

Executive

Performance and Risk Management Framework 2011/12 Third Quarter Performance Report

5 March 2012

Report of Director of Resources and Corporate Performance Manager

PURPOSE OF REPORT

This report covers the Council's performance for the period 01 October to 31 December 2011 as measured through the Performance Management Framework.

This report is public

Recommendations

The Executive is recommended to:

- (1) Note the many achievements referred to in paragraph 1.3.
- (2) 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 or risks.
- (3) Agree the responses identified to issues raised in the end of year performance report in paragraph 2.1 or to request additional action or information.
- (4) Identify any further performance or risk related matters for review or consideration in future reports.

Executive Summary

Introduction

- 1.1 This is a report of the Council's performance in the third quarter of 2011/12 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 key areas of performance, these are: performance against the Council's 14 public pledges; financial performance, human resources performance and customer feedback.

The scorecard also provides a wider summary of performance covering the

Corporate Plan, Priority Service Indicators, the Corporate Improvement and Value for Money Programme, the Corporate Equalities Plan, Brighter Futures in Banbury (the Council's work programme to address disadvantage in Banbury) and Significant Partnerships. The appendices to this report provide a detailed overview of performance in each of these areas.

The Council continues to develop its 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.

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 It should be noted that although this is primarily a report of corporate performance the Council's performance management framework also includes monitoring at the directorate level against service plans and strategies. The majority of operational performance issues are dealt with at service and directorate level. However significant service successes and issues are reported upwards and where appropriate included in this report.

It is also important to note that during 2010/11 significant changes were made to the national performance management regime. As a result the statutory requirement to report on national indicators was withdrawn. The Council has fully reviewed its performance management framework and streamlined its reporting focusing on key areas of public priority, and the draft framework for 2011/12 was agreed by Executive at their meeting on 7 March 2011.

The Council remains committed to publically reporting its service and financial performance and continues to do so on a quarterly basis at Executive and by providing a monthly performance summary on the Cherwell District Council website.

For 2012/13 performance and priorities have been reviewed as part of the business and financial planning process. Performance pledges and strategic priorities have been updated and agreed at Council. These will form the basis of the 2012/13 performance management framework.

As such the 2012/13 Business Plan is attached as the final appendix (10) to this report. It brings together strategic priorities, performance pledges and budget information for the following year into a single document and is aimed at both internal and external audiences to clearly communicate the Council's priorities and the resources allocated to them.

Proposals

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

Cherwell: A District of Opportunity

- Actions are on-going to promote apprenticeships and other routes to work and education. 2 Job clubs were held in Bicester, 3 in Banbury and for the

first time, 1 in Kidlington. 1128 job seekers have been helped in 2011/12 to date.

- 107 affordable homes have been delivered in the District to-date against year-end target of 100. Miller Road young person's scheme is due to complete in February 2012 and Cassington Road, Yarnton in March.
- Bicester Town Centre: completion of the development agreement has taken place and a signed licence has been received for advanced work to be undertaken in January.
- The number of households in temporary accommodation continues to improve although the number of people approaching for assistance is still increasing. Performance is being closely monitored.

A Cleaner Greener Cherwell

- Good quarter performance (59% against target of 50%) however it is possible that the recycling rate may fall slightly short of 60% target at year end, in the range 58-59%.
- Plans to address customer satisfaction levels through the neighbourhood blitz programme, mechanical sweeper replacement and the Keep Britain tidy campaign "Love Where You Live" are being developed
- A Green apple award for the best environmental practice, was presented to Cherwell at the House of Common. It was awarded following the refurbishment of the depot producing significant reductions in CO2 emissions
- Eco Bicester: the engagement strategy has been approved and is being implemented. The Project Team (Community Liaison and Community Engagement roles) continue to ensure there are opportunities to participate in the programme working in partnership with the private

A Safe, Healthy and Thriving Cherwell

- Recreation Activators launched a new initiative 'take over' part of which is to encourage inactive pupils in the school playground to participate in positive activities. This has proved a success with 156 participants and 728 attendances.
- (All) crime levels remain down against same period last year
- All Leisure Centre usage has continued to exceed target due in the main to a mild, snow free December.
- Works to Phase 1 of the SW Bicester multi sports village continues with hedge and tree planting during December and January.

An Accessible, Value for Money Council

- An online citizen portal is being developed to allow charged services to be requested and paid for
- The average speed of answer for calls received by the Council during December was above target at 41 seconds. Q3 average speed to answer

was on target at 1minute 10 seconds

- 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. 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:

An Accessible, Value for Money Council

- A review of complaints will be undertaken and included in the year end report to identify opportunities for organisational learning as a result of customer feedback.
 - 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. Steps are being taken to improve telephone and online service take up and an update will be provided in the year end report.
- 1.5 As part of its improvement strategy the Council has an Improvement and Value for Money Programme which covers a series of developmental reviews and value for money assessments to help deliver the medium term financial strategy. To date all value for money reviews have been completed, savings identified and reports agreed by Executive. These savings have informed the budget preparations for 2012/13. This programme has now been replaced by the service transformation programme and a new template is attached at appendix 4 to cover this work.

