a technology and site neutral basis, this will allow for a broad range of technologies and sites to be brought forward. Solutions may also involve the use of the existing Energy from Waste facility in Coventry.

Councillor Alan Cockburn responded that the Business Case had been developed in line with DEFRA requirements, requiring the application for financial credit (in this case for £129m) to build a waste/recycling facility to reflect the last audited figures (2006/07). Councillor Cockburn congratulated officers on securing this credit.

He added that while the capacity of the existing incinerator would be able to cope with the current waste disposal, it was already 34 years old and needed to be replaced. At the time that the contract went out to tender, bidders would be entitled to tender on any technology they chose and decisions on tonnages etc would only be decided at the last moment, taking into account all current and project data.

### **(2) Question from Keith Kondakor**

*"Every Council in Wales is to collect food waste within 18 months and recycle 70% by 2025. English waste targets will get there at*



*some point. How will we afford that in Warwickshire when we will have to pay minimum tonnages at the 2 waste PFIs?"*

### **Response from Portfolio Holder and Environment and Economy Directorate**

In Warwickshire 3 out of the 5 Waste Collection Authorities already collect food waste along with their extensive dry-recycling collections. This is predicted to achieve a recycling rate of early 60% in Stratford and mid 50% in Warwick and Rugby in the medium term. Coventry and Solihull councils have committed to review the provision of food waste collection in 2013. These scenarios have been modelled in the Outline Business Case and have been revisited as part of the waste flow review.

The modelling completed by the partner Councils concludes that a recycling and composting rate in excess of 50-55% across all three Council areas is not economically achievable given the diverse demographic make up and differences in housing stock. Although it should be noted that the individual Waste Collection Authorities made exceed this target.

The review of waste flow data will feed into the procurement process over the next 2 years to ensure that the partner Councils procure the most suitable solution for their residual waste needs. This data will in turn feed into the detailed contract negotiations around minimum commitments (tonnages) to all waste management projects including the PFI projects.

Councillor John Whitehouse sought clarification regarding the modeling referred to in paragraph 2 of the response to the public question. John Daly confirmed that this modeling referred to the Business Case. He added that the modeling was currently under review and it looked to be more likely to be towards 55%, but this still needed to be ratified.

The Chair noted that Warwick District Council was achieving the highest recycling rate in the county and was rated third across the country.

### **(3) Question from Jane Green**

*"I am concerned that the criteria for the Project Transform Residual Waste Project, which will be discussed at Scrutiny, will not reflect the views of the public consultation, including that of Project Transform's own 'Stakeholder Conference'.*

*Project Transform's 'evaluation criteria' are based on assumptions of increasing amounts of residual waste, including 'per head' increases and increases of 33,000 new homes. The amount of recycling has been modeled on only 50% recycling for the next 35 years. Around ££100 per tone will be guaranteed to the private partner for 300,000 tonnes of residual waste treatment whether or not this exists in 2044.*

*The public consultation, including a large public meeting and Project Transform's own Stakeholder Conference overwhelmingly supported alternative criteria including: modeling for 70% recycling by 2020. They agreed that the type of technology is important on the grounds that it must be flexible and allow for the introduction of new, and modular where appropriate, green technologies over the life of the contract. That carbon and energy assessments should be based on 'life-cycle assessment' – which is the accounting system now employed in climate change assessments. That the consultation process should include public meetings, questionnaires and proper choices including that of technology.*

*We are concerned that by agreeing 'evaluation criteria' for a replacement incinerator closes off options such as recycling of 70% plus by 2020 and the flexible use of cheaper, green technologies for the next 35 years."*

The Chair noted that the Regional Spatial Strategy housing requirements on District and Borough Councils would result in a large increase in Warwickshire's population, so although the predicted % remained static, these were in fact including a much larger number of people.

John Daly added that the aspirations of all the stakeholders were similar, but that Project Transform had to be modeled on hard facts. Work would continue looking at evidence, and the final decisions would be based on the best evidence available at that time.

The Chair informed the Committee that a late question had been received from Janet Alty. The Committee would accept the question, but any response would be provided in writing after the meeting.

**(4) Question from Janet Alty**

*"Are Councillors aware that*

- 1. Given the ongoing and very significant fall in waste going to landfill (which is occurring both because of the ongoing and significant increase in recycling by the collection authorities, and because manufacturers are reducing packaging and making it more recyclable) there are very significant savings to be achieved in the whole waste program.*
- 2. Overspending on an oversize incinerator which in no way matches the needs of this community will make it likely that cuts will have to be made elsewhere, notably in social care.*
- 3. It has been calculated that, notwithstanding the excess deaths that are caused to members of the vulnerable communities down wind of an incinerator, more deaths will be caused by cuts in social care budget.*
- 4. Other Authorities have got into serious trouble by committing to an excess spend on an incinerator."*

Members noted their outrage at the allegations made by Janet Alty regarding social care. They noted that Warwickshire County Council had this week received good and excellent social care ratings. Councillor Alan Cockburn noted that a new facility would be cleaner than the current

facility and would make savings in terms of cutting landfill taxes and EU fines for missed landfill reduction targets in specified years.

### **3. Portfolio Holder Update**

The Chair alerted Members to the briefing note that had been tabled on behalf of Councillor Chris Saint, giving an update on his portfolio.

Councillor Fowler updated the Committee on issues within his portfolio, including:

- i. A progress report on Business Centre Management.
- ii. An update on the three opportunity centres for young people
- iii. The multi-skills programme in Camp Hill. Councillor Fowler undertook to e-mail a copy of the Camp Hill News to members of the Committee.
- iv. Work being undertaken by the Employment Team including Warwickshire Connections Sustainable Urban Development Programme and Future Jobs Fun.
- v. Councillor Fowler informed the Committee that Roy Shearing would be retiring on Friday, 4 December.
- vi. The Business Support Unit was looking at what was being delivered and the best way forward for Warwickshire residents.
- vii. Discussions were taking place with the Coventry, Solihull and Warwickshire Partnership (CSWP) and Erikson in relation to the technical centre at Antsy. This had also been taken up by Government ministers and Councillor Fowler undertook to keep members informed of developments, including work that was already underway with the Erikson staff. Members agreed that all stakeholders needed to work together to make every effort to retain Erikson in the area.
- viii. The Employer of Choice Awards evening had taken place successfully on 2 December.
- ix. The CSWP had produced and endorsed a sub-regional economic strategy, which was aiming to be best in field.
- x. Funding issues around the business environment schemes (Whole Rural West Midlands and Regeneration Zone) had now been resolved with Advantage West Midlands.

Councillor Phillip Morris-Jones noted that it would be more beneficial to the economy to sustain or revive existing companies than to assist with the start up of new companies.

The Chair thanked Councillor Fowler for his update and requested that Members be kept informed of any developments regarding Erikson.

Members requested a letter of thanks be sent from the Committee to Roy Shearing to thank him for the invaluable work he has done over the years for Warwickshire and to wish him well for the future.

Councillor Alan Cockburn updated the Committee on issues within his portfolio, including:

- a. A board had been set up to look at the overspend on the Rugby Western Relief Road and a report would be going to the Cabinet in the new year.

- b. The grant in respect of the Waterside, Stratford-upon-Avon development had been confirmed from Advantage West Midlands and tenders had been let.
- c. A flooding and drainage bill was expected to be ratified by Parliament after the elections, which would make the County Council the lead organisation in flood response. There was a budget bid being made for a specialised officer to take the lead in this area.
- d. A task and finish group had been set up to look at a clear strategy for smallholdings and a report from this group would go to full Council in May/June.
- e. A Member seminar had taken place on C and D roads and a budget bid for £2m had been put in for this. It was felt that there was little chance of this being successful in the current climate.
- f. The Highway Contract Board would be re-letting the contract in the summer of 2011. For the first time Coventry would be coming on board, with funding, on this contract.
- g. A report had been produced regarding Concessionary Travel for young people, which set out potential costs of up to £2m. A meeting with Councillor Seccombe and the Youth Parliament was scheduled for 11 December and Members would have a briefing meeting after Council on 15 December. Councillor Whitehouse noted that this would need to be looked at as a substitute or reshaping of current arrangements, such as the Post 16 Travel.

The Chair thanked Councillor Cockburn for his update.

