

# Communities Overview & Scrutiny Committee

27 November 2019

## One Organisational Plan Quarterly Progress Report: Period under review: April 2019 to September 2019

### Recommendation

That the Overview and Scrutiny Committee:

- (i) Considers and comments on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.

### 1. Introduction

- 1.1. The One Organisational Plan (OOP) Quarterly Performance Progress Report for the period April 1st 2019 to September 30th 2019 was considered and approved by Cabinet on 14th November 2019. The report provides an overview of progress of the key elements of the OOP, specifically in relation to performance against Key Business Measures (KBMs), strategic risks and workforce management. A separate Financial Monitoring report for the period covering both the revenue and capital budgets, reserves and delivery of the savings plan was presented and considered at the same meeting.
- 1.2. This report draws on information extracted from both of the Cabinet reports to provide this Committee with information relevant to its remit.

### 2. One Organisational Plan 2020: Strategic Context and Performance Commentary

2.1 The OOP 2020 Plan aims to achieve two high level Outcomes:

- **Warwickshire’s communities and individuals are supported to be safe, healthy and independent;** and,
- **Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure.**

Progress to achieve these outcomes is assessed against 58 KBMs.

Outcome	No. of KBMs
<b>Warwickshire’s communities and individuals are supported to be safe, healthy and independent</b>	24
<b>Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure</b>	17

In addition, to demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources**, a total of 17 KBMs are monitored.

2.2 Of the 58 KBMs, 14 are in the remit of this Overview and Scrutiny Committee. At the Quarter 2 position, 71% (10) of KBMs are currently on track and achieving target while 21% (3) of KBMs are not on track and behind target. The remaining KBM is reported in arrears so it is too early to make a judgement on this measure. Chart 1 below summarises KBM performance by outcome for the remit of this Committee.

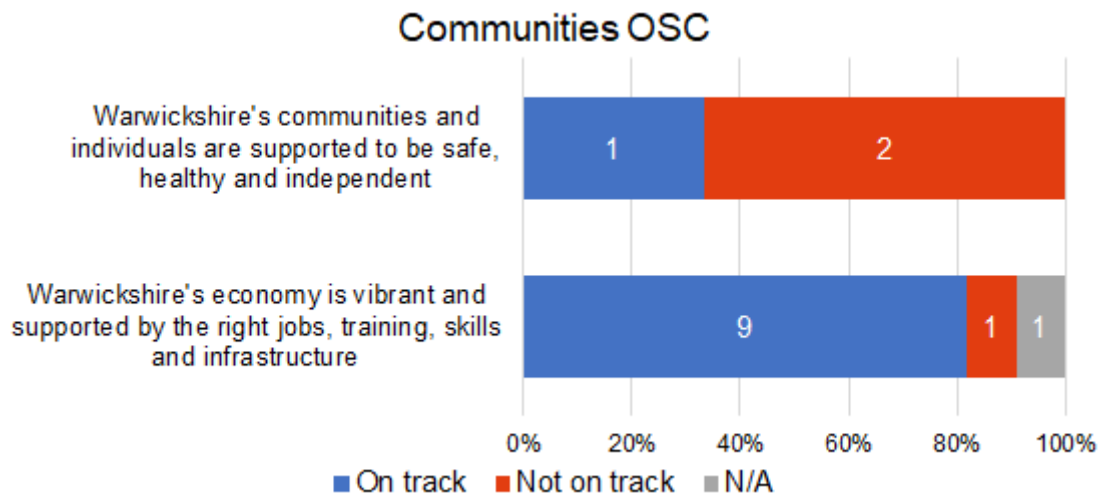


Chart 1

2.3 Of the 71% (10) KBMs achieving target there are two measures where performance is of particular note, which are:

- % of Core Highways Maintenance Contract performance measures achieving target; and,
- Rate of crime per 1000 population.

2.4 Chart 2 below illustrates the considered projection of performance over the forthcoming reporting period.

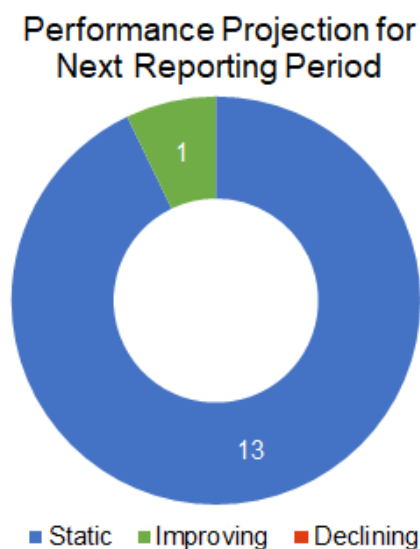


Chart 2

Of the 14 performance measures, 13 are projecting that performance will remain static over the next reporting period, whereas 1 is projected to be improving. The improving measure is:

- No. of businesses supported in growing.

11 of the reported measures are on track to achieve target and it is projected that performance will remain the same or improve further. The 3 KBM's which are not on track to achieve target include:

- No. of fatalities on Warwickshire maintained roads;
- Warwickshire % GVA relative to UK average; and,
- No. of people killed and seriously injured on our roads.

These 3 KBM's are currently projected to remain static.

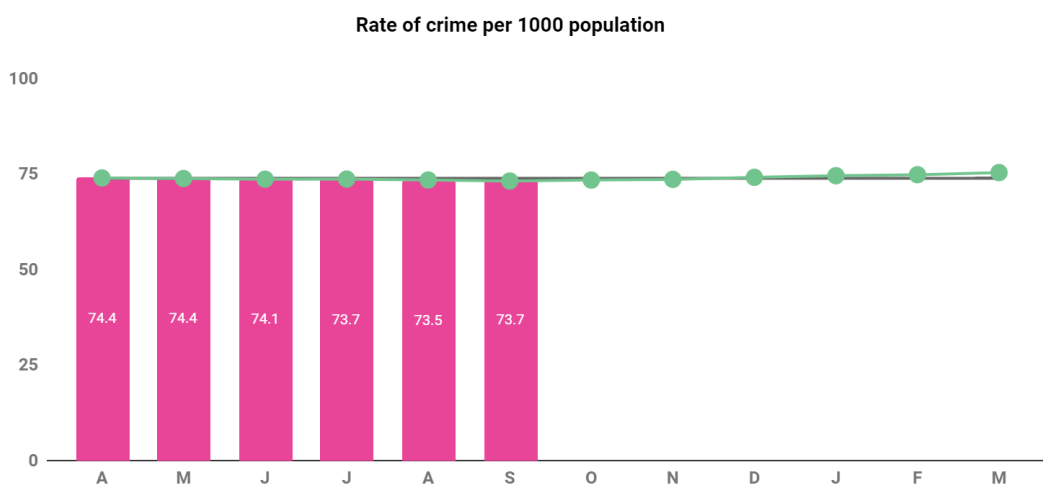
2.5 The following section presents KBMs where significant good performance or areas of concern need to be highlighted for the 14 KBMs across the 2 high level outcomes as appropriate for this Committee. Performance for all other measures is included in Appendix A.

