Dear Sir/Madam,

A meeting of the **SOCIAL SCRUTINY PANEL** will be held in Committee Room 'A', Town Hall, Nuneaton on Wednesday, 10th February, 2010 at **5.45 p.m.**

Public Consultation will commence at 5.45 p.m.

Yours faithfully,

CHRISTINE KERR

Chief Executive

To: All Members of the Social Scrutiny Panel

AGENDA

PART I - PUBLIC BUSINESS

1. EVACUATION PROCEDURE

2. APOLOGIES - To receive apologies for absence from the meeting.

3. MINUTES - To confirm the minutes of the meeting held on 12th January, 2010. (Page 5)

4. DECLARATIONS OF INTEREST/PARTY WHIP - To receive declarations of personal/prejudicial interests in accordance with the Members' Code of Conduct and of the Party Whip in accordance with the Overview and Scrutiny Procedure Rules 4E, Paragraph 16(b).

   Note (1): Following the adoption of the new Code of Conduct, members are reminded that they should declare the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest members are still permitted to participate unless the interest is of a financial nature, they are scrutinising a decision which they were a party to making or the Committee is making a decision.

   Note (2): Overview and Scrutiny Procedure Rules 4E, Paragraph 16(b) states "when considering any matter in respect of which a Member must declare the existence of the whip, and the nature of it before the commencement of the OSP’s deliberations on the matter".

5. PUBLIC CONSULTATION - Members of the public will be given the opportunity to speak on specific agenda items if notice has been received.

6. COMMUNITY SAFETY PERFORMANCE MONITORING (QUARTERLY) – report of the Assistant Director – Chief Executive’s Office attached. (Page 8)

7. CUSTOMER SERVICE CENTRE – report of the Assistant Director – Customer Services attached. (Page 21)

8. FINANCIAL INCLUSION STRATEGY – report of the Corporate Services Director attached. (Page 29)


10. WORK PROGRAMME – verbal presentation by the Principal Democratic Services Officer (Overview and Scrutiny).

11. ANY OTHER ITEMS which in the opinion of the Chair of the meeting should be considered as a matter of urgency because of special circumstances (which must be specified).
12. **EXCLUSION OF THE PUBLIC AND PRESS**

**RECOMMENDED** that under section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following item, it being likely that there would be disclosure of exempt information of the description specified in Paragraphs 1 and 7 of Part I of Schedule 12A to the Act.

**PART II - EXEMPT ITEMS**

13. **NUNEATON AND BEDWORTH SAFER COMMUNITIES PARTNERSHIP - STRATEGIC ASSESSMENT 2009/10** – report of the Assistant Director - Chief Executive's Office attached (Page 93).
CORPORATE PLAN AIMS AND PRIORITIES

**Aim 1**
- To improve the quality of life and social justice for residents so it is much closer to that enjoyed by the rest of Warwickshire.

**Priority 1**
- To provide a choice of housing to meet the needs of the residents of the Borough.

**Priority 2**
- To create a healthy, diverse and robust economy which provides employment opportunities for local people.

**Priority 3**
- To work in partnership to improve health and reduce health inequalities for residents in the Borough.

**Priority 4**
- To develop a confident, cohesive and diverse community.

**Aim 2**
- To work in partnership to reduce the level of crime and disorder so that the community is and feels safer.

**Priority 1**
- Dealing with anti-social behaviour by working in partnership and provide diversionary activities to engage with youngsters.

**Priority 2**
- Environmental improvements and support for selective CCTV to reduce fear of crime.

**Priority 3**
- Use of the Council's enforcement powers to support community safety initiatives.

**Aim 3**
- To provide a pleasant environment for those living, working and visiting the Borough.

**Priority 1**
- To create a greener and cleaner environment.

**Priority 2**
- To lead in environmental issues addressing climate change and protection of the environment.

**Aim 4**
- To provide quality services which represent value for money.

**Priority 1**
- To continue to improve the performance and quality of key services.

**Priority 2**
- To improve access arrangements for all Council services and the way that those who use them are treated.

**Priority 3**
- To use value for money procedures to test the way all services are delivered.
A meeting of the Social Scrutiny Panel was held at the Town Hall, Nuneaton, on Tuesday, 12th January, 2010.

Present

Councillor D.P. Brown - Chair
Councillor D.C. Navarro - Vice-Chair


Apologies for absence were received from Councillor J.F. Ison and Mrs. L. Price and Mr. M. Perkins.

Courtesies

Members of the Committee and Officers observed one minute’s silence as a mark of respect and in memory of Councillor D. Bryden who recently passed away.

Minutes

RESOLVED that the minutes of the meeting held on 30th November, 2009, be confirmed subject to the deletion of recommendation (b), Minute 319, “the Play Rangers scheme be funded as a growth item for 2010-2011 and extended to other wards within the Borough.”

Declarations of Interest

Councillor D.P. Brown declared a personal interest in any relevant agenda item by reason of him being a member of the Nuneaton and Bedworth Leisure Trust Board.

Community Cohesion Strategy 2009 - 2011 – Nuneaton and Bedworth “Our Borough, Our Community”

The Assistant Director - Chief Executive’s office submitted a report on the Community Cohesion Strategy 2009-2011 – Nuneaton and Bedworth “Our Borough, Our Community” for consideration and any suggestions the Panel may have before the strategy is finalised.

The following concern was raised from the report:

- it was felt there needed to be a better way of monitoring Community Cohesion in the Borough.
RESOLVED THAT IT BE RECOMMENDED TO CABINET that the Community Cohesion Strategy 2009 – 2011 Nuneaton and Bedworth “Our Borough, Our Community” be approved.

354 Performance Information, Nuneaton Museum & Art Gallery

The Museum and Arts Manager submitted a report providing management information relating to Nuneaton Museum and Art Gallery in delivering Council objectives this financial year.

RESOLVED that the progress of Nuneaton Museum and Art Gallery in delivering against Council objectives be noted.

355 Performance Information Arts Development

The Museum and Arts Manager submitted a report providing management information relating to Arts Development in delivering Council objectives this financial year.

RESOLVED THAT IT BE RECOMMENDED TO CABINET that the re-instatement of the permanent post of Arts Development Officer be taken into account when budgets are considered and that a business case be produced at a later date for consideration.

356 Play Rangers Progress report

The Environmental Services Director submitted a report outlining the progress of the Play Ranger scheme since June 2007 as play provider for children in open spaces.

RESOLVED THAT IT BE RECOMMENDED TO CABINET that

(a) the re-instatement of the post of Community Parks Officer be taken into account when budgets are being considered; and

(b) the Play Rangers scheme be funded as a growth item for 2010 -2011 and extended to wards within the Borough which contain those lower super output areas which suffer the worst health deprivation.

357 Amendments to Disabled Facilities Grants Administration

The Assistant Director – Housing submitted a report on the ‘Call-In’ of the decision made in relation to Amendments to Disabled Facilities Grants Administration. (Individual Cabinet Member Decision (ICMD) – Minute IC 447).

Councillor W.H.Sheppard outlined to the reasons for the ‘Call-In’ of the (ICMD) decision of 10th December, 2009.

RESOLVED THAT, IT BE RECOMMENDED TO COUNCIL that

(1) the Disabled Facilities Grant Guidelines for the Making and Recovery of Local Land Charge be amended to define what amounts to ‘hardship’ in order to provide clarity and so that decisions can be made objectively and with equity;
IT BE RECOMMENDED TO CABINET that

(a) future Individual Cabinet Member Decision meetings be advertised in local newspapers; and

(b) Individual Cabinet Member Decision meetings be held at 6 p.m. to provide better opportunities for the public to attend.

**Work Programme**

The Principal Democratic Services Officer (Overview and Scrutiny) reported that the Health Inequalities Working Group had met and work was now underway. The UChoose Choice Based Lettings Working Group was due to meet on Thursday 14th January 2010.

It was further reported that there were two new items for the Work Programme, namely Performance of the Benefits Section and Mental Health provision for Children and Young people. The Principal Democratic Services Officer (Overview and Scrutiny) requested that Members consider whether these items should be carried over to the next Municipal Year or be added to this year’s Work Programme.

The Principal Democratic Services Officer (Overview and Scrutiny) also reported that following a successful bid, £5,000 had now been secured to conduct a joint scrutiny review on Health Inequalities - Antenatal and Postnatal service provision for Teenage Parents. The review will be undertaken in partnership with Warwickshire County Council and Rugby Borough Council with two members participating from each District. Members were requested to indicate interest.

**RESOLVED** that

(a) the Performance of the Benefits Section be added to the Work Programme for this Municipal Year;

(b) consideration of the Mental Health Provision for Children and Young People be deferred until the next Municipal Year; and

(c) it be noted that Councillors M.R. Findley and D. Navarro expressed an interest in participating in the Health Inequalities review and that an e-mail be sent to Members of the Social Scrutiny Panel to provide all Members with the opportunity to express an interest.

______________________________
Chair
AGENDA ITEM NO 6

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:  Social Scrutiny Panel Committee – 10th February 2010

From:  Assistant Director – Chief Executive’s Office

Subject:  Community Safety Performance Monitoring (Quarterly)

Portfolio:  Sustainable Communities (Councillor J. Waine)

1. **Purpose of Report**

1.1 To report performance relating to Community Safety to Social Scrutiny Panel Members for the third quarter (Quarter Three) for the financial year 2009 - 2010.

2. **Recommendations**

2.1 That Members note the attached performance indicators and respond accordingly.

3. **Background**

3.1 This report is brought to the Social Scrutiny Panel to provide an overview of quarterly performance measures associated with reducing crime and disorder across the Borough.

3.2 Section 17 of the Crime and Disorder Act 1998 states that Local Authorities need to embed community safety into all areas of strategic development and operational delivery. Regular performance management and monitoring is essential if NABSCOP and the Council are to respond effectively to areas of need and fulfil their obligations under the Act.

3.3 The Council has a corporate Section 17 group that meets each quarter that also considers community safety issues and performance. This is part of the Council’s aim to embed community safety into the working policies and practices of the Authority.

3.4 Following recommendations from the Social Scrutiny Panel made in September 2009, the report includes additional information on the number of incidents of Domestic Abuse in the Borough.
4. **Performance Indicators**

4.1 For the purposes of this report, performance has been split into the areas which are highlighted in Appendix A - Community Safety Performance Monitoring Report, Quarter 3, 2009 – 2010; and Appendix B - Iquanta comparison to Most Similar Groups, Quarter 2)

- **Crime type LAA indicators:** The information highlights the position of NABSCOP’s performance in the third quarter of 2009 - 2010

An area of positive performance includes:

- **NI 16 Serious Acquisitive Crime:** Against a reduction target of 3.4%, a reduction of -11.8% has been experienced

An area of concern with the LAA type indicators includes:

- **NI 15 Most Serious Violence:** Whilst a reduction target has not been set by NABSCOP, the aim has been to reduce the level of incidents based on the 2008-09 baseline. There has however been an increase of +13.9% in the number of incidents reported. In investigating the incidents further this crime type include grievous and Actual Bodily Harm, Domestic Abuse and incidents involving alcohol or licensed premises. The Partnership has been successful in securing £30,000 of funding for ‘Alcohol Related Crime’ with interventions supported by this including:

  a) A triage event was held in Nuneaton Town Centre on Saturday 19th December to raise the profile of alcohol related crime and disorder and health messages linked to consumption. Whilst analysis will not be available until the next quarter’s performance report, early indications suggest that the event was well received by the public.

  b) Exploring the development of ‘Cumulative Impact Zones’ (CIZs), whereby any premise wishing to apply for a license in an area with a high concentration of Licensed Premises the applicant would be required to provide evidence of need prior to the license being granted.

  c) Raising the profile of the Designated Public Place Order within the Borough by publicising the Order within the Borough wide In Touch magazine, on bus shelters and within the local press

  d) Providing training to Licensees and fast food outlets regarding their responsibilities and the role of the Partnership in addressing crime and disorder issues.
Other NABSCOP funded interventions include:

a) Continuation of the Domestic Abuse project – focusing on victims/ perpetrators and families at risk of high harm.

b) Commissioning research to identify the level of ‘Interpersonal Violence’ in the Borough to identify gaps in reporting and service provision. The details of this will be reported to NABSCOP on 4th February 2010 and a briefing will be provided for the next Panel meeting.

c) Continued Delivery of the Enhanced Policing Initiative in the town centre and surrounding areas to provide high visibility policing and reduce incidents of crime and disorder.

- **Crime Type Local Indicators:** are additional indicators identified by NABSCOP as a priority within the Borough.

Areas of positive performance include:

- **Anti Social Behaviour (ASB):** the number of reported incidents of ASB appears to have reduced over the period examined, with a -13.1% reduction against a 3% target. The figures may be somewhat misleading however, as due to a change in the method of reporting and recording ASB by Warwickshire Police, the Partnership has had concerns that not all incidents were adequately being recorded. This is an issue that has now been addressed locally between the Warwickshire Police Control Centre and the Nuneaton and Bedworth Borough Council Customer Contact Centre.

- **Criminal Damage:** the number of reported incidents of Criminal Damage has reduced over the last quarter. Against a 3% target, a reduction of -11.7% has been reported.

Areas of concern include:

- **Domestic Burglary and Vehicle Loss:** The Partnership has experienced an increase in Domestic Burglary and Vehicle Loss with a combined increase of +7.4% against a 3.1% reduction target.

Operation Ironbridge has been implemented to address Domestic Burglary, with high profile policing being provided in areas of concern. Warwickshire Police is launching a burglary strategy to address these issues with the support of partners further.
In relation to Vehicle Loss, the Police have implemented a 'Vulnerable Vehicle Scheme' to raise the profile that certain vehicles are more likely to be targeted e.g. older vehicles with poor security and vehicles with items left on display.

- **Total Recorded Crime:** NABSCOP’s target is to reduce Total Recorded Crime by 3%. At the end of Quarter Three this has reduced by -7.3%. Within this, certain crime types have increased, in particular, Drug Offences.

  - **Drug Offences:** Due to Warwickshire Police’s increased focus within the Borough, a number of drug warrants have been executed across Nuneaton and Bedworth, thus increasing the number of recorded Drug Offences. In December 2009 the high profile ‘Operation Laser’ was conducted which resulted in a major drug network being undermined. Of the 18 people arrested in the Borough, all have been sentenced.

- **Priority Themes:** Details of the performance in relation to the Place Survey and Public Satisfaction Survey indicators are available on a biennial basis. A countywide group has been established to consider the fear of crime and public confidence with specific issues affecting Nuneaton and Bedworth will be considered locally by NABSCOP. A further interim survey on public perceptions is currently being conducted and will provide details on the direction of travel in relation to the indicator types included in this section.

- **Domestic Abuse incidents:** At the request of the Social Scrutiny Panel, incidents of this nature have been included within the performance report. The Partnership has not set any specific targets to measure the progress of Domestic Abuse incidents separately from other violent crime indicators, although it recognises the importance of continuing to focus resources in this area. The report highlights two types of analysis:

  - **Violence Against the Person:** For quarter three, 387 incidents were recorded, of which 101 offences were related to Domestic Abuse. This equates to 26% of all Violence Against the Person Offences

  - **Most Serious Violence:** For Quarter Three, 19 incidents were recorded, of which 2 offences were related to Domestic Abuse. This equates to 11% of all Violence Against the Person Offences

- **Sub-Borough Statistics:** This represents recorded crime by Ward. In relation to Anti-Social Behaviour (ASB) incidents, the top three Wards are Abbey non-town, Barpool and Wembrook.

  ASB is a constant priority for NABSCOP who monitor levels fortnightly via Police Tasking and bi-monthly within the ‘Priority Crime’ group, along with managing ASB cases such as ASBO applications at the
‘ASB Case Management Group’. Nuneaton and Bedworth Leisure Trust’s (NBLT) Youth Contact Team, which is funded via NABSCOP, have been deployed to areas above. In addition to this, the mobile CCTV cameras have also been utilised, with the scheme being extended to include an additional nine cameras. It is anticipated that these cameras will be operational from February 2010. The CCTV locations are now shared fortnightly with Elected Members and members of the Section 17 group to update them on the locations and rationale for deploying the cameras to the agreed areas.

The Partnership has received funding to be spent by March 2010 to address ASB, with initiatives as follows:

- Accelerated Partnership Funding: £41,700 has been allocated to the partnership to address ASB in the top six Super Output Areas of the Borough. Initiatives provided via this funding include additional activity on the Multi Use Games Areas provided by the Nuneaton and Bedworth Leisure Trust, an extension of funding for the Fire Service to provide the ‘ASFIT’ – Anti Social Fire Intervention initiative to prevent arson on public open spaces, and funding to provide additional Policing in the areas to offer more reassurance to local residents.

- £25,000 for initiatives that provide support for victims and witnesses is being developed and an initiative will be available from April 2010.