#### **4. Quarter 2 – Corporate Performance Report 2009/10**

The Committee considered the report of the Portfolio Holders for Environment and Economic Development presenting mid-year performance for 2009/10 under the enhanced performance management arrangements.

Members pointed out that the typeface on the appendices was too small and difficult to read. They also felt that the document was too large and the appendices needed to be in a different order for ease of reference.

The Committee noted the performance and improvement activity of services under their remit and asked that their comments set out above be noted.

#### **5. Project Transform – Sub-Regional Residual Waste Treatment Solution – Evaluation Criteria**

The Committee considered the report of the Strategic Director for Environment and Economy outlining the evaluation criteria to be used throughout the procurement process to evaluate submissions proposed by tenderers for permission for a new residual waste treatment solution to serve the needs of the sub-region (Coventry, Solihull and Warwickshire).

John Daly reminded Members that this report was only looking at the evaluation criteria that would be used to evaluate the bids. This was being done in line with EU Regulations requiring procurement processes to be transparent. He outlined the different stages of the process, where the Councils were currently and clarified the timing, terminology and need

for the evaluation criteria to allow for flexibility in terms of solutions and technology.

The following points were discussed:

1. The bids would be evaluated from an output basis, not an input basis and could include any alternative solution, but would have to be a solution for the whole sub-region.
2. The final contract would be signed on a minimum tonnage level, but suggested final capacity for 2041 would not limit the technical solution.
3. Solutions would have to deliver recycling at both ends of the process, requiring any residuals to be recycled as well.
4. In response to a question regarding the developments at Cemex, Rugby, it was noted that in line with EU regulations around competitive procurement, the Authorities could not approach companies, and Cemex would be in the same position as any other interested party in terms of tendering.
5. Members noted the difficulties faced in carrying forward a big project, taking into account Government legislation and predicted data, in an economic recession.

The Committee accepted the report and requested update reports on a regular basis to monitor progress.

## **6. Warwickshire Local Transport Plan 2011-2026**

The Committee considered the report of the Strategic Director for Environment and Economy setting out the proposed approach for the development of Warwickshire's third Local Transport Plan.

During the discussion that followed the following issues were raised:

1. Locality Forums had been used to channel information into local communities. There had been some problems and if Members were aware of any forums that had not been included, that they should contact Adrian Hart. Adrian Hart undertook to send relevant information to Councillor Les Caborn (Warwick West) and Councillor Michael Doody (Warwick East).
2. The consultation was on the website, and as more detail was available, publicity would increase, including media, Area Committees, libraries etc to ensure people could access the necessary information.
3. An event had been arranged in Leamington Spa that would bring together a wide range of stakeholders, including disabled and pedestrian groups.

The Committee endorsed the approach outlined for the development of Warwickshire's third Local Transport Plan and requested a further report before any final decisions were taken.

## **7. Opportunities and Challenges that the 2012 Olympics will present to Warwickshire**

The Committee considered the report of the Strategic Director for Environment and Economy summarising the work undertaken so far in the lead up to the 2012 Olympics and Paralympic Game, and setting out future options.

During the ensuing discussion the following points were noted:

1. In response to a question regarding the lack of contributions from any District or Borough other than Rugby, it was noted that Stratford District Council had appointed a task and finish group who were due to report back this month.
2. The difficulty in contacting all schools was highlighted and a suggestion was made that another avenue to schools was through governors and an item could be included in the monthly governors' newsletter that went to all schools.
3. One of the key words used for the Olympics was legacy and any project that was given support would have to be sustainable after the event.
4. The cultural aspect of the Olympics presented many opportunities for Warwickshire and could have a huge impact on tourism and the economy. Members agreed that other Districts and Boroughs could find it more beneficial to contribute if the tourism opportunities were better highlighted.

The Committee endorsed the report.

## **8. Food Packaging Regulations and Materials that cannot be Recycled**

The Committee considered the report of the Strategic Director for Environment and Economy giving an overview of the food packaging regulations.

Martin Stott noted that while it was understood that the recycling of plastics was an important issue for the public, plastic was always going to be the most difficult material to recycle. It was not economically viable to recycle most plastics in this country at present due to high contamination of plastics, the inability to mix different plastics and the volume against weight of the material. He added however that there was a need to improve education and to increase the number of people using the existing service to recycle plastic bottles.

Members noted the content of the report and agreed to receive an update at a future date.

## **9. Forward Plan Items Relevant to the Work of the Committee**

The Committee noted the list of provisional items for future meetings.

## **10. Any Other Items**

None.

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Chair

The Committee rose at 12.25 p.m.



## **Minutes of the Environment and Economy Overview and Scrutiny Committee meeting held on 12 February 2010.**

### **Present: Councillors:**

Penny Bould  
Ron Cockings  
Mike Doody (Chair)  
Jim Foster  
Joan Lea  
Barry Lobbett  
Phillip Morris- Jones  
Kate Rolfe  
Ray Sweet  
Martin Shaw  
Chris Williams

**Also Present:** Councillor Alan Cockburn (Portfolio Holder for Environment)  
Councillor Alan Farnell (Leader of the Council)  
Councillors Martyn Ashford, Josie Compton, Les Caborn, Eithne Goode, John Whitehouse

**Officers**

Jane Pollard	Democratic Services Manager
Nicholas Dauncey	Transport Planner
Jean Hardwick	Principal Committee Administrator
John Harvey,	Transport Planner

Public Present : Rodney King (Stakeholders Group), James MacKay (Warwick Society) Archie Pitts (Chairman of the Leamington Society) and Andy Patrick (Cycleways).

### **1. General**

#### **(1) Apologies for absence**

An apology for absence was received from Councillor Helen Walton.

#### **(2) Members Declarations of Personal and Prejudicial Interests**

Councillors Martyn Ashford, Les Caborn, Jose Compton, Eithne Goode, John Whitehouse and Alan Cockburn declared prejudicial interests as Members of Warwick Area Committee who were present when the Area Committee made the decision relating to item 2 below. These Members left the meeting after they had addressed the Committee.

### **2. A445 Rugby Road Junction S278 Works**

The Committee considered the report of the Strategic Director for Customers, Workforce and Governance which related to the decision made



by Warwick Area Committee, on 19 January 2010, to approve Option A as the preferred design for the A445 Rugby Road Junction. This decision was called-in by Councillors Naylor, Boad, Whitehouse and Davis for consideration by the Environment and Economy Overview and Scrutiny Committee.

John Harvey, with the aid of a power point presentation, introduced the item and explained that both options greatly improved the junction for pedestrians and cyclists. Option A provided the best solution for traffic (travelling times), but had 3 Toucan crossing, whereas Option E was more favourable for pedestrians and cyclists, had only 2 Toucan crossings but increased traffic journey times particularly for bus services. He had, therefore, recommended Option A to the Area Committee as the scheme best meeting the needs of all users.

A further potential option, Option F, had been identified since the Area Committee meeting. This reconfigured the junction by reducing the pedestrian refuge to allow the left hand filter lane, shown in Option E, to be extended to accommodate a further vehicle. This option reduced vehicle congestion but the reduced pedestrian refuge would not meet Government design standards' recommended guidelines. He had established, however, that the substandard pedestrian refuge would be acceptable, in principle, subject to Option F satisfying a Road Safety Audit.

Members were also advised that the intention was to construct the scheme in the summer months, during the school holiday, and any delay would risk losing the summer start date and the developer funding.

In reply to comments and questions -

- (1) The Chair proposed that Option F should be put to one side because remodeling a new scheme would take some considerable time and would not add a greater advantage, and that there was sufficient information to decide between A and E options;
- (2) Jane Pollard explained that a Section 278 developer contribution was secured by a Bond that was held by the County Council pending commencement of the scheme;
- (3) John Harvey clarified the differences between Options A, E and F.

Following which –

Councillor Jim Foster moved, seconded by Councillor Chris Williams, that Option F is not included in the debate, and with 7 Members voting in favour and 2 against it was –

Resolved that Option F be not included in the debate.

The Chair then invited the Stakeholder representatives to address the Committee.

Andy Patrick suggested that the issue be referred back to the Area Committee and highlighted the benefits of Option E for pedestrians and cyclists. He urged Members not to rush their decision and said that approving Option A would be a missed opportunity and waste the work done to enhance Option E. He congratulated the Council Members and Officers for putting in so much work into helping to resolve a difficult and complex situation. He said that the solution had almost been reached and it would be a tragic mistake to rush into Option A.

