

# Executive

## Performance Management Framework 2011/2012 Annual Performance Review

18 June 2012

### Report of Head of Transformation

#### PURPOSE OF REPORT

This report presents the Council's annual performance review for 2011/12 as measured through the Corporate Performance Management Framework.

This report is public
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#### Recommendations

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The Executive is recommended:

- 1) To note that, despite tough performance targets, a challenging economic environment, and a year of unprecedented organisational change with the implementation of a joint management team shared with South Northamptonshire Council, Cherwell District Council has met or made satisfactory progress on 95.5% of the performance targets outlined in its performance management framework.
- 2) To note that the Council has delivered a challenging value for money programme. This has ensured that the pledge to reduce the Council's budget by £1 million has been met.
- 3) To note the progress in delivering the Council's strategic objectives and the summary of performance referred to in paragraphs 1.4 and 1.5
- 4) To request an update on the issues highlighted in paragraph 1.6 in the first quarter report of 2012/13.
- 5) To agree the draft Annual Performance Report (attached as appendix 10) and delegate authority to the Head of Transformation, in consultation with the Lead Member for Performance and Customers, to make any minor changes to the document as required before publication.

## Executive Summary

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### Introduction

- 1.1 This is a report of the Council's performance in 2011/12 as measured through the Performance Management Framework. Central to this are the Council's Corporate Performance Scorecards, which represent a comprehensive summary of performance against the Council's strategic priorities, core services and major projects. The Corporate Scorecards cover eight areas of performance. These are:
1. Performance Pledges
  2. The Corporate Business Plan
  3. Customer Satisfaction, financial and human resources measures
  4. Priority service indicators (core frontline services)
  5. Brighter Futures in Banbury (a major local project to tackle disadvantage)
  6. Corporate Equalities Plan (supporting accessibility to our service)
  7. Major Programmes (significant projects)
  8. Significant Partnerships (our work undertaken in partnership with others)
- 1.2 2011/12 has been a challenging year. There have been a series of national policy changes that have required responses from all local authorities, for example changes to the benefits system, new requirements around local planning as set out in the localism bill. In addition all local authorities (and indeed other public organisations) have faced reductions in the funding available to them as a result of the wider economic context. Cherwell District Council has focused on ensuring it makes efficiency savings and reductions in back office services whilst protecting frontline services and the performance management framework has been used to measure the success of this approach.
- 1.3 To measure performance a 'traffic light' system is used. Where performance is rated green 100% of the target has been met or the target has been exceeded, rated amber and performance is at 90% or above. A red rating indicates performance at below 90% of the target.

### Proposals

- 1.4 In the report we ask the Executive to note the significant progress made in delivering the Council's strategic and improvement objectives. Of particular note has been the on-going response made to impact of the economic climate on local residents and businesses and in particular vulnerable groups within the community. This is in a context of increased demand for Council services, changes to the way services are delivered and the impact on the Council's finances. Furthermore the Council has adapted to the impact of reduced public expenditure in terms of its service delivery in 2011/12 and its financial planning for 2012/13.

The Council has continued to set and meet challenging performance targets:

- The Council has met or made satisfactory progress on 95.5% of all the performance targets set out in the Corporate Performance Management Framework.

- With regards to the Council's Corporate Plan, 97.5% of the performance targets have been met or made satisfactory progress.
- The Council has delivered a challenging value for money programme through both service efficiencies and implementing shared management arrangements with South Northamptonshire Council. This approach has ensured that the pledge to reduce costs by £1 million during 2011/12 has been met and that plans are well underway to ensure that the 12/13 budget is also balanced.
- In the Council Tax Leaflet (published in February 2011) the Council outlined its performance promises for 2011/12. Of the 14 promises all but one have been met have been met with strong performance in most areas and minor issues arising in two. A full summary is given at paragraph 2.4.

## 1.5 Performance Summary

Throughout 2011/12 the Council has continued to focus on maintaining performance and continues to deliver against each of the four strategic priorities and the performance pledges made for 2011/12.

