

Executive

Performance and Risk Management Framework 2010/11 Third Quarter Performance Report

7 February 2011

Report of Interim Chief Executive and Corporate Strategy and Performance Manager

PURPOSE OF REPORT

This report covers the Council's performance for the period 1 October to 31 December 2010 as measured through the Performance Management Framework.

This report is public

Recommendations

The Executive is recommended:

- (1) To note the many achievements referred to in paragraph 1.4.
- (2) To request that officers report in the final 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 quarter one performance report in paragraph 2.1 or to request additional action or information.

Executive Summary

Introduction

- 1.1 This is a report of the Council's performance in the third quarter of 2010/11 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 seven areas of performance. These are: performance against the Local Area Agreement; the Community Strategy (Our District, Our Future); the Corporate Pledges; Priority Service Indicators; Financial Performance; Human Resources; and Customer Feedback.

Supporting information is also provided showing the performance on delivering all of the Corporate Plan; the Corporate Improvement Plan and Value for Money Programme; strategic service projects; and the performance of the Council's significant partnerships.

For 2010/11 the Council has adopted an 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 under each of our strategic priorities. All the supporting information is presented in the appendices to this report.

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%.

- 1.2 It should be noted that although this is primarily a report of corporate performance the Performance Management Framework also includes monitoring at service level against service plans. The majority of performance issues are dealt with at service and directorate level. However significant service successes and issues are reported to the corporate management team and where appropriate included in this report.
- 1.3 It is also important to note that at the time of writing this report a number of significant changes are being made to the national performance management framework by the new government. Confirmed changes are: the end of the Comprehensive Area Assessment, the cancellation of the Local Area Agreement, the cancellation of the Place Survey that was due to take place in 2010 and the deletion of the national performance indicators set. These changes are affecting all tiers of local government and partners in both the health and police services.

Emerging policy suggests that the Council will be required to report on a reduced number of performance measures. As such the Council is in the process of reviewing its performance management framework. The aim will be to streamline performance reporting, improve the information available to the public and continue to ensure service performance robustly reviewed and challenged.

A full report outlining the Council's new performance management framework and the indicators, milestones and targets that will be reported on during 2011/12 will be brought to Executive in March 2011.

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

- The Council's job club programme is ongoing with a number of workshops held including interview skills coaching, a redundancy seminar and young people's specialist training including retail apprenticeships.

- The Council's apprenticeships programme has seen success with NVQs in Business and Administration completed. The programme has been extended until September 2011.
- Affordable Housing: performance is currently on track with 40 units delivered and plans in place to deliver additional units, including extra care housing for older people.
- Temporary Accommodation: numbers of households in temporary accommodation remain low with 24 at the end of December 2010.

A Cleaner Greener Cherwell

- Litter: after inspections 97% of land was found to have litter at acceptable low levels, strong performance against a target of 95%.
- Recycling: currently performance exceeding target and is projected to be at 58% by the end of the year.

A Safe and Healthy Cherwell

- Activities for older people: participation rates have continued to improve with 630 additional people taking part in group activities.
- The Community Safety Partnership is reporting a reduction in serious acquisitive crime (theft of and from cars, burglary -dwelling and robbery) of 23% in comparison to last year (data provided by Thames Valley Police).
- Private sector funding has been achieved for radios to support Street Wardens in their work.

An Accessible Value for Money Council

- Reducing the Council's costs by £800,000 in 2010/11: as of 31st December the target has been met and the savings have been reflected in the Council's draft budget for 2011/12.
- Providing More Services Online: there are currently more than 80 transactional services available on the Council's website. The consultation portal has also seen increasing availability of consultation activities including the draft budget for 2011/12.
- The Council's outreach workers have a programme of visits to venues where it is hardest to reach customers are likely to be. The venues include supermarkets, doctors' surgeries and community events.
- Next Steps sessions (careers advice) have been offered at surgeries at all the Council's link points, helping to improve access to partners' services.

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 or new issues arise. There is one item 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. This is:

- **Strategic Risks:** given the significant changes facing the Council in terms of reducing budgets and shared management the Extended Management Team will be reviewing the strategic risks facing the Council. An update on this review will be brought forward to the next quarter report.

Conclusion

- 1.6 In this report we show that at the third quarter Council continues to make strong progress on delivering its ambitions to improve the services delivered to the public. 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 and provides a summary of the direction the Council intends to take with regards to the future of performance management.

Background Information

2.1 Progress on Issues Raised

The Executive on 1 November 2010 requested progress reports on a number of areas identified in the second 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

- **Quarter 2 Issue Raised:** Contribute to the creation of 200 jobs in the district. Vodafone have just announced the closure of its Banbury Office with significant redundancies expected. A post redundancy support package is being prepared.

