

**Agenda No 4**

**AGENDA MANAGEMENT SHEET**

<b>Name of Committee</b>	<b>Environment Overview and Scrutiny Committee</b>
<b>Date of Committee</b>	<b>9th November 2006</b>
<b>Report Title</b>	<b>Performance Report Half Year 2006/7</b>
<b>Summary</b>	This report presents the latest performance update with respect to Environment and Economy objectives.
<b>For further information please contact</b>	Maureen Oakes Service Improvement Officer Tel. 01926 412796 maureenoakes@warwickshire.gov.uk
<b>Would the recommended decision be contrary to the Budget and Policy Framework?</b>	Yes/No
<b>Background Papers</b>	None

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

Other Committees	<input type="checkbox"/>	.....
Local Member(s) <small>(With brief comments, if appropriate)</small>	<input type="checkbox"/>	.....
Other Elected Members	<input checked="" type="checkbox"/>	Councillor K Browne Councillor Mrs E Goode Councillor Mrs J Lea } for information
Cabinet Member <small>(Reports to The Cabinet, to be cleared with appropriate Cabinet Member)</small>	<input checked="" type="checkbox"/>	Councillor M Heatley – for information
Chief Executive	<input type="checkbox"/>	.....
Legal	<input type="checkbox"/>	A Belcher – agreed.
Finance	<input type="checkbox"/>	.....
Other Chief Officers	<input type="checkbox"/>	.....
District Councils	<input type="checkbox"/>	.....

- 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  .....

## Agenda No 4

# Environment Overview and Scrutiny Committee – 9th November 2006

## Performance Report Half Year 2006/7

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

#### Recommendation




The Environment Overview and Scrutiny Committee is asked to:-

- (a) Consider the Performance Report submitted by Environment and Economy directorate for the half-year 2006/7.
- (b) Endorse any proposed remedial actions.
- (c) Request any additional information required.

#### 1. Introduction

1.1 The following report summarises the performance of Environment and Economy Directorate for the half-year 2006/7 (1st April to 30th September 2006). The performance is set out in terms of Corporate Headline Indicators (CHIs), departmental key performance indicators and corporate and departmental objectives. Due to a staffing resource issue within the Directorate customer service standard data is not contained within this report. Consultation will be reported on at a later date.

1.2 This report is based on the new system of performance classifications:-

- (i) Green Star (  ) means high performance and significantly exceeding Targets/Milestones.
- (ii) Blue Circle (  ) means good performance and meeting Targets/Milestones within pre-defined tolerance limits.
- (iii) Red Triangle (  ) means declining performance and missing Targets/Milestones.

(iv) A white square (  ) means Objectives/Priorities which have been deferred or superseded and any PI's that do not have enough historic data for Trend indication.

1.3 The tolerances above and below the targets have also been tightened under the new system giving a narrower band to indicate good performance and negating the need for an Amber alert as a warning. In this way, any reports (either exception reports or full reports) will clearly show the areas of performance that need addressing and action taken.

## **Environment and Economy Performance Report for Half-Year 2006/7**

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## 1. Executive Summary









This report shows: -

- (i) Over 82% of key indicators are forecast, based on current information to either exceed or achieve targets set for 2006/7.
- (ii) Over 87% of indicators are moving in a positive direction (49%) or remaining constant (38%).
- (iii) Of the key strategic objectives and improvement actions within the Directorate Plan over 85% are either on track or ahead of schedule for completion according to milestones set.
- (iv) There is a potential overspend of £422,000 and after taking action to improve this position we anticipate an overspend in the region of £159,000. However we need to carry forward the underspend of £277,000 on the Decriminalisation project so the impact on our reserves will be a deficit of £436,000 (£159,000 plus £277,000).

## 2. Performance Against Key Performance Indicators













This section shows performance estimated at the half-year for all of the Directorate's key performance indicators.









### KEY:

Does Performance meet the Target?		Is Performance Improving?	
	Missed target by more than 5%		Performance declining
	Performance between 2% over target and 5% less than target		Performance level or fluctuating
	Exceeded target by more than 2%		Performance continually improving over last 3 years
	No target available/ Full Year outturn estimates are not possible		There is not have enough historic data for Trend indication.

Reference	Indicator	Aim of indicator	Actual 2004/5	Actual 2005/6	Target 2006/7	Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
	Overall performance for environment services CPA score	Bigger is better	3	3	3	3		
<b>Transport</b>								
CPA E1	Progress with the Local Transport Plan	Smaller is better	Average	Fair Promising	Good	Not possible to estimate		
CPA E19	<i>Intervention by the Secretary of State</i>	Target is best	none	none	none	none		
BVPI 103 (H)	Percentage residents satisfied with the local provision of public transport information	Bigger is better	48.7%	56.9%	53.0%	53.0%		
CPA E14 BVPI 103 (H)	Percentage users satisfied with the local provision of public transport information	Bigger is better	63.8%	75.3%	68.0%	68.0%		
BVPI 104 (H) LTP	Percentage residents satisfied with the local bus service	Bigger is better	47.9%	50.2%	50.0%	50.0%		
CPA E15 CHI BVPI 104 (H)	Percentage users satisfied with the local bus service	Bigger is better	58.4%	57.7%	58.0%	58.0%		
BVPI 102 (H) LTP	Passenger journeys on buses per year	Bigger is better	11.16m	11.7m	11.9m	11.9m		