In addition a full annual performance report has been produced which summarises the Council's performance and achievement for 2011/12. This report is attached as **Appendix 10** and should be referred to for a full performance overview.

A general summary of our performance against each of our scorecards is outlined in the table below.

Performance Framework	Performance % Red, Amber Green				Targets set
	Red	Amber	Green	No Data	
Corporate Plan : Pledges	7.1% (1)	14.3% (2)	78.6% (11)	0% (0)	14
Corporate Plan	2.5% (1)	5.0% (2)	92.5% (37)	0% (0)	40 *
Customer/Finance/HR Measures	12.5% (1)	25.0% (2)	62.5% (5)	0% (0)	8
Priority Service Indicators	9.5% (4)	16.7% (7)	73.8% (31)	0% (0)	42
Brighter Futures in Banbury	0% (0)	18.2% (2)	81.8% (9)	0% (0)	11
Corporate Equalities Plan	0% (0)	0% (0)	100% (13)	0% (0)	13
Major Programmes	0% (0)	22.2% (2)	77.8% (7)	0% (0)	9
Significant Partnerships	0% (0)	5.6% (1)	94.4% (17)	0% (0)	18
<b>TOTALS</b>	<b>4.5% (7)</b>	<b>11.6% (18)</b>	<b>83.9% (130)</b>	<b>0% (0)</b>	<b>155</b>

\* Note this excludes DCP2 2.3 Prepare a new Community Development Strategy which was closed in December 2011 and deferred to 2012/13

The data appendices that accompany this report provide a detailed summary of our full year performance and risk monitoring. They are attached as Appendices 1-8 as follows

Appendix No	Data Appendix
Appendix 1	Corporate Scorecard 2009/2010
Appendix 2	Local Area Agreement
Appendix 3	Corporate Plan
Appendix 4	Priority Service Indicators
Appendix 5	Strategic Service Projects
Appendix 6	Corporate Improvement Plan
Appendix 7	Significant Partnerships
Appendix 8	Strategic Risks

1.6 The Performance Management Framework allows Councillors and officers to monitor the progress made in delivering our objectives and to take action when performance is not satisfactory or new issues arise. There are a number of issues identified in this report where performance should be monitored and reviewed to ensure we understand why performance targets are not being met and that appropriate action is being taken. These are:

- **Customer Satisfaction:** a number of satisfaction measures are off track at year end. These include general satisfaction and satisfaction with street cleanliness. In addition complaints are slightly higher at year end. As such a review will be undertaken with regards to customer satisfaction to ensure there are no trends or underlying issues and this will be reported in the first quarter.
- **Reduce the number of fly tips:** At year end this measure is reporting red with a rise of 20 additional fly tips recorded this year (440) in comparison to 420 recorded in 2010/11. Proactive enforcement continues with 5 successful prosecutions during 2011/12. During 2012/13 figures will continue to be monitored, especially to ascertain whether the rise is a result of a one of change or part of an underlying change. Likewise proactive enforcement and publicity will continue in order to inform residents about how to dispose of their waste and the consequences of not doing so lawfully.

1.7 During the year the Council's scrutiny arrangements have also undertaken a number of specific reviews as well as monitoring the quarterly performance reports. As part of this role they invited officers from across the Council's services to discuss performance across five key issues:

- 1) Equalities Policy and the Council's Equalities Self-Assessment
- 2) Car Parking Charges
- 3) Planning Fees and Charges
- 4) Commissioning of Advice, Volunteering and Voluntary Car Driving Schemes in Cherwell
- 5) Partnership Scrutiny including: Cherwell Safer Communities Partnership, Oxfordshire Rural Communities Council, Oxfordshire Waste Partnership

The Council's scrutiny arrangements continue to provide a good opportunity for Councillors to be involved in both reviewing performance information and working in more detail on performance related matters where required.