- Additional publicity and promotion of anti-social behaviour interventions are being produced, with a questionnaire being distributed via the ‘People’s Panel’ to gauge the level of understanding around ASB interventions available from partner agencies.

- Improvements to the recording of ASB cases are also being made, with the extension of the ASB case management system being considered across the Council.

Occasionally the issues linked to ASB are associated with motorcycle usage. Warwickshire Police continue to use a dedicated motorcycle team for the Borough, which is further supported with Area Based Grant funding via NABSCOP. Analysis and an evaluation on the success of this team will be commissioned during quarter four.

- **Police Priority Areas**: Warwickshire Police, supported by NABSCOP are currently focusing attention within areas called ‘Police Priority Areas’ (PPA). The aim of the PPA is “To narrow the harms gap between priority areas and the rest of the county.” by channelling resources to address ‘High Harm Causers’. In Nuneaton and Bedworth, there has been a movement of resources into these areas. At the end of the third quarter, 40% of Total Recorded Crime on the Borough was reported in these areas. Details of the impact of deploying additional
resources to the PPA areas are being explored, with information available within the end of year, quarter four performance report to the Panel.

- **NABSCOP's Peer Group position:** NABSCOP’s Peer Group is determined by the Home Office and relates to the demographics of an area. The figures for Quarter Three were not available at the time of producing this report; therefore figures for quarter Quarter Two have been included.

For Total Recorded Crime, Nuneaton and Bedworth Safer Communities Partnership is 10th out of 15 (with 1 being the best and 15 being the worst performing). Improvement has been seen in Serious Violent Crime, Assault with Less Serious Injury and Violent Crime when compared to the same period last year *(For further information see Appendix B – Iquanta comparison to Most Similar Groups)*

Jerry Doherty
Assistant Director - Chief Executive’s Office
1. Performance

<table>
<thead>
<tr>
<th>Crime Type</th>
<th>2008/9 Baseline</th>
<th>2009/10 Reduction Target</th>
<th>2009/10 Target</th>
<th>Last 12 Months</th>
<th>Change on Baseline</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 15 – Serious Violent Crime</td>
<td>79</td>
<td>To Reduce</td>
<td>78</td>
<td>90</td>
<td>+ 13.9%</td>
<td>R</td>
</tr>
<tr>
<td>NI 16 – Serious Acquisitive Crime</td>
<td>2,416</td>
<td>3.4%</td>
<td>2,334</td>
<td>2,132</td>
<td>- 11.8%</td>
<td>G</td>
</tr>
<tr>
<td>NI 20 – Assault Less Serious Injury</td>
<td>859</td>
<td>-</td>
<td>-</td>
<td>798</td>
<td>- 7.1%</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Crime Type</th>
<th>2008/9 Baseline</th>
<th>2009/10 Reduction Target</th>
<th>2009/10 Target</th>
<th>Last 12 Months</th>
<th>Change on Baseline</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anti-Social Behaviour Incidents</td>
<td>9,568</td>
<td>3.0%</td>
<td>9,281</td>
<td>8,318</td>
<td>- 13.1%</td>
<td>G</td>
</tr>
<tr>
<td>Arson (Small Deliberate Fire Incidents)</td>
<td>554</td>
<td>2.2%</td>
<td>542</td>
<td>N/A</td>
<td>N/A</td>
<td>-</td>
</tr>
<tr>
<td>Business Crime</td>
<td>2,440</td>
<td>-</td>
<td>-</td>
<td>2,043</td>
<td>- 16.3%</td>
<td>-</td>
</tr>
<tr>
<td>Criminal Damage</td>
<td>2,498</td>
<td>3.0%</td>
<td>2,423</td>
<td>2,206</td>
<td>- 11.7%</td>
<td>G</td>
</tr>
<tr>
<td>Domestic Burglary and Vehicle Loss</td>
<td>1,062</td>
<td>3.1%</td>
<td>1,029</td>
<td>1,141</td>
<td>+ 7.4%</td>
<td>R</td>
</tr>
<tr>
<td>Theft from a Vehicle</td>
<td>1,154</td>
<td>3.6%</td>
<td>1,112</td>
<td>876</td>
<td>- 24.1%</td>
<td>G</td>
</tr>
<tr>
<td>Violent Crime</td>
<td>1,939</td>
<td>2.0%</td>
<td>1,900</td>
<td>1,848</td>
<td>- 4.7%</td>
<td>A</td>
</tr>
</tbody>
</table>

**Green** = current levels at least 5% below extrapolated target  
**Amber** = current levels within +/- 5% of extrapolated target  
**Red** = current levels at least 5% above extrapolated target
### 2. All Recorded Crime

<table>
<thead>
<tr>
<th>Crime Type</th>
<th>2008/9 Baseline</th>
<th>Last 12 Months</th>
<th>Change on Baseline</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criminal Damage</td>
<td>2,498</td>
<td>2,206</td>
<td>-11.7%</td>
<td>G</td>
</tr>
<tr>
<td>Domestic Burglary</td>
<td>759</td>
<td>787</td>
<td>+3.7%</td>
<td>A</td>
</tr>
<tr>
<td>Drug Offences</td>
<td>298</td>
<td>471</td>
<td>+58.1%</td>
<td>R</td>
</tr>
<tr>
<td>Robbery</td>
<td>113</td>
<td>114</td>
<td>+0.9%</td>
<td>A</td>
</tr>
<tr>
<td>Sexual Offences</td>
<td>132</td>
<td>120</td>
<td>-9.1%</td>
<td>G</td>
</tr>
<tr>
<td>Vehicle Crime</td>
<td>1,544</td>
<td>1,230</td>
<td>-20.3%</td>
<td>G</td>
</tr>
<tr>
<td>-Theft of Vehicle</td>
<td>390</td>
<td>354</td>
<td>-9.2%</td>
<td>G</td>
</tr>
<tr>
<td>-Theft From Vehicle</td>
<td>1,154</td>
<td>876</td>
<td>-24.1%</td>
<td>G</td>
</tr>
<tr>
<td>Vehicle Interference</td>
<td>128</td>
<td>118</td>
<td>-7.8%</td>
<td>G</td>
</tr>
<tr>
<td>Violent Crime</td>
<td>1,939</td>
<td>1,848</td>
<td>-4.7%</td>
<td>A</td>
</tr>
<tr>
<td><strong>Total Recorded Crime</strong></td>
<td><strong>10,729</strong></td>
<td><strong>9,948</strong></td>
<td><strong>-7.3%</strong></td>
<td><strong>G</strong></td>
</tr>
</tbody>
</table>

*total recorded crime does not equal sum of listed categories*

Nuneaton & Bedworth has set a target of 3% to reduce overall recorded crime.

Total Recorded Crime: Nuneaton & Bedworth Borough

![Graph showing the trend of total recorded crime over time](image-url)
### 3. Priority Themes

The below themes are managed via the Place Survey and the Public Satisfaction Survey.

<table>
<thead>
<tr>
<th>Theme</th>
<th>2009/10 Target</th>
<th>2008/9 Baseline (%)</th>
<th>Last 12 Months (%)</th>
<th>Change on Baseline</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>To reduce the fear of crime</td>
<td>Reduction in the percentage of residents that are very or fairly worried about...</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Having their home broken into and having something stolen to 69.7%</td>
<td>73.7%</td>
<td>-</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Being physically attacked by strangers to 63%</td>
<td>66.0%</td>
<td>-</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Having their car stolen to 61.1%</td>
<td>66.1%</td>
<td>-</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Different Backgrounds</td>
<td>Increase percentage of people who feel that people from different backgrounds get on well together in their local area</td>
<td>74.1%</td>
<td>-</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Influencing Decisions</td>
<td>Increase percentage of people who feel they can influence decisions in their locality</td>
<td>27.7%</td>
<td>-</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Perceptions of ASB</td>
<td>Decrease the fear of ASB</td>
<td>25.5%</td>
<td>-</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>ASB and Crime issues</td>
<td>Dealing with local concerns about ASB and crime issues by the local Council and Police</td>
<td>18.8%</td>
<td>-</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Parental Responsibility</td>
<td>Increase perceptions of parents taking responsibility for the behaviour of their children</td>
<td>21.4%</td>
<td>-</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Respect and Consideration</td>
<td>How much of a problem do you think there is with people not treating each other with respect and consideration? (Good = Low)</td>
<td>38.8%</td>
<td>-</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Civil Protection Arrangements</td>
<td>Increase awareness of civil protection arrangements</td>
<td>14.1%</td>
<td>-</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Drunk/Rowdy Behaviour</td>
<td>Reduce perceptions of drunk/rowdy behaviour as a problem</td>
<td>33.0%</td>
<td>-</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Drugs</td>
<td>Reduce perceptions of drug dealing and drug use as a problem</td>
<td>35.1%</td>
<td>-</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>

**Results not available until March/April 2010**
The partnership themes below are reported on by quarter where possible.

<table>
<thead>
<tr>
<th>Theme</th>
<th>2008/9 Baseline</th>
<th>2009/10 Target</th>
<th>Qtr 1 Actual</th>
<th>Qtr 2 Actual</th>
<th>Qtr 3 Actual</th>
<th>Qtr 4 Actual</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>To reduce the re-offending rate of PPOs</td>
<td>29</td>
<td>TBC</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>TBC</td>
<td>-</td>
</tr>
<tr>
<td>To reduce the number of people killed or seriously injured in road traffic accidents</td>
<td>48</td>
<td>TBC</td>
<td>7</td>
<td>6</td>
<td>TBC</td>
<td>TBC</td>
<td>-</td>
</tr>
</tbody>
</table>

**Green** – Forecast to achieve by target date  
**Amber** – Some risk of not achieving by target date  
**Red** – Target unlikely to be achieved by target date

### Domestic Abuse

<table>
<thead>
<tr>
<th>Theme</th>
<th>2008/9 Baseline</th>
<th>2009/10 Target</th>
<th>Qtr 1 Actual</th>
<th>Qtr 2 Actual</th>
<th>Qtr 3 Actual</th>
<th>Qtr 4 Actual</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Violence Against the Person Offences</td>
<td>1,798</td>
<td>N/A</td>
<td>402</td>
<td>416</td>
<td>387</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Violence Against the Person Offences related to Domestic Abuse</td>
<td>622</td>
<td>N/A</td>
<td>114</td>
<td>129</td>
<td>101</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Proportion of Domestic Abuse in Violence Against the Person Offences</td>
<td>34.6%</td>
<td>N/A</td>
<td>28%</td>
<td>31%</td>
<td>26%</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Theme</th>
<th>2008/9 Baseline</th>
<th>2009/10 Target</th>
<th>Qtr 1 Actual</th>
<th>Qtr 2 Actual</th>
<th>Qtr 3 Actual</th>
<th>Qtr 4 Actual</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most Serious Violence Offences</td>
<td>84</td>
<td>N/A</td>
<td>18</td>
<td>27</td>
<td>19</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Most Serious Violence Offences related to Domestic Abuse</td>
<td>19</td>
<td>N/A</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Proportion of Domestic Abuse in Most Serious Violence Offences</td>
<td>22.6%</td>
<td>N/A</td>
<td>17%</td>
<td>11%</td>
<td>11%</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>
## 5. Sub-Borough Statistics

### Wards

Recorded Crime by Ward, April to December 2009

<table>
<thead>
<tr>
<th>Ward</th>
<th>Total Recorded Crime</th>
<th>Domestic Burglary</th>
<th>Vehicle Crime</th>
<th>Violent Crime</th>
<th>Criminal Damage</th>
<th>ASB Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbey (town)</td>
<td>948</td>
<td>3</td>
<td>16</td>
<td>144</td>
<td>82</td>
<td>498</td>
</tr>
<tr>
<td>Abbey (non-town)</td>
<td>698</td>
<td>52</td>
<td>59</td>
<td>138</td>
<td>144</td>
<td>531</td>
</tr>
<tr>
<td>Arbury</td>
<td>398</td>
<td>29</td>
<td>55</td>
<td>41</td>
<td>73</td>
<td>367</td>
</tr>
<tr>
<td>Attleborough</td>
<td>353</td>
<td>31</td>
<td>39</td>
<td>72</td>
<td>77</td>
<td>402</td>
</tr>
<tr>
<td>Bar Pool</td>
<td>501</td>
<td>48</td>
<td>34</td>
<td>102</td>
<td>117</td>
<td>513</td>
</tr>
<tr>
<td>Bede (Town)</td>
<td>167</td>
<td>-</td>
<td>6</td>
<td>23</td>
<td>21</td>
<td>155</td>
</tr>
<tr>
<td>Bede</td>
<td>244</td>
<td>24</td>
<td>30</td>
<td>41</td>
<td>73</td>
<td>287</td>
</tr>
<tr>
<td>Bulkington</td>
<td>185</td>
<td>22</td>
<td>28</td>
<td>27</td>
<td>27</td>
<td>107</td>
</tr>
<tr>
<td>Camp Hill</td>
<td>442</td>
<td>21</td>
<td>46</td>
<td>78</td>
<td>139</td>
<td>370</td>
</tr>
<tr>
<td>Exhall</td>
<td>410</td>
<td>38</td>
<td>74</td>
<td>61</td>
<td>81</td>
<td>355</td>
</tr>
<tr>
<td>Galley Common</td>
<td>347</td>
<td>37</td>
<td>61</td>
<td>58</td>
<td>80</td>
<td>299</td>
</tr>
<tr>
<td>Heath</td>
<td>315</td>
<td>58</td>
<td>28</td>
<td>42</td>
<td>64</td>
<td>206</td>
</tr>
<tr>
<td>Kingswood</td>
<td>451</td>
<td>57</td>
<td>32</td>
<td>70</td>
<td>113</td>
<td>464</td>
</tr>
<tr>
<td>Poplar</td>
<td>513</td>
<td>34</td>
<td>63</td>
<td>77</td>
<td>112</td>
<td>400</td>
</tr>
<tr>
<td>Slough</td>
<td>323</td>
<td>44</td>
<td>42</td>
<td>52</td>
<td>72</td>
<td>189</td>
</tr>
<tr>
<td>St. Nicholas</td>
<td>290</td>
<td>37</td>
<td>40</td>
<td>31</td>
<td>52</td>
<td>167</td>
</tr>
<tr>
<td>Weddington</td>
<td>191</td>
<td>16</td>
<td>28</td>
<td>18</td>
<td>30</td>
<td>164</td>
</tr>
<tr>
<td>Wem Brook</td>
<td>535</td>
<td>34</td>
<td>60</td>
<td>102</td>
<td>125</td>
<td>508</td>
</tr>
<tr>
<td>Whitestone</td>
<td>203</td>
<td>18</td>
<td>13</td>
<td>21</td>
<td>42</td>
<td>130</td>
</tr>
</tbody>
</table>
Priority Policing Area (PPA)

Recorded Crime by PPA, April to December 2009

<table>
<thead>
<tr>
<th>Localities</th>
<th>Total Recorded Crime</th>
<th>Domestic Burglary</th>
<th>Vehicle Crime</th>
<th>Violent Crime</th>
<th>Criminal Damage</th>
<th>ASB Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPA</td>
<td>3,040</td>
<td>181</td>
<td>187</td>
<td>532</td>
<td>595</td>
<td>2,376</td>
</tr>
<tr>
<td>% of total crimes/incidents in Nun &amp; Bed Borough</td>
<td>40%</td>
<td>30%</td>
<td>25%</td>
<td>44%</td>
<td>39%</td>
<td>39%</td>
</tr>
<tr>
<td>Non PPA</td>
<td>4,474</td>
<td>422</td>
<td>567</td>
<td>666</td>
<td>929</td>
<td>3,736</td>
</tr>
</tbody>
</table>

6. Further Information

This is the latest in a series of quarterly reports providing an overview of recorded crime and disorder statistics. The report is produced for the use of Nuneaton & Bedworth Crime & Disorder Reduction Partnership and the agencies within that Partnership. The figures should not be reproduced outside of the Partnership without permission from the owners of the statistics. Report produced by Warwickshire Observatory.

Source: Warwickshire Police, Warwickshire County Council
Produced by the Warwickshire Observatory for the Crime & Disorder Reduction Partnerships, not to be reproduced without permission.
Best Practice
Contact has been made with peers at Bridgend looking at initiatives on burglary reduction, vehicle crime and violent crime.
Initiatives include:

**Burglary Initiatives**
- Help the Aged ‘Handy van Scheme’ referrals over 60 years of age receive free fitting of door/window locks, etc.
- Home visits by Crime prevention officer offering advice. Vulnerable persons scheme offers target hardening free of charge where applicable. Scheme funded by Crime Prevention dept and partners such as Domestic Violence, Safer Bridgend Partnership (SBP)
- Burglary pack sent to all victims of dwelling burglary including key safe stickers, security checklist, marker pens etc.
- ‘No Cold Calling Zones’ recently set up in partnership with Trading Standards, SBP, & NHW. No further details.