Quarter 3 Update: Vodafone has confirmed around 400 job losses to be made before July 2011. The Council has worked closely with Vodafone and regional bodies (SEEDA and Job Centre Plus) to identify the issues and to engage local Job Club partners in providing help. A Job Club open day at Vodafone's offices on 9 February will provide specialist advice to all employees, with further partnership support likely to be required over the following months.

- **Quarter 2 Issue Raised:** Local Development Framework (core strategy) – the changes in national planning policy resulting in the abolition of Regional Spatial Strategies raises questions as to our ability to publish the LDF to our original timetable.

Quarter 3 Update: Good progress is being made in developing a response to the changes in national planning policy now emerging under the Localism Bill.

Work is also progressing on the population and demographic projections that will underpin the re-assessment of the development

strategy in the Draft Core Strategy. A report is on track for February Executive.

- **Quarter 2 Issue Raised:** The percentage of planning appeals allowed against a refusal decision: this is an indicator that can be easily affected by adverse outcomes measured against a low number of cases (there have been fewer appeal cases in the period concerned). The corporate management team are due to review the factors that may have influenced performance and will report in the next quarter report if any issues emerge that need to be addressed.

Quarter 3 Update: A review of all relevant cases has been completed and no common themes or factors have been identified. Given the small number of cases involved it is not felt that this is a systemic issue and no specific issues to address have been identified.

Working in Partnership

- **Quarter 2 Issue Raised:** The cancellation of the Local Area Agreement (LAA) and changes in national policy and funding arrangements mean that there is some uncertainty with regards to future partnerships. Emerging issues include whether the LAA will continue for the rest of 2010/11, the role of the new local economic partnership and the impact of changes in community safety funding on the county wide community safety partnership.

Quarter 3 Update: Performance information for the LAA is continuing to be collected and monitored by district councils for the rest of 2010/11 and district council performance officers are working to develop a shared set of performance measures.

The County Council is undertaking a review of the thematic partnerships and how to ensure partnerships offer the best value for money in the context of reduced budgets.

The Health and Well Being partnership remains a statutory requirement as public health responsibilities will be passed to local authorities. Local Enterprise Partnerships (LEPs) are being established (Cherwell has become a member of the Oxfordshire and South Midlands partnerships) and the LEPs will be added to the partnerships performance framework for 2011/12.

The Spatial Planning and Infrastructure Partnership (SPIP) is under review, particularly in terms of its relationship to the newly formed Oxfordshire Local Enterprise Partnership,

Cherwell Local Strategic Partnership reviewed the impact on the spending review on district partners at their January 2011 meeting and reaffirmed their commitment to the existing arrangements.

2.2 Overview of Performance

The performance against the Corporate Scorecard is shown in appendix 1. In the sections below there is a summary of the performance against each of the frameworks that make up the Corporate Scorecard. This is followed by a summary of the performance on delivering the Strategic Service Projects and

the Corporate Improvement Plan; the performance of the Council's significant partnerships; and the status of the Council's Strategic Risks. The details are contained in appendices one to eight.

2.3 Corporate Scorecard – Local Area Agreement (LAA)

There are 16 National Indicator targets that are priorities for district councils within the Local Area agreement. However, the government has reviewed the LAA and has removed the requirement to report performance against it from 10 October 2010. Given the progress already made and activities underway the LAA will be reported on until the end of the 2010/11 period. From April 2011 the LAA will no longer be included on the Council's performance scorecard.

Successes

- All the cleaner greener targets in the LAA remain on track, including the quality of environmental cleanliness, the recycling rates and the amount of waste per household.

Details in Appendix 2

2.4 Corporate Scorecard – Sustainable Community Strategy

Progress in delivering the Community Strategy is measured against a set of local priorities outlined in a delivery plan for the community strategy, the Community Strategy and its delivery plans are overseen by the Local Strategic Partnership. Delivering the Community Strategy involves a number of partners and not all of these targets are the responsibility of Cherwell District Council. Where they are then they are included in our Corporate Plan or are reflected in the Local Area Agreement.

Successes

- During the third quarter the Local Strategic Partnership has coordinated a district wide response to the Oxfordshire Local Transport Plan (LTP3), launched the consultation on a new Economic Development Strategy for Cherwell and continued to implement its community engagement forums with events for the voluntary sector, disabled groups and the faith forum held.

2.5 Corporate Scorecard – Corporate Plan Pledges and Corporate Plan

The Corporate Scorecard includes the 16 pledges which were included in the 2010/11 Council Tax Leaflet which was sent to every household in Cherwell. Of these 13 are Green and 3 Amber.

The pledges are taken from the Corporate Plan which is comprised of local and national performance indicators that directly contribute to the Council's strategic priorities.