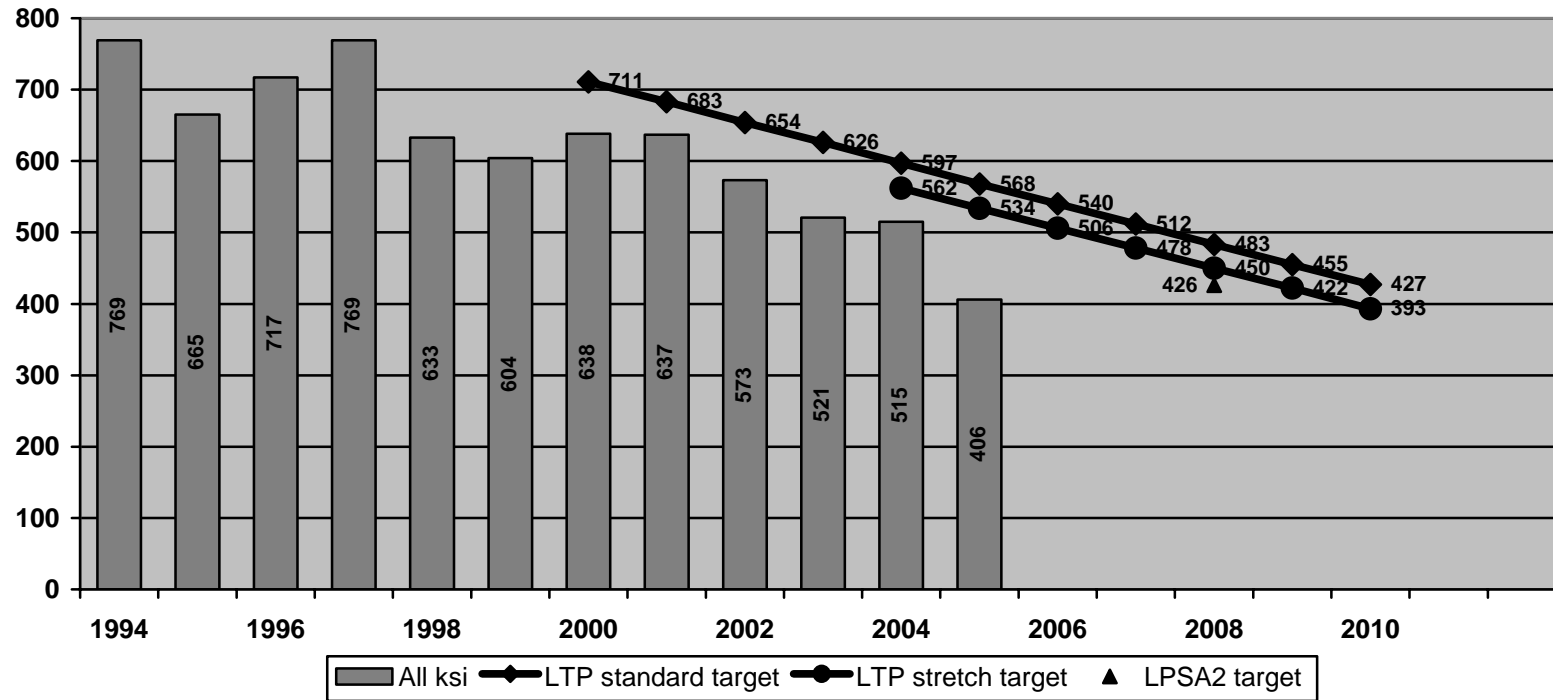
Reference	Indicator	Aim of indicator	Actual 2004/5	Actual 2005/6	Target 2006/7	Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
CPA E16 BVPI 165 (H)	<b>Pedestrian crossings with facilities for disabled people</b>	Bigger is better	95.0%	96.0%	98.0%	98.0%		
<b>Highways</b>								
CHI44 a (H)	Public satisfaction with maintenance of footways and pavements (satisfaction score)	Bigger is better	40	49	57 by 2010	49		
CHI44 b (H)	<b>Public satisfaction with maintenance of rural road surfaces (satisfaction score)</b>	Bigger is better	38	49	54 by 2010	49		
CHI 48a (L) BVPI 223 LTP	Percentage of road network where structural work should be considered for <b>PRINCIPAL</b> roads	Smaller is better	27.90%*	5.0%*	5.0%*	5.0%*		
CPA E10 LTP CHI 48b (L) BVPI 224	Percentage of road network where structural work should be considered for <b>NON-PRINCIPAL</b> classified roads	Smaller is better	17.72%*	9.0%*	9.0%*	9.0%*		
	* This will be the 3rd year of reporting A road condition using SCANNER survey data. However the results are not comparable as the calculation of the result has changed. This will be the 2nd year of reporting B and C road condition using SCANNER survey data. Again the results are not comparable.							
CPA E11 LTP CHI 48c (L) BVP 224	Percentage of road network where structural work should be considered for	Smaller is better	14.94%	14.6%	14.6%	14.6%		

Reference	Indicator	Aim of indicator	Actual 2004/5	Actual 2005/6	Target 2006/7	Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
LTP	UNCLASSIFIED roads							
CPA E18 BVPI 187 (L) LTP	Condition of surface footways	Smaller is better	34.8%	34.36%	31.87%	31.87%		
BVPI 100 (L)	Number of days of traffic controls, or road closure, on traffic sensitive roads, caused by roadworks, per km of traffic sensitive road	Smaller is better	0.085	0.107	0.38	0.38		
BVPI 215a (L)	The average number of days taken to repair a street lighting fault, which is under the control of the local authority	Smaller is better		8.48 Calendar Days	7 Calendar Days	7 Calendar Days		
BVPI 215b (L)	The average time taken to repair a street lighting fault, whose response time is under the control of a Distribution Network Operator	Smaller is better		100.64 Calendar Days	50 Calendar Days	34.2 (this is the time for April-Sept) Full year forecast not possible		
<b>Road Safety</b>								