## **Conclusion**

- 1.8 In this report we show that the Council continues to make excellent progress on delivering its ambitious programme to meet its strategic objectives, improve services delivered to the public and in particular to vulnerable groups, deliver a major programme of capital projects and improve the efficiency and internal workings of the Council. Where performance has not met the target set or new issues have emerged then the performance management framework has proved effective in identifying these issues and in ensuring that corrective action is taken and progress subsequently monitored.

## **Background Information**

- 2.1 Section two of this report provides a more detailed overview of the Council's performance in 2011/12 and presents a summary of the information that underpins the finance, performance and risk review for the year.

Paragraph 2.2 reviews progress against performance risks and issues identified during 2011/12. The remainder of section two reviews the Council's performance position at year end, focusing on performance against strategic priorities, Performance Pledges and a review of the strategic risks facing the Council.

Full details of the information that underpins this report can be found in the data appendices 1-9 and a narrative summary of achievements in the annual performance report (appendix 10).

## **2.2 Progress on Performance Risks and Issues Raised – Annual Review**

During 2011/12 the Executive requested progress reports on a number of issues where performance targets were at risk of not being met, progress was off track or there were other issues or risks identified. A summary of the end of year position against all matters raised during the year is below.

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

- **Number of households living in temporary accommodation:** a rise in the figures has occurred during June 2011 with 36 households against a predicted number of 33. Preventative and advisory work was undertaken throughout the year and at year end the performance is back on track with 27 households in temporary accommodation against a predicted number of 33.
- **Deliver 500 new homes:** performance against this target has been off track during the year and at year end remains below target with 354 completions against the target of 500. This reflects the second year of new housing delivery at under 400 and this is largely due to the national

economic climate which has severely depressed the housing and construction industry. There have been significant developments during 2011/12 at Kingsmere in Bicester, Stanbridge Hall in Banbury, Milton Road in Bloxham and Cassington Road in Yarnton. Work is well underway to bring forward the core strategy which includes futures policies on land supply.

- **The Brighter Futures in Banbury Programme** throughout quarters 1-3 the programme was reporting amber as a number of significant personnel changes meant that some areas had seen delays in projects. At year end these changes have all been finalised and the programme has been reviewed with six theme leaders in place and revised action plans for the coming year. Whilst some areas of the programme did see delays most areas have achieved against targets this year. More information is available in the Brighter Futures in Banbury Annual Report for 2011/12.

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

- **Leisure centre usage:** during quarter one there were some concerns raised regarding leisure centre attendance. After a review some errors in data collection were identified. Training was given to improve data quality and at year end actual performance is well within target with an annual increase of 32,964 visits overall.
- **Progress with the disabled facilities grants programme** had slowed over quarters one and two due to a decline in the rate of occupational therapy referrals. This arose from resource and staffing pressures in the social services and health sectors. At quarter three performance had improved with referral rates up and additional money to support the grant programme allocated from central government.

### **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. As a result of this issue the Council will continue to focus on neighbourhood litter blitzes and carefully monitoring performance. A further update will be provided in the first quarter of 2012/13.

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

- **Complaints:** during the year a small rise in complaints has been recorded including 19 Ombudsman complaints with 248 in comparison to 230 in 2010/11. With regards to Ombudsman complaints 13 were in relation to car parking and the issue has now been resolved. With regards to other complaints performance in terms of speed of response is well within targets set out in the complaints policy. Of the 248 complaints received during 2011/12 75 were upheld. In terms of trend the largest number of complaints (71) related to car parking excess charge notices.

- **Preventable contact:** the number of face to face visits to the Council is off track with higher than expected numbers. This has an impact on costs and resource.

Due to delays in implementation of the self-service kiosks and the appointments system earlier in the year footfall did not reduce as quickly as anticipated. However, following the introduction of on-line scanning for Housing Benefits (resulting in an increase of 78% of emails being received), the phasing out of Dog Bags in Link Points in December and the subsequent introduction of appointments in January, face to face visits reduced significantly between January and March (see table below).

