

Overview and Scrutiny Board

2 June 2010

Agenda

The Overview and Scrutiny Board will meet at the **SHIRE HALL, WARWICK** on **Wednesday 2 June 2010 at 2.00 p.m.**

The agenda will be:

1. General

- (1) Election of Chair
- (2) Election of Vice Chair
- (3) Apologies
- (4) Members' Disclosures of Personal and Prejudicial Interests

Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the 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

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

- (3) **Minutes of the meeting of the Overview and Scrutiny Board held on 3 March 2010.**

2. Warwickshire Public Service Board: Peer Review Report Findings and Recommendations

Report of the Assistant Chief Executive

This report provides the Overview and Scrutiny Committee with the findings and recommendations of the IDeA Peer Review of the Warwickshire Public Service Board

Recommendation

The Overview and Scrutiny Board -

- (1) consider the report, findings and recommendations of the IDeA Peer Review conducted in March 2010;
- (2) request a further report to include the detailed Acton Plan, which is currently being prepared following the PSB's Improvement and Development Day held on 26 May 2010.

For further information please contact Simon Robson, Head of County Partnerships Tel: 01926 412941 e-mail simonrobson@warwickshire.gov.uk

3. LAA Quarter 4 Performance Report 09/10

Report of the Assistant Chief Executive

This report presents an analysis of the LAA performance as at Quarter 4 for 09/10.

Recommendation

The Board is recommended to:-

- Consider the overall performance for LAA indicators for Quarter 4
- Consider actions to address areas for improvement
- Identify any issues for further consideration by the Overview and Scrutiny Board.

For further information please contact Bill Basra, Delivery Manager, Tel: 01926 412127 E-mail billbasra@warwickshire.gov.uk or Louise Richards, Policy & Partnerships Co-ordinator, Tel: 01926 418071 E-mail louiserichards@warwickshire.gov.uk

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

4. Full Year Performance Report for the Overview and Scrutiny Function 2009/10

Report of the Strategic Director for Customers, Workforce and Governance

To receive information about the performance of the Overview and Scrutiny function during 2009/10.

Recommendation

The Board is recommended to:

- i) Consider and comment on the performance of the Overview and Scrutiny function during 2009/10;
- ii) Identify areas for improvement and issues to take forward.

For further information please contact Michelle McHugh, Overview and Scrutiny Manager Tel: 01926 412144 Email michellemchugh@warwickshire.gov.uk.

5. Any Other Items

Which the Chair decides are urgent.

6. Date of Next Meeting

The next meeting is scheduled for 15 September 2010 at 2.00 p.m.

Jim Graham
Chief Executive
Shire Hall
Warwick

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

Committee Membership

Councillors: Les Caborn, Michael Doody, Jerry Roodhouse, John Ross, Chris Saint, Dave Shilton and June Tandy.

District / Borough Council

North Warwickshire Borough Council:	Councillor Martin Davis
Nuneaton and Bedworth Borough Council:	Councillor Tony Lloyd
Rugby Borough Council	Councillor (to be advised)
Stratford-on-Avon District Council	Councillor Sue Main
Warwick District Council:	Councillor Bill Gifford

Warwickshire Police Authority NHS Warwickshire

Clive Parsons
Janet Smith

For further information please contact

Jean Hardwick, Principal Committee Administrator,
Customers, Workforce and Governance Directorate
Tel. 01926 412476 or e-mail jeanhardwick@warwickshire.gov.uk

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 3 MARCH 2010

Present:

Members of the Group:

Councillors: John Appleton (Chair)
Les Caborn
Michael Doody
John Ross
Jerry Roodhouse
Dave Shilton
June Tandy

Martin Davis (North Warwickshire Borough Council)
Bill Gifford (Warwick District Council)
Valerie Hobbs (Stratford-on-Avon District Council)
Chris Holman (Rugby Borough Council)
Clive Parsons (Warwickshire Police Authority)
Janet Smith, NHS Warwickshire

Also present: Councillor Bob Stevens

Officers: Bill Basra, Partnership Delivery Manager
David Carter, Strategic Director Customers, Workforce and Governance
Monica Fogarty, Assistant Chief Executive
Jim Graham, Chief Executive
Jean Hardwick, Principal Committee Administrator
Tricia Morrison, Head of Performance
Jane Pollard, Democratic Services Manager
Michelle McHugh, Overview and Scrutiny Manager

1. General

(1) Apologies

An apology for absence was received on behalf of Councillor Jeff Clarke (Nuneaton and Bedworth Borough Council).

(2) Members' Disclosures of Personal and Prejudicial Interests

Declaration of interests were noted as follows –

- (1) Councillor Valerie Hobbs declared a personal interest, in connection with agenda item 2 LAA Quarter 3 Performance Report 09/10, as her husband was the County Council's Portfolio Holder for Community Safety;
- (2) Councillor Jerry Roodhouse declared a personal interest as the County Council's representative on Local Involvement Networks

and Overview and Scrutiny (LINK), in connection with agenda item 5, Protocols – Local Involvement Networks and Overview and Scrutiny Working Together.

(3) Minutes of the meeting of the Overview and Scrutiny Board

Resolved that the minutes of the meeting of the Overview and Scrutiny Board held on 4 November 2009 be agreed as a correct record and signed by the Chair.

2. LAA Quarter 3 Performance Report 09/10

The Board considered the report of the Assistant Chief Executive setting out an analysis of the LAA performance as at Quarter 3 for 09/10.

Bill Basra presented the report and highlighted that –

- (1) In quarter 2, as the LAA was mid point in its project cycle, all blocks were asked to provide forecasts for the end of the project period (March 2011), in addition to providing the quarter 2 performance forecasts. Of these forecasts nearly 80% of indicators were set to hit target, 11% to miss target and the remaining 9% to exceed target.
- (2) The indicators forecast to miss target were in the following Blocks –
 - Children and Young People
 - Economic Development and Enterprise
 - Safer Communities Block
- (3) For quarter 3, forecasts were received for 84% of the LAA Indicators, detailed in summary in Table 1, page 2 of the report.

In response to concerns expressed about the poor performance in relation to teenage conception Members were informed that the only data available (national) was 2 years out of date. Data collection was being examined and it was hoped to create a local indicator to provide a more reliable picture of what was happening in Warwickshire. Janet Smith added that the PCT was also concerned about the need for more up to date information and was utilising the services of the Warwickshire Observatory to assist in this respect.

Concern was also expressed about the absence of completion dates for some indicators and the need for more current information on economic development. Members were informed that this information would be available for the next meeting.

In reply to a request for clarification about the amount of waste going into landfill Bill Basra said he would circulate a briefing note to Members after the meeting. The Chair suggested that this might be a suitable subject for cross district/borough scrutiny.

The Board –

- (1) Noted the overall performance for LAA indicators for Quarter 3;
- (2) Expressed concern about the lack of up to date information on teenage conceptions and economic development;

- (3) Noted that a briefing note will be circulated on NI 191 - waste going to landfill.

3. Comprehensive Area Assessment - findings of Year 1 CAA and next steps

The Board considered the report of the Assistant Chief Executive that brought together the CAA findings for Warwickshire, an overview of CAA findings at the national level and details of activity underway in Warwickshire to address areas for improvement.

Resolved that the Board -

- (1) Notes the outcomes of the first CAA Area Assessment for Warwickshire and the area where improved joint working practices are needed between health agencies and other public bodies (red flag).
- (2) Note the national allocation of green flags for possible sources of best practice.
- (3) Ask that a report on the Peer Review findings being brought to the Board's next meeting.

4. Scrutiny In-depth Review Work Programme

The Board considered the report of the Strategic Director for Customers, Workforce and Governance outlining the Scrutiny In-depth Review Work Programme for the Board to review and amend as appropriate.

Michelle McHugh highlighted two additional joint reviews as follows –

- (1) The Joint Review between Health OSC and Children, Young People and Families OSC in relation to Child and Adolescent Mental Health Services;
- (2) Joint Review between the County Council and Nuneaton and Bedworth Borough Council in relation to antenatal and Post-Natal support for Teenage Parents, which was supported by a £5,000 grant from the Centre for Public Scrutiny (CfPS). The other district and borough councils were being approached to participate in the review.

The Board:

- i) Agreed the Scrutiny In-depth Review Work Programme;
- ii) Agreed to the proposal to establish a Joint Task and Finish Group to scrutinise the performance of the Public Service Board on a twice-yearly basis as outlined in paragraph 3.2.
- iii) Nominates Councillors Les Caborn, Valerie Hobbs, Jerry Roodhouse and June Tandy to work with the Overview and Scrutiny Manager to develop detailed proposals for a Joint Task and Finish Group and for these proposals to be discussed at the June meeting of the Board.

5. Protocols - Local Involvement Networks and Overview & Scrutiny Working Together

The Board considered the report of the Strategic Director of Customers, Workforce and Governance, which set out suggested protocol arrangements

to promote good, effective working arrangements and to avoid duplication of work between OSCs and LINKs.

The Board agreed the draft protocols in Appendix 1 for consultation with the Warwickshire LINK.

6. Overview and Scrutiny Board Work Programme 2009/10

The Board considered the work programme for the forthcoming year.

Councillor Chris Holman reported that Rugby District Council was looking at how cycling provision might be improved and suggested that this could be suitable for a joint review.

The Board:

- (1) Agreed the work programme as set out in the report;
- (2) Asked the Overview and Scrutiny Team to explore with Rugby Borough Council officers whether “how to improve cycling provision” would be a suitable issue for a joint review;
- (3) Agreed to consider as a suitable issue for review, the need to improve Partnership working - Subject to the outcome of the IdeA Team review.

7. Any Other Items

None

8. Date of Next Meeting

The Board noted that their next meeting would be held on 2 June 2010 at 2.00 p.m.

.....
Chair

The Board rose at 3.00 p.m.

AGENDA MANAGEMENT SHEET

Name of Committee Overview And Scrutiny Board

Date of Committee 2nd June 2010

Report Title Warwickshire Public Service Board; Peer Review Report and Findings

Summary This report provides the Overview and Scrutiny Committee with the findings and recommendations of the IDeA Peer Review of the Warwickshire Public Service Board

For further information please contact: Simon Robson
Head of County Partnerships
Tel: 01926 412942
simonrobson@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) Cllr Hayfield, Cllr Stevens
- Other Elected Members
- Cabinet Member
- Chief Executive
- Legal Sarah Duxbury
- Finance Virginia Rennie
- Other Strategic Directors Monica Fogarty
- District Councils
- Health Authority
- Police

Other Bodies/Individuals

Michelle McHugh, PSB Members, Anne Maudsley

FINAL DECISION NO

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by this Committee

Report in six months time.

To Council

.....

To Cabinet

.....

To an O & S Committee

.....

To an Area Committee

.....

Further Consultation

.....

Agenda No

Overview And Scrutiny Board - 2nd June 2010

Warwickshire Public Service Board: Peer Review Report Findings and Recommendations

Report of the Assistant Chief Executive

Recommendations

1. The Overview and Scrutiny Board consider the report, findings and recommendations of the IDeA Peer Review conducted in March 2010.
2. The Overview and Scrutiny Board request a further report to include the detailed Action Plan, which is currently being prepared following the PSB's Improvement and Development Day held on 26th May 2010.