Reference	Indicator	Aim of indicator	Actual 2004/5	Actual 2005/6	Target 2006/7	Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
<p>Road casualties are subject to annual fluctuations which cannot be predicted. For example 2005/6 is considered to have been a particularly good year, unlikely to be sustained in 2006/7. Therefore targets are based on achieving medium term stretching casualty targets rather than on annual improvements.</p> <p>These targets are based on the stretching targets within the LTP. The Council has adopted the more challenging LTP (stretching) targets in place of the BVPI targets.</p>								
CHI LTP	Percentage change in the number of people KSI in road traffic collisions based on the 2001-4 average (30% reduction target) (562)	Bigger is better	Not applicable	27.0% (406)	10.0%* (505*)	<input type="checkbox"/>	<input type="checkbox"/>	
LTP	Child Killed and Seriously injured casualties (35% reduction on the 2001-4 base) (46)	Smaller is better	8% increase (50)	35% reduction (30)	12% reduction (40)	<input type="checkbox"/>	<input type="checkbox"/>	
LTP	Total slight casualties (stretching 10% reduction on 2001-4 average) (2459)	Smaller is better	2485	2410	2379	<input type="checkbox"/>	<input type="checkbox"/>	
CPA E12	Reducing Killed/seriously injured road casualties. (The PI is calculated as the average of three most recent years' data)	Smaller is better	535	479	454	<input type="checkbox"/>	<input type="checkbox"/>	
CPA E40	Reducing slightly injured road casualties (The PI is calculated as the average of three most recent years' data)	Smaller is better	2440	2446	>= 2609	<input type="checkbox"/>	<input type="checkbox"/>	

The following graphs show the casualty targets and actual results.

### No of people killed or seriously injured on the roads in Warwickshire.

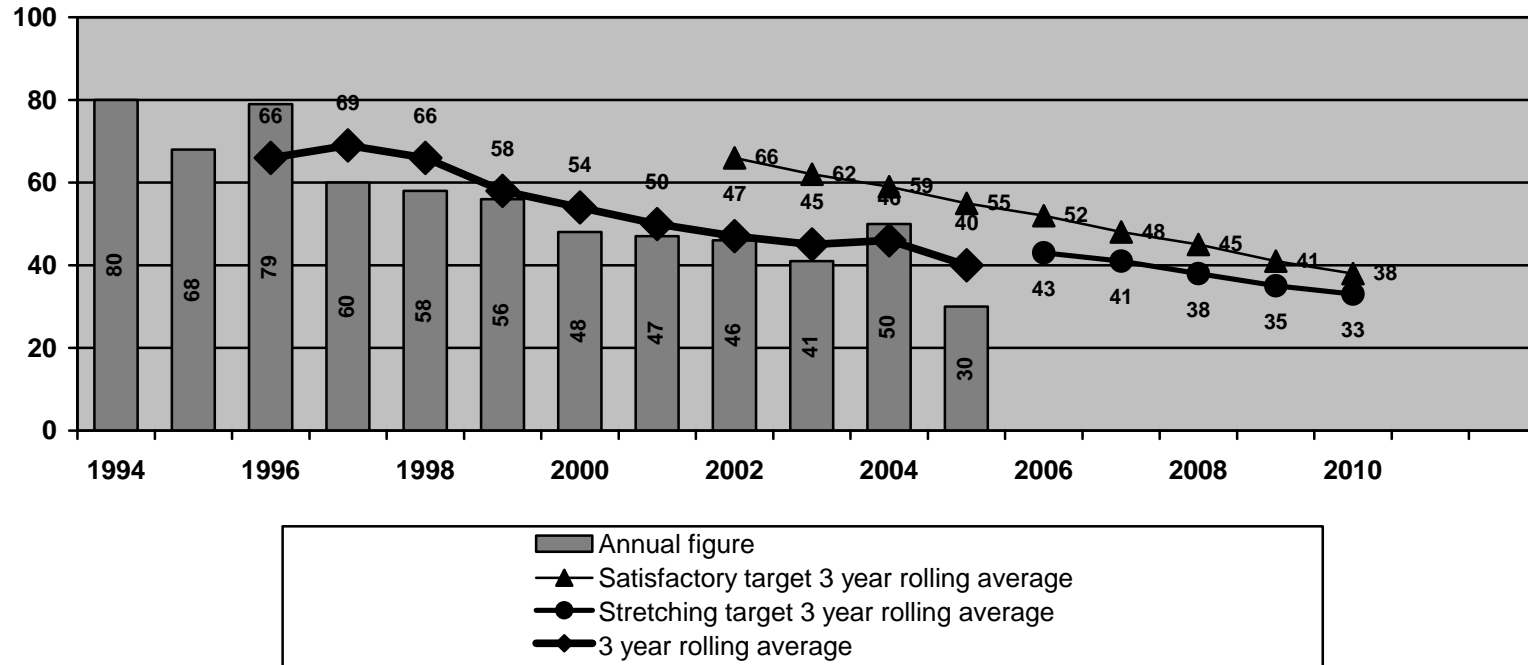


#### Notes

The LTP standard target is a 40% reduction on the 1994/98 average by 2010.

The LTP stretching target is a 30% reduction on the 2001/4 average by 2010.

