

# Executive

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

6 December 2011

### Report of Head of Transformation and Corporate Performance Manager

#### PURPOSE OF REPORT

This report covers the Council's performance for the period 01 July to 30 September 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 1.3.
- (2) To request that officers report in the third quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks.
- (3) To agree the recommendation in paragraphs 1.5 and 1.6 which notes the delivery of the improvement and value for money programme and requests that from the third quarter this update is replaced with a progress review tracking the transformation programme shared between Cherwell District Council and South Northamptonshire Council.
- (4) 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 second 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.

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.

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**

- 1.3 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 have taken place throughout the district with 5 events and 109 people supported during September. Specialist events have focused on the needs of young people and local opportunities within the retail industry. Business support work is on going with the Cherwell Investment Partnership providing advice and support to local residents and business enquiries.
- The Bicester Conservation Area Appraisal has been completed and four more appraisals are underway.

### **A Cleaner Greener Cherwell**

- The neighbourhood litter blitz programme is on track with events in Kidlington and Langford Village.
- The number of Bring Bank facilities are increasing and satisfaction with local recycling facilities (as measured through the annual survey) continues to grow.

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

- The Council continues to offer support to the local voluntary sector through its voluntary sector forum. The work to commission advisory services and volunteering support from the local voluntary sector is underway and will result in an improved local offer.
- The Council has a strong partnership with Age UK to provide a varied programme of activities for older people across the district. This programme is on track to deliver 40 sessions a month. This work supports the Council's objectives to help older people remain active and independent within their local communities.

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

- The implementation of a shared senior management team between Cherwell District and South Northamptonshire Councils has resulted in significant savings for both authorities. These savings will help ensure the long term financial sustainability of both authorities and provide additional opportunities for further sharing and efficiencies which will help ensure the protection of frontline services.
- The Council has completed its programme of customer satisfaction and budget consultation to inform the council's budget and service priorities for 2012/13. Additional public consultation events have taken place to ensure local views are heard with regards to planning (Bolton Road, the Core Strategy and Eco-Bicester) and also to inform service improvement for example within customer and leisure services.

- 1.4 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**

- The Brighter Futures in Banbury Programme is reporting amber in this quarter due to significant change in project manager roles. This is being reviewed in the third quarter by the steering group and a full update will be provided in the next quarterly report.

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

- Progress with the disabled facilities grants programme has slowed due to a decline in the rate of occupational therapy referrals. This

arises from resource and staffing pressures in the social services and health sectors. Capital spend slippage may result. The issues are being kept under review.

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

- Customer satisfaction with street cleansing has seen a drop. As measured through the annual survey satisfaction in 2011 was 64% in comparison with 72% in 2010. However, service performance standards have been maintained and as such the drop in satisfaction was not expected. A review is being undertaken to identify any specific issues, for example local hotspots, and action required
- 1.5 As part of its improvement strategy the Council has an Improvement and Value for Money Programme which covers a series of developmental reviews and value for money assessments to help deliver the medium term financial strategy. To date all value for money reviews have been completed, savings identified and reports agreed by Executive. These savings have informed the budget preparations for 2012/13. However, a number of the improvement reviews have been on hold pending the appointment of the shared management team with South Northamptonshire Council.
- 1.6 This joint management team is now in post and the shared Programme Manager is developing a transformation programme that will cover all key improvement and development projects going forward across both Councils. As such it is recommended that the Council's improvement programme report (contained within the quarterly performance updates to Executive) is replaced by a programme update. This programme update will appear as Appendix 4 to the quarterly performance updates from the third quarter 2011/12. This report provides the final summary of performance against the improvement and value for money programme to the period 30<sup>th</sup> September 2011.

### **Conclusion**

- 1.7 In this report we show that at the second 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 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.
- 1.8 This report also highlights in-year developments reflecting the Council's new shared management arrangements and makes recommendations to reflect these changes.

## **Background Information**

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

The Executive on 5 September 2011 requested progress reports on a number of issues identified in the first quarter 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**

- Temporary accommodation: In quarter 1 it was reported that the number of households living in temporary accommodation had risen during June to 36 households against a predicted number of 33.

In quarter 2 performance has moved from amber to green with 32 households in temporary accommodation against a predicted number of 33. Performance has improved due to targeting of social housing nominations, advisory and preventative work. However the numbers of people approaching the Council for assistance are still increasing and performance is being closely monitored.

- Deliver 500 new homes: in quarter 1 performance against this target was off track with 32 completions against a target of 125.

This issue has been reviewed in the context of national economic conditions and it is recognised that these continue to affect house building. There have also been delays in the delivery of major sites. The Bankside development at Banbury has yet to start and the rate of delivery at Kingsmere (SW Bicester) is presently slower than anticipated. It is possible that the projection of 500 dwellings for 11/12 will not be met. Officers are presently reviewing projections for the 2011 Annual Monitoring Report in the light of recent planning decisions and will be reporting to the Executive in December.