**Table 1: Face to Face Visits to Council Offices**

	31/01/2012	29/02/2012	31/03/2012
Actual	4,587.00	3,179.00	3,569.00
Target	4,765.50	4,069.50	4,609.50

### 2.3 Performance against Strategic Priorities

During 2011/12 the Council has continued to focus on its strategic priorities, delivering continuous service improvement and value for money.

Four strategic priorities:

- Cherwell: a district of opportunity
- A safe, healthy and thriving Cherwell
- A cleaner, greener Cherwell
- An accessible value for money council

The Council has responded to the on-going impact of the recession on vulnerable groups by working in partnership and ensuring resources and capacity have been re-allocated to meet the changing needs of the local community, within the context of increased demand for Council services and reducing public expenditure.

Table 2 below provides a summary of performance against the four strategic priorities outlined in the corporate plan.

**Table 2: Summary of Corporate Plan Performance against Strategic Priorities**

In total 37 of the Council Plan targets were met in full, 2 reported Amber (being within 10% of target) and 1 as having missed the target.

	A district of opportunity	A safe, healthy and thriving Cherwell	A cleaner, greener Cherwell	An accessible value for money council	Total
No. of targets	13	15	7	5	40
Green	12	15	5	5	37

Amber	0	0	2	0	2
Red	1	0	0	0	1

## 2.4 Performance Pledges

In 2011/12 the Council made 14 performance pledges which were publicly highlighted in the council tax leaflet which was sent to every household in Cherwell. These promises reflect local priorities, are grounded within our strategic objectives and reflect the results of our corporate consultation programme.

Of the 14 promises 11 were met in full with issues arising in 3:

### Successes

- 1) **Reduce the Council's carbon footprint by installing solar panels on council buildings and generating savings in our energy costs.** Whilst full audited figures were not available at the time of drafting the report initial indications are that emissions will have reduced by approximately 6%. The solar panel installation programme is underway.
- 2) **Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills.** During the year 1275 households took advantage of the discounted insulation deals across the district. The council has also run a programme of energy efficiency workshops to help spread the message.
- 3) **Deliver the Eco-Bicester demonstration projects.** All of the demonstration projects are underway and on track for completion.
- 4) **Continue to provide a wide range of recreational opportunities and activities for young people across the district.** The Cherwell Play Partnership was established in January to help improve opportunities across the district, play days in Banbury and Bicester are being delivered and after school activity sessions have been developed in Banbury, Bicester and Kidlington.
- 5) **Work with partners to maintain already low levels of crime in the district.** The 'all crime' rate for 2011/12 is 9.5% lower than last year, likewise serious acquisitive crime is down by 7%.
- 6) **Work with partners to reduce the numbers of young people not in education, employment or training across the district.** The Council has worked with the College, County Council and careers services to help reduce the numbers of young people affected. Specific activities include job clubs targeted at young people, a young enterprise event and the promotion of apprenticeships with local business.
- 7) **Deliver 100 affordable homes in the district.** During 2011/12 213 new affordable homes were delivered. The Council also won a national innovation award for its work supporting self build and skills development for affordable housing at Miller Road in Banbury.



- 8) **Start building the new shops and cinema in Bicester Town Centre.** Work has started and is expected to last for 18 months finishing in the summer of 2013.
- 9) **Secure savings of at least £1 million to help meet the reduction in our government funding.** During 2011/12 the Council has embarked on an ambitious value for money programme to secure efficiencies and savings through a variety of means including sharing services (focusing initially on senior management) with a neighbouring authority. This has resulted in savings targets being met and further opportunities for savings in future years.
- 10) **Improve the information available to the public about our costs and performance.** During 2011/12 the Council has continued to publish data about expenditure and has also published monthly performance summaries which are available on the web site.
- 11) **Improve access to services by increasing online payment and appointment options.** A new approach to appointments has been successfully implemented which ensures customers are able to see an advisor with reduced waiting times, the Council's website has been redesigned and now provides better promotion of and access to online payment.

