

# Executive

## Performance and Risk Management Framework 2012/13 Second Quarter Performance Report

3 December 2012

### Report of Head of Transformation

#### PURPOSE OF REPORT

This report covers the Council's performance for the period 01 July to 30 September 2012 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 identify any further performance or risk related matters for review or consideration in future reports.

#### Executive Summary

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##### Introduction

- 1.1 This is a report of the Council's performance in the second quarter of 2012/13 measured through the performance management framework. The report covers key areas of performance, these are: performance against the Council's 17 public pledges; financial performance, human resources performance and customer feedback as well as progress against the Corporate Priorities and associated performance measures.

In addition performance against the Corporate Equalities Plan, Brighter Futures in Banbury, Major Programmes and Significant Partnerships is also included.

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 Although this is primarily a report of corporate performance, the Council's performance management framework also includes monitoring at the

director level against service plans and strategies. The majority of operational performance issues are dealt with at service and director level. However significant service successes and issues are reported upwards and where appropriate included in this report.

## **Proposals**

- 1.3 The Executive is asked to note the significant progress made in delivering the Council's objectives. Particular highlights include:

### **Corporate Pledges**

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

- Continuing to support Job Clubs – a total of 65 held this year – including work with Career Contact and Career and Opportunities Gateway Job clubs to help professional /managers. A Job Club Engagement Officer has been appointed through OCC Libraries Services to provide additional focus upon Neithrop & Ruscote.
- Affordable housing progress with the Eco Bicester demonstration project at Bryan house completed. This is the highest level of sustainable affordable housing ever delivered in Cherwell district. Also, 18 Units of affordable homes have been completed at Dashwood Primary School, meeting the needs of the conservation area and a significant contribution to the Brighter Futures in Banbury initiative.
- Bicester Town Centre is on target to open in summer 2013 as planned. A brief will be issued following architects discussion around Bolton Road. Spiceball environmental works are on-going.

#### **A Cleaner Greener Cherwell**

- Recycling rate is at similar level to last year. Garden waste tonnage has increased but dry recycling has decreased a little. The reduction in recycling rate will also be affected by not being able to compost street sweepings. Publicity of recycling is planned to be promoted from Oct – Dec to increase recycling further.
- Satisfaction with Street Cleanliness has risen this year to 69% which is the second highest we have attained.
- The Cocoon discounted insulation scheme closed for new applications on 30/09/12. Final output details should be available before Christmas. Residents will be able to obtain insulation and other energy saving measures at no upfront cost through the Green Deal. The council has committed to participation in a Community Interest Company which will act as a Green Deal Provider. This service is not yet available due to government delays, but should launch in the near future. Recent Warm Front promotion has resulted in 98 referrals to date; final output figures will be available in April 2013.
- Eco Bicester site preparation expected in late 2012 and construction of the first Eco Bicester houses expected in early 2013.

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

- Best Bar None scheme (working with Local Police and Licence Holders) is behind schedule, however discussions with Head of Service have taken place and service delivery has been planned.
- Oxfordshire County Council to attend fortnightly Joint Agency and Tasking Coordination Group with the Thriving Families lists to discuss and disseminate to all partners for regular feedback.
- South West Bicester Sports Villages have had delays in laying out the grass pitches due to the inclement weather earlier this year. Revised programme now in place.
- Sportivate initiative is being delivered across the district inspiring young people to take up sporting opportunities.
- Planning approval for the new hospital has been granted in Bicester on the existing hospital site. The preferred bidder is still in place. On-going dialogue between the Primary Care Trust and Strategic Health Authority to progress the report.
- Supporting volunteering across the district – We received Volunteer Connects (VC) Quarter Two report for support to volunteering and volunteer transport schemes, which contained positive information. Volunteering Opportunities are progressing well. Volunteers have been placed within organisations and VC appear to have a good working relationship with likeminded organisations within the area. Bases have now been established in Bicester and Kidlington. VC are also looking at rural access points and are using social media to promote the service. Volunteer Car Driving Services are progressing, albeit still slow. They have supported the establishment a rural volunteer driver scheme by carrying out all back office paperwork including CRB and reference checks. This initial scheme to be used as a module for further schemes. Their current number of volunteer drivers now totals 14.