1. Purpose

The purpose of this report is to provide the Overview and Scrutiny Committee with the findings and recommendations of the IDeA Peer Review carried out in March 2010. The Review was conducted in order to gain an external view of the PSB's progress against the PSB's Improvement Plan agreed by partners in October 2009. The full IDeA Peer Review Report is provided in Appendix 1.

2. Background

The Warwickshire Public Service Board invited IDeA to undertake the cross sector peer review in order to gain an external view of its progress against the PSB's Improvement Plan agreed by partners in October 2009.

A peer review is designed to help assess current achievements and capacity to change. The peer review is not an inspection. Instead it offers a supportive approach, undertaken by friends – albeit 'critical friends'. It aims to help identify its current strengths, as much as what needs to improve.

The basis for this review was the partnership's own bespoke improvement plan. The headline themes are:

- What works well?
- Delivering improved outcomes
- Political and managerial leadership
- Community engagement and communication
- Governance and risk management
- Financial and resource management

The members of the peer review team were:

- Chris Williams, Chief Executive, Buckinghamshire County Council
- Jane Scott, Leader, Wiltshire Council
- Ross Henley, Leader, Taunton Deane Council
- Stephen Harrison, Chair, NHS North Somerset
- Gill Galliana, Chief Executive, NHS Lewisham
- Alan Goodrum, Chief Executive, Chiltern District Council
- Gerry Broadbent, Chief Superintendent, West Yorkshire Police
- Judith Hurcombe, Review Manager, IDeA

The team was onsite from 1st to 5th March 2010. The programme for the onsite phase included activities designed to enable members of the team to meet and talk to a range of partnership stakeholders across Warwickshire. These activities included:

- Interviews, discussions and workshops with councillors, officers and partners from the six councils, health, police and voluntary sectors, as well as other stakeholders.
- Focus groups with participating managers from across the PSB block and theme groups
- Observation of local forums and informal discussions with local residents
- Reading documents provided by the partnership.

A questionnaire was sent to partners for their views about partnership working in Warwickshire, and the results from this were collated by the Warwickshire Observatory and shared with the review team ahead of the onsite phase. The results from this survey are reflected, alongside evidence collected onsite, in this report.

A wide range of officers were involved in making arrangements for the peer review and supporting the team onsite, including from the district/borough councils and partner organisations.

The IDeA Peer Review team gave verbal feedback to partners on the last day of the review in March and an overview of the key messages. The full Peer Review Report provided in Appendix 1 builds on the initial findings and gives a detailed account of the review. It includes a wide range of comments provided by people involved in partnership working in Warwickshire, and these views have been made anonymous. The report is structured around the areas of the partnership benchmark listed above.

3. Recommendations

The recommendations of the peer review team are set out under the four main themes as follows:

Leadership:

1. Develop a simple and clear focus on outcomes for the people of Warwickshire
2. Work to deliver 2 or 3 major priorities at any one time, for example Narrowing the Gap, preparing for the increasing aged population, and the economic recession
3. Explore opportunities to improve dialogue and develop an open and honest culture
4. In order to improve effectiveness and impact, explore and articulate how the range of partnership bodies can be held to account for their performance
5. Take steps to understand and respect each others' businesses including operating contexts and different performance regimes
6. Work together to develop a strong collaborative leadership style
7. Invest in leadership development across the partnership with a specific emphasis on facilitated relationship development between the county council and health, and the county council and district/borough councils. This should be agreed as compulsory for everyone at senior/Board level
8. More time needs to be dedicated to improving relationships.

Working at local and sub-regional levels

9. Build on the established local community forums to improve public confidence in public services
10. Improve linkages between forums, local strategic partnerships and the Public Service Board
11. Further develop the Warwickshire partnership to maximise the opportunities for sub-regional working.

Communicating and celebrating success

12. Celebrate success and share good practice already in existence across the area, and identify key successes achieved through membership of PSB
13. Develop a clear model for effective communication between all partners and the community
14. Develop the role of PSB members to enable them to be ambassadors for partnership working.

Improved officer support for partnership working

15. Public sector Chief Officers need to meet on a regular basis to:
 - Ensure continuous dialogue
 - Take an overview of the partnership programme
 - Remove barriers and ensure linkages are made
 - Take responsibility.
16. Develop a policy support group to ensure a shared agenda and programme is delivered
17. Ensure that agendas:
 - Reflect all partners' interests
 - Are more focused
 - Are available well in advance

4. Next Steps

The PSB met on the 26th May to agree its response to the Peer Review findings and recommendations. A Development and Improvement Plan is currently being finalised following the day. It is recommended that the Overview and Scrutiny Committee request a further report detailing the Development and Improvement actions and update as to early progress to address the Review's recommendations.

At today's Overview and Scrutiny Committee an officer will attend to provide a verbal update as to the key elements and outcomes from the PSB's discussions on the 26th May, as to how the PSB will provide an effective response to the recommendations.

Public sector **peer review**

Warwickshire
March 2010

Table of contents

Executive summary and key recommendations.....	2
Summary	2
Key recommendations	3
Report	5
Background	5
Context	6
What's working well?	8
Delivering improved outcomes.....	9
Political and managerial leadership	11
Community engagement and communication	14
Governance and risk management.....	16
Financial and resource capacity	18

Executive summary and key recommendations

Summary

There is some good partnership working in Warwickshire which is delivering positive outcomes for local people, and this is particularly evident at operational level. Across all partner organisations there is a willingness to improve and work together to make a difference for residents, and many people are working hard to bring this about.

Despite this, the multiplicity of partnership bodies operating in Warwickshire has resulted in layers of structural and process arrangements which are unwieldy and often default to a very local level of decision making instead of contributing to strategic delivery across the county. This local focus at district LSP level can appear to be in competition with, and threatened by county wide arrangements, and illustrates overall a lack of buy-in and ownership of the Public Service Board (PSB).

How the Warwickshire Public Service Board (PSB) partnership currently operates is best described as dysfunctional, with a number of serious issues that require urgent attention. Current working arrangements are hampering progress to achievement to the extent that the reputation of the partnership is suffering and this may in turn affect the reputation of the individual organisations within the PSB. Although there are achievements being made, this is coupled with a high level of dissatisfaction about partnership working and many participants struggle to describe the added value of the PSB.

There is a need to build relationships across organisations at senior level and to develop trust between partners. Relationships at operational level appear to be generally good and real efforts are made to ensure that progress is achieved. At senior level however, where there are relationships they are often fractured and awkward, but often relationships have not been forged in the first place.

The second key issue is the absence of connectivity between the various partnership structures and processes, which means that many activities are undertaken in isolation of, or in parallel to, each other. Many participants express frustration at the lack of linkages between the blocks and feel that more could be achieved by having a better understanding of what other blocks are delivering or planning to deliver, and to ensure that duplication is minimised. At a day to day level individuals have developed their own systems and approaches which in effect bypass formal partnership structures so that they can make progress and deliver outcomes on the ground

The third issue is the degree of bureaucracy surrounding the various partnership structures and processes, which appears to be extensive. Some of this is hereditary in that the original arrangements were established to deal with the Local Area Agreement and the formal performance reporting requirements involved to do this were detailed and procedural. The PSB as an entity has emerged from this approach, which is now out of date and does not service the needs of the partners, nor the public.

A number of significant partnership myths are in circulation which attempt to explain why progress is not being made. All partners have a responsibility to actively tackle these myths to ensure that these do not become a further barrier to improvement:

- *That the health sector is not engaged.* There is evidence of renewed efforts from health partners, particularly the PCT and this has been aided by the willingness of those new in post to deliver.

- *That the lack of progress is due to the county council's approach.* Whilst WCC is a significant player, everyone has a responsibility to work towards progress, and there is some evidence to suggest that some partners have stepped away from the partnership.
- *The forthcoming governance review and associated changes to structures will bring about improvement.* The real issue at stake is the commitment of partners, so changing structures will only have a limited impact unless behaviour changes.
- *A continued focus on process will bring about change.* Processes are extensive and have become self serving.
- *That progress would be achieved if partner x or y committed more funds.* The current and future financial settlements for the public sector are unlikely to yield more money, and greater progress will be made by adapting mainstream budgets
- *The 2 tier structure of local government in Warwickshire is a barrier to improvement.* The current arrangements are unlikely to be changed for at least the next 4-5 years, so real efforts should be made to deliver on outcomes rather than wait for a structural solution which may be if at all is years away. The challenge is to make the current arrangements work better.

Although the findings from the governance review are due to be implemented in April 2010, there are concerns that this will not address the real issues about complex processes and structures and negative behaviours. A fresh approach to leadership by partners and their officers is urgently required, alongside a commitment from partners to build new relationships and gain a much better understanding of the each others' agendas. This includes some exploration of the performance regimes that partners work to on an individual organisational basis and developing understanding of what is and what is not possible.

Real progress will only be made if common interests are shared and explored. This means that everyone needs to become involved together in leadership development at the highest levels, and starts to think differently about not what they can take from the partnership, but where they can add value to the arrangements and impact, and begin to think about partnership working as being about Warwickshire as a whole.

Key recommendations

The recommendations of the peer-review team are set out under the four main themes given in the feedback presentation on 5th March, as follows:

Leadership

1. Develop a simple and clear focus on outcomes for the people of Warwickshire
2. Work to deliver 2 or 3 major priorities at any one time, for example Narrowing the Gap, preparing for the increasing aged population, and the economic recession
3. Explore opportunities to improve dialogue and develop an open and honest culture
4. In order to improve effectiveness and impact, explore and articulate how the range of partnership bodies can be held to account for their performance
5. Take steps to understand and respect each others' businesses including operating contexts and different performance regimes
6. Work together to develop a strong collaborative leadership style
7. Invest in leadership development across the partnership with a specific emphasis on facilitated relationship development between the county council and health, and the county council and district/borough councils. This should be agreed as compulsory for everyone at senior/Board level
8. More time needs to be dedicated to improving relationships

Working at local and sub-regional levels

9. Build on the established local community forums to improve public confidence in public services
10. Improve linkages between forums, local strategic partnerships and the Public Service Board
11. Further develop the Warwickshire partnership to maximise the opportunities for sub-regional working

Communicating and celebrating success

12. Celebrate success and share good practice already in existence across the area, and identify key successes achieved through membership of PSB
13. Develop a clear model for effective communication between all partners and the community
14. Develop the role of PSB members to enable them to be ambassadors for partnership working

Improved officer support for partnership working

15. Public sector Chief Officers need to meet on a regular basis to:
 - Ensure continuous dialogue
 - Take an overview of the partnership programme
 - Remove barriers and ensure linkages are made
 - Take responsibility
16. Develop a policy support group to ensure a shared agenda and programme is delivered
17. Ensure that agendas:
 - Reflect all partners' interests
 - Are more focused
 - Are available well in advance