## No of children killed or seriously injured on the roads in Warwickshire.



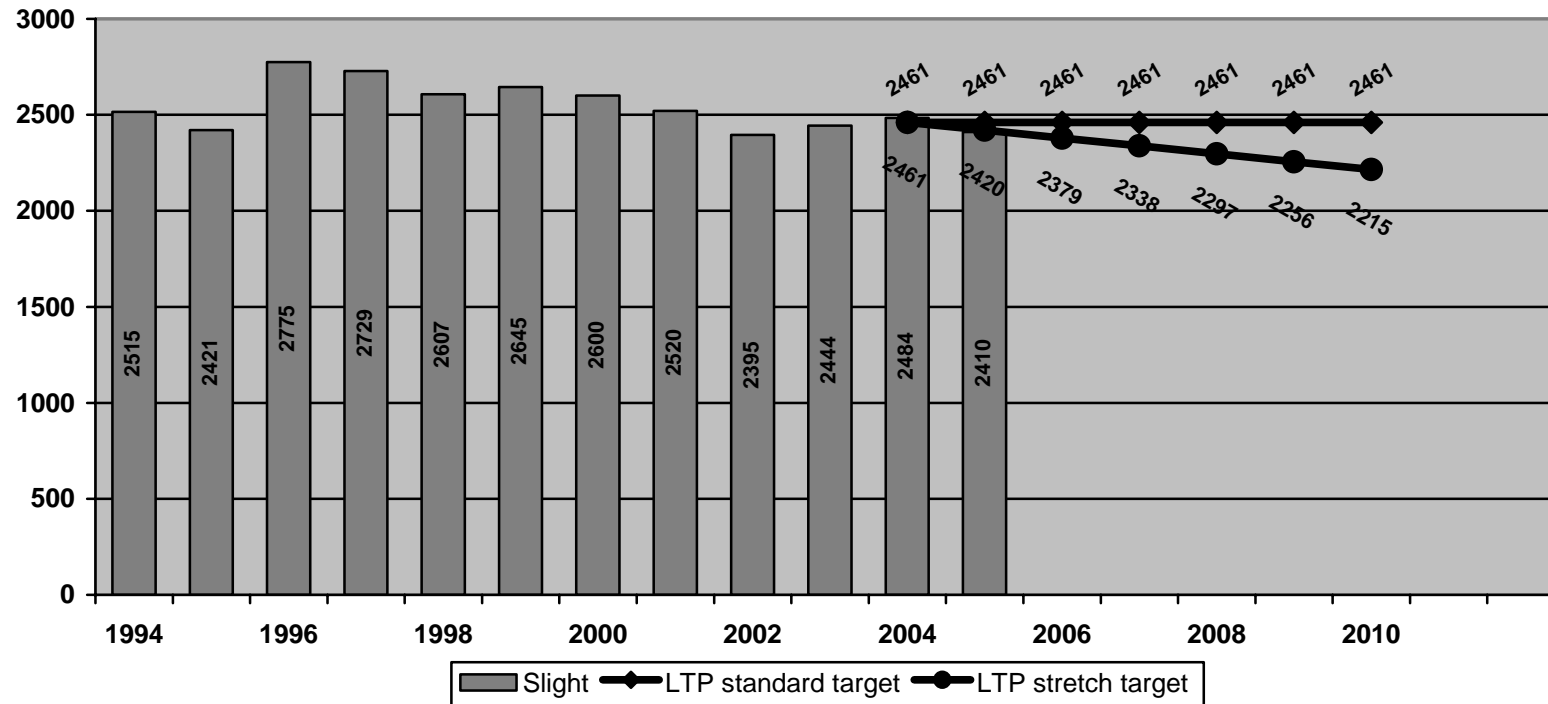
### Notes

The satisfactory target is a 50% reduction on the 1994-98 average by 2010.

The stretching target is a 35% reduction on the 2001-4 average by 2010.

Three year rolling average figures are used for actual and target figures because of the small numbers involved.

## No of people slightly injured on the roads in Warwickshire.



### Notes













The LTP satisfactory target is no increase on the 2001/4 average by 2010. The LTP stretching target is a 10% reduction on the 2001/4 average by 2010. These targets are influenced by the growth in traffic – as this increases yet casualties remain at the same level this is in itself an improvement.



Reference	Indicator	Aim of indicator	Actual 2004/5	Actual 2005/6	Target 2006/7	Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
<b>Planning</b>								
BVPI 109a (H)	Percentage of major planning applications determined within 13 weeks (government target 60%)	Bigger is better	78.10%	70.6%	70.00%	71.43% at 21/09/06		
BVPI 200a	Plan-making development plan	Target is best	No	Yes	Yes	Yes		
BVPI 200b	Plan-making development plan	Target is best	No	Yes	Yes	Yes		
BVPI 200c	Plan-making Monitoring report	Target is best		Yes	Yes	Yes		
BVPI 111 (H)	Planning applicants satisfied with service	Bigger is better			100%	Not target set		
<b>Environment</b>								
<b>CHI</b>	Directorates accredited with ISO 14001 (new)	Bigger is better		1	4	4		
<b>CHI</b>	Percentage of residents satisfied with their neighbourhood as a place to live	Bigger is better	82.7%	83.5%	83.0%	83.0%		

Reference	Indicator	Aim of indicator	Actual 2004/5	Actual 2005/6	Target 2006/7	Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
Local (H)	<b>EcoSchools Awards (New)</b>	Bigger is better			60 Bronze, 12 Silver, 2 Green Flag	60 Bronze, 20 Silver, 5 Green Flag		
Local (L)	Growth in energy consumption throughout all Authority buildings 2006/9 (baseline 2002/3 usage) (New)	Smaller is better			0%	0%		
Local (L)	Growth in carbon emissions across all Authority buildings and street lighting 2006/9 (baseline 2003/4 usage) (New)	Smaller is better			0%	0%		
<b>Recreation</b>								
BVPI 119e (H)	Satisfaction of residents with parks and open spaces	Bigger is better	74.5%	73.1%	77%	77%		
<b>CPA C1 BVPI 178 (H)</b>	<b>Footpaths and rights of way easy to use by public</b>	Bigger is better	<b>61.5%</b>	<b>50.9%</b>	<b>63.0%</b>	<b>63.5%</b>		
Local (H)	Users satisfaction with country parks	Bigger is better	96.0%	98.0%	87.0%	No survey undertaken this year	Not applicable	
Local (H)	Number of visitors to country parks	Bigger is better	647.0k	639.5k	694.5K	694.5K		
<b>Waste</b>								