## One Organisational Plan Key Business Measures Scorecard

<p>19/20 Actual 19/20 Target 18/19 Actual</p>	<b>Projection</b>	Is the expected performance projected to improve, decline or remain static over the next reporting period
	<b>DoT</b>	Direction of Travel (DoT) over recent period
	<b>Trend</b>	Trend over longer time period
		Performance Improving
		Performance Declining
		Performance is Steady

**Warwickshire's communities and individuals are supported to be safe, healthy and independent**

### Areas of good progress



16/17	17/18	18/19	Trend	DoT	Projection
67.11	73.51	73.93			

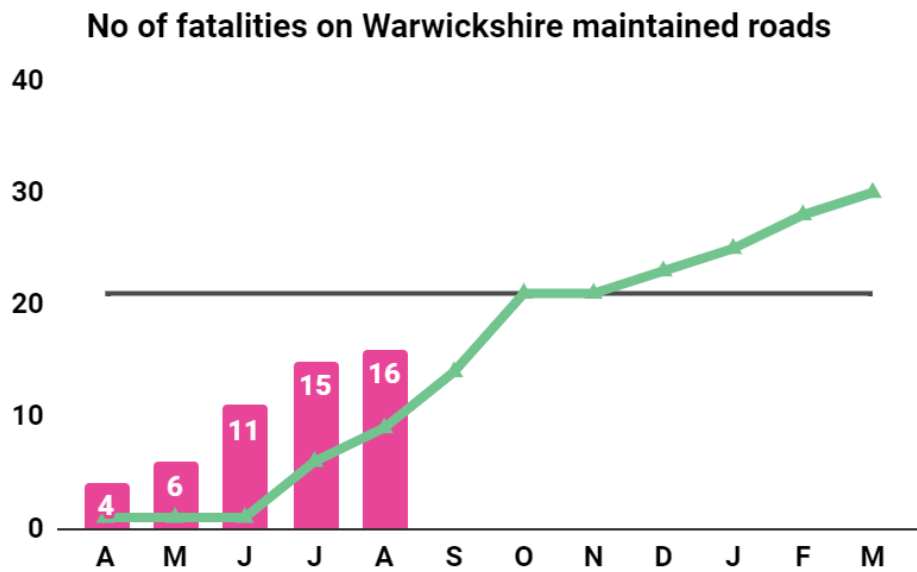
Total recorded crime per 1,000 population is marginally below target for Quarter 2 at 73.74 compared to the target of 74, this is an improved position from Quarter 1 where the measure was highlighted as an area of concern.

The police are in the middle of a significant recruitment drive and are starting to see an uplift in operational officers in the county. At the Safer Warwickshire Partnership Board in September, the Chief Superintendent updated the Board on the wide range of activities and outcomes the police had achieved across a range of crime types which included arrests, charges and remands for robbery, motor vehicle theft and possession of an imitation firearm offence. The police continue to work with partners developing problem solving plans and approaches to the incidents that Warwickshire experience.

The activities of the Community Safety Team include delivery of the Warwickshire information sharing protocol, development of E-CINS a multi-agency database to facilitate effective information sharing, the development and delivery of problem solving plans including addressing knife crime in schools, alternative giving campaigns, development of the Domestic Abuse strand of the reducing reoffending action plan, Cybercrime/online grooming/Prevent awareness and prevention sessions, supporting vulnerable residents ensuring appropriate partners address issues including fear of crime and drug dealing.

It is projected that this level of performance will continue across the next reporting period.

**Areas of concern and remedial action**



16/17	17/18	18/19	Trend	DoT	Projection
16	29	30	↑	↑	↔

The number of fatalities across all Warwickshire roads have increased during Quarter 2 from 10 to 19. In 2018/19 1 of the 10 fatalities occurred on a non WCC road, in 2019/20 3 of the 19 fatalities happened on non WCC road. There have been 16 fatalities in total on Warwickshire maintained roads in 19/20 so far; please note that 2019/20 data still needs to be validated. After analysis of the fatalities there is no pattern, the majority (5) were as a result of a swerve or leaving a carriageway. The pedestrians (3) were all in the road at the time crossing (not on crossings) and 3 were at junctions.

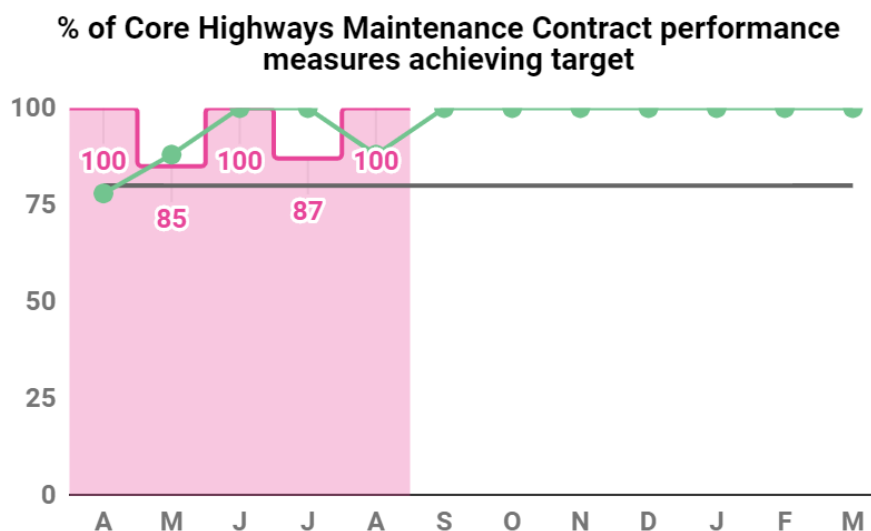
The Warwickshire Road Safety Partnership has recently reconvened with the inception of a Strategic Board. The Strategic Board is made up of WCC Directors & Senior Officers, Police & Crime Commissioner and Senior Police and Fire & Rescue representatives. It will set the strategic direction of the partnership and, working with recommendations from the operational board, take ultimate responsibility for the financial decision making and scrutiny.