**Vehicle Crime**
- Vulnerable vehicle scheme. Pro forma completed by Crime Reduction Officer, giving reasons for the vehicles vulnerability i.e., valuables on display etc. Very time consuming due to the number of referrals.

**Violent Crime**
- Call time on violent crime: Posters in pubs, clubs, colleges and hospitals. Pubs received tee shirts for staff with the ‘call time on violent crime’ message printed on. Plastic glasses supplied to pubs. Beer mats with the same message.

**Findings**
Nuneaton and Bedworth have at some time, or are presently undertaking variations of the above initiatives.

*Lynda Nestoruk*
NUNEATON AND BEDWORTHBOROUGH COUNCIL

Report to: Social Overview & Scrutiny Panel – 10th February 2010
From: Christine Tydeman – Assistant Director, Customer Services
Subject: Customer Service Centre
Portfolio Holder: Cllr. Matt Grant – Customer Services
Corporate Aim: To provide quality services which represent value for money.

1 OBJECTIVES OF SCRUTINY

1.1 To scrutinise the performance and customer satisfaction of the Customer Service Centre

2 WHAT IS THE PANEL BEING ASKED TO CONSIDER?

2.1 The Members of the Panel will bear in mind the context of the corporate priorities and the financial constraints and come to a view on the following:

- The performance of the Customer Service Centre
- Customer satisfaction at the first point of contact
- Customer Feedback
- Whether there are further actions that could be implemented to improve performance and the customer experience.

3 WHO CAN THE PANEL INFLUENCE?

3.1 The outcomes of the Panel's debate will be provided to Cabinet.

3.2 The Panel may wish to publicise its findings so that they are accessible to the public, other stakeholder and outside bodies. The Overview & Scrutiny Support Officer and Communications Team will support the Chair of the Panel to do this as required.

4 WHAT INFORMATION WILL BE PRESENTED?

4.1 The Panel is asked to consider the information presented on performance and customer feedback and the actions being implemented to improve the customer experience.

4.2 The Assistant Director for Customer Services, Christine Tydeman will attend the Panel to assist with technical and operational queries relating to the item.

4.3 The Overview & Scrutiny Support Officer will provide any additional information as appropriate or as requested by the Panel Members.
5 SUMMARY OF EVIDENCE

5.1 The following evidence has been submitted and is appended to this paper.

Appendix A
Customer Service performance

Appendix B
Customer satisfaction with the first point of contact

Appendix C
Customer feedback, complaints, comments and compliments

Appendix D
Planned actions to improve performance and the customer experience
APPENDIX A

Performance
Detailed below is the performance upto December 2009 compared to the performance last year April 08 to March 09.

1 Telephone Contact Centre

2008/09 – April 08 – March 09
- 84% resolution at First Point of Contact - Target 80%
- 90.2% calls answered - Target 85% (20754 per month, 2396 abandoned)
- 62.6% answered in 20 seconds - Target 60%
- 3.6% waited over 5 minutes

2009/10 – April 09 – December 09
- 87% resolution at First Point of Contact –Target 80%
- 92.1% calls answered –Target 90%(18337 per month, 1580 abandoned)
- 65% answered in 20 seconds –Target 70%
- 2.5% wait over 5 minutes

1.1 50% of all calls are received on the main number (02476) 376376, performance on this line only for 2009/10 is as follows:
- 94.7% calls answered, (14 callers per day on average abandon), 73.5% answered in 20 seconds with 90% answered in under a minute and on average 4 callers per month have to wait over 5 minutes.

1.2 Average handling time remains at 2 minutes 48 seconds.

2 Telephone performance across the whole organisation

2008/09 90% calls answered (54549 per month, 6061 abandoned)
2009/10 92% calls answered (53832 per month, 4681 abandoned)

3 Abandoned calls have decreased. This has reduced the calls overall as customers are not having to make repeat attempts.
4 One Stop Shop

2008/09 – April 08 – March 09
8:09 minutes average visitors queue time - Target 7 minutes
64% of visitors wait less than 10 minutes - Target 75%

2009/10 – April 09 - December 09
9:30 minutes average visitors queue time - Target 7 minutes
56.4% of visitors wait less than 10 minutes - Target 75%

4.1 Numbers of visitors have increased overall by less than 1% however, a more detailed analysis shows the majority of services decreasing in visitor numbers and only 2 services, Benefits and Debt Recovery, increasing significantly, Table 1 refers.

Benefits and Debt Recovery have a longer handling time due to the complexity of the process and the support required by the customer. On average this has increased the total handling time within the One Stop Shop by 6 hours per week, which accounts for the increase in waiting times.

Table 1. Numbers of visitors per service 2008 and 2009

<table>
<thead>
<tr>
<th>Service</th>
<th>2008</th>
<th>2009</th>
<th>% Increase/Decrease</th>
<th>Handling Time (minutes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing &amp; CT Benefits</td>
<td>12,545</td>
<td>16,734</td>
<td>33%</td>
<td>00:11:20</td>
</tr>
<tr>
<td>Council Tax</td>
<td>5953</td>
<td>4,444</td>
<td>-25%</td>
<td>00:08:19</td>
</tr>
<tr>
<td>Debt Recovery</td>
<td>780</td>
<td>1,244</td>
<td>59%</td>
<td>00:10:13</td>
</tr>
<tr>
<td>Housing</td>
<td>5246</td>
<td>4,198</td>
<td>-20%</td>
<td>00:07:57</td>
</tr>
<tr>
<td>Repairs</td>
<td>3447</td>
<td>3,352</td>
<td>-3%</td>
<td>00:07:12</td>
</tr>
<tr>
<td>Refuse &amp; Recycling</td>
<td>1703</td>
<td>1,272</td>
<td>-25%</td>
<td>00:07:30</td>
</tr>
<tr>
<td>Planning/Building Control</td>
<td>4285</td>
<td>3,355</td>
<td>-22%</td>
<td>00:08:24</td>
</tr>
<tr>
<td>Environmental Health</td>
<td>855</td>
<td>486</td>
<td>-43%</td>
<td>00:07:46</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>34,815</td>
<td>35,085</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Customer Satisfaction

1 Feedback at the first point of contact (GovMetric system)

A system to gather customer feedback at the first point of contact was introduced in August 2009. Customers are able to leave their feedback after having contacted us by telephone (Contact Centre only), visiting us in the One Stop Shops at the Town Hall and at Bedworth Area Office or when visiting our Website.

They rate their experience as good, average or poor for time taken, adviser/information given, resolution of query, and decision given. Since the introduction of the system 9,178 customers have left their feedback; overall 71% rate the service as good, 12% as average and 17% as poor.

1.1 A more detailed analysis shows the ratings by channel.

1.1.1 Telephone Contact Centre

<table>
<thead>
<tr>
<th>Channel</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone</td>
<td>4128</td>
<td>426</td>
<td>133</td>
<td>4687</td>
</tr>
<tr>
<td>%</td>
<td>88%</td>
<td>9%</td>
<td>3%</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reason</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time taken</td>
<td>1031</td>
<td>242</td>
<td>37</td>
</tr>
<tr>
<td>Advisor/Information</td>
<td>2298</td>
<td>31</td>
<td>9</td>
</tr>
<tr>
<td>Query Resolution</td>
<td>480</td>
<td>60</td>
<td>30</td>
</tr>
<tr>
<td>Decision</td>
<td>185</td>
<td>25</td>
<td>24</td>
</tr>
<tr>
<td>No Reason</td>
<td>134</td>
<td>68</td>
<td>33</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4128 (100%)</strong></td>
<td><strong>426 (100%)</strong></td>
<td><strong>133 (100%)</strong></td>
</tr>
</tbody>
</table>
### 1.1.2 One Stop Shops

<table>
<thead>
<tr>
<th>Channel</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face to Face</td>
<td>2039</td>
<td>571</td>
<td>1069</td>
<td>3679</td>
</tr>
<tr>
<td>%</td>
<td>55%</td>
<td>16%</td>
<td>29%</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reason</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time taken</td>
<td>762 (37%)</td>
<td>178 (31%)</td>
<td>341 (32%)</td>
</tr>
<tr>
<td>Advisor/Information</td>
<td>513 (25%)</td>
<td>60 (11%)</td>
<td>117 (11%)</td>
</tr>
<tr>
<td>Query Resolution</td>
<td>161 (8%)</td>
<td>85 (15%)</td>
<td>98 (9%)</td>
</tr>
<tr>
<td>Decision</td>
<td>125 (6%)</td>
<td>62 (11%)</td>
<td>116 (11%)</td>
</tr>
<tr>
<td>No Reason</td>
<td>478 (23%)</td>
<td>186 (33%)</td>
<td>397 (37%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2039 (100%)</strong></td>
<td><strong>571 (100%)</strong></td>
<td><strong>1069 (100%)</strong></td>
</tr>
</tbody>
</table>

### 1.1.3 Website

<table>
<thead>
<tr>
<th>Channel</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>334</td>
<td>101</td>
<td>377</td>
<td>812</td>
</tr>
<tr>
<td>%</td>
<td>41%</td>
<td>12%</td>
<td>47%</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reason</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time taken</td>
<td>60 (18%)</td>
<td>5 (5%)</td>
<td>8 (2%)</td>
</tr>
<tr>
<td>Advisor/Information</td>
<td>13 (4%)</td>
<td>4 (4%)</td>
<td>15 (4%)</td>
</tr>
<tr>
<td>Query Resolution</td>
<td>58 (17%)</td>
<td>16 (16%)</td>
<td>113 (30%)</td>
</tr>
<tr>
<td>Decision</td>
<td>9 (3%)</td>
<td>0 (0%)</td>
<td>4 (1%)</td>
</tr>
<tr>
<td>No Reason</td>
<td>194 (58%)</td>
<td>76 (75%)</td>
<td>237 (63%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>334 (100%)</strong></td>
<td><strong>101 (100%)</strong></td>
<td><strong>377 (100%)</strong></td>
</tr>
</tbody>
</table>
Customer Feedback

1 Complaints, Comments and Compliments

In 2008/09 513 customers gave us feedback. There were 311 complaints, 16 comments and 186 compliments.

97% of complaints were responded to within 10 days.

From April to December 2009 296 customers have given us their feedback. There have been 173 complaints, 6 comments and 117 compliments.

93% of complaints have been responded to within 10 days.

1.1 Due to the limitations of the system holding this data further analysis is not available. A new system under development should provide more valuable management information such as trends or themes when appropriate action can then be taken to address areas of concern.
Planned Actions

1. The following table details the current actions being deployed within the Customer Service Centre and across the organisation that will improve performance and the Customer experience.

<table>
<thead>
<tr>
<th>Contact Channel</th>
<th>No</th>
<th>Actions</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone</td>
<td>1</td>
<td>The potential to share a telephone contact centre located at Bedworth with Warwickshire County Council is being explored. This could provide improved resilience and flexibility allowing more resource to be focused on the One Stop Shop</td>
<td>Telephony solutions being investigated. Project Initiation document under development.</td>
</tr>
<tr>
<td>Website</td>
<td>2</td>
<td>A cross functional group is to be set up to address customer feedback of the Website and increase transactional ability. This will reduce contacts by telephone and face to face improving response and wait times on these channels</td>
<td>Group to meet in Feb-10 to scope project</td>
</tr>
<tr>
<td>Telephone /One Stop Shops</td>
<td>3</td>
<td>Avoidable contact is being recorded. This will enable areas that have a high volume of avoidable contacts to be targeted with the aim to reduce the number. This will release adviser time improving response and wait times</td>
<td>Identification of 2 high volume areas by Mar-10. Actions undertaken to reduce avoidable contact implemented by Dec 10.</td>
</tr>
<tr>
<td>All</td>
<td>4</td>
<td>A new customer feedback process is being developed which will provide improved management information for complaints, comments and compliments enabling trends or themes to be identified and targeted action taken</td>
<td>Development has been delayed due to the complexity of the process. It is anticipated that the new process will be live by March-10</td>
</tr>
<tr>
<td>Telephone /One Stop Shops</td>
<td>5</td>
<td>Quality assessments of advisers continue to be undertaken to improve the quality of customer contacts and add to employee development</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Telephone /One Stop Shops</td>
<td>6</td>
<td>Continual training of advisers in all services in order that they can handle all calls and enquiries providing a more flexible and efficient workforce.</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Social Scrutiny Panel, 10th February 2010
From: Corporate Services Director
Subject: FINANCIAL INCLUSION STRATEGY

1. Purpose of Report

1.1 To seek the views of the Social Scrutiny Panel prior to asking Cabinet to approve the attached draft strategy.

2. Format of Report

2.1 That the Social Scrutiny Panel endorses the attached strategy and urges Cabinet to adopt it.

3. Background

3.1 There is a strong evidential link between poverty or deprivation and
- Poorer health
- Poorer educational outcomes
- Anti-social behaviour/crime

3.2 For this reason all of the key strategic documents within the County and this Council have stated aims to reduce poverty and to reduce the factors that contribute to it, for example:

NBBC Corporate Plan 2007-2010 Aim 1 Priority 1

“To improve the quality of life and social justice for residents so it is much closer to that enjoyed by the rest of Warwickshire”

“To provide a choice of housing to meet the needs of the residents of the Borough”.

NBBC Corporate Plan 2007-2010 Aim 1 Priority 4

“To develop a confident, cohesive, and diverse community”.

NBBC Sustainable Community Strategy 2007-2021

Stronger Borough: Housing
“Provide flexible financial packages to 400 home owners to improve energy efficiency in their homes every year”.

“Provide at least 100 new affordable homes every year”.

Warwickshire Health Inequality Strategy Programme 3

“Reducing poverty by maximising income through benefits advice, debt management and financial management programmes; reduce homelessness and fuel poverty”.

3.3 Poverty can also lead to exclusion from financial services such as bank accounts and credit cards. This in turn can drive people towards more expensive means of obtaining credit such as doorstep money lender or even illegal loan sharks. The high rates of credit drive people further into debt, or, for illegal money lenders, can lead to intimidation and violence as a means of enforcement.

3.4 Promoting access to benefits, affordable housing, affordable warmth and financial services can help to radically improve the quality and length of life. However, this Council does not have any overarching strategy or plan for how to undertake such work. Consequently, the good work that is currently being undertaken lacks co-ordination and can result in activities which could help not being done.

3.5 The attached draft strategy at Appendix A attempts to pull together all the policy aims that can be described as “financial inclusion” into one document. This enables the Council to see clearly what is being done and what might be being missed. It also sets clear actions for how the Council intends to address this complex issue.

4. What is the panel being asked to consider?

- Does the strategy cover all the relevant policy aims of the Council?
- Will the proposed actions adequately address these policy aims?
- Whether any amendments to the strategy could increase the Council’s effectiveness in tackling the issues it seeks to address?

5. Who can the panel influence?

5.1 The outcomes of the Panel’s debate will be provided to Cabinet for consideration when it is asked to adopt the strategy.

Gareth Owens
Appendix 1

FINANCIAL INCLUSION STRATEGY
2010-12

February 2012
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1. Introduction

This is the Council’s first corporate Financial Inclusion Strategy. It has been produced to ensure that the promotion of financial inclusion will become a central part of our day-to-day work rather than viewed as a specialist activity.

We are determined to equip our customers with the knowledge and skills they need to make informed and effective financial choices. We need to give them the ability to access appropriate financial products including free face-to-face advice, affordable credit and banking facilities. We want to make sure our customers know where to go to access these and other services and have the confidence to do so.

Through this Strategy we hope to first reduce and over time eliminate financial exclusion for our most vulnerable customers.

1.1 Purpose of the Strategy

If the overarching aim of the Strategy is to eliminate financial exclusion within our communities, it has 4 main purposes towards achieving this goal:

- To identify what constitutes financial exclusion – its causes and effects;
- To identify what we are currently doing to promote financial inclusion;
- To specify our key aims and objectives; and
- To outline an action plan detailing how we will achieve these aims and objectives to reduce and then eliminate financial exclusion.
2. **What is Financial Inclusion?**

Financial inclusion is basically about individuals having access to a normal range of financial products and services. This must also mean that they have the skills, knowledge and understanding to make best use of those products and services, such as budget planning. As well as being a cause of poverty, financial exclusion is therefore also a key symptom of poverty.

There is a small but significant minority of people in this country who are financially excluded. They may be affected in one, some or all of the following ways:

**Bank accounts:** vulnerable individuals can find it very difficult to obtain accounts and even when they do, they need to understand how to use them to avoid unnecessary bank charges. These individuals are more likely to have problems paying bills, using direct debits (which often reduce utility costs) and struggle to build a credit rating. It may even become more difficult to gain employment as most employers will only pay wages/salaries into a bank account.