Reference	Indicator	Aim of indicator	Actual 2004/5	Actual 2005/6	Target 2006/7	Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
CPA E8c	Satisfaction with recycling centres	Bigger is better	82.3%	80.8%	80.0%	80.0%		
CPA E6 BVPI 82a i (H)	Percentage of household waste recycled	Bigger is better	13.82%	14.50%	14.78%	14.79		
BVPI 82a ii (H)	Tonnage of household waste recycled	Bigger is better		41.87k	43.12k	43.13k		
CPA E6 BVPI 82b i (H)	Percentage of household waste composted	Bigger is better	13.80%	15.40%	17.07%	17.08%		
BVPI 82b ii (H)	Tonnage of household waste composted	Bigger is better		44.47k	49.80k	49.80k		
BVPI 82c i (H)	Percentage of household waste sent for energy recovery	Bigger is better	3.75%	4.90%	7.23%	7.23%		
BVPI 82c ii (H)	Tonnage of household waste sent for energy	Bigger is better		14.14k	21.10k	21.10k		
BVPI 82d i (L)	Percentage of household waste landfilled	Smaller is better	68.63%	65.21%	60.91%	60.90		
BVPI 82d ii (L)	Tonnage of household waste landfilled	Smaller is better		188.35k	177.7k	177.6k		
CHI	Percentage reduction in tonnage of household waste per head sent to landfill (new )	Bigger is better			5.0%	7.1%		

Reference	Indicator	Aim of indicator	Actual 2004/5	Actual 2005/6	Target 2006/7	Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
Local (L)	Maximum tonnes of biodegradable waste landfilled (amended)	Smaller is better		136k	130k	127k		
<b>CHI 47 (L) BVPI 84 a</b>	<b>Number of kilograms of household waste collected per head of population</b>	Smaller is better	<b>556.0</b>	<b>549.6</b>	<b>549.6</b>	<b>549.5</b>		
<b>CHI BVPI 84 b</b>	Percentage change from the previous year in the number of kilograms of household waste collected per head of population	Smaller is better	+7.13%	1.15% reduction	0.00%	0.00%		
BVPI 87 (L)	Municipal waste disposal costs ( <i>per tonne</i> )	Smaller is better	£30.81	£36.28	£39.02	£39.02		
<b>Resources</b>								
Local (H)	Percentage of staff receiving the necessary training and development to do their job effectively	Bigger is better	68.7%	72.0%	73.0%	74.0%		
Local (H)	Percentage of days lost through absence	Smaller is better	4.2% (6.9 days)	3.9% (6.4 days)	3.8% (6.3 days)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local (H)	The number of accidents reports for work related injury and ill-health	Smaller is better	54	36	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local (H)	Percentage deviation from budget	Smaller is better	N/A	0.6%	0.0%	0.5%		<input type="checkbox"/>
Local (H)	Percentage of revenue activity funded externally	Bigger is better	25.0%	18.5%	35.0%	36.9%		



Reference	Indicator	Aim of indicator	Actual 2004/5	Actual 2005/6	Target 2006/7	Year End Estimate 2006/7	On Target?	Forecast Performance Improving?
Local (H)	Percentage of capital activity funded externally	Bigger is better	30.0%	28.5%	31.0%	28.4%		
<b>Customer Focus</b>								
Local (H)	Number of compliments received	Bigger is better	185	315	Due to staffing resource issues this data is not available at this time.			
Local (H)	Number of complaints received	Smaller is better	582	326				
Local (H)	Percentage services electronically available	Not applicable	87.7%	99.29%	Indicator no longer valid			

### 3. “Red” Key Performance Indicators Analysis

This section contains all Key Performance indicators from the previous section which are shown as having “red” performance status against targets, or improvement trend. These indicators are estimated to miss the March 2007 target, or for performance to show a declining trend.

#### KEY









Risk to the delivery of WCC Priorities	
High	Major potential impact
Medium	Moderate potential impact
Low	Minimal potential impact
Nil	No impact











Ref	Indicator	On Target?	Forecast performance improving?	Risk to delivery of Corporate Priorities	Remedial Action
BVPI 87 (L)	Municipal waste disposal costs ( <i>per head of population</i> ).			<b>Medium</b>	The main reason for the increase in cost of waste disposal is the increase in land fill tax.









#### 4. Progress Against Directorate Objectives










This section shows forecast performance at the half-year for the Directorate's key objectives, as set out in the Environment and Economy Directorate Strategic Plan.

##### KEY









Does Performance meet the Target?		Will we meet the Milestone?	
	Missed target by more than 5%		Not achieved or delayed by more than 2 months from the target date
	Performance between 2% over target and 5% less than target		Met or delayed by less than 2 months from the target date
	Exceeded target by more than 2%		Met ahead of the target
	Target not set / Estimate outturn not possible		Deferred or superseded


Ref	Actions	Target/Milestone	On target
<b>Obj 1</b>	<b>Promote the County Council profile through national and regional organisations, especially in the context of local government review and regional governance</b>		
1.1	Raise the profile of the Council's interests and the influence of the Shires within WM Region and contribute to the development of the business case for a county region model of governance.	March 2007	
1.2	Promote effectively the County Council profile through national and regional organisations, especially in the context of local government review.	March 2007	
<b>Obj 2</b>	<b>Implement Strategies and Programmes identified in the Local Transport Plan</b>		
CBP 2.1	Achieve 'Good' rating on the delivery report and Local Transport Plan 2.	December 2006	<input type="checkbox"/>
2.3	Submit the LTP Delivery Report to Government.	July 2006	
2.4	Obtain approval for and deliver the capital programmes for maintenance and integrated transport for 2006/07.	March 2007	
2.5	Complete construction of Barford Bypass.	May 2007	
2.6	Agree Phase 3 of the Nuneaton Development Project.	March 2007	
2.7	Complete Coleshill Parkway scheme.	January 2007	
2.8	Achieve full acceptance and start construction of Rugby Western Relief Road scheme.	March 2007	
2.9	SPARK project	December 2006	
<b>Obj 3</b>	<b>Implement the Road Safety Strategy in the Local Transport</b>		
3.1	Implement the Road Safety Strategy in the Local Transport Plan to achieve the stretched casualty reduction target.	December 2006	