Report

Background

18. The Warwickshire Public Service Board invited IDeA to undertake the cross sector peer review in order to gain an external view of its progress against the PSB's Improvement Plan agreed by partners in October 2009.
19. A peer review is designed to help assess current achievements and capacity to change. The peer review is not an inspection. Instead it offers a supportive approach, undertaken by friends – albeit 'critical friends'. It aims to help identify its current strengths, as much as what needs to improve.
20. The basis for this review is the partnership's own bespoke improvement plan. The headline themes are:
 - What works well?
 - Delivering improved outcomes
 - Political and managerial leadership
 - Community engagement and communication
 - Governance and risk management
 - Financial and resource management
21. The members of the peer review team were:
 - Chris Williams, Chief Executive, Buckinghamshire County Council
 - Jane Scott, Leader, Wiltshire Council
 - Ross Henley, Leader, Taunton Deane Council
 - Stephen Harrison, Chair, NHS North Somerset
 - Gill Galliano, Chief Executive, NHS Lewisham
 - Alan Goodrum, Chief Executive, Chiltern District Council
 - Gerry Broadbent, Chief Superintendent, West Yorkshire Police
 - Judith Hurcombe, Review Manager, IDeA
22. The team was onsite from 1st to 5th March 2010. The programme for the onsite phase included activities designed to enable members of the team to meet and talk to a range of partnership stakeholders across Warwickshire. These activities included:
 - Interviews, discussions and workshops with councillors, officers and partners from the 6 councils, health, police and voluntary sectors, as well as other stakeholders
 - Focus groups with participating managers from across the PSB block and theme groups
 - Observation of local forums and informal discussions with local residents
 - Reading documents provided by the partnership
23. A questionnaire was sent to partners for their views about partnership working in Warwickshire, and the results from this were collated by the Warwickshire Observatory and shared with the review team ahead of the onsite phase. The results from this survey are reflected, alongside evidence collected onsite, in this report.

24. A wide range of officers were involved in making arrangements for the peer review and supporting the team onsite, including from the district/borough councils and partner organisations. In particular we would like to give thanks to Nicole North and Dale Sparrow from Warwickshire County Council.
25. Our feedback to partners on the last day of the review gave an overview of the key messages. This report builds on the initial findings and gives a detailed account of the review. It includes a wide range of comments provided by people involved in partnership working in Warwickshire, and these views have been made anonymous. The report is structured around the areas of the partnership benchmark listed above.

Context

26. Warwickshire is a predominantly rural county based at the south east of the West Midlands region. The major towns are Leamington Spa, Warwick, Stratford-on-Avon, Rugby and Nuneaton. Warwickshire is perceived to a relatively affluent county with good quality of life and environment for its 522,000 residents.
27. The county's population is anticipated to grow faster than the national average over the next five years, including a two percent rise in the number of young people and a high rate of increase in the numbers of older people. Deprivation is low overall although there are pockets of deprivation in the north of the county. The majority of residents are from white British groups, and there are growing numbers of residents from minority ethnic groups including Indian, Black and Chinese populations.
28. Warwickshire Public Service Board first met in April 2007 and it fulfils the role of the county-wide local strategic partnership. The remit of the PSB is:

“Warwickshire Public Service Board aims to make a real and lasting improvement to the well being of people in the county by joining together to improve public services across Warwickshire. It brings together key partner agencies within Warwickshire to collectively take decisions within applicable legal parameters which make a positive difference to Warwickshire residents.”

29. The PSB is chaired by Cllr Alan Farnell, Leader of Warwickshire County Council. It's membership currently comprises:

- Councillor Alan Farnell, Warwickshire County Council
- Councillor Michael Doody, Warwick District Council
- Councillor Marcus Jones, Nuneaton & Bedworth Borough Council
- Councillor Colin Hayfield, North Warwickshire Borough Council
- Councillor Craig Humphrey, Rugby Borough Council
- Councillor Les Topham, Stratford on Avon District Council
- William Clemmey, Coventry and Warwickshire Infrastructure Consortium (CWIC)
- Louise Bennett, Chief Executive, Coventry and Warwickshire Chamber of Commerce
- Ian Francis, Chair, Warwickshire Police Authority
- Kim Thorneywork, Chief Executive, Coventry and Warwickshire Learning & Skills Council
- Bryan Stoten, Chair, Warwickshire Primary Care Trust
- Councillor Vaughan Owen, Warwickshire and West Midlands Association of Local Councils (WALC)

30. A Sustainable Community Strategy was agreed by partners during 2009, which has a vision based on three broad themes of People, Places and Prosperity. There are 6 theme groups (often referred to as "blocks") operating in Warwickshire for:
- Children and young people
 - Safer communities
 - Stronger communities
 - Healthier communities and older people
 - Economic development and enterprise
 - Climate change and environment
31. The One Place public sector inspectorate report in December 2009 reported a "red flag" for Warwickshire, stating that an area of action is "ensuring all organisations improve the success and well-being of the people of Warwickshire".

What's working well?

- Good partnership working “despite the system”
- Strong themes e.g., economic development, community safety
- Partnership working with the Police delivers good outcomes
- Many examples of good partnership working involving health, including Putting People First, Prevention Strategy and Supporting People
- Community Forums seen as very positive
- Work of the Observatory is highly regarded
- Good partnership working at sub regional level

32. There is strong evidence that partnership working does take place at an operational level and there are a number of examples which support this, including the ten Warwickshire Direct one stop shops and one kiosk operating around across the area, which reflect combined service delivery.
33. Within the partnership arrangement there are clearly identifiable themes that individual organisations are able to identify with and work together with others, for example in the community safety, and health and older people theme blocks.
34. Consistently through the review the police were identified as a strong partner, constructive and easy to work with and recognised as delivering visible results, which are recognised by the public.
35. Health working is regarded as improving by many stakeholders, including the visible efforts that health partners have made to work with others over the last 12 months. This is noticed at project level and is welcomed.
36. The development of local community forums is widely regarded as a positive way to communicate and engage with the public, and demonstrates that public services can work together for the benefit of local people. At the forums we witnessed there was a good turnout of both members of the public and organisational representatives, and the opportunity to engage was welcomed by local residents.
37. The work of the Warwickshire Observatory in providing independent data and analysis of demographic and performance information is well regarded, and its work appears to be used by all partners to aid evidence-based decision making.
38. At sub regional level with Solihull and Coventry councils, partnership working is developing and improving, with all Warwickshire's public agencies.

Delivering improved outcomes

Strengths

- Outcomes are being achieved e.g., one stop shops, domestic violence, local forums, Camp Hill Centre, Family Intervention Service
- At operational level people are working hard and delivering

Areas for consideration

- Clarify and agree the purpose of PSB
- Operate at a more strategic level
- Focus on the big issues
- Improve relationships – personal and organisational
- Streamline working and eliminate duplication
- Harness local community strategies
- Overcome silo working – within organisations and within blocks
- Ensure improved outcomes – deliver
- Focus on working together to make a difference
- Focus on outcomes rather than processes

39. Good outcomes are being delivered across Warwickshire as a result of partnership working. For example:

- Crime statistics show improvement in road safety and drug treatment targets.
- Collaboration in Stratford between the district council, the Youth Service and the Police on an inter-generational project has reduced the number of recorded anti-social behaviour issues by 25%.
- Pride in Camp Hill is a regeneration project in Nuneaton to transform the area and make it a better place to live.
- Town centre working in Leamington Spa
- Single points of access (one stop shops) across Warwickshire
- Increased joint scrutiny work.

40. On a day to day basis there is significant officer commitment and hard work which is contributing to outcomes, e.g., there are local authority representatives on all PCT and WCC initiative groups, around 36 in total.

41. The overall message from officers across the organisations is that good partnership working takes place despite the system and structures in place, and that achievements are made because at individual and collective levels people have worked out ways of bypassing formalities, including PSB, in order to get things done. One partner described its work as largely being undertaken through a series of bi-lateral

arrangements with other partners, rather than through the PSB, which in turn results in a patchy service being delivered to service users. Accordingly the reputation of the partnership as a whole is not regarded as good by those delivering and managing services.

42. Despite outcomes being achieved at local level, it is difficult see which of these are directly attributable to partnership working through PSB, and which would have happened anyway through existing local agreements and arrangements. Throughout the course of the review participants struggled to identify the purpose of PSB, to the extent that it does not appear to be favourably regarded by either those individuals on it, nor more broadly by those involved in supporting it, with a number of people describing it as “a talking shop”. This is reflected in concerns about its added value to service delivery, the pace of decision making and an absence of quick wins that would allow participants and their organisations to identify some added value of their participation and involvement.
43. A greater focus is needed on the significant issues affecting the area that will only be achieved through cross sector working. This means that rather than trying to achieve a whole range of issues at once, efforts instead should be concentrated on tackling two to three priority areas each year.
44. Although there is evidence of some good personal relationships, there is considerable room for improvement. At some levels, particularly between membership of PSB, relationships are undeveloped and in need of attention, as although agreement and decisions appear to be made at meetings, this is not always followed through with action. Addressing this will be vital if trust and mutual understanding is to develop.
45. Not enough activity is ongoing to deliver the Narrowing the Gaps activity, specifically tackling issues of deprivation and inequality. Some partners express frustration feeling that there are promises but no action and there are concerns that there is no universal sign up to the principles in this headline objective, which will put delivery and achievement at risk.
46. The PSB improvement plan does not appear to be owned by participants, nor is regarded as a priority by them, and it is not being used to drive improved performance on outcomes. There is wide acknowledgement of slippage against the improvement plan and a failure to follow through on targets.
47. Silo working is evident at a number of levels, partnership working is needed within organisations as well as externally with others. People fall back on their own targets and silo working.
48. Projects on tackling the recession are felt by some partners as not monitored properly and therefore the outcomes were not captured or shared effectively. Although there are some groupings set up across the PSB on the recession and there are some initiatives in place e.g., the Say it Loud Forum on inward investments, and work on apprenticeships, the overall feeling is that “we could do a lot more”

Political and managerial leadership

Strengths

- CAA report broadly accepted
- PSB Chair committed to deliver services to local people
- Advisory Forum and Blocks are more energised
- New officer appointments in health have led to improvement
- Third sector are engaged and feel valued

Areas for consideration

PSB is dysfunctional. It needs to provide:

- An agreed vision for Warwickshire
- Strategic leadership
- A clear focus on outcomes
- Political commitment
- Changed attitudes and behaviours
- Increased pace

PSB lacks visibility and a positive profile. Must:

- Communicate better
- Ensure feedback to and from each organisation

PSB needs to build better relationships to move on:

- Some baggage and behaviour issues
- Tensions between county and districts, and between health and other partners
- People blame the 2 tier structure

49. The acceptance of the CAA red flag appears to be fairly widespread, although there are concerns that this acceptance is not universal and that some individuals need to move on from focussing on the wording of the report and make progress on addressing the issues it raised. We heard some people comment that they thought the assessment could have been harder about performance and impact of public sector working overall, and that the red flag is significant to partnership working at a broader level than health.

50. The role and leadership of the Chair of PSB in encouraging progress and decision making is welcomed and widely recognised by partners.

