

AGENDA MANAGEMENT SHEET

Name of Committee Overview & Scrutiny Board

Date of Committee 10th March 2011

Report Title **Development of Draft Measures and Targets in Support of the CBP 2011-13**

Summary Following the approval of the high level Corporate Business Plan on the 15th February at full council, this report presents the proposed measures and targets for inclusion relevant to the remit of the Overview & Scrutiny Board.

For further information please contact:

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

Background papers Cabinet Report 27/01/2011 Corporate Business Plan 2011 – 13, Full Council Report 15/02/2011 Corporate Business Plan 2011-13

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s) NA
- Other Elected Members
- Cabinet Member All Portfolio Holders
- Chief Executive Jim Graham
- Legal Jane Pollard
- Finance
- Other Strategic Directors

- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

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

Overview & Scrutiny Board – 10th March 2011.

Development of Draft Measures and Targets in Support of the Corporate Business Plan 2011-13

Report of the Assistant Chief Executive

Recommendation

That Overview and Scrutiny Board consider and challenge, where appropriate, the draft measures and targets listed within Appendix A that will support the delivery of the Corporate Business Plan 2011-13.

1.0. Background

- 1.1. The high level Corporate Business Plan (CBP) will have been approved by Council on 15th February 2011 identifies where we are going by articulating our repositioned ambitions and outcomes for 2011-13 and sets out how we will achieve them.
- 1.2. Following Cabinet's approval of the ambitions and outcomes contained within the CBP, the first draft set of measures and targets in support of these were considered by members of the Corporate Performance Group under the Chairmanship of Cllr Bob Stevens on the 7th February.
- 1.3. This paper brings together the first draft of measures and targets for inclusion within the Corporate Business Plan.

2.0. Approach

- 2.1. In previous years, the Corporate Business Plan, containing the measures and targets, has traditionally been set over the three-years and were reviewed as part of the annual review and refresh cycle.
- 2.2. The Corporate Business Plan takes the Organisation through to 2013 in reflection of the Government's move to the provision of two year grant settlements and sees the Council through to the end of the current Administration.
- 2.3. With the abolition of the National Indicator Set, we are now in a position to develop more locally appropriate measures that reflect and support the ambitions for Warwickshire.

- 2.4. All Directorates have been involved in developing the draft measures and targets and the CBP will be supported by a suite of Directorate Business Plans which in turn will shape the work of service, division, team and individual plans thus ensuring the delivery of our outcomes.
- 2.5. In some areas, new measures have been developed by directorates as these are the only measures the Service has to ensure that they are meeting both corporate and operational needs. For these new measures, we are unable to provide targets for 2011/12, as this year will provide the baseline from which future targets will be set.
- 2.6. The proposed measures and targets included in the Corporate Business Plan will also be picked up in the relevant Directorate Business Plan and performance against all of these indicators will be managed through the performance reporting process.
- 2.7. The outcomes presented in the high level CBP have been formally approved by full Council on the 15th February. We now need to consider and challenge where appropriate the proposed draft measures that support these agreed outcomes and the following principles should form the basis for this judgment

Principles for developing the right Measures and Targets: Together they should:-

- ☆ Articulate and specify what we will do and how we will do it in the pursuit of the overall objective(s)
- ☆ Identify and achieve accountability
- ☆ Ensure we have a clear, shared understanding about what we are trying to achieve, and that this is cascaded down through the whole organisation
- ☆ Make these aims measurable, so as to focus planning and to make managing performance meaningful
- ☆ Quantify the impact of increased, re-directed or decreased resources can have upon performance

- 2.8. A more detailed guide to setting measures and targets is available through the performance pages of the Intranet.

3.0. Next Steps

- 3.1. The high level Corporate Business Plan will have been considered by Full Council at its meeting on the 15th February alongside the Council's budget-setting proposals.
- 3.2. Throughout February and March, each Overview and Scrutiny Committee is being asked to consider and challenge where appropriate, the measures and targets by which to assess progress on delivering the ambitions articulated in the Corporate Business Plan.
- 3.3. Following this consultation, the final suite of measures will then be considered by Cabinet at its April meeting and once adopted these measures will form the accountability base for the Corporate Business Plan once it goes live in April 2011.

3.4. Additionally, the WCC Performance management framework is being reframed in light of the changing landscape and central government requirements and this review includes consideration of the best ways to engage with a range of stakeholders in performance management.