#### **Issues**

- 12) **Increase the household recycling rate to above 60% the final figure for 2011/12 is just of target at 58%.** During 2012/13 information from the Council's collection vehicles in-cab system will be used to identify areas where there are lower recycling rates and targeted publicity will be used to help encourage higher recycling participation.
- 13) **Maintain high levels of customer satisfaction with our services.** At year end performance was slightly of target with performance at 68% satisfied in comparison with 73% in 2010/11. The Council remains focused in customer satisfaction and will continue to roll out its programme of improving online access, customer outreach and satisfaction ratings will be kept under close review in 2012/13.
- 14) **Maintain high levels of residents' satisfaction with street and environmental cleanliness.** Performance in this area is off track at year end. A programme of targeted neighbourhood litter blitzes will continue throughout 2012/13 to address the issue.

#### **2.5 Strategic Risk Review**

The Council has 18 strategic risks identified on its risk register that are reviewed as part of an integrated performance and risk management framework on a quarterly basis. During 2011/12 risks have been reviewed by the Accounts, Audit and Risk Committee and the Joint Management Team on a quarterly basis. In addition risk workshops have taken place for both the committee and JMT including risk review and identification. The internal audit of risk management identified only minor issues with regards to the Council's approach to operational risk and gave a strong overview of strategic risk management.

During 2011/12 risks have been reviewed and assessed as set out in the risk strategy. At quarter 4 most risks have remained stable, with ICT risks reducing as the project to deliver a shared ICT service has been concluded and the LSP risk increasing due to likely changes to governance and funding coming in the near future. (See appendix 8 for full details).

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

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- 4.1 The report shows the Council's performance against the Corporate Scorecard and Performance Management Framework in 2011/2012. From this information the Executive can make a judgement about the progress the Council is making in meeting its objectives, identify the achievements it wishes to celebrate and the areas where action is required to improve performance.

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

**Option One** To review current performance levels and consider any actions arising.

**Option Two** To approve or reject the recommendations above.

## **Consultations**

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Several of the measures in the corporate performance framework are based on public consultation.

## **Implications**

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**Financial:** Financial Effects – The resources 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 and Financial Strategy and the annual Service and Financial Planning process

Efficiency Savings – There are none arising directly from this report. The Performance Management Framework is designed to improve performance and financial management, including the avoidance of overspending and underspend, and the achievement of efficiencies. We monitor the progress against the Council's targets for annual efficiency savings and report performance through the Performance Management Framework. .

Comments checked by Karen Muir, Corporate System Account, 01295 221559

**Legal:** There are no legal implications arising from this report

Comments checked by Kevin Lane, Head of Law and

**Risk Management:**

The Performance and Risk Management Framework is designed to assist the Council in managing and monitoring delivery of its strategic objectives. Managers are required to maintain their sections of the risk register, and update their risks no less frequently than quarterly, strategic risks are updated monthly. The service manager should address the risks associated with performance issues. The framework may show that performance is not achieving desired levels. Managers can address this by re-assessing the level of performance required, the priority it should attract, and the level of resource available.

The author of this report is responsible for the performance and risk management framework, Claire Taylor, Corporate Performance Manager.

**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. A set of performance measures is audited each year as part of the internal audit programme to spot check data quality issues.

Comments checked by Ros Holloway, Performance and Risk Officer, 01295 221751

**Wards Affected**

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All

**Corporate Plan Themes**

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The Performance Management Framework covers all of the Corporate Plan Themes

**Executive Lead Member**

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Councillor Nicholas Turner  
Lead Member for Performance and Customers

**Document Information**

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Appendix 5	Strategic Service Projects
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Appendix 9	Performance Summary
Appendix 10	Draft Annual Performance Report
<b>Background Papers</b>	
None	
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