In reply to a questions John Harvey confirmed that at peak times, between 8:00-9:00 a.m, approximately 1,420 vehicles and 24 cyclists used the junction travelling towards Emscote Road, with a total of 2,845 vehicles using the junction.

Rodney King said he had nothing to add to the debate.

Archie Pitt made two points –

- (1) Traffic travelling along Rugby Road, coming off the Portobello Bridge, tended to speed up on the downhill section which was followed by the uphill section and causing a potential hazard for Rock Mill residents exiting onto the Rugby Road;
- (2) With regard to Option A – the Toucan crossings would cause conflict between pedestrians and cyclists and Option E would take away the incentive for motorists to speed up along the Rugby Road. Option E might increase the journey times for the G1 bus route to 9.4 minutes but Stage Coach had already built 10 minutes into the journey time with an extra 1 minute for delays.

He hoped that Members would refer this back to the Area Committee.

Councillor John Whitehouse, on behalf of the Members who had called this item in, expressed concern that not all Warwick Area Committee members were made aware that they could speak at this meeting. He referred to the reasons for the call-in, as set out in the agenda papers, but said that the main reason was that the modelling did not include simulation of the left turn filter for east bound traffic turning into Rugby Road and given that the delays to the G1 buses taking this route was the main reason behind the decision this seemed a significant omission.

He commended the officers for their willingness to engage very rapidly after the call-in and had arranged a further briefing with Members. The consensus of the officers was that the left turn filter for eastbound traffic had been omitted from the model but that this did not make a material difference between the two options. However, the proposal to extend the length of the filter would eliminate the timing difference for the two options. He agreed with the decision not to debate Option F and asked that the matter be referred back to the Area Committee's 16 March meeting or a specific meeting arranged to coincide with the Local Transport Plan meeting scheduled for 23 February 2010.

Councillor Josie Compton, Chair of the Area Committee, stressed that this issue had been considered by the Area Committee for a long time, and recently at meetings in November 2009 and January 2010 and that the Stakeholders had been involved at all times. She said that the issue had been debated long and hard and the aim was for the work to start on the scheme in the school holidays. Steve Bird, the Managing Director of Stagecoach had spoken in support of the bus passengers and supported Option A. The Stakeholders opposed this option because it favoured bus users more than pedestrians and cyclists. She said that this would never be a perfect scheme but the Committee supported Option A and she hoped

that this would not be referred back to the Committee for further debate and that the Committee's January 2010 decision would stand.

Councillor Les Caborn said he was surprised that discussion had taken place after the call-in and had resulted in Option F. He said he used the junction every day and he believed that Option A was the right scheme for the junction.

Councillor Eithne Goode expressed concern about the calling of this meeting at short notice, which made it difficult for Members to attend, and said that this was a poor day for democracy.

Councillor Martyn Ashford said that Option A was chosen by the Area Committee for good reasons. This was a major transport route and working up another option would not benefit traffic turning out of Greville Road. This was a very difficult junction and the option chosen would provide the best solution for the majority of users of that route.

Councillor Alan Cockburn said that the Area Committee's decision was good and expressed support for Option A.

(At this point Councillors Martyn Ashford, Les Caborn, Jose Compton, Eithne Goode, John Whitehouse and Alan Cockburn left the room.)

Councillor Penny Bould thanked the officers for their work and said she recognised that Members' time was valuable. She proposed that, in the light of the further evidence, the opportunity should be taken to refer this back to the Area Committee for discussion either on the 23 February or 16 March 2010.

In reply to further questions John Harvey said that his recommendation to the Area Committee was Option A, as the best option; this had not wavered and he could not recommend Option F, without the outcome of the Road Safety Audit being carried out.

Councillor Kate Rolfe said that the Area Committee's vote was 6/5 in favour of Option A and, in the light of new evidence, thought it only fair to refer it back to the Area Committee.

Councillor Ron Cockings referred to the Chair's comment that this was a difficult junction and, having acquainted himself with the junction himself the previous day, said he would support referring it back to the Area Committee.

Councillor Joan Lea expressed support for Option A.

Councillor Barry Lobbett said he thought the differences between Options A, E and F to be only marginal and that cyclists represented only 1% of users at peak times and he considered Option A to be a better option.

The Chair consulted the Members on whether they wanted a short adjournment before moving to the voting, as proposed by a Member earlier in the meeting. Members agreed not to adjourn and to continue to the vote.

Councillor Ray Sweet, seconded by Councillor Penny Bould, moved that issue be referred back to the Area Committee for them to look at Options A, E and F (subject to a satisfactory Road Safety Audit of Option F) and that the Area Committee should consider holding a special meeting on 23 February 2010 with 4 Members voting in favour and 7 against the motion was lost.

Councillor Chris Williams, seconded by Councillor Jim Foster, moved that no action be taken, and with 7 Members voting in favour and 3 Members voting against it was –

Resolved that no action be taken.

.....  
Chair

The Committee rose at 11:25 a.m.

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Environment and Economy Overview and Scrutiny Committee

**Date of Committee** 4<sup>th</sup> March 2010

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

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

**For further information please contact:**

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

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

## 2.4 Economic Development

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

## 2.5 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%
<b>Total</b>	<b>230</b>	<b>212</b>	<b>50</b>	<b>102</b>	<b>35</b>	<b>25</b>
		<b>92%</b>	<b>24%</b>	<b>48%</b>	<b>16%</b>	<b>12%</b>

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

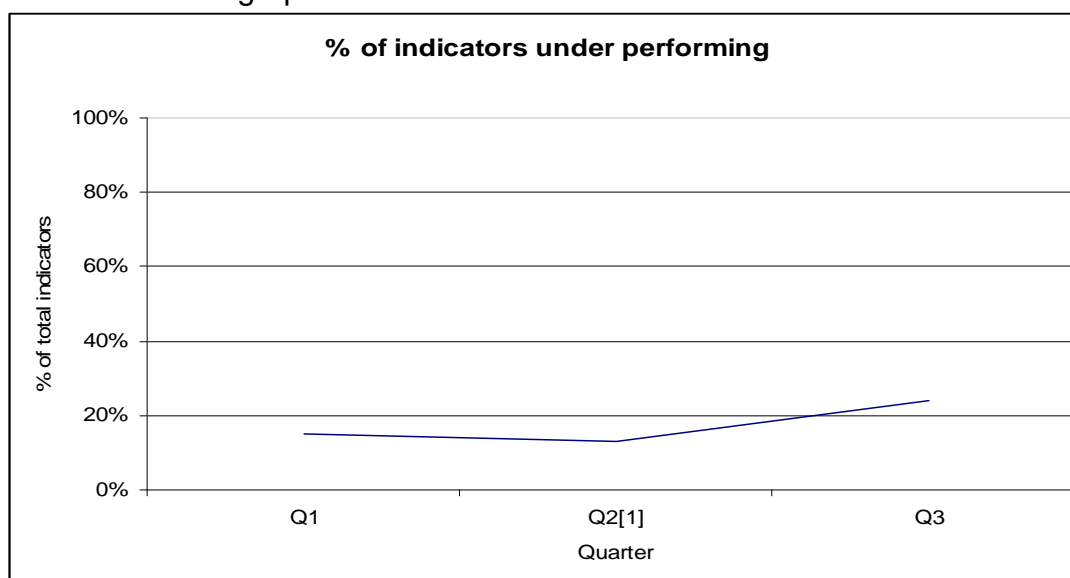
## 5.0 Performance by Exception – Summary of Overall Performance