3.5. This has also been discussed at the Member Performance Reporting group and the Member Seminar on the 3rd March.

4.0. Recommendation

4.1. Consider and challenge, where appropriate, the draft measures that support the agreed outcomes that are listed within Appendix A using the Principles of developing good measures and targets as set out in 2.7 of this report.

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Ambition 1 Community & Customers

We aim to:

- Work with partners to expand Community Forums as the means to engage with local residents in the context of strategic localisation of council services and teams including engagement with the Police
- Encourage transfer of public services to communities and the voluntary sector
- Encourage volunteering across the County
- Offer universal access to services and advice in person, via telephone and online channels, through One Front Door Project
- Reconfigure the Library Service
- Improve resident satisfaction with services and their role in shaping services

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
Improved delivery of local public services to our residents & businesses across Warwickshire & Sub region	% of people who feel they can influence decisions in their local area	31.7% (2% increase from 09/10 result)	NA Bi-annual measure	2% increase
Improved levels of resident satisfaction with the services they receive	% Satisfaction level with the quality of services received	1% increase from 2010/11 Q4 result (YE Forecast = 59.89%)	1% increase	1% increase
Residents of Warwickshire are happy with Warwickshire as a place to live	% Satisfaction Level	85.7% (1% increase from 09/10 result)	NA Bi-annual measure	1% increase
Customers are able to access services more effectively	% of E –Services Delivered	New measure, baseline is currently being developed by One Front Door Project through workshops in March.		

Ambition 2 Safety and Protection

We aim to:

- Reduce further the number of people killed or seriously injured on Warwickshire roads
- Proactively maintain the highways network to a safe standard, working with partners to do so
- Reduce child abuse through improving the reach of child protection
- Focus on tackling high harm causers and re-offenders
- Work with the Police to reduce levels of violent crime, especially domestic violence
- Reduce the damaging effects on families and communities caused by alcohol and drugs misuse
- Work with partners to reduce instances of anti-social behaviour
- Reduce the number of deaths caused by fire, and increase the number of home fire safety checks.

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
Warwickshire residents are safer on our roads	Number of people killed or seriously injured on our roads from agreed DfT 10 year planned reduction aiming for only 277 KSI by 2015	Working with Police to refine the target based on 2010 actual – due end Feb 2011		
Warwickshire's children & young people are safe from harm	% of core assessments that were completed within 35 working days (previously NI 60)	92.0%	93.0%	TBC following Munro review (expected April 2011)
	% of de-registrations of children who have had Child Protection Plan for more than 2 years (previously NI 64)	7.0%	6.5%	
	% of children becoming the subject of a Child Protection Plan for a 2 nd or subsequent time (previously NI 65)	13.5%	13.0%	
Reduced levels of offending & re offending	Incidents of serious acquisitive crime (per 1000)	Reduce 2010/11 YE actual (2010-11 YE forecast 11.27)	Reduce 2011/12 YE actual	Reduce 2012/13 YE actual
Reduced levels of harm caused by alcohol & drugs				
Reduced levels of harm caused by violent crime	Incidents of all violent crime	Reduce 2010/11 YE actual (2010-11 YE forecast 5.6)		
Reduced levels of harm caused by anti-social behaviour	Incidents of ASB	Reduce 2010/11 YE actual (2010-11 YE forecast 25,726)		
Reduced number & severity of fires, & related injuries & deaths	No fire related deaths which were preventable per 100,000 population	0	0	0
	No of injuries in primary fires per 100,000 population	22	To be tabled at the meeting 10.03.11	
	Total number of dwelling fires per 100,000 population	New measure. To be tabled at the meeting 10.03.11		

Ambition 3 Care and Independence

We aim to:

- Fulfil our duty of care to older and vulnerable people
- Ensure that all those eligible are offered an adult care personal budget
- Increase the scope of re-ablement services
- Improve numbers of older people living independently in their own homes
- Continue improving our relationship with Health services whilst managing changes to the Health community
- Embrace the Public Health Service within our responsibilities

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
Warwickshire's residents have more choice & control	(NI136 derivative) The proportion of those using social care who have control over their daily life (high is good)	New measure baseline to be set following 2011/12 results (will be available after 31 st March).		
	The proportion of people using social care and carers who express difficulty in finding information and advice about local services (survey based – low is good)			
The number of home care packages is decreased	Proportion of older people (65+) who are still at home after 91 days following discharge from hospital (high is good)	New measure for 2011/12. Arrangements being made with PCT to record this		

