

# Executive

## Performance and Risk Management Framework 2011/12 First Quarter Performance Report

5 September 2011

### Report of the Chief Executive and Corporate Strategy and Performance Manager

#### PURPOSE OF REPORT

This report covers the Council's performance for the period 01 April to 30 June 2011 as measured through the Performance Management Framework.

This report is public

#### Recommendations

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The Executive is recommended:

- (1) To note the many achievements referred to in paragraph 1.4.
- (2) To request that officers report in the second quarter on the items identified in paragraph 1.5 where performance was below target or there are emerging issues.
- (3) To agree the responses identified to issues raised in the end of year performance report in paragraph 2.1 or to request additional action or information.

#### Executive Summary

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##### Introduction

- 1.1 This is a report of the Council's performance in the first quarter of 2011/12 measured through the performance management framework. Central to this is the Corporate Scorecard, which is made up of the Council's priority performance targets. The Corporate Scorecard covers key areas of performance, these are: performance against the Council's 14 public pledges; financial performance, human resources performance and customer feedback.

The scorecard also provides a wider summary of performance covering the Corporate Plan, Priority Service Indicators, the Corporate Improvement and Value for Money Programme, the Corporate Equalities Plan, Brighter Futures

in Banbury (the Council's work programme to address disadvantage in Banbury) and Significant Partnerships. The appendices to this report provide a detailed overview of performance in each of these areas.

The Council continues to develop its integrated risk and performance management framework which means that performance and risk is monitored and reviewed as part of a single process. This report includes a review of all strategic, corporate and partnership risks.

To measure performance we use a 'traffic light' system where Green is 100% of the target met, Amber 90% and above, and Red below 90% and detailed performance indicators and commentary is presented in the appendices to this report.

1.2 It should be noted that although this is primarily a report of corporate performance the Council's performance management framework also includes monitoring at the directorate level against service plans and strategies. The majority of operational performance issues are dealt with at service and directorate level. However significant service successes and issues are reported upwards and where appropriate included in this report.

1.3 It is also important to note that during 2010/11 significant changes were made to the national performance management regime. As a result the statutory requirement to report on national indicators was withdrawn. The Council has fully reviewed its performance management framework and streamlined its reporting focusing on key areas of public priority, and the draft framework for 2011/12 was agreed by Executive at their meeting on 7 March 2011. This framework has now been finalised to reflect new targets and national requirements and forms the basis of this report.

The Council remains committed to publically reporting its service and financial performance and continues to do so on a quarterly basis at Executive and by providing a monthly performance summary on the Cherwell District Council website.

## **Proposals**

1.4 We ask the Executive to note the significant progress made in delivering the Council's objectives. Particular highlights include:

### **Cherwell: A District of Opportunity**

- Job clubs continue to provide a strong service with solid attendance and special events planned for the next quarter to improve accessibility.
- Business support – good progress has been made with support to local business through the advisory service and the investment partnership. In addition a business breakfast in Banbury was held around the theme of apprenticeships, local business were asked to make pledges to improve local opportunities. This resulted in more than 140 pledges including ten apprenticeships and 28 placements lasting from one to eight weeks. The Council is also continuing its successful business apprenticeship scheme.

### **A Cleaner Greener Cherwell**

- Feasibility work has been commissioned to explore potential sites for

more bring bank recycling centres.

- A neighbourhood litter blitz has taken place in Kidlington, helping to work with local communities to improve the environmental quality of their areas.

### **A Safe, Healthy and Thriving Cherwell**

- Good progress towards securing the long term future of the Banbury Museum through work to develop a museum trust.
- The Council continues to provide a strong community leadership role for local health provision. During the first quarter the Council has supported the first meeting of the new Community Partnership Network to ensure effective stakeholder engagement in local health issues. The Horton Hospital paediatric appointments and anaesthetic service models are now complete and in place.