Ref	Actions	Target/Milestone	On target
3.2	Develop, agree and implement arrangements to utilise the flexibility of the integrated road safety funding system to deliver the mix of measures which will make the greatest contribution to reducing road casualties .	March 2007	
<b>Obj 4</b>	<b>Develop road maintenance work to improve conditions for pedestrians and for other road users.</b>		
4.1	Development of Transport Asset Management Plan in accordance with the LTP.	March 2007	
4.2	Review the allocation of highway maintenance resources in relation to need and road safety priorities.	March 2007	
4.3	Undertake highway maintenance activities which contribute to improved street scene indices in all town centres.	March 2007	
4.4	Undertake highway maintenance activities which lead to improvements in footway condition and the condition of principal and non-principal highways <i>(as measured by BVPIs)</i> .	March 2007	
<b>Obj 5</b>	<b>Work in partnership with district and borough councils to design and deliver projects to improve accessibility, particularly focused on people with greatest need</b>		
5.1	Review and report on a) the Free Countywide concessionary travel scheme for older and disabled people introduced April 2006 and (b) the demand responsive travel facility for all residents in Stratford area introduced March 2006.	March 2007	
5.2	Integrate Social Services transport into the Directorate in order to operate a comprehensive, efficient and cost effective transport network.	March 2007	
5.3	Implement anticipated legislation designed to improve the coordination of road works through the introduction of appropriate systems and procedures.	March 2008	








Ref	Actions	Target/Milestone	On target
Obj 6	Continue the 'parking decriminalisation' programme to take parking enforcement into local authority control		
6.1	Implement scheme for decriminalisation of parking in Rugby .	October 2006	
6.2	Implement scheme for decriminalisation of parking in Warwick District.	October 2007	
Obj 11	<b>Implement Warwickshire Municipal Waste Management Strategy</b>		
11.1	Prepare and advertise contracts for the implementation of the Waste Management Strategy.	March 2007	
11.2	Design improvements to the household waste recycling centres at Grendon and Rugby and to finalise arrangements for a site to serve Nuneaton and Bedworth.	March 2007	
11.3	Investigate sites for the location of a possible Energy from Waste Plant or other treatment facility and seek agreement from members.	July 2007	
Obj 12	<b>Develop and agree the Domestic Waste Minimisation Strategy with Warwickshire Waste Partnership</b>		
CBP 12.1	Develop and agree the Domestic Waste Minimisation Strategy with Warwickshire Waste Partnership .	March 2007	
12.2	Develop and implement waste minimisation projects including the setting up of a household goods refurbishment scheme in the north of the county.	September 2006	
Obj 13	<b>Agree and implement a Climate Change Strategy for Warwickshire with Warwickshire Strategic Partners</b>		
CBP 13.1	Agree a climate change strategy and targets (action plan) for Warwickshire with partners.	September 2006	
13.2	Develop and implement a system for monitoring carbon emissions countywide.	March 2007	






Ref	Actions	Target/Milestone	On target
13.3	Develop the planning framework and action plan to meet the 2010 renewable energy target in Warwickshire.	March 2007	
<b>Obj 14</b>	<b>Work with partners to develop the Environment block of the Local Area Agreement (LAA), including targets for improvement of the street scene</b>		
14.1	Agree corporately and with partners, the targets and delivery plan for the Environment Block within the Warwickshire LAA, including targets for improvement of the street scene.	March 2007	
<b>Obj 15</b>	<b>Improve WCC environmental performance by implementation of the corporate ISO14001 action programme</b>		
CBP 15.1	All directorates to implement environmental management systems and obtain ISO 14001.	March 2008	
15.2	Work with Resources, Performance and Development, and Community Protection Directorates to implement environmental management systems and obtain ISO14001 certification.	March 2007	
15.3	Work with 'Children, Young People and Families' and 'Adult, Community and Health' Directorates to implement environmental management systems and obtain ISO14001 certification.	March 2008	
15.4	40% of Warwickshire schools signed up to the Eco-Schools project by 2008 (35% by March 2007).	March 2008	
15.5	Reduce the number of pupil journeys to and from school by car by supporting 32 schools across the county in the development of School Travel Plans.	March 2007	
15.6	Increase use of BS EN590 bio diesel in the county fleet to 5% of total fuel consumption.	March 2007	
15.7	Increase subsidised public transport fleet by 7 new (Euro 3/4 emissions standard) vehicles.	March 2007	

Ref	Actions	Target/Milestone	On target
15.8	Implement pilot schemes for minimising waste across a range of highway maintenance activities.	July 2006	
<b>Obj 16</b>	<b>Develop the Waste and Minerals Core (land use) Strategies in accordance with the Waste and Minerals Development Scheme</b>		
16.1	Submit the Waste Core Strategy to the Secretary of State.	January 2007	
16.2	Submit the Minerals Core Strategy to the Secretary of State.	April 2007	
<b>Obj 17</b>	<b>Implement the Countryside Access and Rights of Way Improvement Plan</b>		
17.1	Produce a Statement of Intent following consultation with the Local Access Forum for the delivery of the Countryside Access and Rights of Way Improvement Plan and submit an annual progress report..	March 2007	
17.2	Identify new customers (individuals and groups) aligned to 'need' and 'greatest benefit' for health & well-being, inclusion and diversity and trial introductory programme of visits which meet their needs.	March 2007	
17.3	Produce a Tree Strategy for the County.	March 2008	<input data-bbox="1682 810 1727 853" type="checkbox"/>
17.4	Review contract arrangements in the former Agency areas for highway trees and report to Cabinet.	December 2006	
<b>Obj 18</b>	<b>Review the management of our rural estates in terms of its potential links with sustainability, diversification, and rural tourism</b>		
18.1	Develop and implement plan with Small Holdings Advisory Panel.	March 2007	