**Personal credit:** vulnerable individuals can find it almost impossible to obtain affordable credit. It is common for such individuals to have to resort to loans from illegal lenders charged at huge rates of interest. Non-payment can sometimes lead to serious consequences from these unscrupulous lenders.

**Insurance:** again it can be difficult for vulnerable individuals to access affordable insurance products, even the most basic such as home contents insurance. This can naturally lead to further problems if an incident does occur.

**Savings:** those on lower incomes will find it almost impossible to build up any savings. Some do not understand the importance of keeping some money aside for a “rainy day”. Unforeseen expenditure can therefore force them into increasing their credit commitments, often at exorbitant rates of interest and so the downward spiral continues.

**Advice:** people may find it difficult to get simple, independent explanations of financial services, either because they simply don’t know where to look or don’t have access to advice centres. This can lead to financial problems building up unchecked.

**Tenancy/mortgage sustainability:** some people may lose their tenancy or face repossession as a result of poor budgeting. They may have too many outgoings or they may actually have enough income but are unable to prioritise their spending appropriately. Some mortgage holders may face problems when their fixed rate or special rate mortgage deals come to an end and their monthly payments are suddenly hiked substantially. In some cases people do not feel that non-payment of rent/mortgage payments will result in eviction.

**Home ownership:** house prices are still relatively high, adequate deposits are hard to raise and lack of mortgage availability can all make home ownership out of the reach of many.
**Poor Health:** there is a strong link between deprivation and poor health. Ultimately this leads to a shorter life expectancy. Within the borough this is up to 10 years longer life in the wealthier wards compared to the poorest. The difference is starker at County level where the richest can live on average up to 17 years longer.

**Fuel poverty:** with fuel prices at an all-time high and only just beginning to reduce, many families have found themselves needing to obtain credit to afford their fuel bills. Many are unaware that they may be able to access benefits or take advantage of Government schemes to improve the insulation of their homes and save on their bills.

### 2.1 What are the main causes of financial exclusion?

The causes are many, such as:

- Financial products that do not meet the needs of low income families;
- High interest rates and other charges that are disproportionate to income;
- Lack of financial advice and information or knowledge of how to access it;
- Lack of confidence and self-exclusion where individuals believe they will be automatically refused credit by mainstream financial institutions;
- Geographical factors, such as high crime areas where insurance premiums are significantly higher than the norm; and
- Cultural barriers, such as Islamic Sharia law which forbids the charging and receipt of interest, thus excluding many standard financial products from a whole section of the community.

### 2.2 Who is most likely to be affected?

Research by the Chartered Institute of Housing (CIH) suggests that more than 60% of all those affected by financial exclusion are social housing tenants. They encompass groups such as:

- Households on low/insecure income and/or in receipt of benefits;
- Households already with high levels of debt/poor credit ratings;
- Single parents;
- Over 60s;
- Young adults between 18-24;
- Young people aged 16-17 leaving care;
- People with disabilities or special learning needs;
People with mental health problems;
Substance abusers/drug users;
Gypsies and travellers;
The homeless; and
Refugees and asylum seekers.

2.3 What are the main implications of financial exclusion?

Financial exclusion has a big impact upon the individual and the wider society.

For the individual there are likely to be extra costs and disadvantage such as:

- Day-to-day money management can be more difficult and expensive. This can also make it harder to find a job, partly due to the fact that most employers insist on a bank account to pay wages/salaries into.
- It becomes harder for families to plan for the future and manage short-term changes in income and expenditure.
- People become more vulnerable to financial distress and becoming trapped in a cycle of debt, poverty and hardship.
- Shorter life expectancy.

Individuals and entire neighbourhoods can suffer from financial exclusion and become disengaged from mainstream society, i.e. socially-excluded. This can lead to a high concentration of debt and an increase in crime and anti-social behaviour, which will ultimately undermine community stability and cohesion.
3. Context

3.1 The national context

Over the last 30 years or so access to credit has been increasing rapidly, but not for every sector of the community. In 2004 the Treasury produced a document entitled ‘Promoting Financial Inclusion’. The Government identified three key areas for tackling financial exclusion in which it wanted to see significant progress made:

- access to banking services;
- access to affordable credit; and
- access to free face-to-face money advice.

In 2007 a new strategy entitled ‘Financial Inclusion – the Way Forward’ set out what had been achieved to date and reaffirmed the three key improvement areas with a three-year action plan. To achieve these goals the Government has pledged to continue working with banks and other financial service providers (many of whom it now has a considerable stake in following the virtual collapse of the banking sector at the end of 2008), with third sector providers of affordable credit and money advice, and with voluntary and community organisations.

The Government has mobilised a Financial Inclusion Taskforce to manage a fund of £126m to tackle financial exclusion. A significant part of the fund has been used to establish the ‘Now Let’s Talk Money’ awareness campaign (www.nowletstalkmoney.com). Key organisations are now working together to encourage people to use the range of money and debt services available to them.

As a community leader, the Council has a key role to play in the promotion of financial inclusion, and many of our customers, especially our council tenants, are in particular need of advice and support with their finances.

In developing this Strategy, we must be aware that financial exclusion is not just the domain of urban/highly-populated areas. In more rural areas post office branches have been the lifeblood of communities, but the current closure programme has increased the risk of financial exclusion for many. Credit unions are also less likely to operate and flourish in more sparsely-populated areas, while face-to-face financial advice is not often provided in village areas due to the perceived lack of demand and cost effectiveness.

3.2 The local context

The ‘Warwickshire Observatory’ provides a large amount of statistical data on Warwickshire and its people, particularly around the issues of deprivation and disadvantage through the publication of the Indices of Multiple Deprivation (IMD). The IMD 2007 provides an area-based assessment of deprivation using indices which cover income, employment, education, health, crime, housing and the living environment. Most research shows there is a strong correlation between deprivation and financial exclusion.
Nuneaton and Bedworth is a borough of contrasts. It contains one of the most affluent wards in Warwickshire cheek by jowl with areas of high deprivation. 6 of the 10 nationally most deprived by lower super output areas (a geographical area smaller than a ward containing about 15000 residents) are located within the borough. These are set out below in descending order where 1 is the most deprived:

<table>
<thead>
<tr>
<th>Ward</th>
<th>Super Output Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Bar Pool</td>
<td>Bar Pool + Crescents</td>
</tr>
<tr>
<td>2. Camp Hill</td>
<td>Camp Hill village centre</td>
</tr>
<tr>
<td>3. Abbey</td>
<td>Abbey town centre</td>
</tr>
<tr>
<td>4. Wem Brook</td>
<td>Middlemarch + Swimming Pool</td>
</tr>
<tr>
<td>5. Kingswood</td>
<td>Kingswood Grove Farm and Rural</td>
</tr>
<tr>
<td>6. Abbey</td>
<td>Abbey Priory</td>
</tr>
</tbody>
</table>

The private sector house condition survey completed in 2007 identified 33.9% of the stock as non decent, with the majority (18.5%) being non decent due to thermal comfort failure. Overall there are estimated to be 9.3% of dwellings in fuel poverty within the borough.

Educational outcomes are poorer than the rest of Warwickshire. 42% of children obtain 5 or more GCSEs at grade A* to C compared to 48.3% nationally.

Life expectancy within the borough is on average the lowest in Warwickshire at 76.5 years for men and 80.4 years for women. Again this mask pockets of deeper deprivation where life expectancy is even lower 70.6 years for men and 77.4 years for women. These compare to national averages of 77.7 years for men and 87.8 years for women.

### 3.3 Links with other plans and strategies

This Strategy has been developed to align with the Council’s other plans and strategies. By seeking to tackle financial, and hence social, exclusion our Financial Inclusion Strategy will contribute to a number of our corporate priorities and key aims within our Corporate Strategy, especially:

**NBBC Corporate Plan 2007-2010 Aim 1 Priority 1**

“To improve the quality of life and social justice for residents so it is much closer to that enjoyed by the rest of Warwickshire”

“To provide a choice of housing to meet the needs of the residents of the Borough”.

**NBBC Corporate Plan 2007-2010 Aim 1 Priority 4**

“To develop a confident, cohesive, and diverse community”.

**NBBC Sustainable Community Strategy 2007-2021**
Stronger Borough: Housing

“Provide flexible financial packages to 400 home owners to improve energy efficiency in their homes every year”.

“Provide at least 100 new affordable homes every year”.

Warwickshire Health Inequality Strategy Programme 3

“Reducing poverty by maximising income through benefits advice, debt management and financial management programmes; reduce homelessness and fuel poverty

In addition to contributing to the achievement of these corporate priorities and key aims, this Strategy should have a positive impact on maximising income collection and reducing arrears, addressing deprivation and its key causes and improving community cohesion.

There is also a strong link with the Affordable Warmth Strategy. Achievement of the actions within that Strategy approved by Cabinet in March 2009 will also have a significant impact on our ability to tackle some of the key issues arising from financial exclusion.

Lastly, this policy ties in with Programme 3 of the Countywide Health Inequalities Strategy. The HI Strategy is monitored through the Healthier Communities and Older Persons block of the Local Area Agreement and seeks to bring together all the actions that can help to reduce the disparity in life expectancy across the County.

4. Where We Are Now – Our Current Position

We are starting to make some good progress towards promoting financial inclusion for our communities by providing an expanding range of services and initiatives.

Benefits Take-Up

The Council is proactive in seeking to maximise benefits take-up within the borough. We employ Visiting Officers to help some customers complete benefit applications in their own homes and Benefits Advisers located at the Town Hall to assist customers with queries about their claims. We have run recent media campaigns in the local press and on the local radio station to encourage our residents to claim for any benefits to which they may be or may soon become entitled, especially those whose circumstances may have recently changed for the worse.

Some of the Council’s own Housing employees are being trained on a phased basis to verify Housing Benefit claims and all Housing teams have a basic awareness of the benefits system, so they are equipped to signpost tenants at the beginning of and during their tenancy.

In addition Warwickshire Welfare Rights are involved in a county-wide initiative to increase benefits take-up and awareness amongst customers of working age. This
involves campaigns in the community and a letter was issued during a recent review of single person Council Tax discounts offering the chance of a free benefits “healthcheck”. The campaign only targets working age customers as older customers fall within the remit of the Pension Service.

Credit Union

The Bulkington and Bedworth Credit Union is a not-for-profit financial institution where members pool their assets to provide loans and other financial services to each other. The Credit Union is run by volunteers and granted approval by the Financial Services Authority (FSA). It charges a consistent interest rate on all the loans it makes – 1% per month on the reducing balance, which works out at 12.68% APR. This is obviously significantly more favourable than other non-high street lenders, especially doorstep money lenders or “loan sharks”, and has the added advantage that members’ funds are guaranteed in the same way as other approved UK financial institutions.

Social Housing Tenants

The Council and most of the Housing Associations that have properties in the Borough offer a tenancy pack which contains lots of information including energy suppliers and who to contact in case of any problems. Housing teams work proactively with tenants to get all the arrangements for the prompt payment of their rent set up, as well as helping those customers who are having difficulty keeping on top of their rent payments. This maximises the number of tenants who pay their rent promptly and helps customers maintain their tenancies.

Bond Assistance Scheme

The Council has reviewed its Rent and Deposit Guarantee Scheme. The new scheme is called the Bond Assistance Scheme. This is designed to help residents into the private rented sector who are homeless, threatened with homelessness or in housing need and on a low income or benefits. The scheme offers a paper guarantee as a bond to the landlord for successful applicants.

The Housing Options Team is working in partnership with Rugby Credit Union to encourage tenants to save towards their own bond over a 12 month period. Tenants may decide to carry on saving with the Credit Union after they have paid their bond once they are in the routine of saving regularly.

As part of the Bond Assistance Scheme process, all first time tenants, any vulnerable or potentially vulnerable groups and those identified as likely to benefit from budgeting advice are referred to the Coventry and Warwickshire Co-operative Development Agency as a requirement of the scheme. The Co-operative Development Agency offers budgeting advice twice a week in the Town Hall.

The new scheme went live at the end of February 2009. The previous scheme assisted 38 people into a private tenancy from April 2008 until the end of February
2009. We are anticipating exceeding this figure in the coming financial year by promoting the scheme and proactively engaging local landlords and letting agents.

Citizens Advice Bureau (CAB)

Bedworth, Rugby and Nuneaton Citizens Advice Bureau (BRANCAB) provides free, confidential, impartial and independent generalist advice on most subjects including welfare benefits, debt, housing and homelessness issues, employment, relationships and legal matters to those living and working in the Borough.

In addition to the main office based in Bedworth a surgery is held every Tuesday morning in the Town Hall, Nuneaton, operating via an appointments system. The Bureau also has caseworkers who are able to offer ongoing support to those with multiple debt problems, complex welfare benefits issues and housing/homelessness issues including defending housing possession cases.

The generalist advice and debt casework provided by the CAB for NBBC is funded by the Council. The Council has a three-year service level agreement, reviewed annually with the CAB for a whole range of advisory services. In particular the CAB provides excellent advice to customers to help them work out repayments and negotiate with their creditors to help reduce their sometimes crippling debt.

Other Voluntary/Not-for-Profit Organisations

Every Wednesday afternoon, the Coventry and Warwickshire Co-Operative Development Agency also offers a drop-in centre at the Town Hall to give free and confidential advice to tenants and residents around opening bank accounts, budgeting advice, a bill paying service, access to loans and other financial services and savings advice.

Age Concern is another organisation which plays an important role, largely with customers of pensionable age. It is licensed by the DWP to complete benefit applications on behalf of their customers.

Tenant Incentives

The Council currently offers a few incentives for tenants, such as for responding to surveys and down-sizing from family accommodation to smaller more suitable properties. Within the Housing service plan for 2009/10 there is an action to look at this further with the potential to offer a wide range of possible incentives for tenants.

Community Furniture Re-use Schemes

These schemes are local voluntary initiatives set up to benefit disadvantaged people by redistributing refurbished furniture resources. They provide free collection of reusable furnishings and household effects which might otherwise be dumped, and practical help at minimal cost to those at the foot of the social ladder.
The Council has entered into a Local Employment Partnership (LEP) with the Coventry and Warwickshire District Job Centre Plus. The idea is to work in partnership together to release the untapped potential in the local labour market.

A good deal of work is already ongoing and much progress has been made, but we know we need to and can do more, especially in the current recession. We want to expand our collaboration with other organisations and agencies and learn from good practice elsewhere. Hence the next section of the strategy focuses on our key aims and objectives to move from where we are now to where we want to be.

5. **Where We Want to Be – Our Key Aims and Objectives**

The overriding aim of this strategy is to eliminate financial exclusion within our communities. To help achieve this we have set ourselves a number of objectives:

**Objective 1  Increase the awareness of our workforce and build commitment to the elimination of financial exclusion**

We must embed this commitment within the way we work. In key service areas, such as Housing and Benefits etc., our employees must be committed to the elimination of financial exclusion. Our employees must be able to recognise when a customer is at risk of financial exclusion and be able to provide basic advice. This may mean in practice that they can let customers know where they can obtain appropriate advice and support, either within or outside the Council. Where they feel it may be appropriate, employees will promote money advice and support services to all residents, not just those who are already in financial difficulty. This will have a heavy emphasis on advisory services, such as the Citizens Advice Bureau and the Credit Union with a view to promoting basic bank accounts and insurance cover.

**Objective 2  Empower and equip our customers to make informed and effective financial choices with the confidence to access appropriate financial products and services**

Many people who are financially excluded and in need of advice and information are often unaware of the help available and how to access it. We need to change this. We will ensure that all our residents, irrespective of their current financial circumstances, know what free money advice is available and can access this as they wish. This will help them make informed and appropriate choices.

**Objective 3  Make access to bank accounts easier for our customers**
There are still an estimated two million adults nationwide who do not have access to a bank account. People who do not have access to such a basic financial management tool tend to experience greater difficulties managing their finances on a day-to-day basis. They pay more for goods and services, more to access their money, such as the use of cheque cashing companies, and often have no alternative but to resort to doorstep money lenders for credit. Some people find it genuinely difficult and traumatic to open a bank account and some struggle to prove their identity and address due to a lack of acceptable documentation.

Customers without bank accounts cannot pay their bills via direct debit, which is the most cost effective way to pay many bills, including bills they may owe the Council such as rent, service charges, Council Tax etc. That is why it is imperative that we help make it easier for customers to open accounts.

**Objective 4** Promote the Bedworth and Bulkington Credit Union as a form of affordable credit and an accessible and safe place to save

The Bedworth and Bulkington Credit Union was identified as a key strategic partner in the battle against financial inclusion in Section 4 above. The Credit Union currently charges 12.68% APR on its loans. This is considerably cheaper than the average 177% charged by doorstep money lenders, known as home credit companies, and the even more exorbitant rates of interest charged by most “loan sharks”. The Council wants to encourage the use of the Bedworth and Bulkington Credit Union and help increase its membership still further.