51. There is increased visibility of health partners and an overall feeling that they are becoming more engaged and active in joint working, for example on disability and mental health issues. The new appointments of PCT Chief Executive and the Joint Director of Public Health are recognised as instrumental in this improvement.
52. The PSB Advisory Forum and working in the blocks are more energised than the PSB. Some of this is due to attempts to make the Advisory Forum meetings engaging and interesting for participants, and observers suggest that they recognise commitment and enthusiasm at Forum meetings. Some however felt that the label "blocks" was unhelpful symbolism.
53. One observer suggested that the PSB meetings and participants need to "lighten up" in order to make the meetings more interesting and worth attending. Another observer suggested that it didn't matter whether or not they attended the Board meetings, as nothing seemed to change as a result of their presence or absence; others speak of PSB members' non attendance and apathy.
54. The third sector is engaged with the overall agenda and partners recognise good representation on behalf of the sector. However capacity can be an issue, and overall the sector needs to be valued more by the partnership, and ensuring better feedback to lower levels in voluntary sector is an issue for ongoing improvement.
55. Although there is an overall community strategy in place for the county, agreed during 2009, the degree of buy in to this appears to be limited, and most people appear to identify more with the district community strategies than the high level overarching vision. Some of this may be due to participants feeling that the vision is top-down and has been imposed from above, others state there is a lack of clarity about what the vision is for Warwickshire. A number of participants question the political buy-in to the principle of PSB and what it is intended to achieve. Others recognise that there is a vision in place and that on an individual basis people say the right things, but it is hard to see tangible results following from this, and there is frustration that the pace of achievement is too slow and that an area for improvement would be agreements between partners to speed up activity
56. The focus of activity at PSB level is characterised by a focus on short instead of long term objectives. There is a lack of leadership from PSB about driving the vision, as it is clear that people operating within the blocks and themes expect but do not yet receive, clear instruction and commitment from PSB in order to make things happen. At operational level commentators observe there are clear divisions between district council priorities and county wide priorities, and feel that this is because everyone has not pulled together to deliver at PSB level, which results in a lack of a county wide perspective that is hampering progress.
57. There is also a need to better understand the interconnectivity of issues across the public agencies, e.g., linkages between alcohol, domestic violence and educational attainment although there are some good links at operational levels.
58. Whilst there is a positive attitude overall to partnership working there are mixed levels of commitment and understanding. Better communication is needed throughout to encourage more dialogue and closer working together. This includes developing a strategic coordinating mechanism which would enable feedback to and from each organisation, led by the appropriate chief officers. In order to make this work it will require sustained and continued effort from all participants.
59. The predisposition between key players appears to be not to trust each other and there is often a feeling of hidden agendas, and relationships overall are mixed. Some

partners feel they work very well with others, in contrast to other descriptions of divisive relationships and political point scoring at PSB level. Historically some relationships have been perceived to be quite tense and a future challenge will be to get people to feel engaged in all the issues affecting Warwickshire, over and above what happens in each individual district.

60. Although district LSPs appear to be the main areas of activity, there are also concerns that they appear to be operating at different speeds and do not always follow through with initiatives, for example in ensuring equality impact assessments take place across relevant projects. Better communication is needed at all levels, especially between WCC and the districts, sometimes the relationship is described as paternalistic.
61. Perhaps inevitably executive members are perceived to place greater priority on their own issues and responsibilities rather than focusing on the sustainable community strategy priorities, and personal relationships and trust are felt to be better developed at LSP level. The degree of this concentration on district issues appears to vary between the districts although there are views that at least one district has taken a stance of "home rule" rather than genuine participation at strategic level. This means that some opportunities are being missed, for example in a collective view about how to address the recession. There are significant issues facing Warwickshire that will only be tackled through partnership working both within the county boundary and more broadly at sub regional level, e.g., some crime is committed by offenders who live outside of Warwickshire but travel across the border from Coventry and Solihull.
62. Political acceptance is needed about the need to address some of the big challenges facing the area and for people to start to work together to understand and lead on these challenges. Elected members should play a strong role in the work of all partnership bodies such as the PSB and LSP's, to build a better reputation for partnership working as a whole.

Community engagement and communication

Strengths

- Community forums are a good vehicle for encouraging partnership working at local level
- Strong police neighbourhood focus and accountability
- Good examples of joined up services in certain locations e.g., co-location at Rugby

Areas for consideration

- Third sector need consistent engagement and communication to maximise their contribution to the partnership
- Engage the wider health partners e.g., hospitals, GP's
- External communication and engagement to cover hard to reach groups
- Promote success and good news

63. There are 30 community forums established across the county and they are widely acknowledged to be working well at operational level, often providing a good focus for problem solving, as well as more broadly engaging with local residents. Some observers feel that better use can be made of the existing forums to gain information of local need and issues.

64. There is a strong core of county, district and police officers working at local level. In particular the police are well regarded, described by one stakeholder as "tremendous" to work with, and some of this is due to the level of empowerment devolved to officers at local level

65. Officers like the partnership website and there are genuine efforts to make information accessible, for example, the Children's and Young Persons' Plan has an electronic version which is open to the public, who can track progress.

66. There is demand for greater input from health partners as many stakeholders recognise that they cannot deliver individual or collective objectives without them. However, there has been over reliance on the PCT to provide the main health input into the partnership. The responsibility to engage on health matters falls more widely than simply with the PCT and further consideration should be given to involving other health partners, such as GP's, mental health and hospital and ambulance trusts.

67. PCT absence at strategic level can cause frustration of other partners, although there is recognition of good engagement at LSP level for projects. Greater visibility from the broader health partners at community forum level would add value to the meetings and reduce over reliance on one's partner's capacity to provide all the health input into projects.

68. There is good working between staff across partner organisations on community and voluntary sector development, for example there are moves towards a standard grant application form to be used by all partners in Warwickshire. However earlier engagement with the third sector is needed, particularly notification of issues and events so that they can mobilise.

69. The external profile of the PSB and what it has achieved is low. There is recognition that engagement with hard to reach groups needs to be improved and then information collectively shared in order to influence service delivery. Communications across the partnership lacks coherence. Better sharing of information relating to different services delivered between partners is needed, and this applies to information about issues as well as success stories and achievements.

Governance and risk management

Areas for consideration

- PSB partnership agenda management
- Too much focus on process and not enough on outcomes
- Dislocation between PSB priorities and LSP's
- PSB used for information sharing, not driving a shared agenda
- Too many groups and partnerships
- No follow up actions from PSB
- Wrong people on PSB

70. The agenda management aspects of PSB need further attention, as participants describe current arrangements as often having late agenda papers, and little or no apparent briefing for board participants. Not everyone seems to be aware of the process for submitting papers to the Board and there are also concerns that reports are tabled at meetings or submitted at short notice, resulting in reduced opportunities for internal discussions and officer input. In turn this is a contributory factor to the lack of debate about key issues or about general agreement which is not then acted upon. This affects the willingness and confidence of Board members to make decisions.
71. PSB agendas and meetings are described as "dull", and there is a lack of enthusiasm overall about attendance. Some participants suggest the agendas are too heavily influenced by county council officers. PSB meetings are widely seen as an opportunity to share information between partners rather than acting as a strategic key decision making body. The meetings are not regarded as a good experience for junior officers to make presentations to, or attend.
72. Some participants have concerns that PSB meetings concentrate too much on operational detail and not enough attention or efforts are made about achieving high level cross cutting working. This is reflected for example in lengthy and wordy reports submitted for either decision or information, but also in the perception of officers who feel that PSB should take more time to debate issues and be prepared to challenge each other. There is widespread frustration that no one follows through with decisions, and there appears to be an expectation that partners will go away and deal with issues, but "nothing seems to happen."
73. There is some anxiety about the implementation of the governance review and that there is over reliance on depending on this to bring about significant change in how people work together, rather than focussing on improving leadership and changing behaviours, described by one commentator as "we need strong leadership, not tinkering with governance or structures". There are also concerns from those involved at thematic level, particularly from those involved in climate change that have concerns that the subject matter of the block has not been understood. The profile of climate change and environmental issues appears to be low relative to some of the other themes, and this is recognised by others outside of the block. There are concerns from those within the blocks that these issues will be lost if the move from 6 to 4 themes is implemented as part of the governance review.

74. There are also broader concerns about the filtering out of information and impact of issues and proposals, due to the multi layered approach of the decision making structures.
75. Linkages do not appear to be explored or exploited between the county wide Sustainable Community strategy and the district local strategic partnerships and local working, resulting in little apparent connection between these layers described as “a disconnected hierarchy”. This means that there are a whole range of views on priorities and no community inputs into the SCS. No linkages are apparent between the local LSPs and the PSB, and if linkages are made, they do not appear to be transparent or widely known about.
76. The overall approach to decision making at PSB is described by participants in deflated terms, as despite building agreement through working in the blocks, PSB is very process orientated and there is no debate or challenge on the issues involved. The lack of trust between partners at headline level results in a limited amount of challenge except of the county council’s performance.
77. That there is too much focus on process is a concern widely voiced by partners who describe processes as long winded. The volume and range of groups and partnerships is another impediment to progress which results in too much time and effort spent in servicing meetings and structures. There are too many partnership meetings to the extent that some participants feel that groups are created for their own sake and this results in duplication of debate and the officer time, as well as an opportunity cost of attending these meetings. Simplification of process would enable more time to be spent in delivering outcomes for local people.
78. Greater input of Board members and their chief officers is needed in planning the meeting agendas, in order to enable them to develop ownership of the business of the meetings, and to take some responsibility for the introduction of follow up actions, so that progress can be monitored.
79. Consideration should be given to whether the right people are on the Board, i.e., those empowered and able to make decisions at the meetings, and whether it is clear to those involved what the role of PSB is actually for. “It needs to be leaner, smarter and not just about money”. Others share concerns about the overly cautious approach and that board members want to take things away for discussion rather than make decisions.