### **An Accessible, Value for Money Council**

- Additional resources will be available over the summer to ensure that processing times for housing and council tax benefit claims do not increase. Briefing sessions for voluntary and other agency advisors supporting those affected by benefits changes have continued and been very successful.
- The Council has continued its programme of public engagement and consultation with work to consult on long term budget priorities undertaken. Successful community engagement events aimed at improving the accessibility and delivery of services have taken place, these include the parish, faith and disability forums as well as a number of consultations undertaken using the Council's web based consultation portal.

- 1.5 The performance management framework allows Councillors to monitor the progress made in delivering our objectives and to take action when performance is not satisfactory, risks to performance are identified or new issues arise. There are a number of such items identified in this report and we recommend officers should report on the latest position, implications, and the action they are taking in the next quarterly performance report. These are:

### **Cherwell: A District of Opportunity**

- Number of households living in temporary accommodation: a rise in the figures has occurred during June with 36 households against a predicted number of 33. Preventative and advisory work continues and the implications of national policy changes are being monitored.
- Deliver 500 new homes: performance against this target is off track with 32 completions against a target of 125. During the year it is expected that the rate will increase but the national economic context is still suppressing performance.

### **A Safe, Healthy and Thriving District**

- Leisure centre usage: visitor figures are down in comparison to the same period as last year. Issues such as extended bank holidays are

likely to be a cause; however the issue will be reviewed with the provider to ensure there are no other factors.

## **Conclusion**

- 1.6 In this report we show that at the first quarter Council continues to make strong progress on delivering its ambitions to improve the services delivered to the public and against key projects and priorities. Risks and opportunities have been reviewed and the report highlights a small number of areas which the Council needs to keep under review to ensure targets are met. This report also identifies emerging issues which will be reported on in the next quarter.

## **Background Information**

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### **2.1 Progress on issues raised in the last Executive performance review**

The Executive on 4 July 2011 requested progress reports on a number of issues identified in the year end performance report as areas where targets had not been met or where there were emerging issues. The position in relation to these is outlined below:

#### **Cherwell: A District of Opportunity**

- Delivery of the Rural Strategy: at year end delivery against some of the actions in the strategy was slightly off track.

A review of the delivery plan has been undertaken with the number of actions reduced and re-prioritised in line with funding constraints. The guiding vision for the Cherwell Rural Strategy remains the same 'to achieve and maintain inclusive, sustainable rural communities in an inclusive and sustainable countryside2.

The 2009 delivery plan had 81 actions, to be delivered by the Council and a range of local partners and other organisations. The new delivery plan for 2011/13 has 75 actions, prioritised from 1 to 3. The prioritisation is based on a match with local priorities and the availability of resources. This delivery plan has been prepared in consultation with local partners.

#### **A Cleaner, Greener District**

- Reduce the amount of waste being sent to landfill: at year end performance was slightly off target with the target of a 4000 tonne reduction and performance of 3700 tonnes.

A review of performance has been undertaken and a number of factors considered. Landfill tonnages fell in 2010/11, which was the first full year of operation of the food waste recycling scheme. However, despite promotion and raising awareness the reduction in landfill tonnages in the last quarter of 2010/11 and 2011/12 flattened off. Around 45% of food waste is being captured by the food recycling scheme, this was a very good start but it is slightly disappointing that food waste recycling hasn't increased further in recent months. In addition there are still several thousand tonnes of recyclables still in residents green bins.

A number of actions are in place which should push landfill tonnages

down and divert more waste from landfill, these include:

- The collection day changes in late July/early August meant that additional recycling literature was sent to over 20,000 properties to encourage recycling
  - A review of the larger 360 bins is underway and several hundred households have 360 bins but do not have sufficient number of people in the household to warrant having a larger bin. Residents in some of these properties were found not to be fully utilising the recycling services
  - The vending machines for kitchen caddy sacks were installed in mid July and these will be promoted - access to liners is often a barrier to people recycling food waste
  - More bring bank sites, especially now the collection of glass from bring banks has been brought in house should make it easier for residents to recycle their glass
  - A door stepping campaign in September targeting residents with overflowing green bins in Banbury
- Tackling Fuel Poverty and Energy Efficiency: at year end this target was off track and issues around the high cost of fuel are recognised to be an ongoing issue for local residents.