Conclusion

- 1.6 In this report we show that at the third 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. Risks 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.
- 1.7 The report also presents the Business Plan and Council priorities for 2012/13 which will form the basis of the performance management framework in the coming year.

Background Information

2.1 Progress on issues raised in the last Executive performance review

The Executive on 6 December 2011 requested progress reports on a number of issues 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

- The Brighter Futures in Banbury Programme

This programme reported amber in the last quarter due to a significant number of personnel changes which meant that several the lead roles were vacant. This situation has now been resolved with all but one theme lead now in place. The new theme leads have been briefed and are in the process of setting out new project plans. A number of successful events have been held this quarter and the steering group has met to review progress and grant bids for new projects.

Going forward the priority will be to sustain momentum on the refreshed projects. The theme leads are meeting in February to plan the coming years activity.

A Safe, Healthy and Thriving District

- Progress with the disabled facilities grants programme had slowed 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.

During the third quarter progress with the disabled facilities grants programme has improved following implementation of interim measures involving both Cherwell and Oxfordshire County Council. As a consequence, the referral of cases to the Council's Grants Team increased sufficiently in the last quarter (Oct-Dec) to lead us to expect that the budget of £860k can be fully allocated. We do however expect that £100k (although committed to approved mandatory grants) will not be spent by 31/3/12 and will therefore need to be carried forward into 2012-13 to cover commitments.

Factors underlying the decline in referral rates are continuing to be explored and regular, on-going liaison meetings with the county council have been scheduled.

In addition we have received notification from central government on 23/1/12 of an additional allocation of £38k for this year. Options for utilising the resulting budget are being explored.

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 despite actual cleanliness standards remaining unchanged. However in a survey on customer satisfaction levels on the feedback cards from bulky household waste collections - levels are still good at around 80%.

Plans to address customer satisfaction levels through the neighbourhood blitz programme, the replacement of the mechanical sweeper fleet and through the Keep Britain tidy campaign 'Love where you live' are being developed.

2.2 Overview of Performance

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

2.3 Corporate Scorecard – Corporate Plan Pledges

The Corporate Scorecard includes the 14 pledges which were included in the 2011/12 Council Tax Leaflet which was sent to every household in Cherwell. Of these 11 are Green, 2 Amber and one Red. These pledges directly reflect the Council's four strategic priorities and public priorities.

Successes

- Reducing CO2 emissions: the council remains on track to deliver a 5% reduction in emissions.
- The council has delivered savings of over £1 million pounds to balance the 12/13 budget whilst maintaining a council tax freeze.
- To date the council has delivered 107 new affordable homes against a target of 100. This includes shared ownership social rent and temporary accommodation units.

Issues

- Recycling rates: at quarter 3 these are predicted to be in the range of 58-59% at year end, slightly missing the target of 60%. A number of promotional activities have taken place and the target is being kept under review. The council remains committed to strong performance in this area and will retain the high performance target for 2012/13.
- Customer satisfaction: the results of the customer satisfaction survey were reported in quarter 2. General satisfaction is slightly off track and satisfaction with street cleansing below target. Both have been retained as priorities and are reflected in the council plan for 2012/13 activities to improve customer access and activities such as neighbourhood litter blitzes should help to address the issue.

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. The budget for 2012/13 has been agreed with a council tax freeze.

2.5 Corporate Scorecard: Human Resources

Three Human Resources indicators are monitored: staff turnover; days lost through sickness; and organisational resilience/staff satisfaction. Turnover and sickness are both green. Staff resilience and satisfaction is currently reporting as amber. This should be measured through a staff survey which hasn't yet been undertaken. However, a pilot survey has now taken place at the depot and a draft staff survey has been developed for implementation in the Spring.

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. Telephony and complaints performance are on track. The mystery shopping exercise has been postponed and is being re-considered in terms of costs.

2.7 Corporate Plan

The corporate plan is made up of 39 priority performance targets under the Council's four strategic priorities. In this quarter good progress has been made in a number of areas:

Successes

- In spite of the challenging economic situation there remain no cases of repeat homelessness this year, preventative work continues. Despite increased demand the number of households living in temporary accommodation remains low with 27 households this quarter in comparison to 32 last quarter.
- The time taken to process Housing Benefit/Council Tax Benefit new claims and change events is within target at 9.37 days against a target of 11. Performance has been strong throughout the last two quarters.
- Good progress has been made progressing the development of the Core Strategy (local plan), and consultation on developer contributions is due to commence shortly.
- Consultation on the regeneration of Bolton Road in Banbury has now been completed.

Details in Appendix 2

2.8 Priority Service Indicators

In addition to the corporate plan the Council has identified a set of 42 priority service indicators that reflect core service provision. Full details are included in appendix 2 but highlights include:

Successes

- Planning performance: processing of minor and other applications exceeds target for the third quarter, building on strong performance in the first and second quarter. Planning appeals performance has also improved this quarter and is now reporting green.
- The percentage of council tax and business rates (NNDR) collected is above target for the quarter.

