

Executive

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

1 November 2010

Report of the Chief Executive and Corporate Strategy and Performance Manager

PURPOSE OF REPORT

This report covers the Council's performance for the period 01 July to 30 September 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 third 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 second 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 will review its performance management framework in quarter three and bring a report to Executive in December 2010 outlining areas where greater efficiencies with regards to performance management can be made.

In the meantime the Council will monitor the situation and ensure that local performance management arrangements continue to be robust and effective, reflecting local priorities.

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

- Urban Regeneration: the Council has launched a consultation on proposals to pedestrianise areas of Kidlington.
- Economic Development: the Council's job clubs remain examples of national good practice with video footage used at this years Conservative Party Conference. The team continue to work with community groups to improve accessibility.
- Affordable Housing: housing continues to provide support to local residents in challenging economic times with a good level of affordable housing scheme delivery. This includes the first affordable housing completion under the Armed Forces personnel Home Ownership Scheme. This is tailored to forces personnel often required to re-locate at short notice. The housing team have also worked to secure 5 mortgage rescue completions. This scheme allows families struggling with mortgage repayments to remain in their home as tenants of a registered social landlord.
- Eco Bicester: significant progress is being made on plans for the first "exemplar" phase of the eco town. This has been subject of extensive consultation in the local community.
- Urban Regeneration: the Old Town Party in Banbury had over 3,000 attendees, 300 participants in the community art wall and was supported by 5 local community groups and 26 local traders. This contributes to both the Council's community cohesion and development objectives and also to increasing the vibrancy of our town centres.

A Cleaner Greener Cherwell

- Street Cleansing: satisfaction with street and environmental cleanliness has increased to 72% for 2010 in comparison to 67% in 2009.
- Rural Development: a successful countryside forum was held with over 50 attendees to discuss actions and progress with regards to conservation target areas and biodiversity across the district.
- In Bloom Awards: Bicester achieved a Silver Gilt award in the national competition awards and Gold in the regional round. Banbury and Kidlington secured Silver Gilt awards.

A Safe and Healthy Cherwell

- Activities for Young People: a successful summer programme of activities has been delivered with 1473 recorded attendances. Activities included a holiday sports road show and coaching

clinics.

- Reducing Crime: working with partners to reduce crime and anti-social behaviour: Thames Valley Police are showing a 30% reduction in crime for this year.

An Accessible Value for Money Council

- Reducing the Council's costs by £800,000 in 2010/11: as of the 30th September £532,000 (66%) of the target has been achieved.
- Providing More Services Online: there are currently 65 transactional services available on the Council's website. The council's consultation portal has also seen increasing availability of Council consultation activities including widening access to the annual satisfaction survey.
- Delivering Savings Through Improved Procurement: a new contract procured in partnership with the Oxfordshire district councils will deliver significant savings for cleaning the district's public conveniences.
- Improving Customer Satisfaction: the results of the Council's annual customer survey show that overall satisfaction with the Council and the services it delivers has increased. General satisfaction has improved from 67% in 2009 to 73% in 2010. Full details are included in the table presented in paragraph 2.9. A

- 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 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

- 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.
- 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 (this issue is ongoing and will remain under review).
- 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.

Working in Partnership

- 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. As such it is recommended that this issue is revisited in the next quarter performance report.

Conclusion

- 1.6 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. 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 6 September 2010 requested progress reports on a number of areas 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

- Achieve 300 new homes:

Following a slow first quarter (38 completions) the second quarter has seen 152 net completions making the total for the year 190. Progress has improved; however there are still some risks with regards to meeting this objective at the end of the year given the challenging economic circumstances.

- 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.

Work is being undertaken to establish what evidence we need to

support a new position on growth levels within the district.

An Accessible, Value for Money Council

- Cherwell Link (the residents newsletter)

The corporate plan for 2010/11 set an objective to increase the editions of Cherwell Link produced. Given the financial impact of another edition at the current time, no increase is planned for the current year. As such this objective will not to be met at year end. However, results from the customer satisfaction survey suggests that there are increased levels of awareness with regards to the Council's services and high levels of readership of the existing editions of the newsletter.

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 recently reviewed the LAA and has removed the requirement to report performance against the LAA from 10 October 2010. The role of the LAA in Oxfordshire will be reviewed in the near future and its status will be confirmed in the next quarterly performance report.