Since April the Traffic & Road Safety Group has taken steps to bid for significant funds through Community Infrastructure Funding (CIF) to implement schemes to reduce casualties on WCC roads. Over £5M has been approved or is being considered to reduce collisions at various locations across the County. With funding approved for Wolvey Crossroads and the the Lawford Road - Addison Road junction; the Green Man Crossroads in Coleshill and, A439 Warwick Rd – Sand Barn Lane junction and the casualty reduction scheme at Portobello Crossroads will go to November Cabinet for recommended addition to the Capital Program. The Cabinet report will also include recommendations for the £1.7M a pilot scheme for average speed cameras on County roads to be added. These are to address collisions on several primary routes (A446 north of Coleshill; A428 east of Coventry; A435 south of Redditch; A426 north of Rugby). If approved these should prove to be a significant step toward casualty reduction.

The current projection for the next period will be static.

**Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure**

**Areas of good progress**

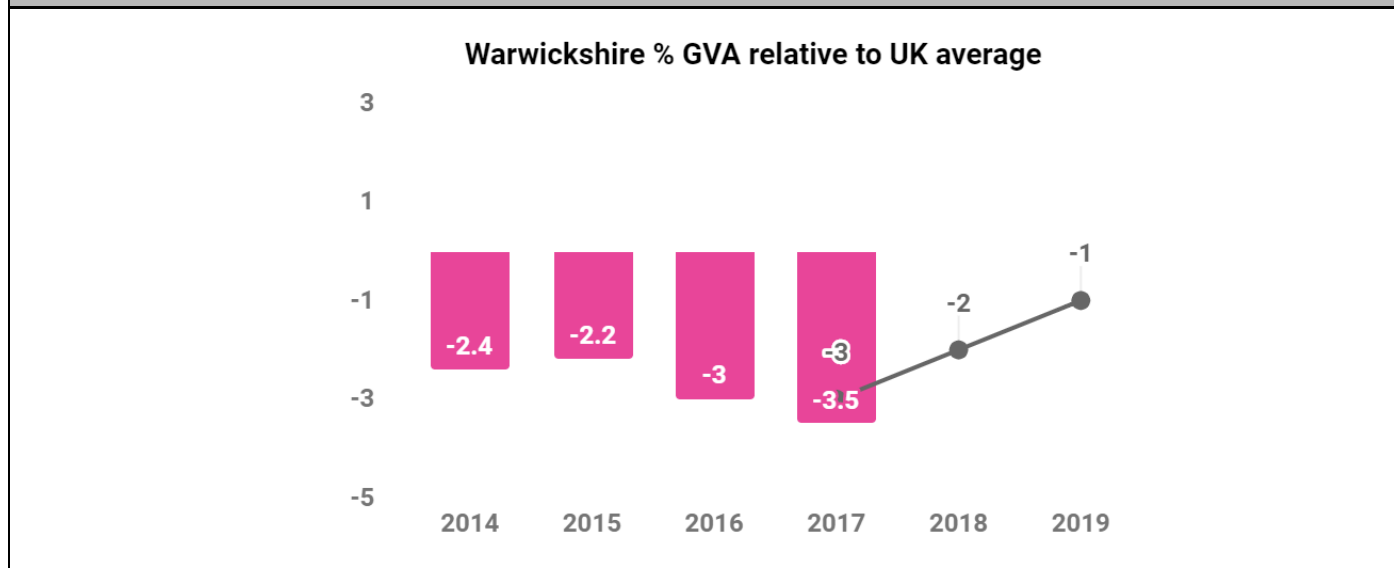


16/17	17/18	18/19	Trend	DoT	Projection
N/A	90	100	↑	↔	↔

Performance is currently at 100%. There are 11 Core Performance Measures, of which 8 are above target, and 3 cannot be measured at this point of the year as they are 'annual' measures.

Looking at the performance since the start of this year, and the end of last year, performance indicators are predicted to remain broadly static as volume of work carried out is within the contractual norms.

**Areas of concern and remedial action**



2017	2018	2019	Trend	DoT	Projection
-3.5	Not Available	Not Available	↓	↓	↔

Data on economic output (GVA) is calculated annually by the Office for National Statistics (ONS) and is based on a wide range of supporting economic data. The latest available data was released in December 2018, covering the previous year, 2017. The next ONS release of the data will be in December 2019/January 2020, which will cover 2018. As new data becomes available, and the methodologies that the Office for National Statistics use to calculate GVA improves, the data is often subject to revision.

Since the previous release, Warwickshire's data has been revised and updated, and it is now calculated that Warwickshire's position is below the national average (whereas previously it had thought to have been above).

However, Warwickshire has still seen strong growth since the end of the recession in 2009, growing at a faster rate than the national average (29.7% growth between 2009-2017, compared to just 19.1% nationally), and faster than our surrounding areas (including areas to the South East). Indeed, Warwickshire has the seventh fastest growth rate out of all local authority areas in the country - and the fourth fastest when London is excluded. At the same time, the latest data does show that our gains in productivity have slowed in the last couple of years.

Research is being undertaken to understand the causes of this, and what key interventions/ activities might be needed to help address this as part of WCC's new economic strategy and enable our strong economic growth to continue into the future, and a briefing paper being produced for Overview & Scrutiny in October. Initial analysis suggests that Warwickshire has been disproportionately affected by the slowdown in the motor vehicle manufacturing sector since 2015 as a result of 'dieselgate', a slowing global economy (particularly China) and the need to move towards new, low/zero emission technologies.

However, given the need for the sector to shift to these new technologies - and the global opportunities this could bring - Warwickshire is well-placed to benefit and this should come through into stronger growth in the medium to longer-term. There are also local disparities across Warwickshire. Further research is being undertaken to understand these and to identify the interventions/ activities needed as part of the new economic strategy.

## Financial Commentary – relevant finance information taken from Cabinet report

### 3.1 Revenue Budget

3.1.1 The Council has set the following performance threshold in relation to revenue spend: a tolerance has been set of zero overspend and no more than a 2% underspend. The following table shows the forecast position for the Services concerned.

	2019/20 Budget £'000	2019/20 Outturn '000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Communities	23,177	24,120	943 4.07%	(2,705)	(1,762)

Work has already been undertaken to pro-actively reduce the level of overspend, and it is expected to reduce further over the next quarter. In addition, there is a planned draw-down from reserves for £150k for investment in the Business Centres, which will help towards this reduction. However, the remaining bulk of overspend is as a result of unrealised savings that were expected to be delivered through the review of the residents parking permit scheme. This will not be achieved this year, and therefore likely to result in a sizeable overspend that will be difficult to address from elsewhere.

Environment Services	24,069	23,877	(192) -0.80%	(1,055)	(1,247)
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An underspend is currently forecast due to additional income generation from network management and recovery of costs from developers; this is helping to control current cost pressures including an overspend in Community Safety to support additional gypsie and traveller review work as well as highway pressures related to the implementation of the new software systems.