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

- Leisure centre usage: visitor figures are down in comparison to the same period as last year.

The visitor figures have been reviewed by the service manager and contractor and a calculation error in the quarter 1 figures has been identified. This resulted in under recording of visits. This issue has now been rectified and training has been given to new staff to ensure correct recording in the future.

Performance figures are now showing increased attendance at all centres.

### **Attendance Summary for Leisure Centres:**

Centre	Attendance September 2010	Attendance September 2011
Spiceball Leisure Centre	47,379	49,377
Bicester Leisure Centre	26,484	27,885
Kidlington Leisure Centre	18,124	18,850

## **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 12 are Green and 2 Amber. These pledges directly reflect the Council's four strategic priorities and public priorities.

#### **Successes**

- Reducing CO2 emissions: the council is showing a 5% reduction in CO2 emissions in comparison to the same period last year.
- The council is well on track to delivering its pledge to make savings of one million pounds.
- Around 1000 homes in Bicester have taken up insulation offers.

#### **Issues**

- Recycling rates: for quarter 2 these are at 61% against a target of 60%. A number of promotional activities have taken place and whilst it is anticipated that performance will remain on track the target is being kept under review.
- Customer satisfaction: the annual satisfaction survey has shown a 68% satisfaction rating for 2011. This is disappointing as the Council was aiming to sustain performance at the 2010 level of 73%. Given the national economic context and the impact of reduced funding some reduction can be accounted for. The Council remains committed to excellent customer satisfaction and improving access and customer service remains a priority and will be reflected in improvement plans going forward.

### **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 is well advanced in preparing the budget for 2012/13 including both public consultation and staff suggestions for savings. The Overview and Scrutiny Committee has established a sub-group to consider budget options and their implications.

### **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 is currently reporting as amber. This should be measured through a staff survey which hasn't yet been undertaken. This is due to opportunities now available to undertake a joint survey with South Northamptonshire Council as part of the shared arrangements which will result in more information collected with greater efficiency. The approach is currently being developed and an update will be provided in the next quarterly report.

## 2.6 Corporate Scorecard – Customer Feedback

Three key measures are covered: speed of telephone response, customer satisfaction as measured through bi-annual mystery shopping and customer complaints. All measures are on track with mystery shopping scheduled to take place in quarter 4.

### Successes

- Telephony performance has continued to show improved performance. Building on success in the last quarter the performance target has now been strengthened with a target of answering all calls within 1 minute.

*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 in a number of areas:

### Successes

- In spite of the challenging economic situation there remain no cases of repeat homelessness this year, preventative work continues.
- The time taken to process Housing Benefit/Council Tax Benefit new claims and change events is within target at 8.48 days against a target of 11.
- Public consultation on proposals to redevelop the Bolton Road area in Banbury is underway and has received good levels of media attention.

The Council's annual customer satisfaction survey has been completed. This year the general trend is one of consolidation with many service areas not showing statistically significant changes. However some areas have shown noticeable improvement including the food waste recycling scheme as it becomes established across the district and the improvement trend for satisfaction with leisure centres continues.

Areas which have seen a significant drop include car parking, which reflects changes to charges over the period and also street cleansing. As outlined in paragraph 1.4 this was not anticipated as general performance in the service has not declined. Causes are being investigated.

### Summary of customer satisfaction rates in 2011.

Service	% very/fairly satisfied				
	2011	2010	2009	2008	2007
Recycling centres	88	87	86	83	77
Household recycling service	82	83	78	75	76
Food and garden waste collection	80	76	N/A	N/A	N/A
Local area as a place to live	78	Not collected in previous years			

Leisure facilities	<b>74</b>	71	68	63	58
The way parks and open spaces are looked after	<b>72</b>	74	73	70	71
Street cleaning	<b>64</b>	72	67	66	63
Leisure activities	<b>56</b>	Not collected in previous years			
Local car parking facilities	<b>49</b>	63	64	63	58
Council's approach to dealing with anti-social behaviour & nuisance	<b>43</b>	44	36	36	30
Council's approach to dealing with environmental crime	<b>42</b>	Not collected in previous years			

*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. Full details are included in appendix 2 but highlights include:

### Successes

- Planning performance: processing of minor and other applications exceeds target for the second quarter, building on strong performance in the first quarter.
- The percentage of council tax and business rates (NNDR) collected is above target for the quarter.
- Recycling roadshows are taking place to encourage both recycling and actions to reduce carbon emissions and increase energy efficiency.
- Both fear of crime measures (feeling safe at home after dark and walking in the town centre) are on target and comparable with last year's performance.
- Increasing participation: recent actions that will contribute to increasing participation in active recreation include, facilitating sports development groups (netball, badminton, golf, hockey, cricket and rugby) and establishing the Banbury Football Partnership.

### Issues

- Planning: appeals and major applications. Both performance targets remain 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**

- All value for money reviews have been completed and savings identified. These have been used to develop the 2012/13 budget, minimising the impact on front line services.