## Improvement Objectives: Key Actions, Targets and Responsibilities

Ref	Actions	Target/Milestone	On target
Obj 19	Implement and then review arrangements for management responsibilities, organisational changes and support activities within the newly established EE Directorate		
19.1	Establish new Directorate ensuring the full integration of all staff under the new management arrangements.	May 2006	
19.2	Review success of new organisational and management arrangements.	September 2006	
19.3	Agree terms of reference and membership of management boards and the role of project teams and task groups.	June 2006	<input type="checkbox"/>
Obj 20	Agree and implement revised performance management arrangements in line with News Ways of Working, including service planning, external assessments and performance reporting		
20.1	Agree and communicate an updated Medium Term Strategy to members, partners and staff.	September 2006	
20.2	Agree appropriate framework for performance management, including service planning, 2007/8 in the context of corporate changes and decisions	September 2006	
20.3	Implement the corporate Performance Management System across EED.	July 2006	
20.4	Develop medium term financial planning for the Directorate.	December 2006	
Obj 21	Improve the corporate and Directorate use of research and intelligence to provide the evidence base for strategic planning		
21.1	Agree the work programme and management and steering arrangements for the Warwickshire Observatory.	September 2006	
21.2	Implement the agreed Observatory proposals including research activities, web site, networks and ways of working.	October 2006	
21.3	Use research on inequalities to inform corporate and Directorate planning and resource allocation.	December 2006	

Ref	Actions	Target/Milestone	On target
Obj 22	Implement the corporate Organisation Development Strategy work programme as it applies to EED (including management and staff development and learning, and communication)		
22.1	Review the FIT programme and launch its further development across the Directorate under the <b>Working for Warwickshire</b> banner (to include customer focus, staff development and learning, communication and other organisation development issues).	December 2006	<input type="checkbox"/>
22.2	Agree and implement <b>manager and team leader development priorities</b> , including dealing with poor performance, one-to-one feedback.	December 2006	●
22.3	Review the scope, currency and linkage of <b>competency frameworks</b>	March 2007	●
22.4	Agree and implement a programme of communication and training to raise awareness and understanding of, and adherence to, <b>Corporate Governance</b> standards and processes.	December 2006	●
Obj 23	<b>Strengthening partnership working to achieve delivery of Strategic Plan, LAA and EED objectives</b>		
23.1	Implement proposals for strengthening <b>partnership working</b> through use of the new toolkit and associated training activities.	March 2007	●
Obj 24	<b>Implement improvements arising from the Directorate's ICT and Information Management Strategy, and the forthcoming corporate ICT Strategy</b>		
24.1	Ensure the successful and timely transfer of information on the FIT pages to the new <b>Corporate Intranet</b> .	March 2007	▲
24.2	Agree strategy and priorities for the effective use of <b>Transport and Highways</b> information and systems across the Directorate.	September 2006	●
24.3	Implement previously agreed proposals for managing the <b>highway record</b> .	October 2006	●
Obj 25	<b>Contribute to the review of the corporate Property Strategy</b>		
25.1	Update asset management plans for EED.	September 2006	●

Ref	Actions	Target/Milestone	On target
25.2	Develop strategy for management of rural estate.	December 2006	
Obj 26	<b>Improve the customer focus of our services in line with the developing corporate strategy</b>		
26.1	Review impact of emerging corporate <b>Customer Access Strategy</b> on EED services and implement agreed actions.	March 2007	
26.2	Complete programme of <b>equality assessments</b> across all EED services and agree action plans.	March 2007	

## 5. Exception Analysis

This section contains all objectives from the previous section that are not to plan 'blue'.

Ref	Directorate Objective	Target or Milestone	On target?	Risk to delivery of Corporate Priorities	Remedial Action
CBP 2.1	Achieve 'Good' rating on the delivery report and Local Transport Plan 2.	December 2006	<input type="checkbox"/>	Medium	Not possible to estimate result
12.2	Develop and implement waste minimisation projects including the setting up of a household goods refurbishment scheme in the north of the county.	September 2006	★	Not Applicable	Project when live August 2006 within the Weddington Terrace property.
CBP 13.1	Agree a climate change strategy and targets (action plan) for Warwickshire with partners.	September 2006	★	Not Applicable	Agreed by Cabinet June 2006. launched with partners July 2006.
15.4	40% of Warwickshire schools signed up to the Eco-Schools project by 2008 (35% by March 2007).	March 2008	★	Not Applicable	This target was set 2 years ago. The success of take up to date has been unprecedented and we have been recognised nationally for our achievements. The targets for the numbers of schools attaining Bronze, Silver and Green Flag awards have been revised at least 4 times in the last 2 years, and these have now become the focus for our limited resources rather than just getting schools to 'register for the programme'.
15.7	Increase subsidised public transport fleet by 7 new (Euro 3/4 emissions standard) vehicles	March 2007	★	Not Applicable	Vehicles due for delivery in December 2006 to be introduced in North Warwickshire in January 2007.

Ref	Directorate Objective	Target or Milestone	On target?	Risk to delivery of Corporate Priorities	Remedial Action
17.3	Produce a Tree Strategy for the County.	March 2008	<input type="checkbox"/>	<b>Low</b>	Superseded Rural Advice Note on Trees June 2007
19.3	Agree terms of reference and membership of <b>management boards</b> and the role of project teams and task groups.	June 2006	<input type="checkbox"/>	<b>Low</b>	Further mini adjustment required to reflect recent restructure
20.1	Agree and communicate an updated <b>Medium Term Strategy</b> to members, partners and staff.	September 2006	▲	<b>Low</b>	
20.3	Implement the corporate <b>Performance Management System</b> across EED.	July 2006	▲	<b>Low</b>	The corporate performance management system has been populated with the actions from the 2005/06 service plan. An initial list of Managers has been identified to undertake the initial rollout of the system. However, due to resources issues from April this year the project has not been taken forward.
22.1	Review the FIT programme and launch its further development across the Directorate under the <b>Working for Warwickshire</b> banner (to include customer focus, staff development and learning, communication and other organisation development issues).	December 2006	<input type="checkbox"/>	<b>Low</b>	Superseded by New Ways of Working Agenda

Ref	Directorate Objective	Target or Milestone	On target?	Risk to delivery of Corporate Priorities	Remedial Action
24.1	Ensure the successful and timely transfer of information on the FIT pages to the new <b>Corporate Intranet</b> .	March 2007	▲	<b>Medium</b>	The intranet project has not reached a stage where we can properly begin the transfer. The Intranet is due to be launched in November with content identified for Phase 1, some of which will overlap with what we currently offer through the FIT pages e.g. Staff Directory to be known as the People Finder. Once Phase 1 is complete we can begin to identify the information we hold which is not included and begin the transfer. This is likely to take at least another year to complete.