### 3.2. Delivery of the 2017-20 Savings Plan

3.2.1. The savings targets and forecast outturn for the Business Units concerned are shown in the table below.

	2019/20 Target £'000	2019/20 Actual to Date £'000	2019/20 Outturn £'000
Communities	1,141	443	535
Shortfall £0.606 million relating to the introduction of a new charging schedule for parking permits. This has been delayed while a public consultation takes place. This has impacted on year 1 savings and depending on the outcome of the consultation may impact on year.			
Environment Services	605	555	580
Shortfall £0.025 million. This relates to the move to Hawkes Point from Montague Road. This is in question because it relied on increased income being made from the installation of an MOT test facility at the new site. The move to Hawkes point has been delayed and Environment Services are now also funding the installation.			

### 3.3 Capital Programme

3.3.1. The table below shows the approved capital budget for the business units and any slippage into future years.

	Approved budget for all current and future years (£'000)	Slippage from 2019/20 into Future Years (£'000)	Slippage from 2019/20 into Future Years (%)	Current quarter - new approved funding / schemes (£'000)	Newly resourced spend included in slippage figures (£'000)	All Current and Future Years Forecast (£'000)
Communities	37,669	(257)	1.36%	0	(18)	37,651
<ul style="list-style-type: none"> <li>• Safer Routes to Schools (£0.7m) – Funding has not yet been allocated to specific schemes so spend is now forecast to occur in future years;</li> <li>• Casualty Reduction Schemes (£0.3m) – Schemes forecast to take longer than planned due to size/complexity of individual projects;</li> <li>• Business Loans (£0.1m) – Reprofile of loans and repayments agreed with partners; and</li> <li>• Area Delegated budgets – Spend of £0.9m has been incurred earlier than planned as additional works have now been allocated to a contractor and are expected to be completed in the current year.</li> </ul>						

Environment Services	117744	(6,570)	8.81%	0	48	135,192
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The rephasing into future years is across transport schemes including:

- £2.4m of developer funded schemes where spend on a number of schemes has been reprofiled to future years;
- Stanks Island (£0.8m) - Delayed because of unanticipated utilities works;
- Coton Arches (£0.2m) – Delays to approvals of preliminary layout, the land purchase will now take place in 2020/21;
- A3400 Birmingham Road, Stratford (£2.1m) – Estimated scheme costs are now forecast to exceed the available grant funding, so the scheme is currently being re-evaluated;
- Lawford Road Casualty Reduction (£0.7m) – Delays caused by the need for utility diversions; and
- Bermuda Bridge (£0.4m) – Works have not yet commenced and are now expected to take place in 2021/21.

## 4 Supporting Papers

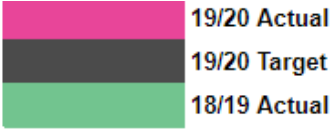



- 4.1 A copy of the full report and supporting documents that went to Cabinet on the 14th November 2019 is available via the following [link](#) and in each of the Group Rooms.

## 5 Background Papers

None

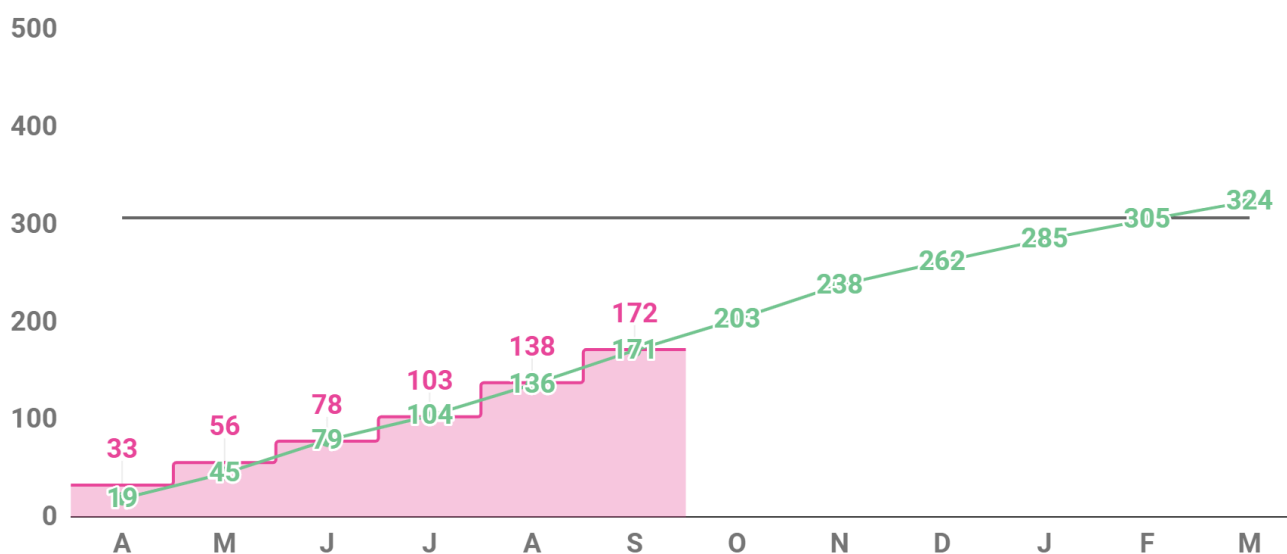
Authors:	Vanessa Belton, Performance and Planning Business Partner; <a href="mailto:vanessabelton@warwickshire.gov.uk">vanessabelton@warwickshire.gov.uk</a> Christopher McNally, Performance and Improvement Service Lead; <a href="mailto:christophermcnally@warwickshire.gov.uk">christophermcnally@warwickshire.gov.uk</a>
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Portfolio Holders	Cllr J Clarke, Cabinet Portfolio Holder for Transport & Planning; <a href="mailto:cllrclarke@warwickshire.gov.uk">cllrclarke@warwickshire.gov.uk</a>
	Cllr A Crump, Cabinet Portfolio Holder for Fire & Community Safety; <a href="mailto:cllroberts@warwickshire.gov.uk">cllroberts@warwickshire.gov.uk</a>
	Cllr I Seccombe, Leader & Cabinet Portfolio Holder for Economic Growth; <a href="mailto:cllrseccombe@warwickshire.gov.uk">cllrseccombe@warwickshire.gov.uk</a>
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## Appendix A One Organisational Plan Key Business Measures Scorecard




	<b>Projection</b>	Is the expected performance projected to improve, decline or remain static over the next reporting period
	<b>DoT</b>	Direction of Travel (DoT) over recent period
	<b>Trend</b>	Trend over longer time period
		Performance Improving
		Performance Declining
		Performance is Steady

### Warwickshire's communities and individuals are supported to be safe, healthy and independent

No. of people killed & seriously injured on our roads



\*DFT report Jan-Dec. Sometimes there may be up to a 3 month lag in data validation