The housing and environment teams have undertaken a review of the issues and remain focused on a number of activities to improve energy efficiency. Actions in quarter 1 have included:

- Insulation schemes with 52 homes taking up the Cherwell £99 offer and 257 homes taking up the Bicester £49 scheme.
- The advice and signposting service took and gave advice on 2157 enquiries.
- Private rented accommodation – 40 homes have benefitted through council grants
- Thermal imaging – 4 additional parish councils have asked to be involved in this project and 14 parishes have expressed interest in borrowing energy monitors
- 5 energy efficacy roadshows have taken place promoting energy efficiency and offering advice.

## **2.2 Overview of Performance**

Paragraphs 2.3 – 2.13 provide a more detailed summary of the Councils performance against its comprehensive performance and risk framework. The detailed performance indicators and commentary against each of these are contained within appendices one to eight.

## **2.3 Corporate Scorecard – Corporate Plan Pledges**

The Corporate Scorecard includes the 14 pledges which were included in the 2011/12 Council Tax Leaflet which was sent to every household in Cherwell. Of these 13 are Green and 1 Amber. These pledges directly reflect the Council's four strategic priorities and public priorities.

### **Successes**

- Good progress has been made on the Eco-Bicester demonstration

projects with the official launch of plans for Bryan House which will lead to 23 more affordable homes for the area and replacing a derelict building which was unfit for purpose.

#### **Issues**

- Recycling rates: for quarter 1 these are slightly of track and reporting amber. This is due to an exceptionally dry spring and reduced amounts of garden waste collected.

#### **2.4 Corporate Scorecard: Financial Performance**

There are two finance targets, relating to predicated variance against revenue and capital budgets. Both are Green. There are no issues of concern at this point.

Work has commenced on preparing the budget for 2012/13 and the first phase of public consultation has been completed. A staff 'efficiency think tank' has also been established and a staff survey is being undertaken to ensure staff suggestions for efficiency savings are identified and actioned.

#### **2.5 Corporate Scorecard: Human Resources**

Three Human Resources indicators are monitored: staff turnover; days lost through sickness; and organisational resilience/staff satisfaction. Turnover and sickness are both green. Staff resilience and satisfaction will be measured through a survey which will report in the next quarterly performance update.

#### **2.6 Corporate Scorecard – Customer Feedback**

Two key measures are covered: speed of telephone response and customer satisfaction as measured through bi-annual mystery shopping. The first wave of mystery shopping will take place after all telephony changes have been made as part of the project review.

#### **Successes**

- Telephony performance has continued to show improved performance with the introduction of messaging and menus.

*Details in Appendix 3*

#### **2.7 Corporate Plan**

The corporate plan is made up of 39 priority performance targets under the Council's four strategic priorities. In this quarter good progress has been made:

#### **Successes**

- 31 Affordable Homes have been delivered in this quarter against a target of 25.
- In spite of the challenging economic situation there have been no cases of repeat homelessness this year, preventative work continues.

- The successful programme of work with Age UK continues with a wide range of activities and events undertaken to help older people remain active and healthy.

*Details in Appendix 2*

## **2.8 Priority Service Indicators**

In addition to the corporate plan the Council has identified a set of 42 priority service indicators that reflect core service provision. Of these 34 are due to report in this quarter, full details are included in appendix 2 but highlights include:

### **Successes**

- Planning performance: processing of minor and other applications exceeds target.
- Risk based food inspection: target number of inspections completed in first quarter.
- Fly tipping remains at low levels and on track for a 5% reduction.
- Benefits claims: average time to process new claims and the average time to process changes, both targets are on track. The Council has worked with Capita to secure additional resources to maintain performance.

### **Issues**

- Planning: appeals and major applications. Both performance targets are off track, however both have been reviewed by the senior management team. No underlying causes have been identified with regards to planning appeals and the Council remains committed to working with developers to ensure the quality of major applications is the focus rather than the speed.