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

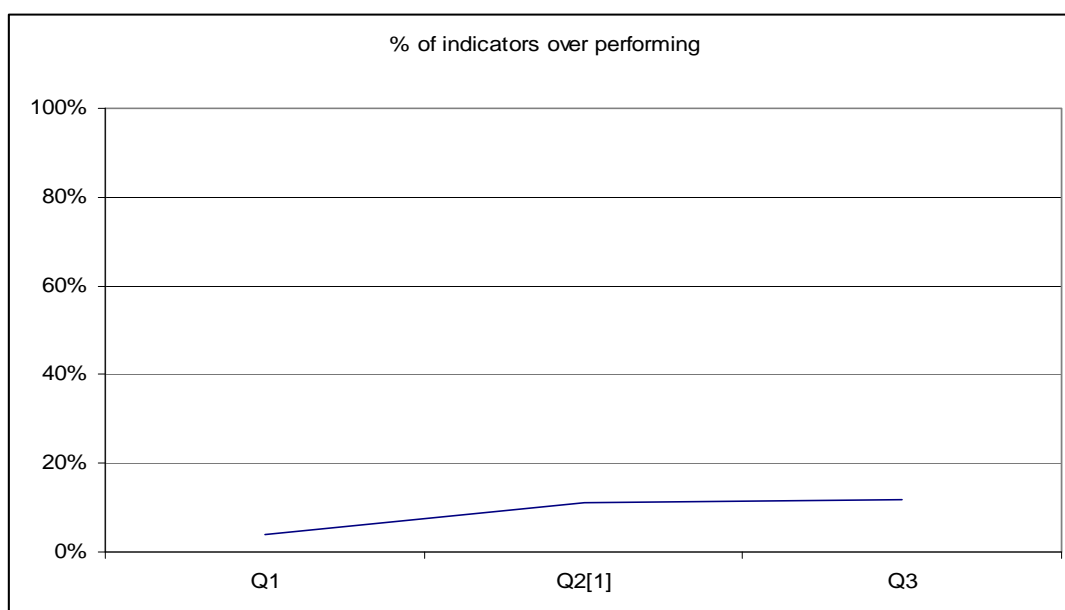
5.2 Reflective of this trend, the number of indicators that are forecast to under-perform or over-perform has increased substantially since Quarter 1.

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

This is shown in graphical form below:



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



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

#### Under-performing indicators

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

#### Over-performing indicators

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

## 6.0 Ongoing Improvement and Next Steps

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

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

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

6.4 The Overview and Scrutiny Committees will be considering performance during the March meetings. This will be the final stage of the challenge process for the Quarter 3 Corporate Performance Report and feedback from Members during these meetings will be incorporated into future improvement plans.

6.5 In an effort to improve the style of reporting performance, a Cross Party Working Group will meet on the 12<sup>th</sup> February to consider how improvements might be made. As part of this, we have started the process of rolling-out *Warwickshire Hub* access to Cabinet, SDLT and the political groups. The Hub is an interactive tool used to collate and report performance data for the Authority allowing real-time access to live performance information.

## 7.0 Recommendations

It is recommended that the committee:

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

Monica Fogarty  
Assistant Chief Executive










Shire Hall  
Warwick

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

**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
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

**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
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

**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
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



**AGENDA MANAGEMENT SHEET**

**Name of Committee** Environment and Economy Overview and Scrutiny Committee

**Date of Committee** 4<sup>th</sup> March 2010

**Report Title** WCC Review and Refresh

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

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

**For further information please contact:**

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

No

**Background papers**

**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

- 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

# Environment & Economy Overview and Scrutiny Committee

4<sup>th</sup> March, 2010

## WCC Review and Refresh

### Report of the Assistant Chief Executive

#### Recommendation

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

#### 1.0 Background

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

#### 2.0 Approach

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

Sound measures/targets should:-

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

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

### 3.0 Analysis

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

3.2 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.

## 4.0 Corporate & Shared Measures

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

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

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

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

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

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

## 6.0 Next steps

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

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

## 7.0 Recommendation

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

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

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

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

Environment			
Indicator Type	Directorate	Ref	Indicator
<b>Statutory</b>	EE	NI168	<ul style="list-style-type: none"> <li>Principal roads where maintenance should be considered (%)</li> </ul>
		NI169	<ul style="list-style-type: none"> <li>Non-principal roads where maintenance should be considered (%)</li> </ul>
		NI177	<ul style="list-style-type: none"> <li>Number of journeys made by bus and light rail</li> </ul>
		NI178a	<ul style="list-style-type: none"> <li>Bus services running on time (%)</li> </ul>
		NEW – NI178b	<ul style="list-style-type: none"> <li>Excess waiting time of frequent bus services – mins late</li> </ul>
		NI185	<ul style="list-style-type: none"> <li>CO2 reduction from Local Authority operations (%)</li> </ul>
		NI186	<ul style="list-style-type: none"> <li>Per capita co2 emissions in the LA area (% Reduction)</li> </ul>
		NI188	<ul style="list-style-type: none"> <li>Adapting to Climate Change – Level of implementation 0-3</li> </ul>
		NI191	<ul style="list-style-type: none"> <li>Residual Household Waste per Household (Kg)</li> </ul>
		NI192	<ul style="list-style-type: none"> <li>Household waste recycled and composted (%)</li> </ul>
		NI193	<ul style="list-style-type: none"> <li>Municipal waste landfilled (%)</li> </ul>
		NI197	<ul style="list-style-type: none"> <li>Improved Local Biodiversity – Active Management of Local Sites (%)</li> </ul>
		NI198	<ul style="list-style-type: none"> <li>Children travelling to school – mode of travel usually used (%)</li> </ul>
<b>Local</b>	EE	Li175a	<ul style="list-style-type: none"> <li>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</li> </ul>
		Li175b	<ul style="list-style-type: none"> <li>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</li> </ul>
		Li175c	<ul style="list-style-type: none"> <li>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</li> </ul>
		Li175d	<ul style="list-style-type: none"> <li>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</li> </ul>
		Li175e	<ul style="list-style-type: none"> <li>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</li> </ul>

**Environment**

Indicator Type	Indicator Type	Indicator Type	Indicator Type
Local	EE	Li709	<ul style="list-style-type: none"> <li>Unclassified roads where maintenance should be considered (%)</li> </ul>
		Li710	<ul style="list-style-type: none"> <li>Town centre footways where maintenance should be considered (%)</li> </ul>
		Li711	<ul style="list-style-type: none"> <li>Days taken to repair streetlights – LA control</li> </ul>
		Li712	<ul style="list-style-type: none"> <li>Percentage reduction in municipal waste landfilled (compared to the previous year)</li> </ul>
		EE100	<ul style="list-style-type: none"> <li>Total tonnage of household waste that has been used to recover heat, power and other energy sources</li> </ul>
		EE101	<ul style="list-style-type: none"> <li>% of household waste that has been used to recover heat, power and other energy sources</li> </ul>
		EE125	<ul style="list-style-type: none"> <li>Delivery of Warwickshire’s annual transport Capital Programme (percentage completion)</li> </ul>
		EE113	<ul style="list-style-type: none"> <li>% of wheelchair accessible vehicles in use on the public transport network in Warwickshire</li> </ul>
		EE133	<ul style="list-style-type: none"> <li>WCC cost per passenger journey on County Council supported bus services (£)</li> </ul>
		EE135	<ul style="list-style-type: none"> <li>% telephone calls responded to within WCC standard *</li> </ul>
		EE136	<ul style="list-style-type: none"> <li>% letters responded to within WCC standard *</li> </ul>
		EE137	<ul style="list-style-type: none"> <li>% e-mails responded to within WCC standard *</li> </ul>
		EE138	<ul style="list-style-type: none"> <li>Mystery Shopper – Visits – percentage satisfaction *</li> </ul>
		EE139	<ul style="list-style-type: none"> <li>Mystery Shopper – Telephone calls - % satisfaction *</li> </ul>
		EE140	<ul style="list-style-type: none"> <li>Mystery Shopper – Letters - % satisfaction *</li> </ul>
EE141	<ul style="list-style-type: none"> <li>Mystery Shopper – E-mails - % satisfaction *</li> </ul>		
	RE	Li923	<ul style="list-style-type: none"> <li>CO2 emissions in tonnes per sq m.</li> </ul>
New	EE	NEW	<ul style="list-style-type: none"> <li>Percentage recycling and composting performance at Household Waste recycling Centres</li> <li>Highways – Structural Maintenance undertaken – kms</li> <li>Highways – Surface Dressing undertaken – kms</li> <li>Footways - Total length of maintenance undertaken – kms</li> </ul>