16/17	17/18	18/19	Trend	DoT	Projection
374	354	324			

Current figures are up to and including August. These figures can take up to 3 months or more to be validated. Nationally the fatality trend has been stable since 2010 following a period of steady decline. In Warwickshire this trend has not followed and our fatality levels are fluctuating year on year. This could be due to the relative small sample size of Warwickshire Fatalities, it could be a local reflection of the national levelling off trend. Nationally KSI's have increased by 3%, in

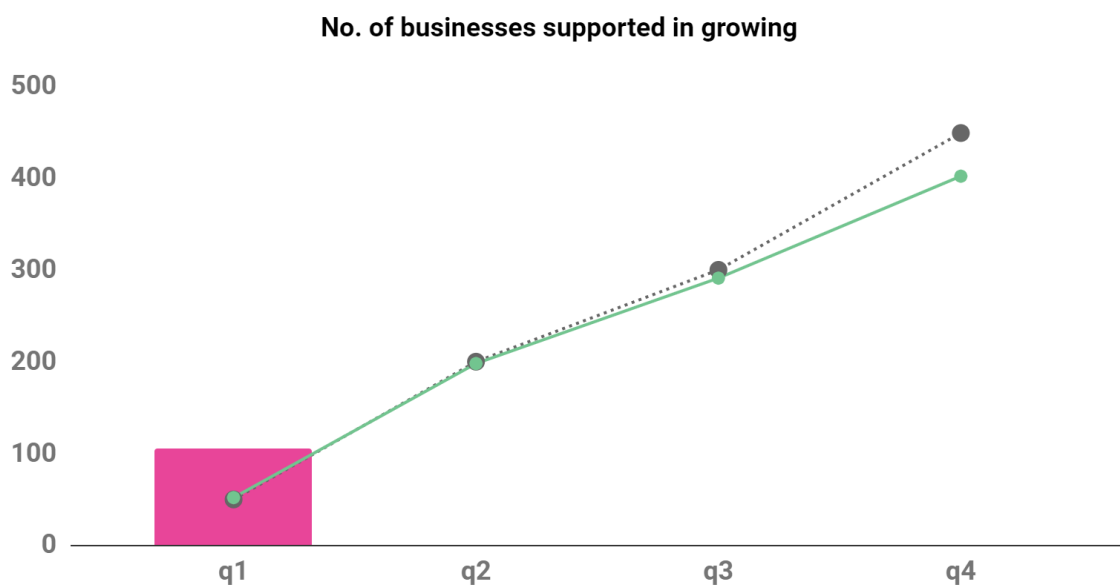
Warwickshire the increase has been 2%.

The Warwickshire Road Safety Partnership has recently reconvened with the inception of a Strategic Board. The Strategic Board is made up of WCC Directors & Senior Officers, Police & Crime Commissioner and Senior Police and Fire & Rescue representatives. It will set the strategic direction of the partnership and, working with recommendations from the operational board, take ultimate responsibility for the financial decision making and scrutiny. Current KSI for 2019 are 129 (this figure will need to be validated which can take up to 3 months or more) compared to the same period in 2018 which were 136 (only taking into account 2018 Apr to Aug figures, 2018 Apr to Sep was 171),. There have been reductions in Pedestrians (14 to 11), cycle (23 to 12) and a reduction in car drivers (44 to 33) but an increase in passengers (13 to 21). PTW (powered two wheelers i.e. scooters, mopeds etc) are fairly stable with 45 in 2018 and 46 in 2019.

Since April the Traffic & Road Safety Group has taken steps to bid through Community Infrastructure Funding (CIF) for significant funds to implement schemes to reduce casualties on WCC roads. Over £5M has been approved or is being considered to reduce collisions at Wolvey Crossroads, the Lawford Road - Addison Road junction, Green Man Crossroads in Coleshill and A439 Warwick Rd – Sand Barn Lane junction. Works have also commenced to implement the casualty reduction scheme at Portobello crossroads.

The CIF bids include £1.7M for a pilot scheme for average speed cameras on County roads. These are to address collisions on several primary routes (A446 north of Coleshill; A428 east of Coventry; A435 south of Redditch; A426 north of Rugby). If approved these should prove to be a significant step toward casualty reduction..

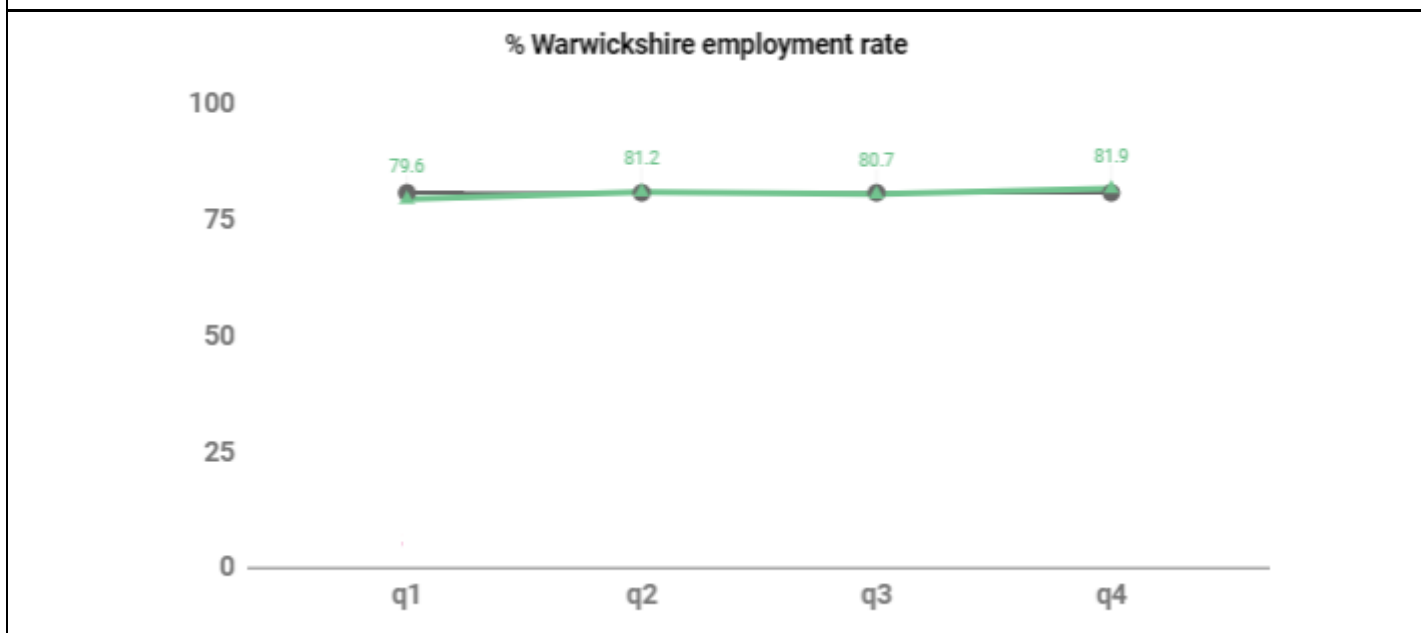
**Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure**