- Cross cutting priorities: (supporting the development of the eco-town in Bicester, and working to break the cycle of deprivation in the district).
- Cherwell: A District of Opportunity

- A Safe and Healthy Cherwell
- A Cleaner, Greener Cherwell
- An Accessible, Value for money Council

Successes

- Eco-Bicester: the off site housing demonstration project at Bryan House has now received planning permission and can go ahead, construction has started on the Exhibition Building at the Garth, the Community Hall at the Roman Catholic Church and Cooper School. A travel survey is also underway as part of the Travel Behaviour Initiative.
- Addressing Health Inequalities and Deprivation: the programme remains on track with good progress in relation to the provision of tailored support for vulnerable families and projects to support young people develop work and employment skills.
- A successful Christmas market was held in Banbury during December 2010.
- Health Improvement Initiatives: targeted work has been undertaken in Banbury using the Health Bus and women only swimming sessions held at Spiceball Leisure Centre.
- Procurement: the contract for garden bedding supplies has been retendered and a saving of approximately £10,000 has been achieved.
- Disabled Facilities Grants: to date £331,311 has been spent supporting people with mobility problems.

Issues

- Accreditation for Customer Service Award: it has been agreed that the Council will not seek accreditation at the current time, savings the costs associated with this, however a self assessment has been completed to identify areas for improvement.
- Emissions from fleet and Council buildings are falling. However, the Council overall emissions may increase slightly due to the larger sports centres.

Details in Appendix 3

2.6 Corporate Scorecard – Priority Service Indicators

These are a basket of 39 National Indicators and local service indicators that measure key aspects of service delivery that are not covered in the Sustainable Community Strategy or Corporate Plan. Of these 24 are reported in this quarter. 14 are Green, 5 Amber and 5 Red.

There are a number of indicators which rely on data from third parties such as the police or the department for work and pensions and currently the Council is not receiving data from these sources. The police have changed their reporting arrangements in the light of new national requirements and the

department for work and pensions has a software issue that has prevented the supply of data in relation to benefits.

Successes

- Accessibility of Council buildings to the public: access audits are underway and on track to be completed in the first half of 2011/12. Council buildings remain accessible and there are a small number of improvements to address.
- Repeat homelessness cases remain well within target.
- Processing performance of householder and minor planning applications remains excellent and processing of major applications shows improvement.

Issues

- Visits to Banbury Museum: lower than expected visits and schools trips in December due to the adverse weather, expected to be back on track in the next reporting period.
- NI 181 (time taken to process new housing and council tax claims) – performance is slightly off track. The emphasis of work is on changes to circumstances and the total volume of documents to be processed has reduced between November and December. However, the council's service assurance team continues to monitor the situation closely.

Details in Appendix 4

2.7 Corporate Scorecard – Financial Performance

There are two finance targets measuring variance on revenue and capital budgets against profile. Both are Green. There are no issues of concern at this point in time. The Council has met its targets for efficiency savings this year and preparations for the 2011/12 budget are well advanced.

2.8 Corporate Scorecard – Human Resources

Three Human Resources indicators are monitored: staff turnover; days lost through sickness; and workforce capacity. All three are Green.

2.9 Corporate Scorecard – Customer Feedback

Four issues are covered: satisfaction with customer service when contacting the Council (monthly sample survey); feelings of safety (annual customer survey); feeling well informed about the Council (annual customer survey) and customer satisfaction measured by mystery shoppers (monthly). Three indicators are green and one is reporting amber.

2.10 Strategic Service Projects

There are 7 service-based projects that are of strategic significance because of the resources involved, their impact on the Council's reputation or their contribution to delivering the Council's corporate priorities. 3 of the projects are Green, 3 Amber and 1 Red.

Issues

- Bicester Town Centre Redevelopment: the Council and its partners are working to start the retail and cinema development at the earliest possible date. However, it has been necessary to proceed with a compulsory purchase order to ensure remaining land can be secured. This has resulted in some delays.
- Banbury Cultural Quarter: in the last quarter it was reported that this project was on hold due to concerns regarding the funding for the Library/Mill in light of the County Council's funding review and Government spending cuts. This remains the case and the project is reporting as red in this quarter.
- RAF Upper Heyford development: a revised master plan application has been submitted. However, there are emerging issues with regards to affordable housing, education and infrastructure.

Details in Appendix 5

2.11 Corporate Improvement Plan and Value for Money Review Programme

On 1 March 2010 Executive agreed the 2010/11 Corporate Improvement Plan. For 2010/11 the Improvement Plan has been fundamentally reviewed and focuses on the Council's key priorities and challenges. The plan reflects the impact of the recession and ongoing budget constraints as well as the strategic challenges outlined in the district's sustainable community strategy and the Council's strategic priorities, for example the changing needs for an aging population, improving services for younger people, building safe and strong communities.