- Also relevant to Economic Development Portfolio



**Environment – Indicators proposed for deletion/ NIs not proposed for inclusion**

Indicator Type	Directorate	Ref	Indicator
Statutory	EE	NI167	<ul style="list-style-type: none"> <li>• Congestion – average journey times per mile during the morning peak (Journey time per mile, minutes and seconds)</li> </ul>
		NI175	<ul style="list-style-type: none"> <li>• Access to services and facilities by public transport, walking and cycling – in communities defined as from towns to hamlets (%)</li> </ul>
		NI176	<ul style="list-style-type: none"> <li>• % Working age people with access to employment by public transport (and other specified means)</li> </ul>
		NI187i	<ul style="list-style-type: none"> <li>• Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating</li> </ul>
		NI189	<ul style="list-style-type: none"> <li>• Flood and coastal erosion risk management (% of agreed actions undertaken satisfactorily)</li> </ul>
		NI194a	<ul style="list-style-type: none"> <li>• % reduction in Nox emissions</li> </ul>
		NI194b	<ul style="list-style-type: none"> <li>• % reduction in PM10 emissions</li> </ul>
		NI195	<ul style="list-style-type: none"> <li>• Improved street and environmental cleanliness (%)</li> </ul>
		NI195a	<ul style="list-style-type: none"> <li>• Improved street and environmental cleanliness – Litter (%)</li> </ul>
		NI195b	<ul style="list-style-type: none"> <li>• Improved street and environmental cleanliness – Detritus (%)</li> </ul>
		NI195c	<ul style="list-style-type: none"> <li>• Improved street and environmental cleanliness – Graffiti (%)</li> </ul>
		NI195d	<ul style="list-style-type: none"> <li>• Improved street and environmental cleanliness – Fly Posting (%)</li> </ul>
		Local	EE
Li701	<ul style="list-style-type: none"> <li>• Change in countywide road traffic mileage (LTP) – Relative to 2004 Baseline</li> </ul>		
Li702	<ul style="list-style-type: none"> <li>• Number of Directorates with ISO 14001 certification</li> </ul>		
Li703	<ul style="list-style-type: none"> <li>• % residents satisfied that WCC pursues a sustainable environment and economy</li> </ul>		
Li704	<ul style="list-style-type: none"> <li>• Percentage of household waste recycled</li> </ul>		
Li705	<ul style="list-style-type: none"> <li>• Percentage of household waste composted</li> </ul>		
EE104	<ul style="list-style-type: none"> <li>• % of paths easy to use by the public</li> </ul>		
EE112	<ul style="list-style-type: none"> <li>• Delivery of Local Transport Plan targets. (% completion)</li> </ul>		
EE118	<ul style="list-style-type: none"> <li>• Corporate target to consolidate the achievement of Level 2 of the Local Government Equalities Standard, producing &amp; monitoring the improvement plan for same</li> </ul>		

**Economic Development**

Indicator Type	Directorate	Ref	Indicator
Statutory	EE	NI152	<ul style="list-style-type: none"> <li>% Working age people on out of work benefits – Warwickshire (%)</li> </ul>
		NI163	<ul style="list-style-type: none"> <li>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 (%)</li> </ul>
		NI165	<ul style="list-style-type: none"> <li>Working age population qualified to at least Level 4 or higher (%)</li> </ul>
		NI166	<ul style="list-style-type: none"> <li>Average earnings of employees in the area (£)</li> </ul>
		NI171	<ul style="list-style-type: none"> <li>VAT registration rate (rate per 10,000)</li> </ul>
Local	EE	Li152a	<ul style="list-style-type: none"> <li>% Working age people on out of work benefits – Priority Wards</li> </ul>
		Li163a	<ul style="list-style-type: none"> <li>% 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</li> </ul>
		Li165a	<ul style="list-style-type: none"> <li>% Working age population qualified to at least Level 4 or higher – Gap between Warwickshire and the South East</li> </ul>
		Li166a	<ul style="list-style-type: none"> <li>Average earnings of employees in the area – Proportion of Warwickshire to South East average (%)</li> </ul>
		Li171a	<ul style="list-style-type: none"> <li>VAT registration rate – Nuneaton &amp; Bedworth (rate per 10,000)</li> </ul>
		Li714	<ul style="list-style-type: none"> <li>Number of beneficiaries receiving training as a result of WCC activities</li> </ul>
		Li719	<ul style="list-style-type: none"> <li>Percentage occupancy of the Council's business portfolio, including managed workspace facilities, above the CEDOS benchmark of 85%</li> </ul>
		EE108	<ul style="list-style-type: none"> <li>Maintaining new business start-ups – Business Support Team</li> </ul>
		EE122	<ul style="list-style-type: none"> <li>Number of Students assisted/School business secured by EBP</li> </ul>
		EE123	<ul style="list-style-type: none"> <li>Number of external employee volunteers supporting EBP events</li> </ul>
New	EE	NEW	<ul style="list-style-type: none"> <li>Numbers of investors/ businesses and employers assisted by Economic Development &amp; Business Support Group</li> </ul>
			<ul style="list-style-type: none"> <li>Conversion rate of enquiries – (no o relocations/ total no of enquiries)</li> </ul>

**Economic Development – Indicators proposed for deletion/ NIs not proposed for inclusion**

<b>Indicator Type</b>	<b>Directorate</b>	<b>Ref</b>	<b>Indicator</b>
<b>Statutory</b>	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 (%)
<b>Local</b>	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

Leisure, Culture & Housing			
Indicator Type	Directorate	Ref	Indicator
Statutory	EE	NEW – NI157a	<ul style="list-style-type: none"> <li>Percentage of “County Deemed Major” planning applications processed within 13 weeks.</li> </ul>
		NEW – NI157b	<ul style="list-style-type: none"> <li>Percentage of “County Deemed Minor” planning applications processed within 8 weeks.</li> </ul>
NEW – NI157d		<ul style="list-style-type: none"> <li>Percentage of “County Matter” planning applications processed within 13 weeks.</li> </ul>	
Statutory	AHCS	NI008	<ul style="list-style-type: none"> <li>Adult Participation in Sport (%)</li> </ul>
		NI009	<ul style="list-style-type: none"> <li>Use of public libraries (%)</li> </ul>
		NI010	<ul style="list-style-type: none"> <li>Visits to museums or galleries (%)</li> </ul>
		NI011	<ul style="list-style-type: none"> <li>Engagement in the arts at local level (%)</li> </ul>
New	EE	EE115	<ul style="list-style-type: none"> <li>Gypsies &amp; Travellers – Number of unauthorised encampments</li> </ul>
		NEW	<ul style="list-style-type: none"> <li>Minimum occupation of WCC owned Gypsy and Traveller sites</li> </ul>

Leisure, Culture & Housing - Indicators proposed for deletion/ NIs not proposed for inclusion			
Indicator Type	Directorate	Ref	Indicator
Statutory	EE	NI155	<ul style="list-style-type: none"> <li>Number of affordable homes delivered – gross (Number)</li> </ul>
		NI157	<ul style="list-style-type: none"> <li>Planning applications determined in 13 weeks (%)</li> </ul>

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

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

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Environment and Economy Overview and Scrutiny Committee

**Date of Committee** 4 March 2010

**Report Title** Effectiveness of the New County Highways Structure

**Summary** Warwickshire's highway maintenance organisation - County Highways - was restructured in July 2009, reducing the number of administrative areas from five down to two, based on a North/South split of the county. The Environment and Economy Overview and Scrutiny Committee identified the effectiveness of the new structure as a matter it wished to consider after a reasonable settling in period had passed.

**For further information please contact** Jeff Welsby  
Area Manager  
Tel. 01926 736531  
jeffwelsby@warwickshire.gov.uk

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

**Background Papers** None

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

Other Committees  .....

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

Other Elected Members  Councillor M Doody  
Councillor R Sweet } for information  
Councillor J Whitehouse }

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

Chief Executive  .....

- Legal  I Marriott – agreed.
- Finance  .....
- Other Chief Officers  .....
- District Councils  .....
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  .....

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

**SUGGESTED NEXT STEPS :**

*Details to be specified*

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

**Environment Overview and Scrutiny Committee –  
4 March 2010**

**Effectiveness of the New County Highways Structure**

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

**Recommendation**

That Members note the financial savings and improvements in performance achieved through the restructuring of County Highways and consider the effectiveness of the new structure in delivering the highway maintenance service in Warwickshire.