Successes

- All the cleaner greener targets in the LAA are on track, including the quality of environmental cleanliness, the recycling rates and the amount of waste per household.
- National Indicator 154 – additional homes provided. Despite the generally low level of house building, a higher than expected completion rate this month due to earlier than anticipated completions on a site in Yarnton.

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 set out in a delivery plan for the community strategy. The new delivery plans have been signed off by the Local Strategic Partnership. Delivering the Community Strategy involves a number of partners and local agencies 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

- The Local Strategic Partnership has launched the Cherwell Faith Forum, with excellent attendance and participation from faith communities across the district. This is a key success under the community leadership ambition in the sustainable community strategy. Other successes include a coordinated response to the new local transport plan for Oxfordshire, making a significant contribution to the development of a new economic development strategy for the district and the publication of the annual report for 2009/10.

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 14 are Green and 2 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

- The Brighter Futures in Banbury Programme has launched two projects aimed at reducing the number of young people not in education, employment or training.
- Eco-Bicester, good progress on the overall project including: Submission of master plan expected mid 2011, pre-applications discussions progressing, detailed planning application to be submitted in November/December 2010, draft Planning

Performance Agreement prepared, exhibition building at the Garth being finalised, awaiting decision on bid for National Affordable Housing Programme, travel survey progressing.

- The Council is removing 95% of fly-tipping within 48 hours of reporting this is against a target of 92%.
- A consultant delivered model for obstetric and paediatric services at the Horton Hospital has been agreed by the PCT and the Hospital Trust, thereby supporting the retention of local hospital services.
- Affordable housing delivery is on track to achieve 100 home this year.
- The number of households in temporary accommodation has steadied after a brief increase in May this year. Performance is still on target and being closely monitored.
- 'Next Step' careers advice for the over 25s now offered at regular surgeries at Banbury LinkPoint. The Council is in discussion to operate from Bicester and Kidlington.
- All of the council targets around resolution of customer complaints are on track.
- The recycling rate is expected to be at 58-59% by the year end, against a target of 55%.
- By the end of August 350 new people have accessed older person's group activities provided by the Council.
- Increase the number of new walkers using the local health walks: there are currently over 400 regular walkers on the Council's database a 10% increase.

Issues

- Deliver £300,000 funding for transport infrastructure through developer contributions: progress against this target has slowed due to reduced developer activity on major schemes.
- 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 40 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 27 are reported in this quarter. 16 are Green, 3 Amber and 2 Red. There are 6 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

- The volume of visits to Banbury museum remains buoyant and schools use is also on track.
- Repeat homelessness cases remain within target.
- NI 181 (time taken to process new housing and council tax claims) – performance is exceeding target after work with the Capita to improve performance. The Council's service assurance team continues to monitor performance closely.

Issues

- NI 157a (processing of major planning applications with 13 weeks) is reported red as missing the target. This reflects an ongoing approach taken by the Council to focus on good negotiations with developers for the benefit of the district rather than focusing on speed. Given this preferred approach by the Council it is likely that this target will remain red whilst the challenging economic situation remains.
- NI 180 (The number of changes to circumstances affecting benefit entitlement) has been deleted from the national suite of performance measures and will no longer be provided by the Department for Work and Pensions. The indicators will be marked as closed on the Council's performance framework for 2010/11.
- All targets relating to Conservation areas will be reviewed as the vacant conservation officer post has been deleted in order to meet the Council's savings targets. The service will set revised priorities reflecting reduced resource and will report performance on a six monthly basis.

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. In particular we are projecting that we will meet our target for efficiency savings this year. Budget guidelines for 2011/12 have been agreed and the Council continue to model various financial scenarios to plan for the expected budget reductions in 2011/12.

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). All targets are green.

Successes

- Our annual Council satisfaction survey has been completed for 2010 and the results for overall satisfaction with the Council and key council services are in the table below. The results show good improvement in general customer satisfaction at 73% of local residents surveyed satisfied in comparison to 67% in 2009.

In addition continuous improvement in satisfaction with all Council services, except car parks is shown, with strong improvement in refuse collection and recycling, dealing with anti-social behaviour and the street cleansing service.