Financial and resource capacity

Strengths

- The work of the Observatory is valued by partners

Areas for consideration

- All partners need to understand their responsibilities to contribute to the effectiveness of the partnership, whether in money or resources
 - Partners should be transparent about their financial challenges to encourage mutual understanding of individual pressures
80. The Observatory facility is widely used, and highly regarded as providing quality information. There are other good examples of the pooling of resources, e.g., joint funded posts on drug and alcohol action, shared data analysts, partnership funded PCOS posts and payroll services.
81. The partnership should consider the introduction of regular discussions about finances and resources into partnership working, particularly where there is not any new money being made available. Although there appears to be commitment for partners to work together, this is not reflected in a widespread pooling of resources. This is important if agreed priorities are to be delivered, as there are some concerns from participants that the PSB funds projects that are not agreed priorities.
82. In the current and future financial climate funding discussions are likely to be more difficult and will need to focus on bending existing mainstream budgets in order to support collective delivery. This could mean people working differently, or sharing of resources, such as facilities in a more imaginative and open way. Effective partnership working is not just about shifting money – it requires different attitudes and behaviours.
83. More dialogue about the individual pressures and drivers facing each partner organisation is needed, so that there is more understanding between partners. Some partners face more financial difficulties than others, and this in turn limits capacity to engage or deliver. Added to this are different expectations of central government departments about the performance of each individual partner, and some partners are subject to micro management. This results in some partners feeling that their pressures are not understood, and others feeling that they are not prepared to participate or contribute to partnership working, or that there is an aggressive stance being taken over funding.
84. LPSA reward grant monies of £10m were allocated to the PSB but some partners question the outcomes achieved with this funding. The distribution of LPSA funding to the LSP's on a broadly equal basis (although a higher allocation was made to Nuneaton and Bedworth), has also raised concerns about whether this is a mature enough approach to address local needs, because deprivation is not evenly distributed across the whole Warwickshire area. Achievement through the Narrowing the Gaps programme will require moving away from an "equitable" resource allocation to a needs-based approach. The police have moved resources around to target disadvantaged areas and this approach could be more widely explored at strategic level.
85. A fundamental issue is to clarify what partnership working means as it appears to be subject to a wide degree of variation across Warwickshire. At its best it is reflected in

service delivery recognised by local people, for example the way that public services worked together during the heavy winter snowfall is regarded as excellent. At its worst it is reflected in resistance to change, slow delivery and difficult relationships. The need for progress is widely recognised and will be heavily dependent on changed attitudes and behaviours, aptly described by one chief executive as the “need to increase the willingness of all partners (my own councillors included) to redirect resources to deliver cross cutting aims”.

Contact details

For more information about the public sector peer review of Warwickshire, please contact Judith Hurcombe, the IDeA's peer review manager:

Judith Hurcombe
Senior Improvement Manager
Judith.hurcombe@idea.gov.uk
07789373624

For more information on peer reviews or the work of the Improvement and Development Agency, please see our website www.idea.gov.uk or telephone 020 7296 6600.

If you would like to receive this report in large print, Braille or another format, please e-mail matthew.vincent@idea.gov.uk.

AGENDA MANAGEMENT SHEET

Name of Committee Overview & Scrutiny Board
Date of Committee 2nd June 2010
Report Title LAA Quarter 4 Performance Report 09/10

Summary This report presents an analysis of the LAA performance as at Quarter 4 for 09/10.

For further information please contact: Simon Robson Head of Partnerships Tel: 01926 412942 simonrobson@warwickshire.gov.uk
Bill Basra Delivery Manager Tel: 01926 412127 billbasra@warwickshire.gov.uk

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

Background papers

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s) Cllr Heather Timms, Cllr Bob Stevens
- Other Elected Members
- Cabinet Member
- Chief Executive
- Legal Sarah Duxbury
- Finance Virginia Rennie
- Other Chief Officers Monica Fogarty, Simon Robson
- District Councils
- Health Authority
- Police

Other Bodies/Individuals

Michelle McHugh, LAA Block Leads, PSB Members

FINAL DECISION

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

Public Service Board

Agenda No

Overview & Scrutiny Board – 2nd June 2010

Quarter 4 – Local Area Agreement Performance Report 2009/10

Report of the Assistant Chief Executive

Recommendation

The Board is recommended to: -

- Consider the overall performance for the LAA for Quarter 4
- Consider actions to address areas for improvement
- Identify any issues for further consideration by the Overview and Scrutiny Board.

1.0 Background

- 1.1 The purpose of this report is to inform the Board of the LAA Quarter 4 end of year Performance position. The LAA performance process has been aligned to the Warwickshire County Council performance management framework. The performance analysis is now focussed on exception reporting i.e. where indicators are failing or exceeding by over 10% plus a robust Improvement Plan (see Appendix 1: Exception Report)
- 1.2 Performance data is submitted from each LAA Block on a quarterly basis. Areas highlighted in this report are areas where performance falls below target (with improvement activities to address the under performance) and areas of over-performance.
- 1.3 In quarter 2, as the LAA was mid point in its cycle, as a 'one off' task all blocks were asked (in addition to quarter 2 forecast) to provide forecasts for the end of project period. Forecasts were submitted for 72% of LAA indicators, some performance leads were unwilling/unable to provide forecasts against indicators, mainly the Mandatory Education Indicators, where the 2008/2009 data was still awaiting validation, and indicators such as NI30 'Re-offending rate on prolific offenders' where the baseline and targets are revised annually. Of these forecasts nearly 80% of indicators are set to hit target, 11% to miss target with the remaining 9% to exceed target. In terms of the reward grant calculation, as at the current forecast allocation this would equate to £2,600,000 i.e. 76% of the total grant value of £3,400,000. This calculation is based on the worse case scenario at it assumes that the failing indicators have achieved 0% of their target. A 60% average needs to be achieved across the board for the grant to be awarded.
- 1.4 The indicators forecast to fall below target are in the Children & Young People Block (3)-Obesity, Teenage Conceptions, NEETS, Economic Development & Enterprise Block (2)-benefits and Safer Communities Block (1)-anti social behaviour. Whilst some of these issues are due to data

measurement/perception there are also national issues and trends that are likely to impact locally resulting in falling short of targets. The Childrens' Trust has indicated that even though these indicators below target they are still above the national average. Blocks have identified detailed remedial actions to address these underperforming indicators and will be reporting on progress quarterly.





1.5 Following the last Board meeting in March, where confusion was expressed over the performance of NI 191 Residual Household Waste per Household, a briefing paper has been produced and circulated prior to this meeting.

2.0 Overall Performance Summary for Quarter 4

2.1 At the end of year 2 of the LAA the position as outlined in the table below is thus:

- 29% of indicators are forecast to fall below target
- 37% of indicators are forecast to meet target
- 11% of indicators are forecast to exceed target within 10%.
- 23% of indicators are forecast to exceed target by more than 10%.

Table 1: LAA Summary Analysis for Quarter 4

Quarter 4 Analysis						
LAA Block	Total number of indicators	Total reported for Qtr 4	Fall below target 	Met Target 	Exceeded target (within 10%) 	Exceeded target (more than 10%) 
CYP	22	20	4 20%	13 65%	1 5%	2 10%
HCOP	16	15	3 20%	7 47%	2 13%	3 20%
CCE	9	8	2 25%	1 12.5%	-	5 62.5%
EDE	13	13	4 31%	5 39%	2 15%	2 15%
Safer	9	9	3 34%	-	3 33%	3 33%
Stronger	5	5	4 80%	-	-	1 20%
Total	74	70	20 29%	26 37%	8 11%	16 23%

- 2.2 The variation between quarter 2, 3 and 4 forecasts can be seen in the table below. The number of indicators that are forecast to under-perform or over-perform has increased since Quarter 2.

Table 2: Trend information on q2, q3 and q4 forecasts

Quarter	% indicators under performing	% indicators over performing
Q2	14.3% (6)	14.3% (6)
Q3	24% (15)	19% (12)
Q4	29% (20)	23% (16)

- 2.3 Given that this is the final year we will work to address decline.

3.0 Performance by Exception – Summary of Overall Performance

- 3.1 The indicators forecast to fall below target are shown below;

- a) Bucking a national trend
 - % Working age people on out of work benefits - Priority Wards
 - % Working age people on out of work benefits - Warwickshire (%)
 - VAT registration rate - Nuneaton & Bedworth (rate per 10,000)
 - Increase the consumption of fruit & vegetables to at least 5 a day
 - % Increase in 5 week physical activity
 - Adult Participation in Sport (%)
 - 16 to 18 year olds who are not in education, training or employment - 'NEET'
 - Under 18 Conception Rate
 - Reduction in CO2 emissions within the Local Authority Area

- b) Perception based indicators
 - The extent to which older people feel they receive the support they need to live independently
 - Dealing with local concerns about anti-social behaviour and crime by the local council and police
 - % of people who believe people from different backgrounds get on well together in their local area
 - % of people who feel they can influence decisions in their locality
 - Participation in Regular volunteering (%)
 - Young people's participation in positive activities

- c) Remaining category
 - 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
 - Serious violent crime rate - to include Domestic Violence (Number of offences)
 - Serious violent crime rate, including Domestic Violence (per 1,000)
 - Emotional health of children
 - Improved street and environmental cleanliness – Graffiti

3.2 The indicators forecast to exceed target by more than 10% are;

Economic Development & Enterprise Block (2)

- % 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
- % Working age population qualified to at least Level 4 or higher - Gap between Warwickshire and the South East

Healthier Communities & Older People Block (3)

- All age all cause mortality - Disparity within deprivation quintiles of Warwickshire
- Carers receiving needs assessment or review and a specific carer's service or advice and information
- Vulnerable people achieving independent living - Supporting People

Safer Communities Block (3)

- People killed or seriously injured in road traffic accidents - Number of casualties
- Re-offending rate of prolific and priority offenders
- People killed or seriously injured in road traffic accidents (percentage change on 3 year rolling average)

Stronger Communities Block (1)

- Number of affordable homes delivered - gross

Children & Young People Block (2)

- Children who have experienced bullying
- First time entrants to the Youth Justice System aged 10-17

Climate Change & Environment Block (5)

- Residual Household Waste per Household (Kg)
- Improved street and environmental cleanliness – Litter
- Improved street and environmental cleanliness – Detritus
- Improved street and environmental cleanliness - Fly Posting
- Improved Local Biodiversity - Active Management of Local Sites

3.3 The Improvement Plan in Appendix 2 holds the detail on both over and underperformance, including remedial action and examples of good practice where appropriate.

4.0 Ongoing Improvement and Next Steps

4.1 As mentioned this report outlines performance at the end of Year 2 of the LAA. The LAA is a three year agreement and current targets will conclude at the end of March 2011. The County Partnerships team will continue to work with Block Leaders to improve the trajectory and trend of LAA indicators as the agreement enters its final year.

4.2 The failure to hit all LAA targets has often been as a result of national trends that the partnership is seeking to mitigate (economic downturn, child health,

teenage pregnancy) as well as a process that has seen target setting within a rigid set of guidelines that does not reflect local circumstances or need. The lessons learnt will be applied during the development of the 2nd LAA (2011-14). More importantly the presence of an agreed Sustainable Community Strategy (SCS) for Warwickshire will ensure that the next LAA is guided by an outcomes based approach.

- 4.3 To reinforce improvement three Delivery Planning events have been held in May 2010 which seek to articulate the key activities that will underpin the delivery of the Warwickshire SCS. The product of that exercise will be a SCS/LAA Delivery document which, if Members agree, could be submitted to the next meeting of the Board and could inform the future work plan of the Board.

5.0. Recommendations










The Board is recommended to: -

- Consider the overall performance for LAA indicators for Quarter 3
- Consider actions to address areas for improvement
- Identify any issues for further consideration by the Overview and Scrutiny Board.