**Objective 5** Increase the number of homes benefiting from energy improvement measures and lift households out of fuel poverty

Many homes in the borough are still not particularly energy efficient, leading to higher energy bills and in some cases, death, especially in the case of older people. We need to make people more aware of the energy efficiency support available to them.

More importantly, however, around one in five of our residents is currently living in fuel poverty so the Council needs to ensure that households are receiving cost effective energy supplies and receiving all the benefits to which they may be entitled to reduce the burden of increasing costs.

The LAA contains a target for improving the level of affordable warmth within the borough for those least able to afford to heat their homes (i.e. those on benefits). The aim is to reduce the number of people on benefits living in houses with a low energy efficiency rating. This will encourage improvement in the physical shell of the building, and will direct the work that we undertake.

The Council’s Affordable Warmth Strategy 2007-2010 prioritised the promotion of a scheme to provide discounted energy efficiency measures. The Council refers customers to ‘Act On Energy’ who operate the scheme. This has been successful in assisting 884 households obtain £1.6 millions worth of energy saving measures such as cavity wall insulation, loft insulation, replacement boilers.
6. Partnership Working

The overall success of this strategy relies on effective partnership working. We cannot achieve our objectives by working in isolation, nor would we wish to. Within our own organisation it is essential that officers and councillors work together to tackle financial exclusion. Councillors have a key role to play in signposting and referring potential problems to officers in the course of their casework. They work directly with a number of families and individuals and can often be the first to spot the signs of exclusion.

A key problem for customers can be something as simple as illiteracy or language barriers, so we will be keen to extend our equality and diversity policies to organisations we work in partnership with to try to overcome these most fundamental problems together.

Many of our partners have greater expertise and specialist knowledge than the Council and we need to work together to achieve our common goals.

The main organisations we are already or will be working with in the near future are:

- Citizens Advice Bureau
- Bedworth and Bulkington Credit Union
- Department of Work and Pensions – “Now Let’s Talk Money Campaign”
- The Residents’ Executive Committee
- Housing Associations (with properties in the borough)
- Warwickshire County Council
- The Local Strategic Partnership
- Birmingham City Council “loan shark” team
- Other partners

We will be working closely with all these organisations and agencies to deliver the actions detailed in the action plan at Appendix 1 (p.17).

7. Delivering the Strategy

We believe that this Financial Inclusion Strategy can have a significant impact on the level of financial exclusion within the Borough and hope that it will eventually eliminate it altogether for our most vulnerable residents. This is a very ambitious aim but as a minimum we want to achieve the following outcomes:

For our residents:

- Basic financial and debt advice when they need it in the format that best suits their needs;
- Improved knowledge and understanding of financial products and services available;
- Increased confidence to access and use financial products and services;
• Bank accounts will be easier to open and there will be more and improved information provided on how to do this;

• The ability to pay for affordable credit if they need to, reducing reliance on doorstep money lenders and other forms of high cost credit;

• The ability to maintain their tenancy by prioritising rent and Council Tax payments and avoid increased levels of debt; and

• Households lifted out of fuel poverty.

• An increase in life expectancy and generally better health.

For the Council:

• A reduction in the number of people presenting as homeless over the medium-term;

• A reduction in the level of rent arrears;

• A reduction in the costs of rent and Council Tax collection, including court costs, and an increase in the use of the most efficient collection methods, e.g. direct debit and other automated payments;

• A reduction in the number of evictions, bailiff visits and court actions as a result of rent or Council Tax arrears;

• A reduction in the number of abandoned properties and failed tenancy rates;

• A reduction in housing void costs; and

• An increase in levels of customer satisfaction.

The Council and all its partners are already beginning to make a difference and achieve many of the outcomes referred to above, but we can all do more.

To ensure that this strategy remains current and relevant, it will be reviewed annually in March, with the first review to take place in March 2011.
Key Actions 2009/10

1. **Objective 1 – Increase the awareness of our workforce and build commitment to the elimination of financial exclusion**

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Action</th>
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<tbody>
<tr>
<td>1.1</td>
<td>Increase awareness amongst all employees who have regular contact with customers (e.g., Housing Wardens) so they are better informed to advise residents and tackle exclusion</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What we plan to do</th>
<th>Responsible Officer</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Launch the Financial Inclusion Strategy – consider event(s) to raise public awareness</td>
<td>Corporate Services Director</td>
<td>April 2010</td>
</tr>
<tr>
<td>• Promote the Strategy and financial inclusion in general in internal newsletters and other forms of communication</td>
<td>Corporate Services Director</td>
<td>April 2010 onwards</td>
</tr>
<tr>
<td>• Run briefings and awareness sessions for relevant staff (some already scheduled to be run by the CAB)</td>
<td>Head of Benefits</td>
<td>March 2010 onwards</td>
</tr>
<tr>
<td>• Review the Rent Collection Policy and Former Tenant Policy and focus into a new Income Management Policy</td>
<td>Financial Inclusion Manager</td>
<td>June 2010</td>
</tr>
</tbody>
</table>
| 1.2 | **Increase awareness amongst our employees of the impact of doorstep money lenders** | - Meet regularly with the CAB and other relevant agencies and discuss operational matters and outcomes for our customers  
- Provide training for staff, encourage to look beyond their normal role | Corporate Services Director | March 2010 and onwards |
|     |                                                                                   | Host a training session run by the Birmingham City Council loan shark team for multiple agencies including the Council | Housing Options Team Leader | June 2010 |
2. Objective 2 – Empower and equip our customers to make informed and effective financial choices with the confidence to access appropriate financial products and services

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Action</th>
<th>What we plan to do</th>
<th>Responsible Officer</th>
<th>Completion Date</th>
</tr>
</thead>
</table>
| 2.1  | Increase financial awareness amongst our customers | • Continue to be an active partner of Kick Start to allow affordable equity release loans to improve housing provided with the benefit of financial advice through the scheme  
• Promote and facilitate low cost options e.g. second chance furniture, low cost food choices etc.  
• Develop local “money Saving expert type” resource / forum  
• Ensure the Council’s website has sufficient advice and information on financial awareness, including a benefits calculator  
• In consultation with tenants and new tenants | Private Sector Housing Officer  
All / Embed  
Operational Housing Manager/ Strategic Housing Manager  
Head of Benefits  
Homelessness | July 2010  
October 2010  
March 2010  
April 2010 and onwards |
<table>
<thead>
<tr>
<th>2.2</th>
<th><strong>Work with the voluntary not-for-profit sector to find resources and build capacity to deal with financial exclusion</strong></th>
<th>Review current SLAs and funding agreements with voluntary, not-for-profit organisations to identify what resources may be required to tackle the increasing and anticipated caseload</th>
<th>Communities Manager</th>
<th>April 2010 and onwards</th>
</tr>
</thead>
</table>

- Review and update the Tenants’ Handbook
- Review our customer profiling information and target tenants who do not have home contents insurance
- Review the effectiveness of the Bond Assistance Scheme
3. **Objective 3 – Make access to bank accounts easier for our customers**

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Action</th>
<th>What we plan to do</th>
<th>Responsible Officer</th>
<th>Completion Date</th>
</tr>
</thead>
</table>
| 3.1  | Maximise the number of residents who have at least a basic bank account | • Seek to ensure that local banks are willing to accept tenancy agreements as a form of identification for opening an account  
• Explore and report on incentives for tenants to pay their rent and bills by direct debit | Housing Options Team Leader  
Operational Housing Manager/ Strategic Housing Manager/ Participation and Development Team Leader | October 2010  
March 2011 |
4. **Objective 4 – Promote the Credit Union as a form of affordable credit and an accessible and safe place to save**

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Action</th>
<th>What we plan to do</th>
<th>Responsible Officer</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Promote and support the local credit unions</td>
<td>Promote the credit union through the bond deposit scheme as a means of saving the bond. Monitor savings of activity of customers. Promote the credit union as a means of saving for those on benefit through the Home Improvement Agency.</td>
<td>Strategic Housing Manager</td>
<td>In place</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Private Sector Housing Manager</td>
<td>In place</td>
</tr>
</tbody>
</table>
5. **Objective 5 – Increase the number of homes benefiting from energy improvement measures and lift households out of fuel poverty**

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Action</th>
<th>What we plan to do</th>
<th>Responsible Officer</th>
<th>Completion Date</th>
</tr>
</thead>
</table>
| 5.1  | Work in partnership to increase SAP ratings in the lowest rated properties and housing in general. | Review the Affordable Warmth Strategy by Jan 2011 with robust action plan.  
Encourage and facilitate the take up of energy efficiency improvement measures.  
Work with Warm Front and the Energy Savings Trust to increase local activity.  
Continue to provide Warm and Safer Homes Financial Assistance to those owner occupiers in receipt of benefits.  
Promote energy efficiency measures through the Bond Deposit scheme and the Accreditation Scheme. | Private Sector Housing Manager  
Private Sector Housing Manager  
Private Sector Housing Manager  
Private Sector Housing Manager  
Strategic Housing Manager / Private | Various starting now and ongoing through to March 2012 |
<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with private sector landlords and lettings agents and take enforcement action where appropriate.</td>
<td>Sector Housing Manager</td>
</tr>
<tr>
<td>Provide energy awareness training to relevant employees.</td>
<td>Strategic Housing Manager / Private Sector Housing Manager</td>
</tr>
<tr>
<td></td>
<td>Private Sector Housing Manager</td>
</tr>
</tbody>
</table>
# Explanation of Terminology

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>APR</td>
<td>Annual Percentage Rate (APR) refers to the annual rate of interest payable on loans and other forms of credit.</td>
</tr>
<tr>
<td>Basic Banking Service</td>
<td>Typically this relates to having a basic bank account. Basic bank accounts don’t have the same facilities as current accounts. They usually lack debit cards, the facility to set up direct debits and standing orders, cheque books and lending facilities.</td>
</tr>
<tr>
<td>Credit History</td>
<td>An individual’s record of payments made to companies and other organisations. It shows when the loans/credit/contracts were taken out, whether payments have been made on time, how much they were for, the amounts outstanding and how many payments have been made/missed. A credit history report is typically available to any company that searches your records with your permission. Individuals can also usually access their own credit history report easily at any time for a small fee.</td>
</tr>
<tr>
<td>FSA</td>
<td>The Financial Services Authority (FSA) is an independent non-governmental body that regulates the financial services industry in the UK.</td>
</tr>
<tr>
<td>Housing Voids</td>
<td>Council houses which, for a variety of possible reasons, are not currently occupied by a tenant.</td>
</tr>
<tr>
<td>SOAs</td>
<td>Super Output Areas (SOAs) are newly-defined geographic areas designed to improve the reporting of statistics at a very local level. There are two layers of SOA – lower and middle. Middle layers are relatively large divisions of local authority areas, whereas lower layers identify discrete localities.</td>
</tr>
<tr>
<td>Ward</td>
<td>This is a district within a council’s area often identified for the purpose of local administration and elections.</td>
</tr>
</tbody>
</table>
1. **Purpose of Report**

1.1 As part of our Performance Management Action Plan, we have linked performance more directly to financial information. This was an area of improvement highlighted in our Comprehensive Performance Assessment (CPA) in November 2007, and will be an important component in our “Use of Resources” assessment.

1.2 This integrated report seeks to provide appropriate performance measures and financial budget information for service areas within the scope of this Panel.

1.3 The report is designed to provide the Panel with appropriate information to monitor performance, finance and risk information, and address issues arising.

2. **Format of Report**

The report consists of four parts:

2.1 **Finance/Performance Report**

The Finance/Performance report highlights service areas within the scope of the Panel, showing budget information using a “traffic lights” system for current status. The corresponding Performance Indicator(s) information is then shown using a “traffic lights” system related to results against target. The “Commentary” column highlights further relevant information on finance and/or performance to explain issues. Appendix A provides further clarification or definitions, as appropriate, to aid the Panel in relation to the Finance/Performance report. Please note that discussions have taken place with Assistant Directors to provide appropriate Performance Indicators where none were previously available.

2.2 **National Indicators**

The National Indicators report shows those indicators for which District Councils have responsibility applicable to this Panel: 2008/09 performance, 2009/10 target/performance and appropriate comment/explanation.

2.3 **Strategic Performance Report**

The Strategic Performance Report has been developed for Cabinet to provide an overview of the Council’s position under a number of selected categories:

- Finance
- Performance
The report uses a “traffic lights” system to highlight current status, and is reviewed monthly by Corporate/Extended Management Team and quarterly by Cabinet. The latest report and commentary available follows the National Indicators table.

2.4 Strategic Risk Register

We monitor risk at both a strategic and operational level, using risk registers initially developed during 2005. These were produced following a detailed assessment at Service Unit and management team level, and taking account of issues raised during the annual external audit planning process. These registers are monitored within Service Units, by the Council’s Risk Management Group, and formally by the Corporate Management Team (the latter on a quarterly basis).

Our Strategic Risk Register is updated quarterly to reflect changes that take place, and to ensure it links directly to our Corporate Plan. The current version of the Register is attached.

Risk areas could form topics for scrutiny in future years’ work programmes.

3. Recommendation

The OSP is asked to scrutinise the performance and risk information contained in this report, and make any recommendations to the relevant Cabinet portfolio holder.
### SOCIAL O.S.P.
#### Corporate Plan
**Aim 1** – To improve quality of life and social justice for residents

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Original Budgets 2009/10</th>
<th>Forecast Outturns 2009/10</th>
<th>Forecast Variance 2009/10</th>
<th>Status</th>
<th>Indicator</th>
<th>Target</th>
<th>Performance April-December 2009</th>
<th>Status</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Advice Centre</td>
<td>341</td>
<td>246</td>
<td>(95)</td>
<td>Green</td>
<td>HLPI 19 Preventing homelessness: number of households whose situation was resolved.</td>
<td>10</td>
<td>11.42</td>
<td>Green</td>
<td>Staff vacancies and a restructure in the Housing service unit.</td>
</tr>
<tr>
<td>Rent Allowances and Rent Rebates</td>
<td>154</td>
<td>177</td>
<td>23</td>
<td>Green</td>
<td>No performance indicator available.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobile Home Sites</td>
<td>(33)</td>
<td>(27)</td>
<td>6</td>
<td>Green</td>
<td>No performance indicator available.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Sector Grants</td>
<td>666</td>
<td>654</td>
<td>(12)</td>
<td>Green</td>
<td>Disabled facility adaptations</td>
<td>No target</td>
<td>72</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Social SP 10.2.10
<table>
<thead>
<tr>
<th>Service Area</th>
<th>Original Budgets 2009/10</th>
<th>Forecast Outturns 2009/10</th>
<th>Forecast Variance 2009/10</th>
<th>Status</th>
<th>Indicator</th>
<th>Target</th>
<th>Performance April-December 2009</th>
<th>Status</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Strategy</td>
<td></td>
<td></td>
<td></td>
<td>Green</td>
<td>The number of completed cases (Home Improvement Agency)</td>
<td>No target</td>
<td>165</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The number of people supported to live independently through Home Improvement Agency</td>
<td>No target</td>
<td>130</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Sector Housing Standards</td>
<td></td>
<td></td>
<td></td>
<td>Green</td>
<td>HLPI 7 Private sector dwellings returned into occupation or demolished</td>
<td>18</td>
<td>61</td>
<td>Green</td>
<td>Reallocation of staff time to grant funded work.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Number of passes issued</td>
<td>25,000</td>
<td>23,608</td>
<td>Amber</td>
<td>Eligible population is approximately 27,000.</td>
</tr>
<tr>
<td>Concessionary Bus Passes</td>
<td></td>
<td></td>
<td></td>
<td>Green</td>
<td>Number of passes issued</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Recreation</td>
<td></td>
<td></td>
<td></td>
<td>Green</td>
<td>Number of passes issued</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Leisure centre usage:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>a) Pingles</td>
<td>No target</td>
<td>180,499</td>
<td></td>
<td>Performance relates to the end of the second quarter 2009/10.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>b) Bedworth</td>
<td>No target</td>
<td>122,313</td>
<td></td>
<td>Performance relates to the end of the second quarter 2009/10.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>c) Etone</td>
<td>No target</td>
<td>55,197</td>
<td></td>
<td>Performance relates to the end of the second quarter 2009/10.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>d) Jubilee</td>
<td>No target</td>
<td>41,812</td>
<td></td>
<td>Performance relates to the end of the second quarter 2009/10.</td>
</tr>
</tbody>
</table>