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

- 70% of the £800,000 savings required has been achieved with plans to secure the remainder.
- SPA Future Thinking (Consultation Agency) have conducted the annual customer service satisfaction survey, results are due early October and indications are very positive.
- Govmetric continues to collect citizen data and feedback from emails. The SOCITM (Associate for ICT and related professionals in the Public and third sectors). Better connected 2012 review is currently being undertaken and the resulting report will identify good practice in the development of local authority websites based on extensive evidence based research. We are currently planning to undertake an accessibility/usability review of the main website that will help improve the ease of access of the website and 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. The report also contains direction of travel to highlight areas prior to them becoming an issue. 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:

### **Corporate Scorecard**

Customer Services response time to callers was lengthy with an average wait of 1 minute 27 seconds but many had to wait several minutes. As a consequence the abandoned call rate increased. Corporate Recovery amended their targets and this resulted in more complicated calls.

- During April – Sept self-employment advice was provided to 43 residents through Oxfordshire Business Enterprises and 34 business enquiries have been received re growth or inward investment.
- Rolling programme of Conservation Area Appraisals continues and recently the Oxford Canal Appraisal was completed with South Northants District.

Some areas of concern are

### **Corporate Pledges**

### **Corporate Plan**

- Delivering 500 new homes in year is off target with a provisional figure of 121 completions at mid-year
- New policy for Developer contributions has not been implemented due to focus on the Local Plan.
- Determination of major planning applications is considerably outside of target with only 2 out of the 12 applications in Q2 being determined in time.
- Planning appeals allowed greatly increased in Q2

### **Conclusion**

- 1.5 In this report we show that at the second quarter the Council continues to make strong progress on delivering its ambitions to improve the services delivered to the public and against key projects and priorities. The report also highlights a small number of areas which the Council needs to keep under review to ensure targets are met.

### **Background Information**

- 2.1 **Progress on issues raised in the last Executive performance review**  
No areas were raised for further review
- 2.2 **Overview of Performance**

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

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

The Corporate Scorecard includes the 17 pledges which were included in the 2012/13 Council Tax Leaflet which was sent to every household in Cherwell. Of these are 16 Green, 1 Amber and 0 Red. These pledges directly reflect the Council's four strategic priorities and public priorities.

### **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.

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

Two Human Resources indicators are monitored: staff turnover; days lost through sickness; and organisational resilience. Turnover and sickness are both green.

### **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. Speed of response calls is currently red as referred to earlier.

### **2.7 Corporate Programmes**

The 'major programmes' template attached as appendix B. This new template reflects the Council's ambitious improvement programme around place based regeneration and development and service transformation to deliver improvement and efficiency.

It should also be noted that the template covers both Cherwell and South Northamptonshire programmes, reflecting the shared nature of the agenda.

### **2.8 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. Details in Appendix C

### **2.9 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 seven key themes:

1. Early Years community learning and young people's attainment
2. Employment support & skills
3. Family support & NEETS
4. Financial Inclusion & Housing
5. Health and wellbeing
6. Safer and stronger communities
7. Performance & Community Engagement

Full Details in Appendix D

## 2.10 Significant Partnerships

The Council has identified 17 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 7 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. Appendix E.

## **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 second quarter of 2012/13. 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

- Option One**
- (1) To note the achievements referred to in paragraph 1.2
  - (2) To request that officers report in the second quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks.
  - (3) To identify any further performance or risk related matters for review or consideration
- 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, on behalf of Head of Finance, 0300 0030106

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

Comments checked by James Doble on behalf of the Monitoring Officer, 0300 0030107

**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 reported quarterly to the Audit Committee.

Comments checked by Louise Tustian, Senior Improvement & Performance Officer.

**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 Louise Tustian, Senior Improvement & Performance Officer.

## **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 Nicholas Turner**  
**Portfolio Holder for Performance Management and Improvement**

## **Document Information**

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Appendix No	Title
Appendix A	Corporate Performance Report
Appendix B	Major Programmes
Appendix C	Equalities
Appendix D	Brighter Futures in Banbury
Appendix E	Significant Partnerships
<b>Background Papers</b>	
Corporate Priorities 12/13	
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