Monica Fogarty
Assistant Chief Executive
May 2010











Complete Improvement Plan										
Ref	Indicators that the improvement activity relates to	Status (Q1)	Status (Q2)	Status (Q3)	Status (Q4)	Context	Improvement Activity	Progress to date against improvement activity	Completion Date	Activity Owner
LAA Block: Children and Young People										
Q4-09-013	NI50 - Emotional Health of children					The indicator aims to identify the percentage of children and young people with 'good relationships' based upon analysis of four questions in the TellUs Survey. In Warwickshire, 60.8% of children have good relationships with family and friends. This is the highest percentage in the West Midlands and across statistical neighbours. Indeed, it is the fifth highest percentage in England. This reflects the impact of commissioned activity such as the targeted mental health in schools project, counselling in schools, and many other activities that aim to support and develop the emotional health of children and young people. Please note that the target for NI50 was set externally, based survey results from other local authorities. The engagement of Warwickshire schools in this year's Tell Us Survey should provide us with a more realistic stretching target for 2010/11.	Targetted Mental Health is being piloted in three school clusters. It is hoped that, finance permitting, this is a model of service that will be rolled out across the county in the next couple of years. Mental Health Training - Everybodys Business is being delivered across the county to heighten awareness, signs and symptoms of mental health difficulties. The CAMHS Strategy Group will need to consider what partnership action will need to be undertaken to improve the emotional well being of children across Warwickshire and what partners need to be engaged in this target.		not set	Harker, Kate
Q4-09-014	NI69 - Percentage of children who have experienced bullying					Performance on this indicator is measured by results taken from the national TellUS survey. However direct comparisons between TellUs4 (2009) and Tellus 3 (2008) are not possible due to changes in the questions and weighting method. The data obtained in 2009 is to be used as a baseline for future performance.	New targets to be agreed based on data from 2009.		not set	Evans, Rachel
Q4-09-016	NI117 - 16 to 18 year olds who are not in education, training or employment - 'NEET' (%)					The Warwickshire NEET figure is under-performing at 5.6% because of the effect of the current economic recession. The lack of job opportunities for young people at aged 16 and 17 years has affected certain areas of the County disproportionately with North Warwickshire, Nuneaton, Bedworth and Rugby having a higher than average figure.	There are a number of improvement strategies and activities planned in order to reduce this figure which include working on a Total Place Strategy with Coventry and Solihull Local Authorities, Identifying potential NEETs from Year 9 in school, Implementing the September Guarantee of Learning for every young person in Year 11/12, developing additional provision with ESF money, ensuring that all people know about the new Learning Guarantee and working more closely with the Job Centre to share information and provide support to find a suitable progression opportunity.		not set	Czudej, Helen









Q1-09-003	NI112 - Under 18 Conception Rate (%)					There is a difficulty with data at present. The only available data (nationally) is two years out of date. This makes it difficult to assess if our targeted interventions are working. We have discussed this with the Director of Public Health who assures us that he will do everything he can to ensure we have up to date information from the PCT. This will allow more accurate and informed milestones to be introduced.	Work continues to address the under-18 conception rate using the key factors identified to reduce teenage pregnancy (Dept of Health). Increase in data sharing and intelligence is helping to identify hot-spot areas in a more timely fashion, involvement of young people is enabling more innovative approaches to improving services and enhancing education, training continues to develop and roll out across the county, reaching out further a field to the voluntary sector, safer schools partnerships and leisure facilities. An evidence base has been developed in Warwickshire but all innovative work requires funding and resources are a barrier to reaching targets and ultimately supporting individuals. We are also training all Youth staff and others to be able to deliver the strategies directly. This will enhance the capacity in the system. Many Children's Trust area teams have made this a local priority for action.	New workplan has been agreed and awaiting further update from the Children's Trust Officer Group regarding funding to support work required in Warwick. LPSA2 bid rejected due to other priorities requiring funding. New work plan to focus on PSHE/RSE, Work force development and emotional health and well-being of young parents - all work is evidence-based and performance managed.	30/06/2010	Danahay, Amy
Q2-09-027	NI 111 - First Time Entrants to the Youth Justice System					Nationally, many Youth Offending Services have experienced a reduction in the number of FTEs due to changes in policing practice and preventative initiatives. Monthly data received from the police provides a robust mechanism for reporting against this measure. Following changes in practice and the introduction of new initiatives, a significant reduction in FTEs was evident, however, trend data suggests that this is now beginning to plateau.	Warwickshire will ensure that accurate data is available against which to measure performance, following the introduction of new initiatives.	Warwickshire continues to make good progress in this area, however this is to be expected given the experience of other local authorities and evidence suggests that this is beginning to plateau.	not set	Johnson, Diane
LAA Block: Climate Change and Environment										
Q4-09-042	Li186 - Per capita reduction in CO2 emissions within the Local Authority Area - Figure in Tonnes	Not reported	Not reported	Not reported		Target = 7.55 tonnes per capita This indicator is under-performing	A replacement scheme for the Switch If Off Campaign is being devised for 2010 - "SWAT" - 'Save Warwickshire a Tonne'. There will be challenges to householders, community groups, schools and businesses to save carbon. Training is being organised for two members of staff from each Authority to help further carbon reduction activities into the day to day running of the authority, and ensure all are up to date with current requirements. A revised bid for an areal thermal survey is being submitted to the Public Service Board – to help inform and help target future activities.	This performance indicator is reported annually - and concern remains that there is likelihood that this indicator may not be achieved.	31/03/2011	Chapman, Paul
Q4-09-043	NI195c: improved street and environmental cleanliness (graffiti)	Not reported	Not reported	Not reported		Target is 1.00%. This indicator is under-performing	Graffiti – NBBC and WDC achieved relatively poor annual results in respect of this indicator of 9%, however both Authorities have recently implemented new graffiti removal regimes which are starting to show signs of improvement.		not set	Smith, Andy

Q4-09-044	NI195a: improved street and environmental cleanliness (litter), NI195b : improved street and environmental cleanliness (detritus) and NI195d: improved street and environmental cleanliness (fly posting)	Not reported	Not reported	Not reported		Targets are 9.00% ; 14.00% ; 1.00% ; 2.00% respectively. These indicators are all successfully beating their targets.		Litter - Overall all Warwickshire Authorities are performing well in respect of the litter indicator. RBC has the best Countywide result with only a 3% failure rate over the year, SDC are on 4% with NBBC, NWBC and WDC achieving a 6% annual result. Detritus - WDC achieved the best countywide result with a 5% failure rate. SDC & NWBC achieved 10%, RBC 12% and NBBC achieving 13%. Fly-Posting - Results continue to show that Warwickshire as a County does not suffer significantly with Fly-Posting, NBBC, SDC & WDC only showing a 1% result with NWBC and RBC returning an annual result of 0%.	not set	Smith, Andy
Q3-09-026	NI 191 - Residual Household Waste / Household (kg)					Actual 600 vs Target 702 (LAA)	No corrective actions are planned to address this "over performance"	The forecast year end result of 600kg / 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 4.9%.	not set	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. Actual 31% vs Target 26%	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. By having NI197-Biodiversity in the LAA we (the Local Sites Partnership) have been able to unlock or negotiate a significant amount of funding into the county (and sub-region) and implemented / actioned many objectives in the WCC Biodiversity Strategy.	not set	Lowe, David

LAA Block: Economic Development and Enterprise										
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% Actual 10.17% vs 8.3%	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.	31/03/2010	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. Actual 76.74% vs Target 78.5%	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 76.74% (Jan - Dec 2008) vs a year end target of 78.5%	31/03/2010	Hill, Dave
Q3-09-023	LI 171a - VAT registration rate - Nuneaton & Bedworth (rate per 10,000 head of population)					Actual 85.5% vs Target 90%		The actual of 85.5 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	Scouller, John
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. Actual 4.60% vs target 7%	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	Hill, Dave
Q2-09-011	Li165a - Level 4 qualifications - Gap between Warwickshire and the South East region					Target 1.0%; latest YE figure -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. Actual -0.6% vs Target 1.0%	No corrective actions are planned to address this "over performance"	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.	not set	Hill, Dave

LAA Block: Healthier Communities and Older People										
Q4-09-026	LI400 - % people consuming at least 5 portions of fruit and vegetables a day			Not reported		These indicators are managed through the Health Inequalities Delivery Network and this year were measured by WCC's Partnership Survey	The newly appointed Joint Lead Commissioner for Health Inequalities is revising the Health Inequalities Strategy. This will include developing actions to support the performance improvement of these two indicators	The refreshed health inequalities strategy will reflect the priorities identified in the recently published Marmot report and recommendations from the Health Inequalities National Support Team	not set	Linnane, John
Q4-09-027	LI401 - % people undertaking 5 or more episodes of moderate physical activity (30 minutes or more) per week		Not reported	Not reported		These indicators are managed through the Health Inequalities Delivery Network and this year were measured by WCC's Partnership Survey	The newly appointed Joint Lead Commissioner for Health Inequalities is revising the Health Inequalities Strategy. This will include developing actions to support the performance improvement of these two indicators	The refreshed health inequalities strategy will reflect the priorities identified in the recently published Marmot report and recommendations from the Health Inequalities National Support Team	not set	Linnane, John
Q4-09-030	NI139 - % who think that older people in their local area get the help and support they need to continue to live at home for as long as possible		Not reported			This information was collected through the 2009 WCC Partnership Survey. While performance is low in this indicator the benchmarking comparison puts WCC in the upper middle quartile against all other England authorities, but lower middle compared to all Shire Counties and our comparator group	This is a perception measure. A publicity campaign is being developed with corporate communications to improve public perception before this information is collected by the Place survey in 2010		not set	Sharp, Andrew
Q3-09-011	NI141 - Vulnerable people achieving independent living - Supporting People (%)					This is an LAA indicator, targets were agreed with Government Office West Midlands. The past 12 months has seen an increase in performance by providers as a result of more effective contract monitoring and improved data quality	Reasons for increased performance are being investigated by analysing the performance of specific providers. A report on the over-performance will be considered by DLT Performance Board on 26th February	A report was presented to DLT Performance Board on the over performance of this indicator. As a result new local targets have been set to reflect the improved performance	31/03/2011	Norwood, Rachel
Q2-09-016	NI 135 - Carers receiving a service or specific information and advice and an assessment or review					This indicator measures the number of carers receiving a service or information and advice as a percentage of the number of customers we are giving a service to. In the last year we have increased the number of carers receiving a service and information and advice, in addition a policy change on what services would be counted resulted in the numbers of customers receiving a service reducing which had the effect of increasing the percentage of carers receiving a service.	Carers strategy has been agreed with robust implementation plans to address current gaps in carers services	The over performance of this indicator was discussed at Overview and Scrutiny where it was agreed that the target would not be changed and carers services are a priority so resources would not be reduced	31/03/2010	Betts, Graeme