16/17	17/18	18/19	Trend	DoT	Projection
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N/A	327	402	↑	↑	↑
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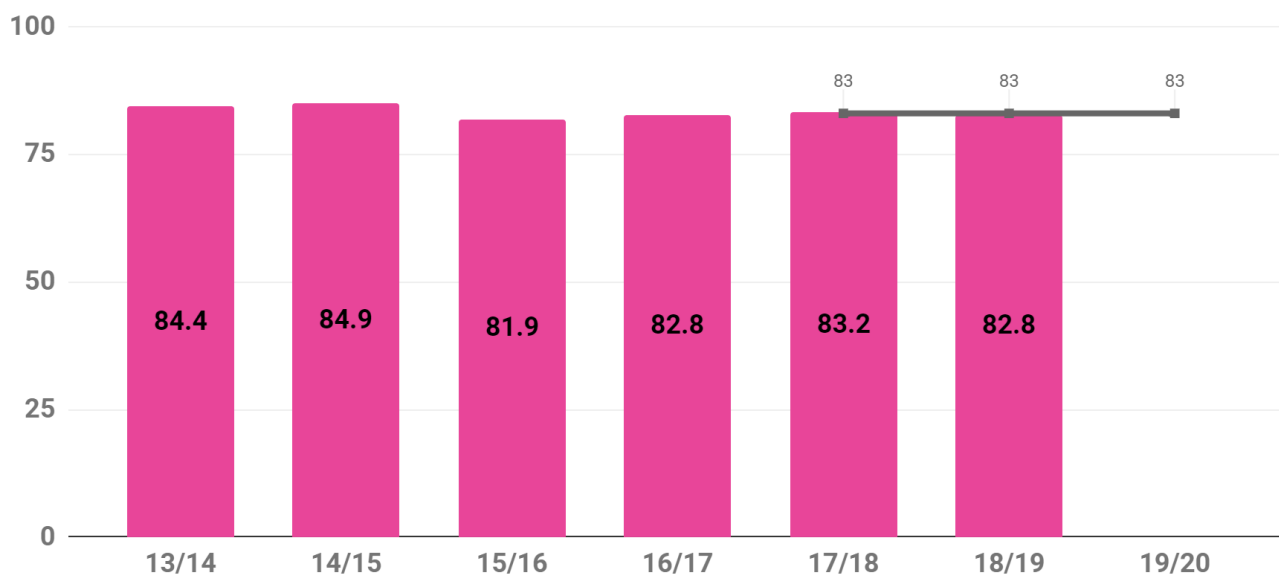
Full Quarter 2 data is not yet available. However, early data suggests that the quarterly target will be exceeded by some margin. In fact, it is suggested that the 2019/20 annual target is increased at Quarter 3 if the performance to-date continues for another quarter. Additional Quarter 1 data has now been added since the last update. 106 businesses were supported, with data for some services and projects still to be confirmed, against a Quarter 1 target of 50 and compared to 52 over the same period last year. It is projected that the annual target will be exceeded that is why the annual target will be reviewed at Quarter 3 taking into account the first half of the year's figures.



16/17	17/18	18/19	Trend	DoT	Projection
76	79.6	81.9	↑	↑	↔

The Quarter 2 data is not yet available and the Quarter 1 data was due to be published at the time of writing. The latest available data, 2018/19 Quarter 4, shows that Warwickshire has an employment rate of 80.2%. This represents a very modest reduction from 2018/19 Quarter 3, down 0.7%. However, overall, our employment rate is at a record high and it has increased from 74.9% in early 2009. Further analysis to understand the breakdown and composition of the change and growth in employment rate in Warwickshire is underway, and this will inform the new WCC economic strategy. Whilst apprenticeship numbers continue to fall due to the changes in the national system, which are still being worked through, overall, job demand levels are high with job vacancies per 1000 population in Warwickshire being double those of the national average and businesses are facing difficulties in recruiting. Building links between the business community and education providers therefore remains critical, and a key focus of WCC's work. WCC is also working with employers to encourage them to consider a wider range of potential employees, particularly young people with special educational needs and disabilities, residents with health and mental health issues, and the older workforce which generally have the highest rates of unemployment at the moment.

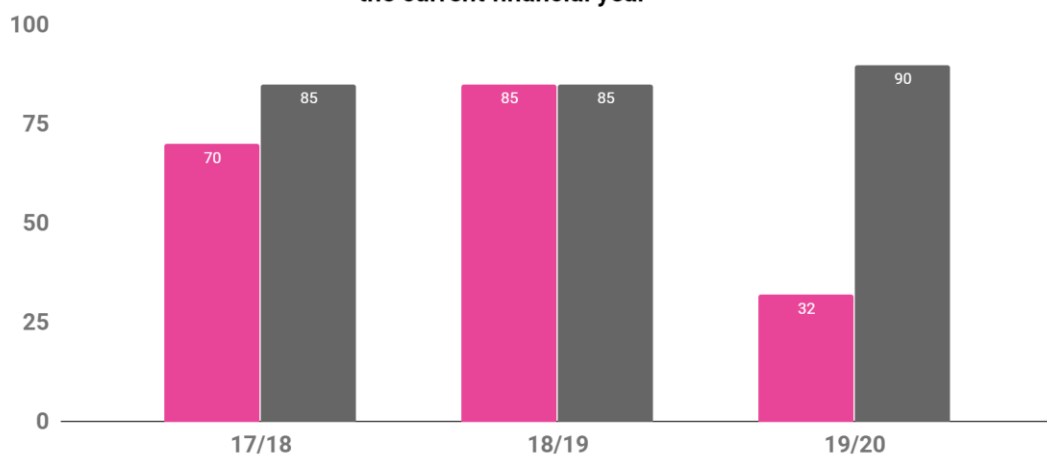
**% of Warwickshire road network meeting specified condition**



16/17	17/18	18/19	Trend	DoT	Projection
82.8	83.2	82.8	↓	↓	↔

This is an annual 'lagging' measure, so no data to report at Quarter 2. Coarse Visual Inspection survey information is normally completed in March. Processing and analysis of data takes some time, with figures available in late April/early May.