Issues

- Planning: major applications remains off track, performance has been reviewed by the senior management team and the Council remains

committed to working with developers to ensure the quality of major applications is the focus rather than the speed.

Details in Appendix 3

2.9 Corporate Programmes

The 'major programmes' template attached as appendix 4 replaces the Corporate Improvement and Value for Money Programme template that has previously been included as part of this report. 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.

Successes

- The transformation programme is on track with several projects well underway including the development of a share IT service.

Issues

- The eco-Bicester project is reporting amber the quarter as plans are awaited from the developer.

Details in Appendix 4

2.10 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. Third quarter performance is summarised below:

Successes

- A successful 'knowing our communities event was held covering the role of the military community in Cherwell. With excellent attendance from staff, partners and councillors the event aimed to help people understand the challenges military families face accessing services and build networks between service providers and local ,military groups and communities.

Issues

- The Banbury Cohesion Group has seen reduced attendance. This is largely due to new events and opportunities that are emerging locally in particular the faith forum and the connecting communities outreach events. During the next quarter the role of the group will be reviewed.

Details in Appendix 5

2.11 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 six key themes:

1. Developing skills and supporting employment
2. Improving educational attainment and the aspirations of young people
3. Supporting families and early intervention
4. Improving housing and financial inclusion
5. Improving health and wellbeing
6. Supporting the development of safe and strong communities

Successes

- A young peoples' expo event attracted 175 people to Banbury College in December for support with CV writing, training and recruitment opportunities.
- The Miller Road self build project is on track and has been nominated for a national innovation award.
- A varied range of health programmes are in place including smoking cessation, support for carers, benefits advice, cancer screening and support for BME communities.

Issues

- The Brighter Futures in Banbury Programme is amber, this is due to on-going issues regarding the replacement of theme leads given recent personnel changes. Several roles have now been filled and one theme lead is outstanding.

Details in Appendix 6

2.12 Significant Partnerships

The Council has identified 18 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 8 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 Cherwell Local Strategic Partnership has allocated a large proportion of its LAA funding on a number of projects which include advisory support to older people in the cold weather and support to develop a community

land trust. The next board meeting is reviewing seven bids from various partners.

Details in Appendix 7

2.13 Strategic, Partnership and Corporate Risks

In order to effectively manage its performance and resources the Council needs to be aware of the risks it faces, the impact they may have on the delivery of strategic properties and to have arrangements in place to manage these.

23 strategic, corporate and partnership risks are identified on the register and they are reviewed on a monthly basis. The risk register is also subject to a fundamental review by the management team on an annual basis. Operational and service risks are reviewed at the directorate and service level and escalated to the strategic risk register where appropriate. The Accounts, Audit and Risk Committee also monitors the strategic, partnership and corporate risk registers.

Status this quarter

- All current strategic, corporate and partnership risks and mitigation actions have been reviewed and updated on a monthly basis during the third quarter.
- Risks that have improved (i.e. the impact/likelihood has decreased) in rating this quarter include: the natural environment and ICT.
- No risks have worsened (i.e. the impact/likelihood has increased) this quarter.
- Two new risks have been added to the register this quarter around managing the development of a new ICT shared service and managing the period of transition whilst the new service is implemented.
- There are no additional issues arising with regards to any of our strategic, corporate or partnership risks. However, all risks continue to be reviewed in the light of changing policy, budgetary requirements and constraints. Where risks have worsened actions are in place to mitigate or control the impact and likelihood.
- At their meeting in January the Accounts, Audit and Risk Committee approved a draft risk strategy for 2012/13. Subject to final amendments this will be approved at their next meeting.
- The internal audit of risk management has been completed with a finding of low risk and improvement in the management of risk from 2010/11. The area for development identified is around improving operational risk review and it has been addressed through the new risk strategy.

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 2011/12. 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 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 or risks..
 - (3) To agree the responses identified to issues raised in the end of year performance report in paragraph 2.1 or to request additional action or information.
 - (4) To identify any further performance or risk related matters for review or consideration in future reports.
- 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 and Procurement, 0300 0030106
- Legal:** There are no legal issues arising from this report.
- Comments checked by Kevin Lane, Head of Law and Governance / 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 there is an update on managing risks

recorded at least quarterly.

The author of this report is responsible for risk management.

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, Performance and Risk Officer, 01295 221801

Wards Affected

All

Corporate Plan Themes

The Performance Management Framework covers all of the Council's Strategic Priorities

Executive Lead Member

Councillor Nigel Morris
Lead Member for Change

Document Information

Appendix No	Title
Appendix 1	Corporate Scorecard 2011/12
Appendix 2	Corporate Plan
Appendix 3	Priority Service Indicators
Appendix 4	Major Programmes
Appendix 5	Corporate Equalities Plan
Appendix 6	Brighter Futures in Banbury
Appendix 7	Significant Partnerships
Appendix 8	Strategic, Corporate and Partnership Risks
Appendix 9	Performance – at a glance summary
Appendix 10	Cherwell District Council Business Plan 2012/13
Background Papers	
Risk Management Strategy 2012/13	
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