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
Warwickshire's vulnerable residents are supported at home	Admissions to residential care homes per 1,000 population (low is good)	54.0	50.0	TBC following Transparency in Outcomes consultation. (Adult Social Care)
	(NI130 exact match) Proportion of people using social care who receive self directed support (high is good)	45%	60%	75%
Residents of Warwickshire have greater access to specialist residential care	(NI131 exact match) Delayed transfers of care (low is good)	15.0	10.0	TBC following Transparency in Outcomes consultation. (Adult Social Care)
The successful transfer of the Public Health Service to the Local Authority*	<p>Arrangements of the Shadow Health Well Being Board in place no later than April 2012</p> <p>Further measures to be developed following the first shadow health & well being board meeting March/April 2011</p>	Project Plan on Track Yes / No + commentary		

Ambition 4 Enterprise, Transport and Tourism

We aim to:

- Support economic growth by improving Warwickshire's reputation as a good place to do business, and through working closely with partners in the sub-region on economic growth
- Improve accessibility and the transport options within Warwickshire
- Increase opportunities for people to improve their work related skills
- Make Warwickshire a place of destination for tourists and visitors

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
A thriving business community in Warwickshire	Establishment of the new Local Enterprise Partnership between Coventry & Warwickshire and agree the 5 yr strategy	June 2011: On Track Yes / No	To be developed following establishment of the LEP	
Effective operation of the new Local Enterprise Partnership between Coventry & Warwickshire	% increase in Gross Value Added (GVA) for the sub region year on year.	% annual increase (to be determined by the LEP strategy following June 2011)		
A more efficient transport infrastructure	WCC Cost per passenger journey on County Council supported services	£0.95	Targets developed annually based on budget settlement.	
	Bus services cost per head of population in the county	£3.04		
	Surface dressing programme completed (kms)	190km	Targets developed annually based on budget settlement.	

Ambition 5 Environment & Housing

We aim to:

- Work with Borough & District Councils to improve recycling rates, reduce the amount of waste sent to landfill and keep public spaces clean and well-maintained
- Maintain our natural environment and relevant heritage for future generations
- Reduce Co2 emissions in the public sector and support the community to tackle climate change. Explore sustainable options for energy including renewables
- Support the provision of affordable homes and development of 'extra care' housing

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
Warwickshire is clean and green	Residual household waste per household is minimised	600 kg per annum	594 kg per annum	591 kg per annum
Warwickshire's environment & heritage is protected for the future	Number of corporate projects which deliver CO2 reductions	2.5%	2.5%	2.5%

Ambition 6 Schools and Education

We aim to:

- Support schools to improve their performance and challenge poor performance where it exists
- Raise the educational aspirations of children and young people
- Strengthen the relationship between schools and other public services (e.g. the Police)

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
Raised levels of educational attainment for all Children in Warwickshire	% of Warwickshire schools judged good or outstanding by Ofsted (new measure developed following our 2010 Ofsted assessment of children's services).	TBC – Will be available from April.		
	Reduction in the % of 16-18 year olds who are not in education, employment or training (NEET) (previously NI117).	3.6%	2.7%	1.8%
All Children & young people in Warwickshire are healthier	Prevalence of breastfeeding at 6-8 weeks from birth (previously NI53).	48.4%	TBC by the PCT.	
	% of children in year 6 who are obese (previously NI56).	14.0%	13.0%	TBC by the PCT.

Ambition 7 Organisation

We aim to:

- Move the Authority towards being a strategic commissioner of service – developing the Authority's contracting and commissioning skill base
- Work with other public sector organisations to integrate services and ensure services remain sustainable and based around need
- Ensure WCC continues to be recognised as a good employer
- Focus and rationalise local council services through our One Front Door project and property rationalisation
- Slim down the organisation and ensure a light touch management structure that encourages innovation.

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
Services are better delivered locally to our residents and business across Warwickshire & the sub region	WCC has an agreed approach to strategic commissioning of services in place by April 2012	Project Plan on Track Yes / No + Commentary	To be agreed following approach in place	
Warwickshire County Council is open, transparent & accountable	The annual governance is accepted without qualification by the Council's external auditors	Yes / No	Yes / No	Yes / No
	Net variation to budget	+1 / -1%	+1 / -1%	+1 / -1%
Customers are able to access services more effectively	% of E –Services Delivered	New measure, baseline is currently being developed by One Front Door Project though workshops in March.		
Costs are reduced by using less property (non-schools)	% of our retained operational property portfolio having optimum utilisation	57%	72%	100%
Warwickshire County Council is recognised as being a good employer	% Satisfaction that the council is a good employer	74%	75.5%	77.5%