*Details in Appendix 3*

## **2.9 Corporate Improvement and Value for Money Programme**

The improvement and value for money programme is an important part of the Council's medium term financial strategy and improvement objectives. Projects within this programme aim to secure performance improvement and efficiencies across the whole organisation.

### **Successes**

- Progress on the shared management team is ongoing with consultation on the new management structure complete and the recruitment process underway.
- The final four service value for money reviews have been completed and efficiencies identified will help balance the 2012/123 budget.

### **Issues**

- Development fees and charging: this project is on hold pending central government policy announcements.

- The managing information project is yet to commence. This is likely to be delayed until the share management team is in place in order to ensure that the requirements of the joint team are fully considered.

*Details in Appendix 4*

## **2.10 Corporate Equalities Plan**

The corporate equalities plan is a cross-council plan that aims to improve customer access, tackle inequality and disadvantage, build strong communities and improve community engagement. It also ensures that the Council is compliant with all equalities legislation.

During the last year there have been a number of changes to the legislation and the Council's plans and policies reflect this. As legislation changes Cherwell District Council equalities policies are reviewed. First quarter performance is summarised below:

### **Successes**

- The Banbury Cohesion Working Group has published a community newsletter and participation in events remains strong.
- Work with youth councils in Banbury, Bicester and Kidlington continues and a new youth forum (The Hill) has been set up to liaise with young people in Banbury. An online forum is now available on the youth microsite.
- During the first quarter Cherwell District Council services have had strong representation at a significant number of community events, Pride in Oxford, the Grimsbury Food Festival, the Banbury Old Town Street Party, Connecting Community events and various forums.

### **Issues**

- Given the significant amount of policy change and national financial constraints there has been an increased requirement to undertake equalities analysis of decisions to ensure they do not adversely affect any particular group. The Council has worked to achieve this and will ensure this approach continues.

*Details in Appendix 5*

## **2.11 Brighter Futures in Banbury**

The Brighter Futures in Banbury programme is a long term and strategic priority for the Council and the Cherwell Local Strategic Partnership. It is part of a wider county approach to break the cycle of deprivation and tackle disadvantage. In Banbury the programme aims to address five key themes:

- Improving financial and employment support
- Improving educational attainment and the aspirations of young people
- Improving housing and the local environment
- Improving health and wellbeing
- Supporting the development of safe and strong communities



## **Successes**

- Connecting communities: successful community events have been held to take local services from across the public sector to local communities, improving access and take up. The events also aim to provide local people with the opportunity to feedback their concerns and issues.
- Teen conceptions: the work to reduce teenage conceptions is showing progress and rates have reduced by over 16% since 1999/2000.
- Young people not in education, employment or training (NEETs): the programme's work to reduce the number of NEETs has seen a good deal of success. A project to provide transitional support to young people at risk of 'dropping out' estimates it has prevented 129 young people becoming NEET.
- A food bank is being developed to support people in significant financial hardship.
- Briefing sessions on the impact of changes to the national benefits system have been well attended and more are planned.

## **Issues**

- The cardio-vascular disease health check programme which was due to commence in April 2011 has been delayed, it is currently still under development.
- The next phase of the programme will be to ensure there is strong engagement from the voluntary sector. A successful faith forum event was held to begin this process in June and momentum will need to be sustained.

*Details in Appendix 6*

### **2.12 Significant Partnerships**

The Council has identified 18 partnerships as significant due to the level of resources involved, and the impact on the local community. Many of the most significant and difficult issues we face, crime, the environment, economic development, can only be tackled if agencies work together. Of these partnerships 8 are county wide (including the County Local Strategic Partnership and its supporting thematic partnerships) the remaining partnerships are specific to the Cherwell district and directly support our strategic priorities.

## **Successes**

- The Cherwell Local Strategic Partnership has held its annual reference group conference with strong attendance and positive feedback. The event was themed around support to the voluntary sector and supporting its role in Cherwell.
- Bicester Vision: the partnership has become an independent business led group, funded by contributions from the private sector and moving away

from Cherwell District Council co-ordination and resourcing. This reflects the value the local business community places on the partnership and a strong commitment to its work.