**NOTE:** Provision of Leisure indicators under review for introduction in 2010/11.
<table>
<thead>
<tr>
<th>Service Area</th>
<th>Original Budgets 2009/10</th>
<th>Forecast Outturns 2009/10</th>
<th>Forecast Variance 2009/10</th>
<th>Status</th>
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<th>Target</th>
<th>Performance April-December 2009</th>
<th>Status</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic Hall</td>
<td>£,000</td>
<td>£,000</td>
<td>£,000</td>
<td>Red</td>
<td>PULPI 7 - Customer satisfaction with council-promoted shows</td>
<td>75%</td>
<td>100%</td>
<td>Green</td>
<td>Reduced income from the Civic Hall catering facilities is forecast at the year end, based on current levels, in addition to lower than anticipated income received from council promotions.</td>
</tr>
<tr>
<td>Museum</td>
<td>£,000</td>
<td>£,000</td>
<td>£,000</td>
<td>Green</td>
<td>PULPI 17 Visits to Museum in person per 1,000 population</td>
<td>469</td>
<td>524.29</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PULPI 18 Visits to Museum in school groups</td>
<td>1,000</td>
<td>1,117</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>Arts Development</td>
<td>£,000</td>
<td>£,000</td>
<td>£,000</td>
<td>Green</td>
<td>Attendance figures:</td>
<td>0</td>
<td>0</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>a) Nuneaton Arts Centre</td>
<td>No target</td>
<td>24,420</td>
<td></td>
<td>Performance relates to the whole year 2008/09. Information is provided annually.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>b) Bedworth Arts Centre</td>
<td>No target</td>
<td>14,432</td>
<td></td>
<td>Performance relates to the whole year 2008/09. Information is provided annually.</td>
</tr>
<tr>
<td>Service Area</td>
<td>Original Budgets 2009/10</td>
<td>Forecast Outturns 2009/10</td>
<td>Forecast Variance 2009/10</td>
<td>Status</td>
<td>Indicator</td>
<td>Target</td>
<td>Performance April-December 2009)</td>
<td>Status</td>
<td>Commentary</td>
</tr>
<tr>
<td>------------------------</td>
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<td>----------------------------------</td>
<td>--------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Emergency Planning</td>
<td>£,000</td>
<td>£,000</td>
<td>£,000</td>
<td>Green</td>
<td>Testing of emergency plan</td>
<td>Annual (Financial year)</td>
<td>Yes</td>
<td>Green</td>
<td>Plan tested 22nd May 2008. Test in December 2009 cancelled due to by-election and rescheduled for 25th February 2010.</td>
</tr>
<tr>
<td>Community Development</td>
<td>67</td>
<td>65</td>
<td>(2)</td>
<td>Green</td>
<td>CELPI 5 The number of Community Groups helped and/or supported.</td>
<td>360</td>
<td>251</td>
<td>Amber</td>
<td></td>
</tr>
<tr>
<td>Silver Surfers</td>
<td>32</td>
<td>32</td>
<td>0</td>
<td>Green</td>
<td>ITLPI 7 The number of registered users.</td>
<td>1,450</td>
<td>1,620</td>
<td>Green</td>
<td>Actual monthly rate per 1000 of population reduced from 0.11 in November to 0.03 in December 09. This is encouraging as historically December has higher volumes of this crime type. A multi agency triage event took place in Nuneaton Town Centre on the evening of 19th December. Evaluation is being conducted, but initial responses point to a successful event where revellers were willing to engage with agencies on the dangers of too much alcohol and personal safety information.</td>
</tr>
<tr>
<td>Community Safety</td>
<td>311</td>
<td>311</td>
<td>0</td>
<td>Green</td>
<td>NI15 Serious Violent Crime</td>
<td>0.64</td>
<td>0.61</td>
<td>Red</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NI16 Serious acquisitive crime rate</td>
<td>19.26</td>
<td>12.25</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NI 20 Assault with injury crime rate</td>
<td>6.95</td>
<td>5.11</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>Service Area</td>
<td>Original Budgets 2009/10</td>
<td>Forecast Outturns 2009/10</td>
<td>Forecast Variance 2009/10</td>
<td>Status</td>
<td>Indicator</td>
<td>Target</td>
<td>Performance April-December 2009)</td>
<td>Status</td>
<td>Commentary</td>
</tr>
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<td>-------------------------------</td>
<td>--------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Economic Development</td>
<td>£558,000</td>
<td>£548,000</td>
<td>(£10,000)</td>
<td>Green</td>
<td>CELPI 3 Tourism enquiries</td>
<td>240,000</td>
<td>110,000</td>
<td>Amber</td>
<td>County-wide tourism strategy being developed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Enquiries/Referrals to/from other agencies</td>
<td>No target</td>
<td>73,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Business Page Website Hits</td>
<td>No target</td>
<td>2,568</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tourism Page Website Hits</td>
<td>No Target</td>
<td>32,884</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Town Twinning</td>
<td>£5,000</td>
<td>£1,000</td>
<td>(£4,000)</td>
<td>Green</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No performance indicator available.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>There are no town twinning visits planned for the remainder of this year.</td>
</tr>
<tr>
<td>TOTAL</td>
<td>£8,615</td>
<td>£8,574</td>
<td>(£41,000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Area</td>
<td>Original Budgets 2009/10 £,000</td>
<td>Forecast Outturns 2009/10 £,000</td>
<td>Forecast Variance 2009/10 £,000</td>
<td>Status</td>
<td>Indicator</td>
<td>Target</td>
<td>Performance April-December 2009</td>
<td>Status</td>
<td>Commentary</td>
</tr>
<tr>
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<td>----------------------------</td>
<td>--------</td>
<td>------------</td>
</tr>
<tr>
<td>HRA total</td>
<td>(58)</td>
<td>50</td>
<td>108</td>
<td>Green</td>
<td>HLPI 14 Rent collected</td>
<td>98.30%</td>
<td>97.97%</td>
<td>Green</td>
<td>Slightly down on target.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>HLPI 22 The average time to re-let local authority housing</td>
<td>22 days</td>
<td>39 days</td>
<td>Red</td>
<td>Slight increase – void process being reviewed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ASMLPI 6 The number of non-decent homes</td>
<td>360</td>
<td>204</td>
<td>Green</td>
<td>Increased repairs expenditure offset against reduced salary costs due to a restructure in the Housing Service Unit.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Customer satisfaction with the Capital Programme</td>
<td>98%</td>
<td>97%</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>HRA Capital</td>
<td>5,490</td>
<td>5,490</td>
<td>0</td>
<td>Green</td>
<td>HLPI 28 Repairs appointments kept</td>
<td>95%</td>
<td></td>
<td></td>
<td>Indicators for in-house and external workforces to be introduced for 2010-11.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>HLPI 32 Customer satisfaction: the proportion of tenants rating the repairs service as &quot;good&quot; or better</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>a. Internal Workforce</td>
<td>95%</td>
<td>88.25%</td>
<td>Red</td>
<td>Review of satisfaction survey process completed and first data since review is shown.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>b. External Workforce</td>
<td>95%</td>
<td>99.62%</td>
<td>Green</td>
<td>Review of satisfaction survey process completed and first data since review is shown.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ASMLPI 1 Repairs expenditure: proportion of planned against responsive (incl. capital)</td>
<td>67%</td>
<td>56%</td>
<td>Red</td>
<td>Budget issues have resulted in the suspension of the Planned Maintenance Programme.</td>
</tr>
</tbody>
</table>
Appendix A

Social O.S.P - Finance and Performance Definitions

Finance

Status Criteria:

Budgets on target or with underspends – Green
Budgets with minor overspends – Amber
Budgets with significant overspends or underspends (generally over 10% but may be less if likely to have a significant impact) – Red

Forecast outturn – estimated spend and income at the end of the year, using current information and trends.

Performance
## National Indicators Relevant to Social OSP

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2008/09 Performance</th>
<th>2009/10 Target</th>
<th>2009/10 Performance</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 8 Adult participation in sport</td>
<td>18.2%</td>
<td>No</td>
<td>-</td>
<td>Annual</td>
</tr>
<tr>
<td>NI 14 Reducing Avoidable Contact - Minimising the proportion of customer contact that is of low or no value to the customer.</td>
<td>11%</td>
<td>No</td>
<td>-</td>
<td>Annual</td>
</tr>
<tr>
<td>NI 15 Serious violent crime</td>
<td>0.66</td>
<td>0.64</td>
<td>0.61</td>
<td>Monthly</td>
</tr>
<tr>
<td>NI 16 Serious acquisitive crime</td>
<td>19.96</td>
<td>19.26</td>
<td>12.25</td>
<td>Monthly</td>
</tr>
<tr>
<td>NI 17 Perceptions of anti-social behaviour (Place Survey Indicator)</td>
<td>25.50%</td>
<td>-</td>
<td>-</td>
<td>Every Two Years</td>
</tr>
<tr>
<td>NI 20 Assault with injury crime rate</td>
<td>7.09</td>
<td>6.96</td>
<td>5.11</td>
<td>Monthly</td>
</tr>
</tbody>
</table>
# National Indicators Relevant to Social OSP

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2008/09 Performance</th>
<th>2009/10 Target</th>
<th>2009/10 Performance</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NI 21</strong> Dealing with local concerns about anti-social behaviour and crime by the local council and police (Place Survey Indicator)</td>
<td>18.80%</td>
<td>-</td>
<td>-</td>
<td>Every Two Years</td>
</tr>
<tr>
<td><strong>NI 22</strong> Perceptions of parents taking responsibility for the behaviour of their children in the (Place Survey Indicator)</td>
<td>21.4%</td>
<td>-</td>
<td>-</td>
<td>Every Two Years</td>
</tr>
<tr>
<td><strong>NI 23</strong> Perceptions that people in the area treat one another with respect and consideration (Place Survey Indicator)</td>
<td>38.80%</td>
<td>-</td>
<td>-</td>
<td>Every Two Years</td>
</tr>
<tr>
<td><strong>NI 27</strong> Assault with injury crime rate (Place Survey Indicator)</td>
<td>21.50%</td>
<td>-</td>
<td>-</td>
<td>Every Two Years</td>
</tr>
<tr>
<td><strong>NI 32</strong> Repeat incidents of domestic violence</td>
<td>Not yet available</td>
<td>No</td>
<td>-</td>
<td>Annual</td>
</tr>
</tbody>
</table>
## National Indicators Relevant to Social OSP

<table>
<thead>
<tr>
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<th>2009/10 Target</th>
<th>2009/10 Performance</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 41 Perceptions of drunk or rowdy behaviour as a problem (Place Survey Indicator)</td>
<td>33.00%</td>
<td>-</td>
<td>-</td>
<td>Every Two Years</td>
</tr>
<tr>
<td>NI 42 Perceptions of drug use or drug dealing as a problem (Place Survey Indicator)</td>
<td>35.10%</td>
<td>-</td>
<td>-</td>
<td>Every Two Years</td>
</tr>
<tr>
<td>NI 48 Children killed or seriously injured in road traffic accidents</td>
<td>25</td>
<td>1% reduction</td>
<td>-</td>
<td>Annual. Result relates to the calendar year 2008 for Warwickshire.</td>
</tr>
<tr>
<td>NI 119 Self-reported measure of people’s overall health and wellbeing (Place Survey Indicator)</td>
<td>72.90%</td>
<td>-</td>
<td>-</td>
<td>Every Two Years</td>
</tr>
<tr>
<td>NI 120 All-age all cause mortality rate</td>
<td>603</td>
<td>No</td>
<td>-</td>
<td>Per 100,000 population.</td>
</tr>
<tr>
<td>NI 121 Mortality rate from all circulatory diseases at ages under 75</td>
<td>76.43</td>
<td>No</td>
<td>-</td>
<td>Per 100,000 population.</td>
</tr>
</tbody>
</table>
### National Indicators Relevant to Social OSP

<table>
<thead>
<tr>
<th>Indicator</th>
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<th>2009/10 Target</th>
<th>2009/10 Performance</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NI 122</strong> Mortality from all cancers at ages under 75</td>
<td>115.23</td>
<td>No</td>
<td>-</td>
<td>Per 100,000 population.</td>
</tr>
<tr>
<td><strong>NI 129</strong> End of life care - access to appropriate care enabling people to be able to choose to die at home</td>
<td>20.17%</td>
<td>No</td>
<td>-</td>
<td>Annual</td>
</tr>
<tr>
<td><strong>NI 137</strong> Healthy life expectancy at age 65</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Due in 2010/11</td>
</tr>
<tr>
<td><strong>NI 138</strong> Satisfaction of people over 65 with both home and neighbourhood (Place Survey Indicator)</td>
<td>82.40%</td>
<td>-</td>
<td>-</td>
<td>Every Two Years</td>
</tr>
<tr>
<td><strong>NI 139</strong> The extent to which older people receive the support they need to live independently at home (Place Survey Indicator)</td>
<td>29.50%</td>
<td>-</td>
<td>-</td>
<td>Every Two Years</td>
</tr>
</tbody>
</table>
## National Indicators Relevant to Social OSP

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<th>2009/10 Performance</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NI 154</strong> Net additional homes provided</td>
<td>301</td>
<td>No</td>
<td>-</td>
<td>Annual</td>
</tr>
<tr>
<td><strong>NI 155</strong> Number of affordable homes delivered (gross)</td>
<td>84</td>
<td>100</td>
<td>88</td>
<td>Quarterly at third quarter.</td>
</tr>
<tr>
<td><strong>NI 156</strong> Number of households living in Temporary Accommodation</td>
<td>10</td>
<td>6</td>
<td>2</td>
<td>Quarterly at third quarter</td>
</tr>
<tr>
<td><strong>NI 158</strong> % of non-decent council homes</td>
<td>7.5%</td>
<td>6%</td>
<td>-</td>
<td>Annual</td>
</tr>
<tr>
<td><strong>NI 159</strong> Supply of ready to develop housing sites</td>
<td>743.30%</td>
<td>No</td>
<td>-</td>
<td>Good performance is 100% or better.</td>
</tr>
<tr>
<td><strong>NI 160</strong> Local authority tenants' satisfaction with landlord services</td>
<td>76%</td>
<td>-</td>
<td>-</td>
<td>Every Two Years</td>
</tr>
</tbody>
</table>
## National Indicators Relevant to Social OSP

<table>
<thead>
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<th>Indicator</th>
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<th>2009/10 Target</th>
<th>2009/10 Performance</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NI 173</strong> People falling out of work and on to incapacity benefits</td>
<td>Not yet available</td>
<td>No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **NI 187** Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating | A). 6.05% with SAP rating less than 35  
B). 49.60% with SAP rating higher than 65 | A). 4.55%  
B). 51.10% |                     | Annual |

- Annual
Strategic Performance Report (data at the end of November 2009)

Finance
- Revenue Forecast Outturn: AMBER
- HRA Revenue Outturn: GREEN
- Capital Programme Spend: GREEN
- Value for Money incl. Efficiency Savings: GREEN

Customer Perception
- Overall Service Summary: GREEN
- Face to Face: GREEN
- Telephone: GREEN
- E-Mail: GREEN
- Internet: RED

Corporate Plan Delivery Plan
- Aims:
  1. AMBER
  2. GREEN
  3. RED
  4. GREEN

Service Delivery Plan Priority Actions
- Green: 14
- Amber: 0
- Red: 0

Key Projects
- Transformation Programme: GREEN
- Single Status: AMBER
- Locality Working: GREEN
- Shared Services: GREEN
- Core Strategy: RED

Performance
- Warwickshire Local Area Agreement: GREEN
- National Indicators: AMBER
- Local Indicators: RED
- Service Standards Achieved: AMBER

Corporate Health
- Employee Survey Action Plan: GREEN
- Employee Reviews to Date: AMBER
- Sickness Absence Level: RED
- Health & Safety: AMBER
- Staff Turnover: AMBER

Asset Management
- Action Plan: AMBER
- Annual Use of Resources Assessment: GREEN

Risk
- Risk: GREEN

Customer Satisfaction
- Satisfaction with the Council: AMBER
- Satisfaction as a Place to Live: GREEN
1. **Finance**

   **Revenue Forecast Outturn**

   Targets to be achieved relating to “planning for the future” and the transformation programme.

   **Collection Performance**

   (a) **Current** – “Red” as three of the four indicators are below target at the end of November 2009 (last month 2 of 4 were below target):

   - CFLPI 6 (Sundry debt collection) is 78.82% (target 80% at the end of November). This has slipped as a result of an expected single payment of £500,000 not being received until 1st December 2009.
   - CFLPI 10 (Collection of non-domestic rates) is 76.66% (target 79.50% at the end of November, annual target 99.10%).
   - HLPI 14 (Rent collection) is 97.84%, against the 98.30% target.

   (b) **Previous** – “Red” as two of the four indicators are below target:

   - CFLPI 2 (Former debts for Council Tax) stands at £758,770 against the November target of £820,000 – annual target £1,050,000.
   - HLPI 13 (Former tenant arrears) is £17,100 against the target of £22,800 at the end of November 2009 – annual target £35,700.