**1. Background**

- 1.1 In 2008, a review of the Environment and Economy Directorate's priorities and services was carried out in order to identify £6 million savings that could be made over a three-year period. The 'Future Service Delivery' (FSD) project was established with the creation of a Project Board, consisting of senior staff and Portfolio Holders, to consider savings proposals identified through a range of service reviews.
- 1.2 One such review was that of County Highways, Warwickshire's highway maintenance organisation, which looked at how savings could be achieved by reorganising without compromising the service provided. The FSD Project Board supported the proposals put forward and, following a period of reorganisation, the new structure was implemented in July 2009.
- 1.3 Environment and Economy Overview and Scrutiny Committee identified the effectiveness of the new County Highways structure as a matter it wished to consider when it met to discuss its future work programme in July 2009. The new structure has now been in place for seven months, providing opportunity for an early assessment of its effectiveness and performance to be made by Members.

**2. Reorganisation of County Highways**

- 2.1 A review of the highway maintenance service concluded that efficiency savings could be achieved by reducing the existing administrative areas from five down to two, without compromising the service provided. The restructuring would achieve savings due to reduced duplication, two sets of overheads instead of five and increased productivity as a result of a tighter reporting structure.



- 2.2 The existing area structure, based on the five district and borough administrative areas, had been in existence since 2003 following termination of the Agency agreements with Nuneaton and Bedworth, Rugby, and Warwick. The areas were administered by five Area Teams, based at and managed from offices in Coleshill (serving North Warwickshire and Nuneaton and Bedworth), Rugby, Warwick and Wellesbourne.
- 2.3 The expected outcomes of the reorganisation were reported to Members in November 2008 as follows:-
- (i) A two-area structure with main offices at Coleshill and Budbrooke and 'hot desk' facilities available elsewhere to enable staff to work flexibly and maximise our capacity.
  - (ii) The creation of joint delivery teams with the term contractor, Carillion, to ensure greater emphasis on planning of work to achieve improved gang outputs.
  - (iii) Medium term proposals for a replacement depot at Rugby, to allow a future sale of the Dunchurch site and managing without a depot in Nuneaton.
  - (iv) Insurance claims management to be streamlined with a dedicated team of two, dealing with claimants and evidence gathering.

### 3. Effectiveness of the Reorganisation

- 3.1 Members had indicated that through the FSD Project, they were keen to preserve core front-line services as far as possible and so the approach to reviewing the highway maintenance organisation has been to achieve savings through improved ways of working where possible.
- 3.2 The effectiveness of the re-organisation can be assessed in terms of both the financial savings achieved and improving performance in the delivery of the highway maintenance service.
- 3.3 The re-organisation has allowed County Highways to operate with fewer staff and has yielded revenue savings of some £300,000 on the salaries budget.
- 3.4 A reduction in the number of administrative areas, from five down to two, has produced the following revenue savings to date in administrative overheads:

Vacating office accommodation at Rugby Town Hall	£10,000
Disposal of rented temporary office accommodation at Budbrooke Depot	£18,000
Vacating office accommodation at Wellesbourne Depot	£5,000
<b>Total</b>	<b>£33,000</b>

- 3.5 The review also identified the closure of St Mary's Road Depot, Nuneaton as an efficiency saving, although implementation of this was considered to be in the medium term, to allow time to plan the change. It is expected that the depot will be vacated by June 2010 and will result in a further saving of some £54,000.
- 3.6 In summary, the reorganisation of County Highways has produced the following financial savings:-

Salaries	£300,00
Accommodation changes	£33,000
Vacating Nuneaton Depot (June 2010)	£54,000
<b>Total</b>	<b>£387,000</b>

- 3.7 For the purpose of evaluating the effectiveness of the new County Highways structure since its implementation in July 2009, a number of indicators have been selected to enable a reasonably objective comparison to be made with the structure pre-reorganisation.

- (i) Average number of days taken to resolve public enquiries.

This is the average time taken to investigate, resolve, respond to and close public enquiries received through the Customer Service Centre.

- (ii) Average time taken to complete planned maintenance works.

This is the average time taken between a highway defect being identified and logged and a repair being carried out.

The following table compares the performance since re-organisation with the full year preceding it and indicates a marked improvement in resolving enquiries and reducing the time taken to programme and carry out repairs to the highway network.

	July '08 – June '09	July '09 – Jan '10
Average No. days taken to resolve highway defect related enquiries	<b>8 days</b> (approx 14,000)	<b>6 days</b> (approx 7,000)
Average time taken to programme and complete repairs	<b>28 days</b> (5773)	<b>20 days</b> (2713)

- 3.8 In assessing performance, it is also worth considering the new structure's capacity to effectively manage significant weather events. The prolonged snow and ice conditions earlier in the year presented a significant challenge to the organisation, in terms of treating the network, managing the availability of rock salt and repairing the subsequent potholes.
- 3.9 During the worst excesses of the snow and ice conditions, County Highways mounted a 24 hour/7 day response, with the network being treated up to four times a day. Through the responsible and effective management of the salt stock and by securing additional supplies when required, Warwickshire has been able to continue treating all of its primary gritting routes throughout the period.

3.10 Following the thaw, the highway maintenance service has turned its attention to dealing with the emergence of numerous potholes and has since carried out temporary repairs to approximately 4100 potholes, thus ensuring the network remains safe for all road users.

#### **4. Summary and Conclusion**

- 4.1 The re-organisation of County Highways has delivered significant financial savings for the authority by reducing the number of administrative areas, allowing the service to operate with fewer staff and requiring less depot and office accommodation.
- 4.2 The reduction in administrative areas from five down to two has also enabled a tighter management and reporting structure to be established, removing some duplication of effort and streamlining decision making processes.
- 4.3 The creation of joint delivery teams, with Warwickshire and the term contractor's staff working alongside each other, has enabled better planning and programming of work to be carried out, resulting in improved outputs, as evidenced by an improvement in the time taken to programme and complete works on the ground.

PAUL GALLAND  
Strategic Director for Environment and Economy  
Shire Hall  
Warwick

15 February 2010

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Environment and Economy Overview and Scrutiny Committee

**Date of Committee** 4 March 2010

**Report Title** Street Lighting and Energy Efficiency Measures

**Summary** This report provides information on street lighting energy use, the actions which have been taken to reduce use, and the options for future reductions including switching off selected lights for periods during the night.

**For further information please contact** Peter Samwell  
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Tel. 01675 430443  
petersamwell@warwickshire.gov.uk

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

**Background Papers** None.

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

Other Committees  .....

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

Other Elected Members  Councillor M Doody  
Councillor R Sweet } for information  
Councillor J Whitehouse }

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

Chief Executive  .....

Legal  I Marriott

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

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

**SUGGESTED NEXT STEPS :**

*Details to be specified*

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  As part of the County Highways Annual Plan or when a policy decision is required.
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  .....

**Environment and Economy Overview and Scrutiny  
Committee – 4 March 2010**

**Street Lighting and Energy Efficiency Measures**

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

**Recommendation**

This Committee supports:-

1. Actions being taken to reduce street lighting energy by using newer technology.
2. The extension of dimming, where designed using National Standards.
3. Demonstrations of part night operation of street lights with a view to formulating a policy for larger scale part night operation in future years.

**1. Introduction**

- 1.1 This report provides information on street lighting energy, including: the amount used; the cost and the resulting CO2 emissions; the actions being taken to reduce use and the options for future reductions.
- 1.2 Street Lighting is used in this report to include all illuminated items looked after by the County Highways Street Lighting team which include lights, bollards, belisha beacons, illuminated signs etc. Further information on different types and quantities of lights, signs etc is given in **Appendix A**.
- 1.3 Reducing unnecessary costs and CO2 emissions is important for the Council and hence options to reduce street lighting energy use must be considered.

## 2. Street Lighting Energy use

- 2.1 The following table shows the amount of energy used for street lighting over the past few years the resulting CO2 emissions and the total amount paid. Present use represents some 35% of the total Council's electricity use (including schools).