**% completion of Capital Maintenance programmes/Infrastructure improvements programmed for the current financial year**

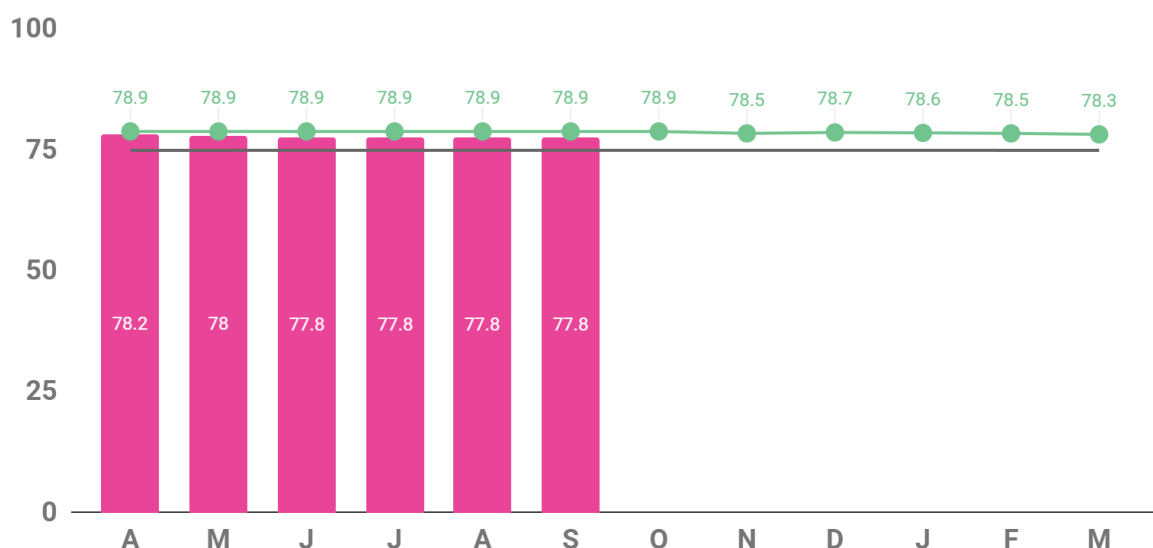


16/17	17/18	18/19	Trend	DoT	Projection
N/A	75	85	↑	↑	↔

5 out of 16 capital schemes are now complete at the end of Quarter 2 with a further 10 schemes currently on site progressing towards completion. In addition, a number of smaller scale schemes are due to start in the near future which are expected to be completed by the end of 19/20. Therefore this measure is on track to meet its target. So far the completed schemes include;

- B4451 Station Road, Bishops Itchington, new right turn lane (S278);
- C104 Milcote Road, Welford on Avon (S278);
- Europa Way (Gallaghers);
- D4349 York Road, Leamington - Cycle improvements; and
- Northgate Improvements, Warwick.

**% of communities with a population of 1,000 or more receiving at least one daily bus service**

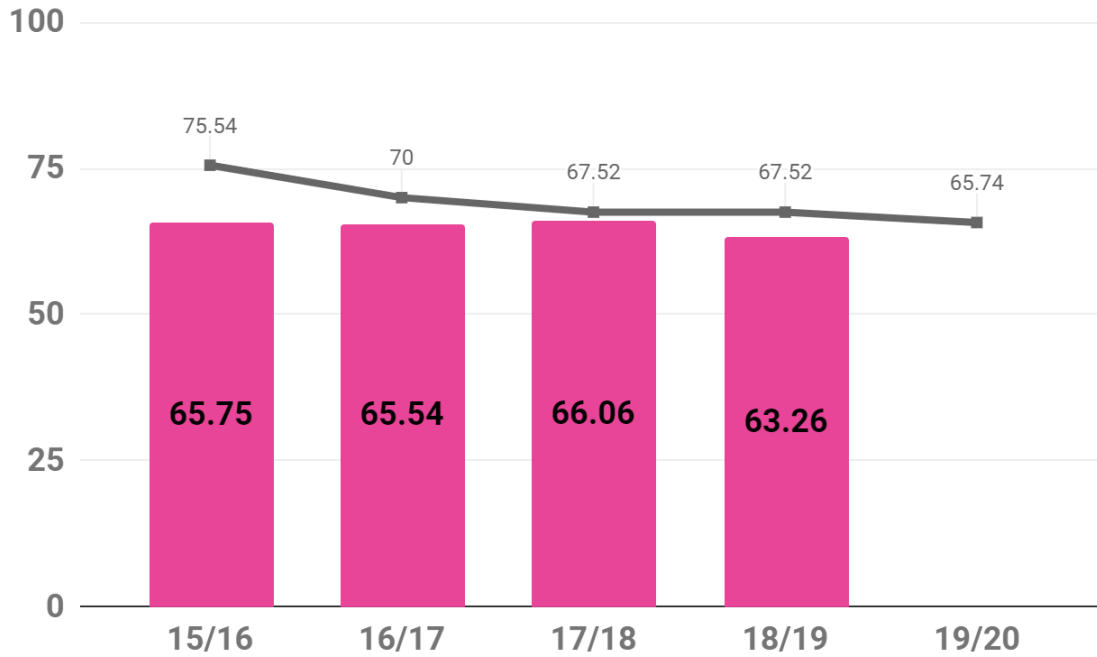


16/17	17/18	18/19	Trend	DoT	Projection
N/A	79.5	78.3	↓	↔	↔

Performance at the end of Quarter 2 is 77.8% which is ahead of the 75% target. It is expected to continue as there have been no significant route changes in the period. No future bus route changes are expected in the short term so performance will remain at existing level.