2. **Performance**

   **Warwickshire Local Area Agreement** (WLAA). “Green” as results at the end of the second quarter 2009/10 show that all six blocks are on target (based on the number of indicators that are forecast to meet or exceed target).

   Summary as follows:

   - **Children and young people** – 7 of 8 (87.5%) indicators on or above target.
   - **Safer Communities** – 8 of 8 (100%) indicators on or above target. 
     
     **Note:** 1 indicator not reported.
   - **Stronger Communities** – 4 of 4 (100%) indicators on or above target. 
     
     **Note:** 1 indicator not reported.
Healthier Communities and Older People
- 6 of 7 (85.7%) indicators on or above target. 
   Note: 8 indicators not reported.

Economic Development and Enterprise
- 11 of 15 (73%) indicators on or above target.

Climate Change and Environment
- 3 of 3 (100%) indicators on or above target. 
   Note: 5 indicators not reported.

*= excludes educational attainment indicators.

National Indicators (district council responsibility)

“Amber” (above 60% and up to 80% are on or above target).
There are 19 national indicators with targets and results to allow assessment against the performance criteria.

At the end of November 2009, 13 (68%) were on or above target (14 last month).

The 6 below target (32%) were:

NI 15 (serious violent crime) – 0.45 (target 0.64)
NI 157a (major planning applications) – 64% (target 71%),
NI 157 b (minor planning applications) – 71% (target 80%)
NI 157c (“other” planning applications) – 87% (target 93%)
NI 160 (tenant satisfaction) – 76% (target 85%)
NI 181 (processing benefits claims) – 17 days (target 13 days)

There has been a decline in NI 181 performance during November for a variety of reasons including legislative changes, corporate training and sickness. It is still anticipated that the annual target will be achieved.

There are 43 other indicators (including 18 Place Survey indicators) that have no target/baseline and/or the data is not yet available. There have been issues with five indicators where data is provided by a third party. These are being addressed by the Performance Monitoring Group.

Local Indicators – “Red” (60% or below are on or above target) at the end of November. Of the 27 indicators in the report 10 (37%) are on or above target. Full details from the TEN system are attached with this report.

Service Standards Achieved –

Interim Arrangements – the Assistant Director, Customer Services has now provided seven “standards” until the full review of service standards has been completed and agreed. These have been revised to take account of comments received from Overview and Scrutiny panels.
Under the performance criteria, the result is “Amber” (60% - 80% achieved) as 5 out of 7 (71%) were achieved at the end of November 2009. Last month this was 4 out of 7 (57%).

Full details are as follows:

**92.6 %** of telephone calls answered (target 90% = achieved)

**67.80 %** of telephone calls answered in 20 seconds (target 70% = not achieved)

**87%** of calls resolved at first point of contact (target 80% = achieved)

**64.9%** of visitors waiting less than 10 minutes for an adviser (target 75% = not achieved)

**7 minutes 34 seconds** average queue time (Target 10 minutes = achieved)

**19 visitors per day** on average waited over 20 minutes (Target 25 = achieved)

**13 complaints** received with 13 (100%) responded to within 10 days (Target 95% = achieved)

In relation to the full review of service standards, the finalised version is pending feedback from Assistant Directors.

The above interim measures will be reported until the agreed standards are in place which is now anticipated to be at the end of January 2010.

3. **Corporate Health**

**Employee Survey Action Plan** – “Green” as the results for the second quarter 2009/10 are as follows:

**Induction for New Starters** (target 100%)

All service areas have reported 100% on this indicator. Cumulative new starters (April-September 2009) shown with the latest quarter (July-September 2009) in brackets:

Asset Management 2 (2), Chief Executive’s 2 (2), Customer Services 2 (2), Finance and Procurement 3 (3), Housing 4 (4), IT &C 0 (0), Legal and Democratic Services 1(0), Planning and Public Protection 4 (4), Public Amenities 5 (1).

**Team Briefings** (Target 75%)

Only IT & C are below target, however, this area reported 11/12 (92%) meetings for the current quarter.

Summary (cumulative results April-September 2009):
The 2009 survey has now been reported and a summary of flexible working ("My line manager encourages flexible working") is shown below. A general target of 70% was set and the table shows responses against Service Unit targets set by Assistant Directors having identified practical limitations:

<table>
<thead>
<tr>
<th>Flexible Working</th>
<th>Service Unit Target</th>
<th>Employee Survey 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Man. &amp; Strat. Dev.</td>
<td>29%</td>
<td>55%</td>
</tr>
<tr>
<td>Chief Executive’s</td>
<td>70%</td>
<td>73%</td>
</tr>
<tr>
<td>Customer Services</td>
<td>58%</td>
<td>57%</td>
</tr>
<tr>
<td>Finance &amp; Procurement</td>
<td>70%</td>
<td>69%</td>
</tr>
<tr>
<td>Housing</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>I.T. &amp; C.</td>
<td>70%</td>
<td>81%</td>
</tr>
<tr>
<td>Legal &amp; Democratic Services</td>
<td>70%</td>
<td>75%</td>
</tr>
<tr>
<td>Planning &amp; Public Protection</td>
<td>70%</td>
<td>74%</td>
</tr>
<tr>
<td>Public Amenities</td>
<td>45%</td>
<td>37%</td>
</tr>
</tbody>
</table>

The 2010 action plan will continue to monitor team briefings (target 75%) and employee reviews (target 100%) has now also been added. These will both be monitored quarterly through the TEN system. Induction has been removed from the new action plan, but Assistant Directors have been asked to continue to improve figures on flexible working which will again be assessed in the next survey. This information has been included in the employee survey newsletter.

**Employee Reviews to Date** – “Amber”, as the result at the end of November 2009 was 453/716 (63%) – 73% last month. The result still excludes the Civic Hall, but all outstanding reviews are now to be completed by the end of December 2009. The outstanding reviews within the “Community Finance” element of the Finance and Procurement service unit have been scheduled for December and January. Quarterly reporting by service unit (commencing from 2009/10) has now been included on the TEN system as agreed in the 2010 Employee Survey Action Plan.
Sickness Absence Level
This figure is **provisional** as full analysis could not be completed in time for the deadline for this report for the CMT meeting on Tuesday 22\(^{nd}\) December 2009. An update will be provided as soon as available along with the breakdown of long term and short term absence by service unit. The provisional absence rate at the end of November 2009 is 6.90 days/FTE against the profiled target of 5.64 days/FTE. The annual projection is 10.35 days/FTE. Whilst not on target, this is nevertheless, an expected reduction on last year’s figure.

**Health and Safety** – assessment is “Amber”. The rating has increased slightly as work against the Health and Safety work plan is progressing well. However, it is expected to remain at amber for some time due to the continuing development of the plan.

**Staff Turnover** – “Amber” (10 - 15%) as the current rolling figure is 12.72% (13.45% last month).

4. **Asset Management**

**Action Plan** - “Amber” as 18 of 27 outcomes (67%) are completed/on target.

Items off target relating to:

- Co-ordinating integration of asset registers throughout all service units. – due to IT difficulties, the target date will not be met. New target date 31/12/09
- Disposal of Land at Mill Gardens – due to market conditions, this will need to roll over into next year’s action plan
- Complete Open Space Strategy –will be formally agreed by 31/03/10
- Appraise & review the possibilities of extending home working to more of the workforce – due to single status, no resources available - will need to be rolled over into next year’s action plan
- Marketing of Kingsholme site – this has now fallen through so will not happen
- Ensure that data for key performance indicators on the performance of the council’s portfolio of assets is collected – The post of Corporate Asset Planning & Analysis Officer has been vacant. The new post holder will start in January 2009.
- Continue with regular reporting to the respective Cabinet member with responsibility for the portfolio of assets - The post of Corporate Asset Planning & Analysis Officer has been vacant. The new post holder will start in January 2009.
- Complete an appraisal/review of the St Mary’s Road Depot to determine future operational requirements.
• Review Section 106 policy - The post of Corporate Asset Planning &
Analysis Officer has been vacant. The new post holder will start in
January 2009.

Annual Use of Resources Assessment - “green” (level 2 or 3) as the annual
assessment (October 2009) shows level 2 achievement.

5. **Risk**

The latest assessment for the quarter July to September 2009 has highlighted
that 83.33% (**5 of 6**) of significant risks are satisfactorily managed.
This item has therefore moved to “green” (above 80% of the significant risks
are being satisfactorily managed).
The only remaining significant risk that is regarded as not being adequately
addressed is the number of non-decent homes in the private sector. This
was set by the Building Research Establishment and bears no resemblance
to the Council’s ability to afford such improvements nor to the willingness of
residents to pay for such improvements. Whilst the council has therefore
established an action plan to improve our performance it remains unlikely
that we will achieve the target.

6. **Customer Satisfaction**

Results as part of the People’s Panel consultation on Budgets (closed 23/10/09)
show that Satisfaction with the Council remains “Amber” with a score of
76%. However, this was previously 62.30%.

**Satisfaction as a Place to Live** is now “Green” – 84.1% as against the
previous survey result of 79.60%.

There was a 51% response rate on this occasion and the breakdown is as
follows:

<table>
<thead>
<tr>
<th>Satisfaction with the Council</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Very satisfied</td>
<td>5.8%</td>
</tr>
<tr>
<td>Fairly satisfied</td>
<td>70.2%</td>
</tr>
<tr>
<td>Neither</td>
<td>19.6%</td>
</tr>
<tr>
<td>Fairly dissatisfied</td>
<td>3.5%</td>
</tr>
<tr>
<td>Very dissatisfied</td>
<td>0.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Satisfaction as a Place to Live</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Very satisfied</td>
<td>15.8%</td>
</tr>
<tr>
<td>Fairly satisfied</td>
<td>68.3%</td>
</tr>
<tr>
<td>Neither</td>
<td>12.4%</td>
</tr>
<tr>
<td>Fairly dissatisfied</td>
<td>2.9%</td>
</tr>
<tr>
<td>Very dissatisfied</td>
<td>0.6%</td>
</tr>
</tbody>
</table>

The next update should be available in the January 2010 Strategic Performance
Report. This will be results from a “partnership survey” based on the Place
Survey format which commenced on 30th November 2009.
**Customer Feedback** – The new process for recording and tracking customer feedback is still in development and testing. It has been delayed due to a more intricate automated process being designed, but once implemented, it will provide more robust data than at present. It is also providing a "test bed" for more complicated processes to be developed quicker. It is likely that the new process will not be implemented until February and therefore formal reporting will commence in March 2010.

In the interim period, an indicator has been provided within the “Service Standards Achieved” section of this report using the current process data held in CLIP. It is intended that the new process for customer feedback will also be included in this section.

7. **Customer Perception (at the first point of contact)**

   The “GovMetric” software information at the end of October 2009 is attached with the November 2009 Strategic Report and Commentary.

   The objective is to achieve “green” in all areas that receive feedback. The breakdown is as follows:

   **Overall Summary** (all services face-to-face, telephone, e-mail and website channels combined) 41 areas received feedback, of which 33 are green = 81%.

   **Face-to-Face**; 11 areas received feedback, of which 10 are green = 91%.

   **Telephone**; 11 areas received feedback, of which 11 are green = 100%.

   **E-Mail**; 8 areas received feedback, of which 8 are green = 100%.

   **Internet**; 11 areas received feedback, of which 4 are green = 36%.

8. **Corporate Plan Delivery Plan**

   Aim 1 – issues relating to Core Strategy Housing and Retail options.

   Aim 3 - issues relating to cleanliness/emissions targets and the preferred option on the Core Strategy.

9. **Service Delivery Plan Priority Actions**

   Relates to the 80% target for achieving priority actions in service delivery plans. All 14 service delivery plans are above target at the end of the second quarter (as was the case at the end of the first quarter). Full details can be viewed via the “Plans, Policies, Strategies, Standards” button on the “TEN” system.
10. **Key Projects**

Assessments have been agreed with the appropriate Project Managers and their comments are shown accordingly.

**Transformation Programme** - the status of the programme is “Green” although the following issues need to be borne in mind for progress and realisation of savings to continue:

1. Confident and effective use of ICT underpin the success of the programme. Therefore adequate training is essential with lack of capability being addressed rigorously by Business Change Managers.

2. The rate of progress will, in part, depend on the skills and resources available in IT&C. If development time and appropriate skills are not accessible, the realisation of savings will be slower. Resourcing development time more effectively is being addressed by the AD for IT&C.

3. Effective project management is critical to ensuring the programme delivers the benefits predicted. It has been agreed that a business analyst acts as the project manager and ensures that the benefits of any proposed changes are realised.

4. In most projects completed so far within the programme, priority has been given to operational issues causing time scales to continually slip. It is inevitable that the performance of day to day operations will decrease during the implementation of change. Whilst priority is given to maintaining levels of operations, change and consequent benefits will be delayed. Employees have to be given some time to adjust to the change and learn new ways of doing things that initially will take longer.

**Single Status** - reviewed date of implementation is 1\textsuperscript{st} May 2010.

**Locality Working** – a review is being undertaken to include lessons learnt and the way forward. A report is to be presented to Cabinet in the new year.

**Shared Services** – we continue to build already established partnerships (ie. Building Control with North Warwickshire). We also continue to achieve efficiencies in procurement working with Rugby Borough Council as well as the provision of an integrated Information Technology and Communications service between the two authorities. Feasibility work is also being undertaken with a view to establishing a shared benefits and revenues service.

**Core Strategy** - the time table and financial spread sheet have been reviewed in light of Cabinet decision on challenging the Regional Spatial Strategy Phase 2 & 3 and Coventry Core Strategy.

An interview with Government Office West Midlands (GOWM) has taken place and a formal letter detailing the Council’s position will be forwarded to GOWM in January 2010.
## Nuneaton and Bedworth Borough Council
### Corporate Risk Analysis December 2009

#### Risk Matrix

<table>
<thead>
<tr>
<th>PROBABILITY</th>
<th>RISK</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost Improbable</td>
<td>Very Low</td>
<td>R8, R29</td>
<td>R10, R9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>Significant</td>
<td>R1, R13, R17, R20, R24, R25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>Very High</td>
<td>R3, R6, R7, R12b, R19</td>
<td>R15, R22, R23, R26, R27, R28</td>
<td></td>
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<tr>
<td>Very High</td>
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#### Risk Summary