Year	Energy Used (kWh)	CO2 Output	Cost
2003/04	21,650,158	11,700 tonnes	£842,000
2004/05	21,648,915	11,700 tonnes	£924,000
2005/06	21,182,644	11,450 tonnes	£1,200,000
2006/07	21,919,471	11,850 tonnes	£1,310,000
2007/08	22,878,272	12,370 tonnes	£1,643,000
2008/09	24,406,575	13,190 tonnes	£2,590,000
2009/10	24,465,000 (estimated)	13,200 tonnes	£2.4 million (estimated)

- 2.2 With a constant street lighting stock year on year changes to the amount of energy used can be due to weather changes (darker days mean lights come on earlier) and by any actions to upgrade the stock to reduce energy use.
- 2.3 Over the past few years total energy use has increased mainly due to more roads being looked after (including a number of detrunked roads such as the A435 and A446) but also due to: new signs being installed; Parish Councils passing us their road lighting stock and some lighting upgrading funded, primarily, to reduce crime and fear of crime.
- 2.4 It can be seen that rising energy prices have substantially increased the payments made in spite of actions by the County to secure competitive prices (see next section).

## 3. Street Lighting Energy Contract

- 3.1 In 1996, and for a number of years following, Warwickshire substantially reduced the amount paid for street lighting energy by going out to tender. The County was one of the first to take such action when the market was deregulated. In recent years ESPO let the energy contract on our behalf. At the same time they also let the contract for a number of other counties which reduced the contract letting fees we paid.
- 3.2 In 2008, following a proposal by ESPO, Warwickshire, and several other counties, agreed to combine together to bulk purchase both the buildings and street lighting energy. Purchasing '24 hour' electricity in this way has again reduced the total energy bill for the County.
- 3.3 One drawback with the latest contract is that the Council may not benefit immediately from large changes in energy use (such as through part night operation of a high percentage of the lights). Notice will have to be given through ESPO to the energy supplier so that they are aware of any such night time variation in demand.

## 4. Street Lighting Energy Savings

- 4.1 Details of street lighting energy saving achieved over the years is given in table 2a in **Appendix B**. Details of potential future savings and the potential costs are given in Table 2b in **Appendix B**.
- 4.2 It is clear that energy savings from the existing network are only achieved as a result of manufacturers improvements in street lighting equipment. Over the years specifications have been changed to take advantage of new equipment when new lighting units are installed or existing lighting units need repairs.
- 4.3 The rate of development of new equipment does mean it is necessary to take a cautious approach to its use. For instance the County has begun to use the lower energy Cosmopolis lighting, which has been installed in some other locations in the UK, but there is recent evidence to suggest that LED lighting may soon be available commercially which should have an even lower energy use.
- 4.4 Most energy saving actions presently undertaken are only justified when existing equipment has failed. The only action which might justify a more immediate spend, apart from street light dimming or part night operations which are described in following sections, is the fitting of electronic ballasts (which control the operation of the lights) in place of older traditional operating gear in 35W low pressure sodium lanterns.

## 5. Street Light Dimming

- 5.1 A report giving details of the dimming trials and street light dimming activity in Warwickshire is given in **Appendix C**.
- 5.2 It is clear from the trials that a system, designed in accordance with the National Standards with light intensity varied during the night according to road use, provides appropriate lighting levels for road users and residents. Although the cost of the dimming system is relatively high there are potential savings to be made when used with the higher powered high pressure sodium lamps or from newly installed lights with factory fitted dimming equipment.
- 5.3 To date, in Warwickshire and elsewhere, there have been some reliability problems with dimming equipment. Where dimming is in operation in other countries they appear to have high equipment costs and/or use different electricity cable systems than exist in the UK which makes the operation of the dimming more reliable.
- 5.4 It is recommended that dimming should be extended, wherever possible, in the future, with designs in accordance with National Standards, and with the equipment to be used depending on the results of the ongoing trials.

## 6. Street Lighting Removal

- 6.1 In other areas of the country some councils have chosen to remove some of their existing street lights. They tend to have chosen rural locations to do this.



Lighting on rural roads is generally installed as a road safety measure but some of the latest research indicates a low level of casualty reduction compared to the costs of the street lighting installed.

- 6.2 Although removing street lights gives a monetary and a CO2 saving, it could result in an increase in casualties. It is suggested that there is limited benefit in considering this further at this stage.

## **7. Street Lighting Part Night Operation**

- 7.1 Another initiative that is being carried out elsewhere is switching off lights when usage is low in the early hours of the morning. This approach allows the lights to be in operation when people and traffic use the roads and pavements but to ensure that energy is not wasted when use is very low.
- 7.2 Historically lights in residential roads were often turned off at midnight. It is quite frequently the case in villages that no lighting or very limited lighting is available. It should be possible to identify locations where street lighting switch off in residential areas in the early hours is supported.
- 7.3 Outside town centres, lights on main roads are primarily provided to improve road safety. When road use is very low any benefit from the lights will outweigh their costs. Part night operation of lights on these roads might be seen as an extension of dimming with lights turned off when usage does not justify any lighting at all. A standard photocell exists that will turn off lights between about midnight and 5.30am. These photocells can be installed relatively cheaply.
- 7.4 It is important that this initiative is progressed further. Initially some demonstration sites would be appropriate particularly on main roads leading away from towns. It is suggested that these are undertaken following consultation with the Police and the Road Safety Group regarding locations, but with at least one site in each District. The purpose of undertaking the demonstration sites would be to help Members make an informed decision on a policy for larger scale part night operation in future years.
- 7.5 Assuming that sufficient locations are identified where part night operations will be appropriate notice can be given to ESPO to ensure future energy contracts allow for a variable demand in electricity in Warwickshire during the night.

## **8. Summary and Conclusions**

- 8.1 The cost of street lighting energy is substantial and represents some 35% of the Council's electricity use (including schools). Opportunities to reduce use without compromising safety need to be considered.
- 8.2 New developments in equipment continue to help reduce energy use. In most instances installing lower energy equipment can only be justified when existing components require replacing but, where financially justified, new lower energy equipment is installed as soon as is practicable.

- 8.3 Dimming has been found to be an acceptable process where carried out in accordance with new National Standards. At present there are some reliability concerns about the dimming equipment available and trials of the systems continue.
- 8.4 Part night operation of street lights should be progressed further and, as with dimming, this can be done initially through trials but moving quickly to identifying the policy of where part night operation is acceptable.

## **9. Financial Implications**

- 9.1 Street lighting energy costs represent some 35% of the total Council's electricity costs (inc schools). Equipment improvements have, over the past 15 years reduced the total use by some 7%. Investment should, in the future, allow further reductions of around 10%. In the next few years further savings will only be available through having part night operation.

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23 February 2010

**Appendix A of Agenda No  
Environment and Economy Overview and Scrutiny Committee  
4 March 2010**

**Street Lighting and Energy Efficiency Measures**

<b>Street Lighting items and their approximate Energy Use – January 2010</b>				
Light Type	Number	Annual kWh per lamp	Total kWh	Notes
CO = Conventional Gear (highest energy use), L = Low Loss Gear (medium energy use), ELE = Electronic Gear (lowest energy use)				
<u>Low Pressure Sodium Lights</u>				Orange Light Source
35W SOX CO	2138	268	572,984	
35W SOX L	8009	240	1,922,160	
35W SOX ELE	1	161	161	One sample of a retrofit unit under trial
55W SOX CO	178	347	61,766	
55W SOX L	1002	277	277,554	
90W SOX CO	624	508	316,992	
90W SOX L	4322	430	1,858,460	
135W SOX CO	291	723	210,393	
135W SOX L	2294	657	1,507,158	
180W SOX CO	183	921	168,543	
<b>Total Low Pressure Sodium</b>	<b>19,042</b>	<b>(Av 362)</b>	<b>6,896,171</b>	
<u>High Pressure Sodium Lights</u>				Golden White Light Source
50W SON CO	24	256	6,144	
70W SON CO	16945	372	6,303,540	
70W SON ELE	1182	322	380,604	
100W SON CO	2065	471	972,615	
100W SON ELE	82	467	38,294	
150W SON CO	2829	710	2,008,590	
150W SON ELE	147	644	94,668	
250W SON CO	4136	1152	4,764,672	
400W SON CO	81	1792	145,152	
<b>Total High Pressure Sodium</b>	<b>27,491</b>	<b>(Av 535)</b>	<b>14,714,279</b>	
<u>Mercury Lights</u>				An old light source that will require replacing by 2015 for environmental reasons
<b>80W Mercury Lights</b>	<b>937</b>	<b>388</b>	<b>363,556</b>	

