

Executive

Performance Management Framework Corporate Scorecard, Performance and Risk Reporting in 2010/11

12 April 2010

Report of the Chief Executive and Corporate Strategy and Performance Manager

PURPOSE OF REPORT

This report introduces the Corporate Scorecard and performance reporting arrangements for 2010/11. It includes the proposed format and content of the Corporate Scorecard and performance reports through which the Council will monitor and report its priority targets around strategic priorities, service delivery and organisational performance.

This report is public

Recommendations

The Executive is recommended:

- (1) To agree the proposed scorecard, performance reports and performance monitoring arrangements for 2010/11.
- (2) To adopt the updated risk strategy for 2010/11 and agree the Risk Register comprising strategic, corporate and partnership risks for 2010/11.

Executive Summary

Introduction

- 1.1 This report presents the proposed Corporate Performance Scorecard for 2010/11. The Corporate Performance Scorecard, and its supporting performance reports, are the primary way in which the council reports performance to the public.
- 1.2 The Corporate Scorecard reflects key council priorities and services and provides an accessible format in which to publish performance information.
- 1.3 The Scorecard also includes information about our performance in relation to priorities and activities delivered in partnership.

- 1.4 Underpinning the Corporate Scorecard are a number of performance information reports that provide greater detail about the council's performance and risks across a range of areas.
- 1.5 In 2010/11 the project to integrate risk and performance management is rolled out with integrated risk and performance reporting. At their meeting on 22 March 2010 the Audit, Accounts and Risk Committee reviewed this work and agreed the new arrangements for 2010/11. This included a refreshed Risk Strategy and a new risk register for 2010/11.

Proposals

- 1.6 Over the last three years we have developed a Corporate Performance Scorecard that reflects our strategic priorities, our improvement objectives, strategic projects, our partnership work and key service measures around finance, human resources and customer satisfaction.

For 2010/11 we are proposing to continue using this approach, taking account of external changes such as the impact of the recession and local priorities around reducing deprivation. Proposed changes also take into account the impact of the Comprehensive Area Assessment both in terms of the area and organisational assessments.

An overview of the corporate scorecard and the supporting performance information reports that will be reported to Executive on a quarterly basis is included at paragraphs 2.1-2.2.

Appendix one highlights the changes made for the 2010/11 scorecard and appendix two highlights an updated list of strategic partnerships that will be included in the performance report.

Appendix three outlines the updated risk register for 2010/11. This includes three categories of risk (strategic, corporate and partnership) that will be monitored on a monthly basis and included within the quarterly Executive Performance Reports.

A short summary of the proposed changes for 2010/11 is outlined below:

Summary of Changes to the 2010/11 Scorecard and Supporting Performance Information Reports

- Reflection of the new sustainable community strategy for Cherwell 'Our District, Our Future' and an updated list of strategic partnerships performance.
- Addition of two cross cutting corporate priorities to reflect the Council's focus on the Eco-Town and the Breaking the Cycle of Deprivation Agenda.
- The new corporate improvement plan for 2010/11 including the value for money programme.
- Integration of risk and performance reporting.

1.7 Performance Reporting and Monitoring Arrangements

Our current monitoring and reporting arrangements will continue throughout 2010/11. However, we will improve the accessibility of our performance reports in 2010/11 with summaries of the quarterly performance reports received by Executive available on a performance page on the Council's website.

Conclusion

- 1.8 The council has continued to deliver improved performance and during recent years has demonstrated significant achievements in terms of its performance and improvement trends.
- 1.9 The corporate scorecard and performance management arrangements for 2010/11 are robust and focus on the delivery of the corporate plan, the public pledges, the corporate improvement plan, the quality of service delivery and key strategic projects, partnership plans including the Local Area Agreement and the Sustainable Community Strategy.
- 1.10 In 2009/10 the council reviewed its approach to risk management and focused on streamlining its approach to risk, focusing on strategic, partnership and corporate risks. As a result of this project the performance and risk management frameworks will be integrated in 2010/11 improving the quality of management information. The Risk Strategy has also been reviewed to reflect current best practise.

Background Information

2.1 The 2010/11 Corporate Scorecard

It is proposed that in 2010/11 the Corporate Scorecard is made up of the following elements:

Working in Partnership the section will include a summary of performance against the Local Area Agreement, made up of the performance indicators that are of most relevance to district councils. A summary of performance against the new Sustainable Community Strategy for Cherwell (Our District, Our Future) will also be included.

Corporate Plan Public Pledges this section will track performance against the public pledges contained within the corporate plan and sent to every household as part of the council tax leaflet. Each of the pledges will be reported under the strategic priority to which they relate.

Priority Service Indicators this section is comprised of a summary of our key service indicators and includes public facing services such as planning and the council tax and housing benefits. This summary reflects key aspects of the quality of our service delivery.

Financial Performance our performance against a set of financial measures.

The inclusion of these measures helps to provide a value for money context to our performance reporting.

Human Resources our performance against a set of measures to ensure effective human resource management and workforce planning.

Customer Feedback performance indicators that reflect our standards of customer service. This section includes results from surveys of customer satisfaction.

Inspection Scores a summary of our performance as measured through inspections and external assessments.