- **Risk – High – Serious**
  - None
- **Risk – Significant – Serious**
  - R15, R22, R23, R26, R27, R28
<table>
<thead>
<tr>
<th>Risk</th>
<th>Consequence</th>
<th>Gross Risk</th>
<th>Mitigation Control</th>
<th>Mitigation Owner</th>
<th>Net Risk</th>
<th>Status</th>
<th>Action by Date</th>
<th>Sources of Assurance</th>
<th>Risk Owner</th>
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</thead>
<tbody>
<tr>
<td>R15</td>
<td>Potential failure to effectively: (i) implement the Medium Term Financial Strategy (MTFS) &amp;/or (ii) plan to address budget pressures &amp;/or (iii) achieve efficiency savings. (iv) Overtaken by budgeting pressures and rising costs of supplies such as fuel and other commodities Reduced government grant</td>
<td>High – Serious (prev M-M)</td>
<td>1. MTFS developed. 2. Regular monitoring of budgets by CMT. 3. Procurement Strategy. 4. Value for Money Strategy. 5. Training for members &amp; officers. 6. Priority setting by EMT/Cabinet 7. In year savings 8. Vacancy control</td>
<td>RW</td>
<td>Sig - Ser</td>
<td>Red Last review 07/07/09</td>
<td>Ongoing</td>
<td>• Use of resources review. • Annual internal &amp; external audit. • Returns to Government. • Strategic Performance Management Report • OSPs • Cabinet</td>
<td>CMT – Corporate Services Director</td>
</tr>
<tr>
<td>R22</td>
<td>Economic downturn adversely impacting upon building, industry and commercial markets which in turn delays / affects town centre redevelopment (and wider developments) within the Borough.</td>
<td>High – Serious</td>
<td>HCA CBs Initiative Kickstart Advantage WM S106 Agreements ASL Liaison Group – better liaison with developer Sub-regional development partnership - housing</td>
<td>ADs/CE/AMSD/H</td>
<td>High Ser</td>
<td>Red Amended 01/12/09</td>
<td>Ongoing contained within action plans</td>
<td>• NNDR recovery rates • Unemployment claims • Repossession rates for housing • Commercial property</td>
<td>Chief Executive Documented corporate approach to be considered</td>
</tr>
<tr>
<td>Risk ID</td>
<td>Description</td>
<td>Gross Risk</td>
<td>Mitigation Control</td>
<td>Mitigation Owner</td>
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<tr>
<td>R26</td>
<td>Potential financial impact of the fare appeals for the Concessionary Travel Scheme.</td>
<td>High – Serious</td>
<td>1. MTFS developed. 2. Regular monitoring of budgets. 3. Reports to Cabinet &amp; Scrutiny Panels. 4. Procurement Strategy. 5. Value for Money Strategy. 6. Training for members &amp; officers. 7. Priority setting by EMT/Cabinet 8. In year savings 9. Potential/likely VAT refund</td>
<td>RW</td>
<td>Red</td>
<td>Ongoing</td>
<td>• Use of resources review. • Annual internal &amp; external audit. • Returns to Government. • Strategic Performance Management Report • OSPs • Cabinet</td>
<td>CMT – Corporate Services Director</td>
<td></td>
</tr>
<tr>
<td>R28</td>
<td>Potential failure to achieve the ‘Decent Homes’ standard for private sector housing.</td>
<td>Very High – Serious (prev L – M)</td>
<td>1. Stock Condition Survey. 2. Management action plan Capital Allocation</td>
<td>JH</td>
<td>Sig – Ser</td>
<td>Red 01/12/09</td>
<td>• Internal &amp; external audit review. • Performance indicators</td>
<td>Corporate Services Director Housing Portfolioholder</td>
<td></td>
</tr>
<tr>
<td>&amp; Consequence</td>
<td>Gross Risk</td>
<td>Mitigation Control</td>
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<tr>
<td>Failure to deliver the Core Strategy within the agreed timescale</td>
<td>Sig -Ser</td>
<td>1. Maintain up to date project brief and work programme 2. Allocation of sufficient budget to complete project 3. Effective use of corporate resources and where necessary use of external consultants and agencies 4. Regular involvement of Members via Working Party 5. Effective public consultation</td>
<td>Kelly Ford RW CK</td>
<td>Ver High &amp; Catastrophic</td>
<td>Red</td>
<td>In action plan</td>
<td>• Internal &amp; external audit review. Consultation with minority groups. • Equality impact assessments • Monitoring by Government Office of West Midlands • Favourable Inspectors Report • NBBC Core Strategy Steering Group • NBBC Elected Member Core Strategy Working Group</td>
<td>Core Strategy Steering Group Assistant Director Chief Executive’s Office</td>
<td></td>
</tr>
<tr>
<td>Credit crunch significantly impact upon the customer base and in turn the performance of the Council (and the wider LAA). Impacts include – increased hardship, demand for services, revenue fall etc</td>
<td>High - Serious</td>
<td>1. Housing-increased support to fund vulnerable 2. Budget planning 3. Workforce planning 4. Increase in benefits admin grant 5. Support for businesses</td>
<td>DD RW GO RW JD</td>
<td>Sig &amp; Mod</td>
<td>Amber Last review 01/12/09</td>
<td>Ongoing</td>
<td>• Nos seeking assistance via Housing Options • Nos NB/CTB claimants • Nos in unemployment • Nos of new businesses</td>
<td>CMT Documented corporate approach to be considered</td>
<td></td>
</tr>
<tr>
<td>&amp; Consequence</td>
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<tr>
<td>R27</td>
<td>Very High &amp; Serious</td>
<td>1. External funding from HCA for building  2. Business plan to improve affordable housing  3. Sub-regional participants  4. NBBC Corporate Strategic Working Group</td>
<td>JH</td>
<td>Low &amp; Ser</td>
<td>Amber 01/12/09</td>
<td>• Core strategy  • Housing Needs Survey  • Housing Options data  • No. of completions</td>
<td>AD Housing</td>
<td></td>
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</tr>
<tr>
<td>R3 Aim 1</td>
<td>High - Ser (prev S-S)</td>
<td>1. Active management by Operational Board and Executive board.  2. PRINCE2 project management.  3. Outline and balancing lake planning permissions in place  4. Cabinet decision on use of CPO powers if needed.</td>
<td>Ops Board Executive Board Chris Egan</td>
<td>Sig - Mod</td>
<td>Amber Last review 07/07/09</td>
<td>• Monthly Strategic Performance Report  • Liaison with AWM, GOWM &amp; Homes &amp; Communities Agency and Kickstart  • Liaison with developer</td>
<td>Chief Executive &amp; Environmental Services Director</td>
<td></td>
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<tr>
<td>&amp; Consequence</td>
<td>Gross Risk</td>
<td>Mitigation Control</td>
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</table>
| R4 Aim 1      | Potential failure to deliver continued improvements in Housing Services | Low – Serious (prev M-M) | 1. Carry out Housing needs survey  
2. Review and develop protocols with RSL’s  
3. Review the HRA Business Plan  
4. Review private sector housing services | DD | Low -Ser | Amber  
Last review 07/07/09 | July 2010  
Sept 09  
June 05/09 | • GOWM monitoring.  
• Housing inspectorate.  
• LAA Stronger Block  
• Housing Waiting list  
• Local PI’s | Corporate Services Director |
| R6 Aim 1      | Potential failure to deliver major improvements in accordance with the Town Centres Masterplan. | sig – Serious (prev lower-ser) | 1. Inclusion in capital strategy.  
2. Obtaining external grant funding/third party contributions  
3. Land ownership  
4. Ongoing discussion with partners and private sector  
5. Scrutiny Working Group report  
6. Timely preparation of development briefs for priority sites  
7. Action plans for Air Quality Management Areas | BD | Sig -Mod | Amber  
Last review 07/07/09 | Ongoing | • Town Centres Partnership  
• Monitor Town Centre footfall | Environmental Services Director |
<table>
<thead>
<tr>
<th>&amp; Consequence</th>
<th>Gross Risk</th>
<th>Mitigation Control</th>
<th>Mitigation Owner</th>
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<th>Sources of Assurance</th>
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<tbody>
<tr>
<td>R7 - Aim2</td>
<td>Potential failure to deliver continued improvements in community safety</td>
<td>High - Serious (prev H-S)</td>
<td>1. Active management by Safer Communities Group &amp; NABSCOP. 2. Local Strategic partnership 3. S17 booklet</td>
<td>Rachel Jackson Sig - Mod</td>
<td>Amber</td>
<td>Last review 07/07/09</td>
<td>Ongoing</td>
<td>Home Office returns  Safer Communities Partnership monitoring. Social Scrutiny Panel</td>
</tr>
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</table>

Chief Executive & Assistant Director-Chief Executive’s Office Strategic Assessment & Partnership Plan Place Survey results (2008 baseline)
<table>
<thead>
<tr>
<th>Risk Owner</th>
<th>Sources of Assurance</th>
<th>Action by Date</th>
<th>Status</th>
<th>Net Risk</th>
<th>Mitigation Owner</th>
<th>Mitigation Control</th>
<th>Gross Risk</th>
<th>&amp; Consequence</th>
</tr>
</thead>
<tbody>
<tr>
<td>R12b Aim4</td>
<td>GO on behalf of CMT</td>
<td>Resrv Cons 90 day notice Refer to Plan for dates</td>
<td>Amber Last review 07/07/09</td>
<td>Sig - Mod</td>
<td>PL RW</td>
<td>1. Plan to be developed in accordance with Human Resources Strategy. 2. Adequate reserves policy. PRINCE2 Project Plan produced (Project Board) 3. Consultation &amp; ballot with staff and unions</td>
<td>Sign – Serious (prev M-H)</td>
<td>Potential failure to effectively address pay &amp; workforce issues associated with the 2004 pay settlement &amp; changes in pension arrangements. Risk: Significant financial and human resource impact from implementing JE fully.</td>
</tr>
<tr>
<td>R14 Aim4</td>
<td>Corporate Services Director on behalf of CMT</td>
<td>07/09</td>
<td>Amber Last review 07/07/09</td>
<td>Very Low - Ser</td>
<td>SDP Owner</td>
<td>1. Partnership agreements in place. 2. Partnership guidelines in Constitution 3. Each Partnership to produce its own risk assessment &amp; Annual Reports, if applicable &amp; perf. mgt arrangements 4. Training for officers</td>
<td>Sign – Serious (prev M-M)</td>
<td>Potential failure of major partnerships to effectively fulfil their stated purposes. Potential impact from this could be felt wider in terms of CAA.</td>
</tr>
<tr>
<td>Risk</td>
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<tr>
<td>R16</td>
<td>Performance management improvements not achieved, Community Plan &amp; Corporate Plan priorities not achieved</td>
<td>Sig – Serious (prev L-S)</td>
<td>1. Performance management framework 2. Use of TEN system 3. Reports to Cabinet &amp; Scrutiny Panels. 4. Regular refresher sessions for managers</td>
<td>IP as CPDP owner</td>
<td>Low-Ser</td>
<td>Amber</td>
<td>Last review 07/07/09</td>
<td>End June 09</td>
</tr>
<tr>
<td>R17</td>
<td>Potential failure to achieve 'customer service' culture, resulting in poor levels of customer satisfaction.</td>
<td>Sig - Mod (prev Low-S)</td>
<td>1. Customer Service standards 2. Audience Dev Plan 3. Resident involvement in budget and service planning 4. Use of NI 14 to increase productive contacts with council 5. Review of website</td>
<td>CK CT RW/DD CT</td>
<td>Low Mod</td>
<td>Amber</td>
<td>Last review 07/07/09</td>
<td>See action plan</td>
</tr>
<tr>
<td>&amp; Consequence</td>
<td>Gross Risk</td>
<td>Mitigation Control</td>
<td>Mitigation Owner</td>
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<td><strong>R19</strong> Aim4 Lack of capacity &amp; skills amongst both Members &amp; officers to deliver the key elements of the current Corporate Plan</td>
<td>High - Mod (prev S-S)</td>
<td>Member Dev Comp Framework Employee Review Tng/Dev Plans CPD for Managers DCLG capacity funds &amp; other resources 3. Improvements in scrutiny 4. Constitution reviews</td>
<td>PR or PL ADs PL Party Leaders ADs</td>
<td>Sig - Mod</td>
<td>Amber</td>
<td>Last review 07/07/09</td>
<td>• Improvement Board monitoring. • CPDs • CPA re-categorisation.</td>
<td>Chief Executive</td>
</tr>
<tr>
<td><strong>R20</strong> Aim4 Ineffective communication arrangements &amp;/or failure to promote the Borough as an attractive area to live &amp; work – sequence leading to stagnation and decline in economic vitality</td>
<td>High - Mod (prev L-S)</td>
<td>1. Corporate Communications Team SMArt Action Plan 2. Use of website 3. In Touch and press releases M’tg Plan Econ Dev Plan 4. Localities meetings 5. Action plan to tackle findings from place survey</td>
<td>ADs GH/AD</td>
<td>Sig-Mod</td>
<td>Amber</td>
<td>Last review 07/07/09</td>
<td>• Economic Indicators (+QOL)</td>
<td>Communication s Team Corporate Services Director Assistant Director Chief Executive’s Office</td>
</tr>
<tr>
<td><strong>R21</strong> Aim4 Potential failure to realistically prepare for major emergencies such as the impact of a possible flu’ pandemic.</td>
<td>High – Ser (prev L-M)</td>
<td>1. Business Continuity Plans in place and reviewed regularly Major Emergency Plan Training &amp; testing IT infrastructure WCC contract New server room operational</td>
<td>ADs GH/AD GS</td>
<td>Low – Ser</td>
<td>Amber</td>
<td>Last review 01/12/09</td>
<td>Quarterly Bi-annually 31/12/09</td>
<td>• Liaison with Strategic Health Authority. • WCC Local Resilience Forum</td>
</tr>
<tr>
<td>&amp; Consequence</td>
<td>Gross Risk</td>
<td>Mitigation Control</td>
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| Potential failure improve community cohesion. | Low – Serious (prev M-M) | 1. Regular monitoring of Corporate Equalities Plan  
2. Level 2 fully embedded  
3. Strategy and Action Plan to be developed, resourced and delivered  
4. Develop & Implement Single Equalities Strategy (replaces previous Equalities Plan)  
5. Develop & Implement Community Cohesion Strategy  
6. Regular monitoring of CDRP action plan  
7. Ensure everyone understands importance of this work | Gail Hudson | Low -Mod | Green  
Last review 07/07/09 | March 2010 | • Consultation with minority groups.  
• Equality impact assessments.  
• Place Survey  
• Nat Indicators  
• LAA – Stronger Block  
• CDRP | Assistant Director – Chief Executive’s Office  
Corporate Equalities Group |
<table>
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<tr>
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</table>
| R8 Aim 3 | Potential failure to reduce waste & increase recycling + meet statutory targets. | Low – Mod (prev M-M) | 1. Actively manage Waste Strategy Action Plan and take corrective action as needed  
2. Promote recycling across the Borough  
3. WRAP funding for education officer  
4. Promote waste minimisation plan | PB | V Low - Mod | Green  
Last review 07/07/09 (reduced) | • LAA – climate change block  
• Local PI’s | Environmental Services Director |
| R9 Aim 3 | Potential failure to effectively: (i) manage operational risks (ii) produce, test or update Business Continuity Plans or (iii) prepare for acts of terrorism | Low – Serious (prev L-H) | 1. Risk Register.  
2. Challenge by RMG  
4. Part of the Council’s AD’s (Andrew Daw training aspects) CMT/EMT | AD’s | V Low - Ser | Green  
Last review 07/07/09 | • Internal & external audit review.  
• Training as part of the Emergency Plan  
• Monitoring at RMG | Risk Management Group  
Corporate Services Director  
British Standard for business continuity plans  
New emergency plan |
<p>| R10 Aim4 | Potential failure to implement new legislation, eg. DDA, Civil Contingencies Act, Proceeds of Crimes Act | Low – Serious | 1. Provision within Service Delivery Plans | SDP owner AD | V Low - Mod | Green | In SDPs | Directors |</p>
<table>
<thead>
<tr>
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<th>Sources of Assurance</th>
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</table>
| R12a Aim4 Potential failure to effectively address pay & workforce issues associated with the 2004 pay settlement & changes in pension arrangements. **Risk:** Failure to deliver JE gives rise to equal pay claims. | Low – Mod (prev M-H) | 1. Plan to be developed in accordance with Human Resources Strategy. 2. Adequate reserves. | PL RW    | V Low - Mod | Green Amended 07/07/09 | Refer to PID for dates | • Employee survey and questions to Chief Executive.  
• Liaison with trades unions.  
• IIP accreditation. | Corporate Services Director (on behalf of CMT) |
| R13 Potential failure to effectively embed Health & Safety arrangements across the organisation. | High serious | 1. Monitoring by HASCOG quarterly reviews. | ADs       | Low - Mod | Green | See H&S action plan | • Reports to CMT  
• Reports to HASCOG & Cabinet  
• (Strategic Performance Report) | HASCOG |
| R24 Loss or corruption of personal data on service users preventing delivery of services | Sig – mod | Data is backed up to prevent loss. Data is recorded in line with operating procedures to ensure accuracy | AD of each service | Low- Mod | Green | | • Data quality is included in service delivery plan and Operational risk registers  
• These are reviewed by the Risk Management Group on a rolling basis | GO on behalf of CMT |
<table>
<thead>
<tr>
<th>Ref.</th>
<th>Risk Description – Cause &amp; Consequence</th>
<th>Gross Risk</th>
<th>Mitigation Control</th>
<th>Mitigation Owner</th>
<th>Net Risk</th>
<th>Status</th>
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<th>Sources of Assurance</th>
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<tbody>
<tr>
<td>R25</td>
<td>Loss of key data preventing accurate/any reporting of performance management</td>
<td>Sig - mod</td>
<td>Data is backed up to prevent loss Data is recorded in line with operating procedures to ensure accuracy</td>
<td>AD of each service</td>
<td>Low- Mod</td>
<td>Green</td>
<td>• Data quality is included in service delivery plan and Operational risk registers • These are reviewed by the Risk Management Group on a rolling basis</td>
<td>GO on behalf of CMT</td>
<td></td>
</tr>
</tbody>
</table>

Notes: (1) Abbreviations: BFI - Benefits Fraud Inspectorate; HASCOG - Health & Safety Co-Ordinators Group; AWM-Advantage West Midlands; HSE - Health & Safety Executive; GOWM - Government Officer for the West Midlands LSP-Local Strategic Partnership; IEG - Implementing Electronic Government; CPA - Comprehensive Performance Assessment; IIP - Investors in People; PI - Performance Indicator. (2) Aims: Aim 1 To improve the quality of life & social justice for residents so it is much closer to that enjoyed by the rest of Warwickshire; Aim 2 To work in partnership to reduce the level of crime & disorder so that the community feels safer; Aim 3 To provide a pleasant environment for those living, working and visiting the Borough; Aim 4 To provide quality services which represent value for money (3) Note: The Strategic Risk Register identifies key issues which could prevent the Council meeting its medium and long term objectives and sets out the actions to manage those risks. CMT is responsible for managing the register in accordance with the Council’s Risk Management Strategy. (4) Those risks ranked as “low” and “serious” and in italics still need to be reviewed by EMT. It is likely that some of these may not be the true risks but consequences of risks.