LAA Block: Safer Communities										
Q1-09-011	NI015 - Serious violent crime rate, including Domestic Violence (per 1,000); Li015a - Serious violent crime rate - to include Domestic Violence (Number of offences)					Target has been missed by 0.05%	Continue to implement high harm causer processes across county; Implement intensive family interventions, "the rugby initiative" to tackle High Harm Causers, emerging and potential criminals and work with challenging families. Carry out summer nights campaigning in Rugby Q3 update: Work is underway to learn from successful Warwick District initiatives A range of interventions are underway to address most serious violence in Nuneaton and Bedworth including: • The provision of £30,000 to address alcohol related violence (to be spent by the end of March 2010). • Enhanced Policing continues in the town centre and surrounding areas (to March 2010 and beyond). • The Domestic Abuse project continues (to March 2010). • The Police and Nuneaton and Bedworth Borough Council are now working together well on licensing issues (to March 2010 and beyond). A range of interventions are underway / planned in Rugby, including:	Work is underway to address concerns about violent crime. A report on the analysis of most serious and serious violence offenders in Rugby was completed in March. A fuller analysis of violent crime data has now been commissioned. CDMG plans to meet in the near future to consider these reports in detail and to see what partnership initiatives could possibly be pursued to enable us to bring MSV performance back on track for the end of the LAA period (i.e. by March 2011). Local initiatives continue to be implemented in priority areas. Partners have had an issue throughout the year with the random nature of NI 15 offences, making them hard to target effectively. The full analysis which will be discussed at CDMG in May should provide partners with information on any patterns or trends that have emerged over the past year. Only a small number (326) of violent crime offences are classified as NI 15 and, overall in 2009/10, serious violence (NIs 15 and 20 combined) fell by 13%. Partnership working to reduce serious violence is therefore having a positive outcome	31/03/2010	Nash, Kate
Q3-09-001	NI030 Re-offending rate of prolific and priority offenders	Not reported	Not reported			The question was asked in the 2009 Partnership Survey. 25.20% of respondents agreed with the question which is an improvement from last year. Target was missed by 1.1%.	No actions planned. This target is crucial to achieving NI016 - Acquisitive Crime so over performance is benefiting positive performance elsewhere		not set	Nash, Kate
Q2-09-008	Li047a - KSI casualties - absolute number					Actual 308 vs Target 389 (LAA)	At this moment, no corrective actions are planned to correct this likely "over performance". Other things being equal, casualty numbers reflect traffic volume - that is the sum of all the distances travelled by all vehicles in the county measured in billion vehicle kilometres. The recession has caused a large reduction in traffic volumes which was not anticipated when the targets were set. As the country comes out of recession it is likely that traffic volumes and hence road casualties will rise.	In its consultation 'A safer way' the Department for Transport (DfT) proposes using the average killed or seriously injured figure for 2004-08 (414 for Warwickshire) as the baseline and a target to reduce this by 33% by 2020. This would give a 2020 target of 277 for Warwickshire. Adopting DfT's proposal would mean that Warwickshire's 2010 target would be above the actual figure for 2009. There is a logic in DfT's approach - the welcome reduction in casualties in 2009 is likely to be unusually good because of the recession and there is a real risk that casualties will increase in 2010. However we did not feel comfortable recommending a 2010 target above the actual 2009 figure. We therefore agreed to propose a stretch target to meet the DfT 2020 target of 277 five years early - that is by 2015 - and to use the 2009 figure as the starting point for the trajectory towards this "stretch target". This proposal means that the "stretch target" for 2010 would be 304; that is 70 fewer than the DfT target. This will be exceptionally challenging but hugely beneficial if we can achieve it.	not set	Williams, Estyn

Q1-09-010	NI047 - KSI casualties - percentage change 3 year rolling average					Actual 8.12% vs Target 1% (LAA)	At this moment, no corrective actions are planned to correct this likely "over performance". Other things being equal, casualty numbers reflect traffic volume - that is the sum of all the distances travelled by all vehicles in the county measured in billion vehicle kilometres. The recession has caused a large reduction in traffic volumes which was not anticipated when the targets were set. As the country comes out of recession it is likely that traffic volumes and hence road casualties will rise.	In its consultation 'A safer way' the Department for Transport (DfT) proposes using the average killed or seriously injured figure for 2004-08 (414 for Warwickshire) as the baseline and a target to reduce this by 33% by 2020. This would give a 2020 target of 277 for Warwickshire. Adopting DfT's proposal would mean that Warwickshire's 2010 target would be above the actual figure for 2009. There is a logic in DfT's approach - the welcome reduction in casualties in 2009 is likely to be unusually good because of the recession and there is a real risk that casualties will increase in 2010. However we did not feel comfortable recommending a 2010 target above the actual 2009 figure. We therefore agreed to propose a stretch target to meet the DfT 2020 target of 277 five years early - that is by 2015 - and to use the 2009 figure as the starting point for the trajectory towards this "stretch target". This proposal means that the "stretch target" for 2010 would be 304; that is 70 fewer than the DfT target. This will be exceptionally challenging but hugely beneficial if we can achieve it.	not set	Williams, Estyn	
Q4-09-033	NI021 - Dealing with local concerns about anti-social behaviour and crime by the local council and police (%)	Not reported	Not reported	Not reported			Partnership Task and Finish Group meeting regularly to implement actions to improve Confidence. Strategy and action plan under development. Partnership communications campaign will run over summer and autumn 2010.		not set	Western, Katie	
LAA Block: Stronger Communities											
Q4-09-034	NI001 - % of people who believe people from different backgrounds get on well together in their local area	Not reported	Not reported	Not reported		The question was asked in the 2009 Partnership Survey. 81.10% of respondents agreed with the question which is an improvement from last year. Target was missed by 0.9%.	Improvements realised through locality working and in partnership with the Third Sector initiatives are being developed and supported in communities to build cohesion		not set	DeKretser, Tejay	
Q4-09-035	NI004 - % of people who feel they can influence decisions in their locality	Not reported	Not reported	Not reported		The question was asked in the 2009 Partnership Survey. 29.70 of respondents agreed with the question which is an increase from last year. Target was missed by 0.30%	Improvement activity identified through the recommendations arising from the Localities Review		not set	Gower-Johnson, Nick	
Q4-09-036	NI006 - Participation in Regular volunteering (%)	Not reported	Not reported	Not reported			Volunteering Marketing Strategy to be agreed by July 2010		31/07/2010	Gower-Johnson, Nick	

LAA Complete Exception Report (under performing)								
Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/03/2010	YE Forecast 31/03/2010	Target 31/03/2010	LAA Block
NI050	Emotional health of children (%)	Bigger is Better	Annually	62.9	60.8	60.8	71	Children and Young People
NI110	Young people's participation in positive activities (%)	Bigger is Better	Annually	69.9	68.5	68.5	76.2	Children and Young People
NI112	Under 18 conception rate (compared with the 1998 baseline rate) (%)	Smaller is Better	Quarterly	36.9	36.9	36.9	24.5	Children and Young People
NI117	16 to 18 year olds who are not in education, training or employment - 'NEET' (%)	Smaller is Better	Annually	5.8	5.5	5.5	4.8	Children and Young People
NI195c	Improved street and environmental cleanliness - Graffiti (%)	Smaller is Better	Annually	4	0.96	0.96	1	Climate Change and Environment
Li186	Per capita reduction in CO2 emissions within the Local Authority Area - Figure in Tonnes (Target is Annual Reduction of 4%)	Smaller is Better	Annually	?	8.16	8.16	7.55	Climate Change and Environment
Li152a	% Working age people on out of work benefits - Priority Wards	Smaller is Better	Quarterly	15.69	15.53	15.53	13	Economic Development and Enterprise
Li171a	VAT registration rate - Nuneaton & Bedworth (rate per 10,000)	Bigger is Better	Annually	29	85.5	85.5	90	Economic Development and Enterprise
NI152	% Working age people on out of work benefits - Warwickshire (%)	Smaller is Better	Quarterly	10.12	10.17	10.17	8.3	Economic Development and Enterprise

Year End - LAA - Exception Report.xls

Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/03/2010	YE Forecast 31/03/2010	Target 31/03/2010	LAA Block
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	76.74	76.74	78.5	Economic Development and Enterprise
Li400	Increase the consumption of fruit & vegetables to at least 5 a day (%)	Bigger is Better	Annually	27.5	25.6	25.6	28.5	Healthier Communities and Older People
Li401	% Increase in 5 week physical activity	Bigger is Better	Annually	31.5	26.5	26.5	32.5	Healthier Communities and Older People
NI139	The extent to which older people feel they receive the support they need to live independently (%)	Bigger is Better	Biennial	30.7	30.5	30.5	40	Healthier Communities and Older People
Li015a	Serious violent crime rate - to include Domestic Violence (Number of offences)	Smaller is Better	Quarterly	306	326	326	294	Safer Communities
NI015	Serious violent crime rate, including Domestic Violence (per 1,000)	Smaller is Better	Quarterly	0.58	0.61	0.61	0.56	Safer Communities
NI021	Dealing with local concerns about anti-social behaviour and crime by the local council and police (%)	Bigger is Better	Biennial	23	25.2	25.2	26.3	Safer Communities
NI001	% of people who believe people from different backgrounds get on well together in their local area	Bigger is Better	Biennial	80.9	81.1	81.1	82	Stronger Communities
NI004	% of people who feel they can influence decisions in their locality	Bigger is Better	Biennial	28	29.7	29.7	30	Stronger Communities
NI006	Participation in Regular volunteering (%)	Bigger is Better	Biennial	25.9	25.1	25.1	27	Stronger Communities
NI008	Adult Participation in Sport (%)	Bigger is Better	Annually	21.8	?	23.9	26.6	Stronger Communities

Year End - LAA - Exception Report.xls

Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/03/2010	YE Forecast 31/03/2010	Target 31/03/2010	LAA Block
LAA Complete Exception Report (over performing)								
NI069	Children who have experienced bullying (%)	Smaller is Better	Annually	49.9	27.2	27.2	46.4	Children and Young People
NI111	First time entrants to the Youth Justice System aged 10-17 (Number)	Smaller is Better	Quarterly	574	516	516	665	Children and Young People
NI191	Residual Household Waste per Household (Kg)	Smaller is Better	Annually	665	?	600	702	Climate Change and Environment
NI195a	Improved street and environmental cleanliness - Litter (%)	Smaller is Better	Annually	6.1	3.5	3.5	9	Climate Change and Environment
NI195b	Improved street and environmental cleanliness - Detritus (%)	Smaller is Better	Annually	12.6	2	2	14	Climate Change and Environment
NI195d	Improved street and environmental cleanliness - Fly Posting (%)	Smaller is Better	Annually	0.3	0.06	0.06	2	Climate Change and Environment
NI197	Improved Local Biodiversity - Active Management of Local Sites (%)	Bigger is Better	Annually	31	31	31	26	Climate Change and Environment
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	7.5	4.6	4.6	7	Economic Development and Enterprise
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	-0.6	-0.6	1	Economic Development and Enterprise
Li120e	All age all cause mortality - Disparity within deprivation quintiles of Warwickshire	Smaller is Better	Annually	4.9	?	5.2	7.2	Healthier Communities and Older People

Year End - LAA - Exception Report.xls

Ref	Indicator	Aim	Collection Frequency	Baseline	Cumulative Actual 31/03/2010	YE Forecast 31/03/2010	Target 31/03/2010	LAA Block
NI135	Carers receiving needs assessment or review and a specific carer's service or advice and information (%)	Bigger is Better	Annually	34.6	?	61.3	48	Healthier Communities and Older People
NI141	Vulnerable people achieving independent living - Supporting People (%)	Bigger is Better	Quarterly	65.85	?	75.8	65	Healthier Communities and Older People
Li047a	People killed or seriously injured in road traffic accidents - Number of casualties	Smaller is Better	Annually	343	308	308	389	Safer Communities
NI030	Re-offending rate of prolific and priority offenders (%)	Bigger is Better	Quarterly	26	?	31.6	19	Safer Communities
NI047	People killed or seriously injured in road traffic accidents (percentage change on 3 year rolling average)	Bigger is Better	Annually	5.23	8.12	8.12	1	Safer Communities
NI155	Number of affordable homes delivered - gross (Number)	Bigger is Better	Annually	415	401	401	345	Stronger Communities

AGENDA MANAGEMENT SHEET

Name of Committee Overview And Scrutiny Board

Date of Committee 2nd June 2010

Report Title Full Year Performance Report for the Overview and Scrutiny function 2009/10

Summary To receive information about the performance of the Overview and Scrutiny function during 2009/10.