<u>Cosmopolis Lights</u>				Newly available lower energy white light source
45W CPO	10	211	2,110	
60W CPO	51	280	14,280	
60W CPO LS	89	244	21,716	
<b>Total Cosmopolis Lights</b>	<b>150</b>		<b>38,106</b>	
<u>Metal Halide Lights</u>				White Light Source used mainly in Leamington Town Centre
<b>Total Metal Halide</b>	<b>691</b>		<b>377,104</b>	
<b>TOTAL STREET LIGHTING</b>	<b>48,311</b>		<b>22,390,000</b>	
<u>Bollards</u>				
Traditionally lamped bollards	1739	245	426,542	
Mains powered LED bollards	73	210	15,330	
Solar powered bollards	114	0	0	
<b>Total Bollards</b>	<b>1926</b>		<b>442,000</b>	
<b>Belisha Beacons</b>	<b>136</b>	<b>Av 111.6</b>	<b>15,000</b>	
<u>Illuminated signs</u>				
Without Photocells	2495	Av 263	656,185	
With photocells	2010	Av 124	249,240	
<b>Total Illuminated Signs</b>	<b>4505</b>		<b>905,000</b>	
<b>Other</b>			<b>713,000</b>	Includes Vehicle actuated signals, Pedestrian refuge indicators, supplementary crossing lights LED signs etc.
<b>TOTAL ANNUAL ENERGY USE</b>			<b>24,465,000</b>	

Environment and Economy Overview and Scrutiny Committee –  
4 March 2010

Street Lighting and Energy Efficiency Measures

Action taken	Number	Electricity Reduction per unit kWh	Annual saving kWh
From 1996 – 3W photocells replaced with 1W photocells (completed)	50,000	17.5	875,000
From 2005 – 1W photocells replaced with 0.25W photocells	11,850	6.57	78,000
From Approx 1955 – Install photocells in new illuminated signs	2010	139	279,000
From 2003 – Fitting LED units in Belisha Beacons (completed)	136	111.6 (av)	104,000
Electronic Gear SON lantern instead of traditional gear (only readily available for new lanterns)	182	50	59,000
	147	65	9,600
Replacing lit bollards with unlit Flecta posts or signs (where permitted by regulations)	100 (est)	245	24,500
Replacing lit bollards with solar powered Flecta posts	114	245	28,000
From 2008 – Removing lights from illuminated signs (where no longer required by regulations)	188	Varies	40,000 (est)
Cosmopolis Lighting (installation in place of SON lighting for new schemes)	150	Varies	75,000
Dimming – retrofit units	101	Varies	36,500
Dimming – Cosmopolis lighting	89	36	3,200
<b>Total</b>			1,600,000

Action	Additional Cost	Number	Electricity Reduction per unit kWh	Annual saving kWh
Continue replacing 1W photocells with 0.25W photocells	Zero if replacement done when old unit fails £7 per unit or £245,000 total if done at 4 year bulk lamp change and clean	35,000	6.57	230,000
Continue removing lights from illuminated signs (where no longer required by regulations)	Most of the low cost light removals have been done. Future costs perhaps £350 a unit or £175,000 total	500	Varies	100,000 (est)
Expand retrofit dimming on appropriate existing 150W and 250W SON lanterns	£150 a unit (est) assuming some 15% need upgrading or £750,000 total	5,000 (est) assuming part night operation is not preferred	Varies	1,825,000
Install newly available Electronic Ballast on 35W low pressure sodium lamps	£50 a unit if installed at 4 year bulk lamp change and clean	8,000	78	624,000
		2,000	106	212,000
Install LED lamps (when available) in place of existing SON lamps	Unknown as the technology is still being developed although it is hoped that the first trial lamps may be available during 2010.		?	?

**Environment and Economy Overview and Scrutiny  
Committee – 4 March 2010**

**Street Lighting and Energy Efficiency Measures**

**Street Lighting Dimming in Warwickshire**

**1. Background**

- 1.1 Following extensive Member debate in various Committees during 2007, a trial of street light dimming in the Warwick District Area was agreed. A trial, involving the dimming of selected lights outside the rush hour period, began at several locations within the District in Summer/Autumn 2008.
- 1.2 In 2007 street light dimming was still new and relatively untried with few examples of it in use in the UK. Now 3 years later, although it is still relatively expensive, its introduction, in appropriate circumstances, can be considered to be part of the normal design process.

**2. Design Best Practice**

- 2.1 It is standard practice to have brighter street lighting systems on well used main roads and lower lighting level systems on minor roads and estates. Before dimming became available the design process, in the British Standard Lighting Code of Practice, set lighting levels based on peak hour traffic flows. The current British Standard now acknowledges that 'Traffic flow can significantly vary during the night, and different lighting levels at some periods may be considered.'
- 2.2 The Institution for Lighting Engineers Technical Report 27 – Code of Practice for Variable Lighting Levels for Highways provides guidance on designing variable lighting levels and has been used in the street light dimming designs in Warwickshire.

**3. Retrofit Dimming Equipment**

- 3.1 There are at present two main types of dimming systems that can be fitted to existing street lights. The more expensive equipment involves a remote central controller and receiving equipment in each light. A cheaper option has a controller in each light, each of which need programming.
- 3.2 The system selected for the initial dimming trial in Warwickshire was one involving controllers in each light. These were affordable, could be installed relatively quickly and also gave immediate reductions in energy costs without the need for third party monitoring.

## 4. Initial Dimming Trial and Findings

4.1 The locations selected for the trial are shown in the table below.

Location	No of Lights
Tachbrook Road Whitnash	21
Warwick Road Kenilworth	8
Leamington Road Kenilworth	15
Birmingham Road Warwick	20
Birmingham Road Hatton	37
Total	101

4.2 The approximate costs of the trial were £100 per unit, purchase and installation costs, plus an estimated £4,000 to upgrade lights which would not initially work with the dimming equipment. This equated to an average of £140 per unit.

4.3 The energy saving per light has varied depending on the wattage of the light and the degree of dimming. Total annual savings from the trial has been estimated at 36,540kWh or about £35 a light at the average electricity costs over the past 2 years.

4.4 Other points to note are:-

- 2 lighting units could not be made to work with the dimming equipment.
- 13 lighting units needed extensive upgrading before they would operate with the dimming equipment.
- Dimming took place between 7.00pm and 6.00am.
- Both 150W and 250W lights were selected for the trial,
- Annual energy savings per light varied from about £20 a year to about £50 a year.
- No comments were received from the public about the lights.
- The dimming equipment will only operate on High Pressure Sodium Lights.
- It is not known how long the dimming equipment will last before needing replacing.
- The dimming equipment can only be reprogrammed by visiting each light individually.

## 5. Stage 2 Dimming Trial

5.1 The initial trial was paid for from existing street lighting budgets. Recently Government funding was awarded to the Council in recognition of the highway inventory collection activity undertaken and its use in reducing costs. A part of this Government money has been set aside to extend the dimming trial to test effectiveness and benefits of a remote central controller system.

- 5.2 The proposal is to establish a central controller at the Budbrooke Depot with about 100 lights selected for dimming so that they can be controlled from this location. The present cost of the trial is estimated at £12,000 to establish the base station and £150 a light equipment installation costs. Further lights could be added to the system if the initial trial is a success.
- 5.3 One action required before cost savings can be achieved from this equipment is the appointment of a new independent monitoring company. Street Lighting is not metered and energy suppliers require an independent monitor to review the energy use. This is usually done by listing the equipment used (each item of which has a nationally rated wattage) with the independent monitor measuring the switch on and switch off times. The Council's present independent monitor is unable to measure the electricity use from lights controlled from a central unit.

## **6. Dimming on new equipment**

- 6.1 Some recent lighting renewals in Nuneaton and Bedworth and North Warwickshire have allowed lights to be upgraded using a lower energy Cosmopolis white light source. As these units have a design life of 25 years the opportunity was taken to use lights with a factory fitted dimming unit which reduces the lighting levels during a 6 hour period in the middle of the night.
- 6.2 The extra costs of the factory fitted dimming units, compared to normal Cosmopolis lights is £25. The energy saving of each unit is about £3.60 a year.