Cherwell District Council Customer Satisfaction Survey Results 2010

	2006	2007	2008	2009	2010	% change 2009-10
Overall Satisfaction	60	65	67	67	73	+6
Household recycling collection service	79	76	75	78	83	+5
Dealing with anti-social behaviour/nuisance	34	30	36	36	44	+8
Refuse collection service	67	67	68	70	78	+8
Street cleansing service	59	63	66	67	72	+5
Local parks and open spaces	72	71	70	73	74	+1
Recycling centres	77	77	83	86	87	+1
Sports facilities	62	58	63	68	71	+3
Local development control	30	36	45	42	43	+1
Local car parking facilities	59	58	63	64	63	-1

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. 2 of the projects are Green, 3 Amber and 1 Red.

Issues

- Bicester Town Centre Redevelopment – it may be possible to start on site early in the New Year, if the remaining land acquisitions are completed. However, currently terms have not been agreed with one landowner. The Council will be invited to make a Compulsory Purchase Order in October but, if it proves necessary to use this to secure the remaining land, it will not be possible to start on site until the end of 2011.
- Banbury Cultural Quarter – there has been good input to develop the concept. However, concern remains regarding overall funding for the Library/Mill in light of the County Council's funding review and Government funding cuts, as such the project is on hold and reporting as 'red'.
- New applications are now coming forward for the former RAF Upper Heyford development. It is encouraging that this development project is being reactivated by the new owner. There are however significant issues to address in relation to the revised scheme, its viability and the planning obligation matters arising.

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.

There are 12 projects within the improvement plan and 10 value for money reviews programmed for 2010/11. Of the improvement plan projects 9 are reported as green and 2 as amber, the Strategic Asset Management project has been completed.

Of the value for money reviews 3 are reporting as amber (two due to minor delays) and the last as CMT is taking the lead on the support service recharges review and have changed the timeframes to reflect the work on meeting the council's savings targets.

Successes

- Housing, Corporate and Democratic, Strategy and Performance and

Recreation and Sport VFM reviews have both been completed and savings targets achieved or exceeded.

- The Equalities Improvement Project is ongoing a successful training programme and well attended knowledge events for staff and partners and a positive self assessment highlight areas of strong performance.

Issues

- The reducing Fear of Crime and Anti-Social Behaviour Improvement Project has identified risks associated with uncertainty around future funding and changing national policy.
- The Cohesive Communities Improvement Project has changed in scope with a greater focus on community development and support to the voluntary sector. This change will result in some delays to the project but reflects more closely the emerging policy agenda and also the implications of the national financial position.

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 first meeting of the North West Bicester Strategic Delivery Board took place on 21 July. This partnership will ensure the effective delivery and coordination of the eco-Bicester project.
- The Cherwell M40 Investment Partnership has launched a new web site, published its business magazine and held a special meeting to review employment land. Membership of the group is increasing and business enquiry numbers are holding up.
- There has been good progress during July and August on the Brighter Futures in Banbury project, 'connecting the community' events were held to improve access to services and collect community feedback about the local area. In addition the partnership has launched projects to support young people not in education, employment or training. These projects will be delivered locally by the agencies involved in Brighter Futures (including connexions and the local college) and with the Princes trust as a

voluntary sector provider.

- Bicester Vision – the partnership now has more than 50% of its funding provided by the private sector. The funding enables the partnership manager to work with a number of local organisations on community initiatives. The role includes elements of town centre management as well as community liaison and communications. The regular partner meetings keep the town's major stakeholders informed about the plans for future growth and give the council the opportunity for much closer working relationships with many of the town's largest employers.

Issues

- The Oxfordshire Economic Partnership and the Oxfordshire Spatial Planning and Infrastructure Partnership. Both of these partnerships are likely to be subject to significant change as new national policy emerges. The new Local Enterprise Partnership (LEP) will cover some of the existing partnerships remits and it is possible that the Oxfordshire Economic Partnership will continue only as a business only organisation lobbying organisation. The loss of its delivery role will affect some aspects of the Council's economic development work.

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 2. There are no changes to the strategic and partnership risks on the register.
- There have been some changes to the corporate risk register including: improvements in the risk ratings for corporate health and safety and job evaluation.
- There are no additional issues arising with regards to any of our

strategic, corporate or partnership risks. However, all risks are being 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 second 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

- Option One**
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 one performance report in paragraph 2.1 or to request additional action or information.

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 Ros Holloway, lead officer on data quality, 01295 221801

Wards Affected

All

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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