### Waste service cost per household

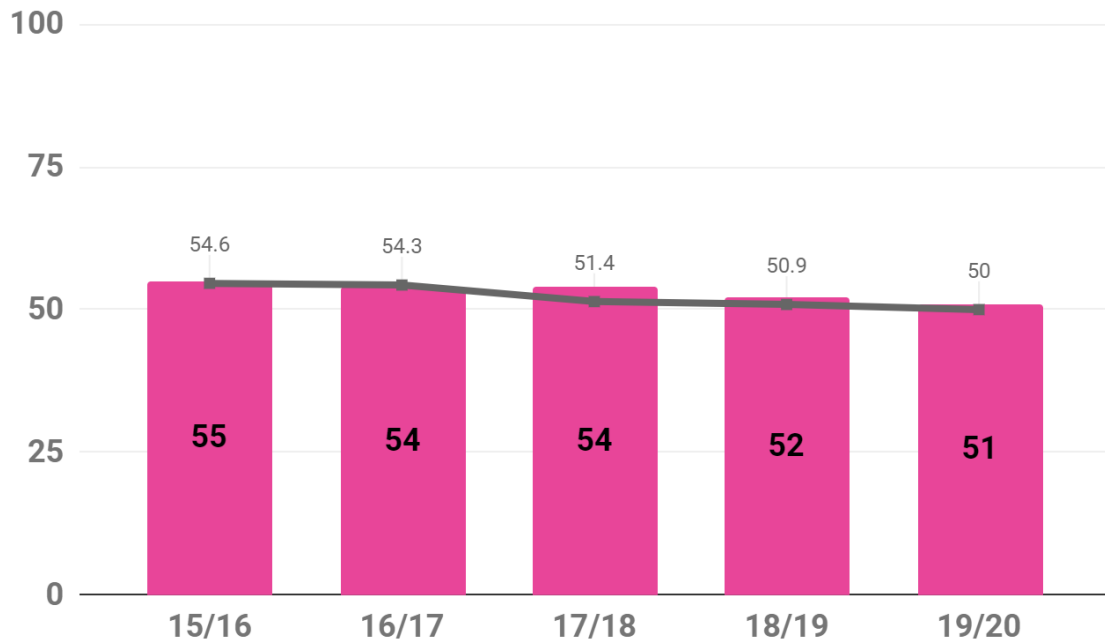


16/17	17/18	18/19	Trend	DoT	Projection
65.54	66.06	63.26	↓	↓	↔

This indicator is currently on track to be delivered even with decreases in recycle income. If current waste reduction projection is maintained then a budget saving could be delivered, however, there are significant risks to this. Estimate based on current financial forecast and projected changes in waste arisings.

WCC will continue to closely monitor and manage the revenue and capital budgets.

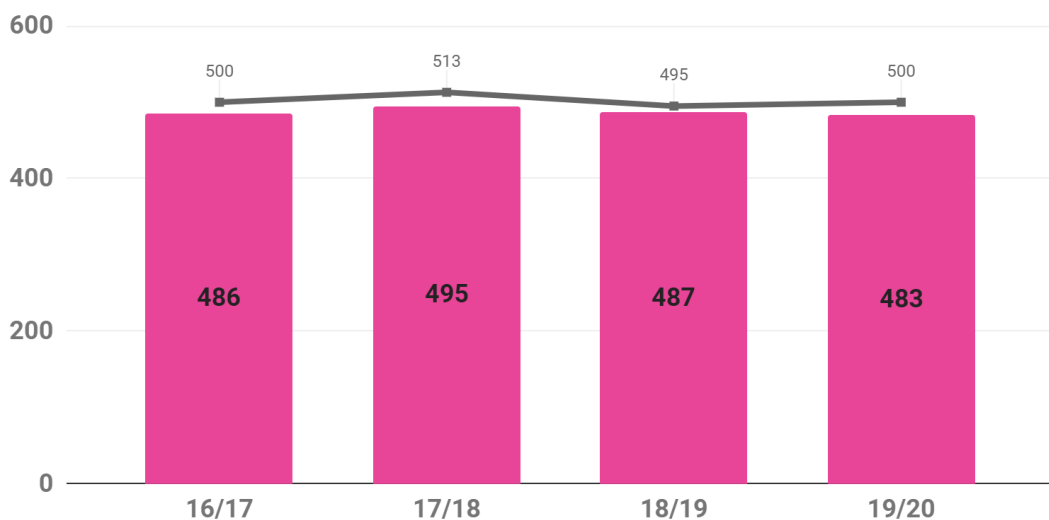
### % of household waste reused, recycled and composted



16/17	17/18	18/19	Trend	DoT	Projection
54	54	52	↓	↔	↔

Current performance is 51% whilst it is 61% at the Household Waste Recycling Centres (HWRC), this 61% feeds into the overall figure. The target for HWRC is 60% so targets for both are currently being hit. It is projected to remain static. WCC will continue to work to maximise recycling at the HWRC's and to monitor and mitigate the impact of green waste charging in Nuneaton & Bedworth Borough Council.

### Kgs of residual waste per household

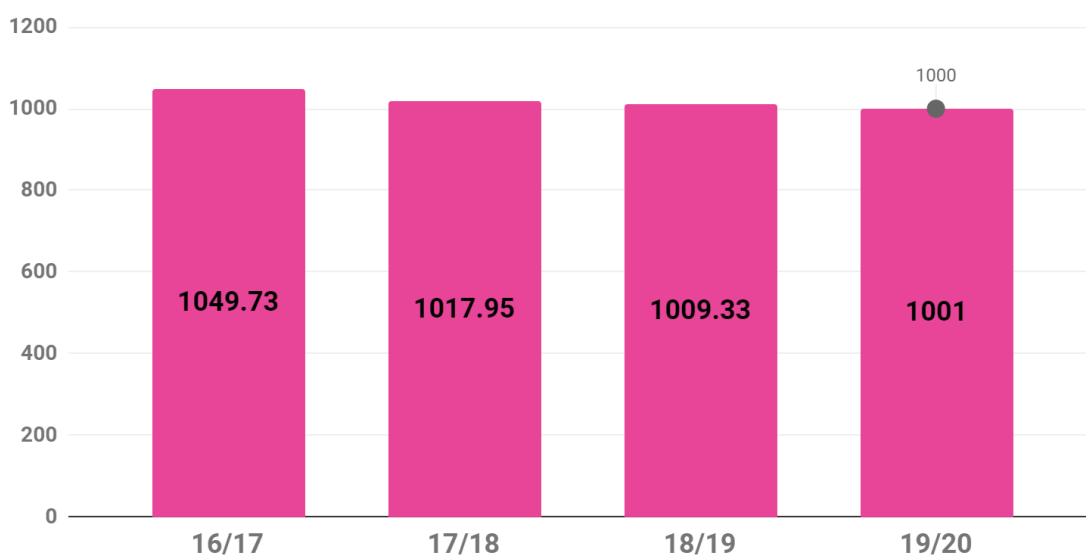


16/17	17/18	18/19	Trend	DoT	Projection
486	495	487	↓	↓	↔

Current performance is 483 kg for 2019/20 due to less residual waste and more housing stock, the target is 500 kg so WCC are on track. Performance is projected to remain static.

The main risk is that the recent charging for green waste in Nuneaton & Bedworth Borough Council will lead to more food and green waste being deposited in residual waste which will lead to an increase in this figure.

**Kgs of total waste per household**



16/17	17/18	18/19	Trend	DoT	Projection
1049.73	1017.95	1009.33	↓	↓	↔

Currently 1001kg of total waste per household has been disposed of based on a calculation up to and including July, this is slightly above target. In April/May green waste compared to last year was 3000 tonnes less, however up to and including July there had been an estimated increase of 500 tonnes of green waste compared to the same period last year.

Charging for green waste in Nuneaton & Bedworth Borough Council has led to a decrease in green waste which should deliver an overall reduction in household waste managed by the waste authorities. Early indications show a larger than originally forecast reduction in green waste with no overall increase in residual waste. However, this may not be maintained throughout the year.