### **Issues**

- The implementation of the shared management team for Cherwell and South Northamptonshire Councils has been completed. Given this new working arrangement a full review of significant programmes is being led by the Head of Transformation and the Programme Manager. This review is likely to result in a single shared approach to programme management that covers organisational development, the delivery of major strategic projects and the implementation of additional shared services and other activities to help ensure the long term financial sustainability of the Council.

As such it is recommended in paragraph 1.5 and 1.6 of this report that the Improvement and Value for Money programme report is replaced by a single report covering the major transformation and development programmes for both authorities. This report will replace the improvement and value for money update included as appendix 4 from the third quarter onwards.

It should be noted that a number of projects within the improvement programme have been reporting amber and have been delayed pending the implementation of the shared management team. During the third quarter these projects will be reviewed and developed as appropriate. Where they require significant cross council or departmental work they will be reflected in the new transform programme.

*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. Second quarter performance is summarised below:

### **Successes**

- The Overview and Scrutiny Committee has reviewed the equalities work programme and self assessment and recommended it to Executive. Additional items to be included in the work plan include ensuring the Council responds to the needs of the armed forces community.
- The equality panel met and tested the council's payment kiosks and

proposals for the new Council website. Positive suggestions were received from a range of community members.

- A successful event was held with members of the deaf community highlighting issues with regards to people whose first language is sign language. The Council is working with a local company to improve speed of access to sign language for deaf customers and at a lower cost. The customer services team is also working with community volunteers to provide free translation services for non-English speakers.

### **Issues**

- There is an on-going requirement to ensure that the impact of any changes to services, especially where there is a financial implication is analysed as set out in the equalities legislation. Managers have been reminded to undertake these reviews and they are published on the council website.

*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: a successful event was held in Grimsbury during September, partners from all agencies were involved and customer service outreach workers were available to provide advice, activities for young people were also provided and local councillors were in attendance.
- The early intervention hubs (providing community support services for families and children) have been launched with open days held at Woodgreen in Banbury.
- The Miller Road self build project is on track with 8 of the young people in the first cohort (i.e. young people not in employment, education or training) having secured employment, apprenticeships or training placements.
- Crime rates in the Brighter Futures wards continue to drop and a successful neighbourhood action meeting has been held to encourage community involvement in community safety work.

## **Issues**

- As noted in paragraph 1.4 of this report personnel changes to the project managers running the programme have meant that there has been some delay in activities. However, project leads are being reviewed and senior commitment to the programme remains strong. The steering group will meet in the third quarter to resolve any outstanding issues.

*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 set out a process for allocation its remaining LAA grant funds and at its September meeting agreed to support two projects. Establishing a Community Land Trust for Cherwell and allocating £25,000 of its capital fund to help set up the trust and supporting the development of community websites and developing ICT skills for young local residents with a £12,000 grant.

*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.

21 strategic, corporate and partnership risks are identified on the register and they are reviewed on a monthly basis. The risk register is also subject to a fundamental review by the 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 second quarter.
- Risks that have improved (i.e. the impact/likelihood has decreased) in rating this quarter include: the Local Development Framework with consultation on the revised core strategy approved.

- Risks that have worsened (i.e. the impact/likelihood has increased) in rating this quarter include: deprivation and health inequalities (this is subject to review given the new shared management arrangements at Cherwell and South Northants Councils); Information and Communications Technology, again in relation to increased workflow and complexity relating to the shared management arrangements bedding in and the Local Strategic Partnership (LSP). The LSP risk has increased due to additional funding now available to the Board, this means that additional work can be commissioned and inevitably the risks associated with this have been reviewed.
- 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. Where risks have worsened actions are in place to mitigate or control the impact and likelihood.
- The internal audit of risk management has commenced and the Accounts, Audit and Risk Committee will review its results at their meeting in December 2011.

***Details in Appendix 8***

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

3.1 This report presents the Council's performance against its corporate scorecard for the second quarter of 2011/12. It includes an overview of 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

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|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Option One</b> | <ul style="list-style-type: none"> <li>(1) To note the many achievements referred to in paragraph 1.3.</li> <li>(2) To request that officers report in the third quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks..</li> <li>(3) To agree the recommendation in paragraphs 1.5 and 1.6 which notes the delivery of the improvement and value for money programme and requests that from the third quarter this update is replaced with a progress review tracking the transformation programme shared between Cherwell District Council and South Northamptonshire Council.</li> <li>(4) 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.</li> </ul> |
| <b>Option Two</b> | To identify any additional issues for further consideration or review.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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## 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 and Procurement, Tel: 0300 0030106,  
karen.curtin@cherwellandsouthnorthants.gov.uk

**Legal:** There are no legal issues arising from this report.

Comments checked by Kevin Lane, Head of Law and Governance, Tel: 0300 0030107,  
kevin.lane@cherwellandsouthnorthants.gov.uk

**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.

The author of this report is responsible for risk management.

**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 Ros Holloway, 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

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## 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
<b>Background Papers</b>	
None	
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