### **Issues**

- Oxfordshire Health and Wellbeing Partnership: there is still some uncertainty regarding the future role and remit of the partnership given the health and social care reforms going on at a national level. The issue is being kept under review and district level working relations remain strong.

*Details in Appendix 7*

## **2.13 Strategic, Partnership and Corporate Risks**

In order to effectively manage its performance and resources the Council needs to be aware of the risks it faces, the impact they may have on the delivery of strategic properties and to have arrangements in place to manage these.

We have 21 strategic, corporate and partnership risks identified on our register that are reviewed on a monthly basis. The risk register is also subject to a fundamental review by the extended management team on an annual basis. Operational and service risks are reviewed at the directorate and service level and escalated to the strategic risk register where appropriate. The Accounts, Audit and Risk Committee also monitors the strategic, partnership and corporate risk registers.

### **Status this quarter**

- All current strategic, corporate and partnership risks and mitigation actions have been reviewed and updated on a monthly basis during the first quarter. The only risk that has changed relates to equalities where an increased likelihood of an equalities challenge to policy or service change has been identified as part of a wider national trend. Managers have been reminded about the corporate equalities policy and equalities consultation opportunities are in place to ensure the Council consults effectively.
- There are no additional issues arising with regards to any of our strategic, corporate or partnership risks. However, all risks continue to be reviewed in the light of changing policy, budgetary requirements and constraints.

*Details in Appendix 8*

## **Key Issues for Consideration/Reasons for Decision and Options**

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- 3.1 This report presents the Council's performance against its corporate scorecard for the first quarter of 2011/12. It includes an overview of our successes, areas for improvement and emerging issues to be considered.

The following options have been identified. The approach in the recommendations is believed to be the best way forward

- Option One**                      1. To note the many achievements referred to in paragraph 1.3.

2. To request that officers report in the first quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues.
3. To agree the responses identified to issues raised in the end of year performance report in paragraph 2.1 or to request additional action or information.

**Option Two**

To identify any additional issues for further consideration or review.

**Consultations**

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No specific consultation on this report is required. However, it should be noted that several indicators are based on public consultation or customer feedback.

**Implications**

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**Financial:**

Financial Effects – The resource required to operate the Performance Management Framework is contained within existing budgets. However the information presented may lead to decisions that have financial implications. These will be viewed in the context of the Medium Term Plan & Financial Strategy and the annual Service & Financial Planning process.

Efficiency Savings – There are none arising directly from this report.

Comments checked by Karen Curtin, Head of Finance 01295 221551

**Legal:**

There are no legal issues arising from this report.

Comments checked by Nigel Bell, Interim Monitoring Officer, 01295 221687

**Risk Management:**

The purpose of the Performance Management Framework is to enable the Council to deliver its strategic objectives. All managers are required to identify and manage the risks associated with achieving this. All risks are logged on the Risk Register and there is an update on managing risks recorded at least quarterly.

Comments checked by Helen Hayes, Performance and Risk Officer, 01295 221801

**Data Quality**

Data for performance against all indicators has been collected and calculated using agreed methodologies and in accordance with Performance Indicator Definition Records (PIDRs) drawn up by accountable officers. The council's performance management software has been used to gather and report performance data in line with performance reporting procedures.

Comments checked by Helen Hayes, Performance and Risk Officer, 01295 221801

## Wards Affected

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All

## Corporate Plan Themes

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The Performance Management Framework covers all of the Council's Strategic Priorities

## Executive Lead Member

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Councillor Nigel Morris  
Lead Member for Change

## Document Information

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Appendix No	Title
Appendix 1	Corporate Scorecard 2011/12
Appendix 2	Corporate Plan
Appendix 3	Priority Service Indicators
Appendix 4	Corporate Improvement and Value for Money Programme
Appendix 5	Corporate Equalities Plan
Appendix 6	Brighter Futures in Banbury
Appendix 7	Significant Partnerships
Appendix 8	Strategic, Corporate and Partnership Risks
Background Papers	
None	
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