The 2010/11 Scorecard represents a continuation of the approach adopted in 2009/10 but has been refreshed to include the public pledges for 2010/11, the refreshed corporate plan and the new sustainable community strategy.

2.2 Detailed Performance Information Reports

In addition to the Corporate Scorecard a set of performance tables will be published on a quarterly basis. These underpin the scorecard and will provide supporting information about the council's performance:

The Corporate Plan and National Indicators our performance against each of the aims and targets in the corporate plan (refreshed for 2010/11). These will be presented under each of the strategic priorities and will include national indicators where appropriate. For 2010/11 Council agreed two new cross cutting strategic priorities, both of which are significant work programmes for the council, supporting the Eco-Town and breaking the cycle of deprivation.

Priority Service Indicators this section will provide background detail to the high level summary included within the Corporate Scorecard. It covers a combination of retained Best Value Performance Indicators and National Indicators focused on our frontline services.

Significant Partnerships a summary of our partnerships performance against those partnerships which are key to delivering our strategic priorities. This includes Cherwell area partnerships, such as the Local Strategic Partnership, and also county wide partnerships such as the Spatial Planning and Infrastructure Partnership. The section has been refreshed to include the new county wide thematic partnerships.

The Local Area Agreement an overview of our performance against the targets within the county wide Local Area Agreement for which district councils are responsible.

Corporate Improvement Plan and the Value for Money Programme a quarterly update of our performance against our improvement projects and the delivery of value for money reviews.

Strategic Service Projects a quarterly update of our progress in delivering key strategic service projects, these tend to be associated with planning or

infrastructure related work.

These tables provide a greater depth of information and give details of the performance that feeds into the main corporate scorecard.

2.3 Integrating Performance and Risk Reporting

For 2010/11 strategic, corporate and partnership risks will be reported alongside the priority or partnership to which they relate. Risks will be reviewed by the Head of Service responsible on a monthly basis and trends and changes will be included within the quarterly performance report. Appendix Three outlines a list of the Strategic, Corporate and Partnership Risks that will appear in the performance reports and make up the risk register for 2010/11.

The council's Risk Strategy was agreed by the Accounts, Audit and Risk Committee on 22 March 2010 and will continue to be overseen by them. They will also receive a quarterly review of risks. An updated version of the Risk Strategy has been included as part of Appendix Three, this has been reviewed and updated in line with current best practice.

Operational risks will be reviewed at Directorate Management Teams and issues escalated on an exception basis where appropriate. This mirrors the approach taken with service plans. In addition the quarterly governance statement completed by all service heads will highlight any issues.

2.4 Service Planning

Service Heads are responsible for the performance management of service plans and progress is monitored through the council's performance software on a monthly basis. All Directorate Management Teams review service performance on a monthly basis. Exceptions, emerging issues and successes will be included within the quarterly Executive performance reports and the Portfolio Holder for Performance and Improvement will receive a monthly update.

Key Issues for Consideration/Reasons for Decision and Options

3.1 This report presents the proposed corporate scorecard and performance monitoring and reporting arrangements for 2010/11.

The following options have been identified. The approach in the recommendations (option 1) is believed to be the best way forward:

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| Option One | <ol style="list-style-type: none">1. To agree the proposed scorecard, performance reports and performance monitoring arrangements for 2010/11.2. To adopt the updated risk strategy for 2010/11 and agree the Risk Register comprising strategic, corporate and partnership risks for 2010/11. |
| Option Two | To identify any additional performance targets or risks to include in the corporate scorecard. |

Consultations

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

- Financial:** Financial Effects – The resource required to operate the Performance Management Framework is contained within existing budgets. Financial performance information is included within reporting framework.
Efficiency Savings – There are none arising directly from this report.
Comments checked by Karen Curtin, Head of Finance 01295 221551
- Legal:** Maintaining National Indicators is a statutory requirement.
Comments checked by Liz Howlett, Head of Legal and Democratic Services, 01295 221686
- Risk Management:** The purpose of the Performance Management Framework is to enable the Council to deliver its strategic objectives and improve customer satisfaction. All managers are required to identify and manage the risks associated with achieving this. All risks are logged on the Corporate Risk Register. Managers monitor risks on a monthly basis and the performance reporting arrangements will fully integrate risk from 2010/11 onwards.
Comments checked by Rosemary Watts, Risk and Insurance Officer, 01295 221566
- Data Quality** Data for performance against all performance indicators and measures will be collected in line with the Council's Data Quality Policy. Performance Indicator Definition Records (PIDRs) will be drawn up by accountable officers to record data quality arrangements. The council's performance management software will be used to gather and report performance data in line with performance reporting procedures.
Comments checked by Helen Couperthwaite, Community and Corporate Planning Officer, 01295 221751.

Wards Affected

All

Document Information

Appendix No	Title
Appendix 1	Proposed Corporate Scorecard 2010/11
Appendix 2	List of strategic partnerships to be included in quarterly report
Appendix 3	List of Risks to be reported in 2010/11 (strategic, partnership and corporate) and the Risk Strategy.

Background Papers

Cherwell District Council Corporate Planning and Performance Management Framework.
Council Plan 2010/11 Update
Cherwell District Council Improvement Plan and Value for Money Programme 201/11 Update

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