For further information please contact: Michelle McHugh
Overview and Scrutiny Manager
Tel: 01926 412144
michellemchugh@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) N/A
- Other Elected Members Cllr Appleton, Chair of OSB
- Cabinet Member Cllr Farnell, Leader of Council
- Chief Executive
- Legal Sarah Duxbury, Corporate Legal Services Manager
- Finance
- Other Strategic Directors David Carter, Strategic Director for Customers, Workforce and Governance
- District Councils
- Health Authority

Police

Other Bodies/Individuals Jane Pollard, Democratic Services Manager

FINAL DECISION YES

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

Overview And Scrutiny Board - 2nd June 2010.

Full Year Performance Report for the Overview and Scrutiny function 2009/10

Report of the Strategic Director for Customers, Workforce and Governance

Recommendation

The Overview and Scrutiny Board is recommended to:

- i) consider and comment on the performance of the Overview and Scrutiny function during 2009/10
- ii) identify areas for improvement and issues to take forward

1. Background

- 1.1 The performance of the Overview and Scrutiny function has been measured through an agreed Performance Management Framework (PMF) for the function since 2007. The Performance Management Framework aims to assess the effectiveness of the Overview and Scrutiny (O+S) function by monitoring key performance information, including the level of O+S recommendations agreed by the Cabinet and partners, the quality of O+S recommendations, the implementation of O+S recommendations and associated outcomes and engagement in Overview and Scrutiny by partners, officers and members of the public.
- 1.2 The Performance Management Framework for Overview and Scrutiny comprises of two elements:
 - i) A self evaluation tool for members to use as a mechanism of self reflection and improvement. A copy of the self-evaluation tool can be found in the Overview and Scrutiny Toolkit – www.warwickshire.gov.uk/scrutiny
 - ii) A number of performance indicators designed to provide a holistic view of the performance of the Overview and Scrutiny function. The performance indicators included in the Performance Management Framework are outlined below:

Critical Friend Challenge	<ol style="list-style-type: none">a) % of non-review recommendations made to Cabinet acceptedb) % of review recommendations made to the Cabinet accepted
----------------------------------	---

	<p>c) % of recommendations made to partner organisations accepted</p> <p>d) % of Portfolio Holder reports to OSC's undertaken</p>
Involving Partners	<p>e) No. of external partners contributing to Overview and Scrutiny</p> <p>f) No. of external partners and partnerships subject to scrutiny</p>
Reflecting the Concerns of Members of the Public	<p>g) No. of citizens and community groups involved in Overview and Scrutiny</p> <p>h) No. of public questions</p>
Communication	<p>i) No. of press releases issued by WCC in relation to the work of Scrutiny</p> <p>j) No. of hits on scrutiny web pages</p>
Demonstrable Impact upon Public Services	<p>k) % of recommendations that are "quality" recommendations. Quality recommendations are defined by falling into a least one of the following criteria:</p> <ul style="list-style-type: none"> ▪ Recommendations that aim to make a difference to local people ▪ Recommendations that aim to change / develop policy in order to improve services ▪ Recommendations that aim to identify savings whilst maintaining / improving service quality ▪ Recommendations that aim to narrow the gap <p>i) % of topics on scrutiny work programmes that are linked to Corporate Priorities and LAA priorities.</p>

2. Summary of Performance 2009/10

2.1 Current performance against the indicators contained in the Performance Management Framework is outlined in the table attached as Appendix A. In reviewing the performance information, the following should be noted:

- a) A large number of indicators outlined above are new for 2009/10, therefore there is no historic or baseline data.
- b) The June 2009 elections meant that the process of developing and agreeing OSC work programmes was undertaken later in the year than normal, thereby creating a slight delay in the commencement of the OSC work programmes and in-depth scrutiny reviews.

2.2 Key issues from the performance data worth highlighting are outlined below.

2.3 Adopting a more focussed approach to the development of OSC work programmes for 2009/10 has resulted in 78% of items on OSC work

programmes being linked to the Corporate Priorities and Local Area Agreement (LAA) targets.

- 2.4 The percentage of OSC review recommendations accepted by Cabinet is currently 81%. This figure relates to in-depth reviews that were completed and considered by Cabinet prior to the June 2009 elections, including:
- Winter Deaths and Fuel Poverty (Health OSC joint review with Coventry City Council and Solihull Metropolitan Borough Council)
 - Review of Falls Prevention (Health OSC and Adult and Community Services OSC)
 - End of Life Care (Health OSC)
 - Flooding in Bedworth (Nuneaton and Bedworth Local Area Scrutiny)
 - Transport in Rugby (Rugby Local Area Scrutiny, joint with Rugby BC)
 - Financial Well Being Scrutiny (Community Protection OSC)
- 2.5 A number of in-depth reviews for 2009/10 are due to be completed by the end of June 2010, including
- Review of School Exclusions (Children, Young People and Families OSC)
 - Review of Safeguarding (Children, Young People and Families OSC)
 - Review of support of Carers (Adult and Community Services OSC)
 - Child and Adolescent Mental Health Services (Health OSC and Children, Young People and Families OSC)
- 2.6 In addition to these reviews, the Joint Review with Rugby BC and Nuneaton BC in relation to services for teenage parents is due to be completed in November.
- 2.7 The percentage of recommendations accepted that are then implemented generally increases over a long period of time. This is largely attributable to two major factors a) the timing of the review and b) the scales of the task to be undertaken. As many recommendations relate to service reconfiguration, implementation will not happen over night. Therefore, the percentage of recommendations implemented continues to increase several years after recommendations have been accepted.
- 2.8 There have been a number of key achievements in 2009/10 that are not captured by the performance indicators which are worth highlighting:
- Warwickshire has been awarded a grant of £5000, plus consultant support, from the Centre of Public Scrutiny (CfPS) for the second year running. This year the successful bid was submitted in partnership with Rugby BC and Nuneaton BC to undertake a review of Ante-Natal and Post-Natal services for teenage parents.
 - Four successful training events have been delivered for scrutiny members. Two of the sessions were delivered by Nelson Training, which used actors to illustrate key learning points. This training proved exceptionally popular amongst members, with the second session being over subscribed.

- The Joint Review into Flooding, undertaken with Nuneaton and Bedworth BC has been promoted as an example of effective scrutiny by the County Beacon magazine.

2.9 In March 2010, Cllr Appleton, as Chair of the Overview and Scrutiny Board, held two “Scrutiny Clinics” with scrutiny members to gain an understanding of how scrutiny could be improved. The key messages from the scrutiny clinics are attached as Appendix B.

DAVID CARTER
Strategic Director for
Customers, Workforce and
Governance

Shire Hall
Warwick

07 May 2010

Indicator	Objective	2006/07 Performance	2007/08 Performance	2008/09 Performance	2009/10 Target	2009/10 Performance
% of non review recommendations made to Cabinet accepted	To ensure that recommendations from OSC's are relevant, researched and evidence based so as to help improve the performance and quality of services	N/A	N/A	85% (11 rec's)	-	66% (2 out of 3 rec's)
% of review recommendations made to Cabinet accepted	To ensure that recommendations from OSC's are relevant, researched and evidence based so as to help improve the performance and quality of services	95% (45 rec's)	73.5% ¹ (180 rec's)	96.6% (85 rec's)	80%	81% (77 rec's)
% of recommendations accepted by external partners	To ensure that recommendations from OSC's accord to the aspirations of partners	N/A	42 rec's	92% (52 rec's)	-	62% (16 rec's)
% of recommendations made by OSC's that have been successfully implemented	To ensure that the work and the recommendation of OSC's are implemented and lead to service improvements	72%	54%	32%	-	32%
% of recommendations that are quality recommendations	To ensure recommendations made by OSC's are add value to the delivery of public services	N/A	N/A	76%	-	77%
% of topics on scrutiny work programmes that are linked to Corporate Priorities and LAA priorities	To ensure the work undertaken by OSC's are focussed on high priority issues for WCC and our partners	N/A	N/A	N/A	Baseline setting year	78%

¹ 92.2% of recommendations accepted if those accepted subject to budget considerations are included

Messages from the Scrutiny Clinic

In March 2010, Cllr Appleton held two scrutiny clinics with scrutiny members to gain an understanding of how scrutiny can be improved. Key messages emerging from these clinics, is summarised below.

- There is a disconnect between the work planning workshop, the resulting work programme and agenda items
- There is a inflexibility in the work programming process and there is a need to be able to respond more quickly to issues
- The 4 meetings a year was proving difficult to maintain momentum and motivation
- Task and Finish Groups provide an excellent opportunity for members to investigate an issue in-depth and build up expertise in a subject. Task and Finish Groups give a greater sense of achievement than Committee meetings
- There is a knowledge gap among some members, particularly those newly elected in June
- Chairs and Partyspokes should have a rounded knowledge of the subject area and be able to provide effective leadership to the Committee.
- Portfolio Holders questions should be provided in advanced, in order to ensure that PH has chance to research the issue and provide the appropriate information to the Committee
- Agendas are too long, with long reports that are difficult to read. Long agendas mean that it is not possible to scrutinise everything to the same extent, there is a need to prioritise what should be on the agenda
- Members should be provided with information on issues of interest outside of committee meetings, rather than having to wait for the next meeting
- New members are frustrated and feel unsupported and unguided in their role
- Performance monitoring is not a good mechanism of scrutiny and is difficult for OSC's to contribute to service improvements through performance monitoring
- There is a need to capitalise on members' interests, expanding membership of Task and Finish Groups to all members, not just those from the associated OSC, could be one way to achieve this
- There is a need to be more challenging of the information that is presented in OSC meetings
- There is a need for better communication in between meetings, particularly regarding the work of the Task and Finish Groups and associated outcomes
- If an issue has been discussed previously it would be useful for members to have a summary of previous discussions surrounding the issue
- There needs to be more responsibility placed on members to challenge and chase outside of Committee meetings
- Structure of OSC meetings is currently very formal and doesn't allow dialogue between members and "witnesses", it needs to break the mode of traditional committee and should be more like a forum
- OSC's are not dealing with strategic issues
- OSC's should clearly highlight their priorities