As the year has progressed and the impact of the comprehensive spending review has become clear the projects have also helped to support the budget preparations for 2011/12, in particular identifying areas of efficiency and 'getting more for less'.

There are 12 projects within the improvement plan and 10 value for money reviews programmed for 2010/11. Of the improvement plan projects 10 are reported as green and 1 as red, the Strategic Asset Management project has been completed.

Of the value for money reviews 2 are reporting as amber, one due to minor delays and the other due to a change in scope of the work.

Successes

- Changing needs of an aging population – the project has seen success with 40 units of extra care housing planned for completion at Orchard Fields in Banbury by March 2011.
- Equalities Improvement Plan – in-house training remains on track with good evaluation results and participation rates. Service plans for 2011/12 are being quality assured to ensure equalities duties are met.

Issues

- The Cohesive Communities Improvement Project has changed in scope. Given the nature of policy change over the last year CMT have requested that the project refocuses on community development and the council's future role in this area. This change in focus will be reflected in the Corporate Improvement Plan for 2011/12 as a new work stream but will result in this project not being implemented in full in 2010/11.

Details in Appendix 6

2.12 Significant Partnerships

The Council has identified 19 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 9 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 Council has worked with partners, (particularly the Registered Social Landlord Group and Sanctuary Housing Association) to implement an affordable housing and recession action plan, a full review has been reported to the Executive in January 2011.
- The Cherwell M40 Investment Partnership – continues to meet quarterly and in the last period has contributed to the development of the Local Enterprise Partnerships and how Cherwell should engage with them, the new Economic Development Strategy for the district, North West Bicester and the Eco-Town economic development plan, the employment and land study update.

Issues

- The Oxfordshire Partnership has instigated a review of partnerships in the light of national policy changes to ensure that the county and partners are engaged in effective and relevant partnerships that deliver value for money. Cherwell's Local Strategic Partnership is keeping a watching brief on this review and will be responding to consultation to reflect the interests of Cherwell partners. Of particular interest to Cherwell is the future role of the Spatial Planning and Infrastructure Partnership (SPIP) and its relationship to the new Local Enterprise Partnerships (LEPs).
- The Oxfordshire Public Service Board has been put on hold and has no further meetings planned whilst its role is reviewed. This is due to the removal of the requirement to have a Local Area Agreement oversight of which was the role of this partnership.

Details in Appendix 7

2.13 Strategic Risks

In order to effectively manage its performance and resources the Council needs to be aware of the risks it faces and to have arrangements in place to manage these. From 1st April 2010 the Council has integrated its risk and performance management and monitoring arrangements.

We have 19 strategic, corporate and partnership risks identified on our register that are reviewed on a monthly basis. Operational and service risks are reviewed at the directorate and service level and escalated to the strategic risk register where appropriate.

Status this quarter

- All current strategic, corporate and partnership risks and mitigation actions have been reviewed and updated on a monthly basis during quarter 3.
- The Local Area Agreement (LAA) risk has reduced in terms of impact as the government no longer requires LAAs. This risk will be deleted from the register from April 2011 when the LAA expires.
- As part of their quarterly review of risks the Accounts, Audit and Risk Committee have requested that the project to share management with South Northamptonshire be added to the strategic risk register and monitored by CMT on a monthly basis. The risk has been assessed, added to the register and will be monitored from the beginning of the fourth quarter.
- There are no additional issues arising with regards to any of our strategic, corporate or partnership risks. However, all risks are continuously reviewed in the light of changing policy and budgetary requirements and constraints.

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 third quarter of 2010/11. 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

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| Option One | <ol style="list-style-type: none">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.3. To agree the responses identified to issues raised in the quarter two performance report in paragraph 2.1 or to request additional action or information. |
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Option Two To identify any additional issues for further consideration or review.

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. 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: Maintaining National Indicators and the LAA was a statutory requirement during the reporting period that this report covers.

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 and there is an update on managing risks recorded at least quarterly. A failure to identify and improve key drivers of customer satisfaction through effective Performance Management is one of the Council's strategic risks.

Comments checked by Rosemary Watts, Risk and Insurance Officer, 01295 221566

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, lead officer on data quality, 01295 221751

Wards Affected

All

Corporate Plan Themes

All

Executive Portfolio

Councillor Ken Atack
Portfolio Holder for Performance Management, Improvement and Organisational Development

Document Information

Appendix No	Title
Appendix 1	Corporate Scorecard 2010/11
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
Background Papers	
Cherwell District Council Performance Management Framework	
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