## 6. Analysis of Budget Position

### Financial Results

There is a potential overspend of £422,000 and after taking action to improve this position we anticipate an overspend in the region of £159,000. However we need to carry forward the underspend of £277,000 on the Decriminalisation project so the impact on our reserves will be a deficit of £436,000 (£159,000 plus £277,000). In order to achieve the savings a number of actions are being made including reviewing vacant posts, identification of other potential areas of income and areas where efficiencies can be made, and as a final resort a cut back in services. Ongoing savings of £75,000 to £90,000 are anticipated in Development Group by bringing in-house services which are currently provided by the Districts under an agency agreement. However, this is dependent on policy decisions by Members.

Description	Corporate Objective Number	Revised Budget	Projected Overspend (Underspend)	Reason	Management Action	Projected Overspend (Underspend) after Management Action	Service Consequences
		£'000	£'000			£'000	
Waste Management	3	11,880	(71)	Our expectation on the tonnages disposed of is less than budgeted.	None required.	(71)	None
Planning Policy	5	487	7	Previous years' efficiency savings have been covered by holding vacancies open and reducing running costs including travel costs	Investigate how the savings can be made on an ongoing basis.	7	None
Development Group	3	577	132	Savings target of £55k yet to be identified and £85k on the Districts work.	1 admin post not to be replaced and other operations activities ie training/travel to be reduced. This is a statutory service for highways consultation, minerals and waste planning, and the Group is also a generator of income from S106, S278 and S38 monies	100	The £85k is the excess cost of Nuneaton and Bedworth and Rugby BC undertaking S38 road adoption work. Long term savings of about £75-90k would be made if Members agree to bringing this work in-house.

Description	Corporate Objective Number	Revised Budget	Projected Overspend (Underspend)	Reason	Management Action	Projected Overspend (Underspend) after Management Action	Service Consequences
					from developers for highway works and other departments in the council. It is anticipated that income levels can be increased following the increase in the planning fee and from monitoring of sites.		
Waste and Environment - Other	3	2,629	10	Minor increases in costs .	The budget will be scrutinised for cost savings and potential income.	0	None.
Strategy Support and Organisational Development	3	1,594	(23)	Gypsy and travellers sites have recently been transferred to this directorate . The majority of the rental income is not collectable due to problems on site with some of the residents. This has been offset by savings from holding vacant posts elsewhere in the service.	In the first instance a budget is required to cover these costs . The problem with the residents needs to be resolved to allow the rents to be collected.	(23)	Vacant posts have enabled us to cover the costs of the Gypsy sites and the efficiency savings for this service.
Eliot Park Innovation Centre	5	70	52	There is a shortfall in income at the Eliot Park innovation Centre(EPIC) amounting to £52,000.	Officers will continue to monitor the costs on EPIC and seek every opportunity to reduce the deficit, including reviewing the existing management arrangements	52	

Description	Corporate Objective Number	Revised Budget	Projected Overspend (Underspend)	Reason	Management Action	Projected Overspend (Underspend) after Management Action	Service Consequences
Skills Tourism and Economy	5	4,269	82	The contributions to the Pride in Camp Hill project (PINCH) are £33,000 higher than expected and this service has been asked to find £86,000 in additional efficiency savings. It should be noted that significant cost reductions have been made to achieve the existing savings target.	Review of staffing levels has been undertaken, potential for increased income and reduction in running and project costs are being investigated.	32	Any further service consequences will be reviewed once the impact of current management action has been assessed, and will be included as part of quarter 3 monitoring.
Transport Planning	5	2,976	139	This mainly relates to the Bishopton park and ride running costs and reduced income amounting to £113,000. The income target for the Transport Planning service was increased by £50,000 to meet the efficiency savings. This has been partially offset by increased income under the New Roads and Street Works Act (NRASWA).	Review other areas in the division for income which include recharges to capital and the decriminalisation projects.	139	None
Decriminalisation - Virtual Bank	5	705	(277)	Funding for Decriminalisation of parking in the remainder of the county will not be fully committed in 2006/7.	Ensure there are sufficient funds to roll out the project across the County.	(277)	Carry forward to later years.
Highways	3	15,333	271	Increased share of savings target £167,000, plus small increases in administration and depot costs and unbudgeted costs to repair vandalism to winter	The potential overspend should be absorbed within budget for the year by cutting back on planned works in the depots savings within the	100	The full efficiency savings target should be found from savings in administration and additional income in a full year but this shortfall represents the part year effect.

Description	Corporate Objective Number	Revised Budget	Projected Overspend (Underspend)	Reason	Management Action	Projected Overspend (Underspend) after Management Action	Service Consequences
				maintenance equipment.	administration budget and additional income.		
Other Minor Variations including Capital Financing	6	15,272	100	A number of variations including £48,000 for Legal services	Directorate Leadership team to review areas for saving as a matter of priority. Meeting to discuss Legal Services SLA scheduled for October.	100	
<b>Total</b>		<b>55,792</b>	<b>422</b>			<b>159</b>	

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26th October 2006