

# Executive

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

3 September 2012

### Report of the Director of Resources and Interim Corporate Performance Manager

#### PURPOSE OF REPORT

This report covers the Council's performance for the period 01 April to 30 June 2012 as measured through the Performance Management Framework.

This report is public

#### Recommendations

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The Executive is recommended:

- (1) To note the many achievements referred to in paragraph 1.3.
- (2) To request that officers report in the second quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks.
- (3) To 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.

#### Executive Summary

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##### Introduction

- 1.1 This is a report of the Council's performance in the first quarter of 2012/13 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 17 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 Equalities Plan, Brighter Futures in Banbury (the Council's work programme to address disadvantage in Banbury) Major Programmes 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 relating to specifically to CDC and or shared/common to CDC & SNC.

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.

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 as agreed by Executive.

## **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. In June, 6 regular Job Clubs were held: 2 in Banbury, 3 in Bicester and 1 in Kidlington. 4 'Career & Opportunity Gateway' Job Clubs were held at the Mill Cottage on Wednesdays. 4 additional Job Club workshops were introduced in June, on Thursdays at the Mill Cottage. This brings the total number of job clubs for Q1 to 25. A successful Job Fair (to allow job seekers to meet employers) was also held in Banbury in April.
- Progress is currently on track for the delivery of 100 affordable homes in the District and current risks to delivery are being managed, in particular, further assessments are being made of the contribution the South West Bicester development can make by year end. The schemes at Dashwood Road School in Banbury and Bryan House in Bicester are due to complete by early September with official scheme openings happening later that month. 31 homes delivered in Quarter 1 against target of 27.

- Key strategic sites for the provision of new commercial and leisure facilities in Banbury have been clearly identified and initial consideration has been given to potential development strategy through some initial soft market testing. Sites also form on-going process of completing necessary Supplementary Planning Documents and master planning, running alongside the production and publication of the Core Strategy. These sites are being project managed at present through the Banbury Development Group.
- Bicester Town Centre continues to progress well. A name for the Centre is urgently required to progress marketing of the units. Minor changes now required to entrance/layout of the new Cinema due to new operator but these can be accommodated by the contractor.

### **A Cleaner Greener Cherwell**

- Very wet first three months have made garden waste tonnages fluctuate wildly with some weeks low tonnages & some very heavy tonnages. Some Environment Agency changes regarding street sweepings may reduce recycling rates by 1% in the future.
- The Annual customer satisfaction survey results due in September/October. Overall standards haven't fallen - entered in Clean Britain awards - results due September 2012 which should give an independent third party view. The Neighbourhood Blitz programme in Banbury continues successfully.
- The Cocoon scheme has secured additional external funding to provide free cavity wall insulation in all cases and free loft insulation in some cases. The Council has been helping to fund the discount on both types of insulation and, in response to the changes in the Cocoon scheme, has been able to revise the way its contribution is used so that all home owners and private landlords in Cherwell can get insulation free. New leaflets have been produced and promotion is on-going.
- The legal agreement and planning permission have been issued and the developers have appointed contractors and are in the process of clearing conditions and obligation requirements to enable a start on site of the Eco-Bicester houses project this year.

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

- Dates were agreed in May for the initial sign up to the Best Bar None Scheme by participating premises and date agreed for completion (November 2012). Although there has been some slippage against target for sign up with potential participants in June, the project is expected to be brought back on track in July/August.
- On-going effective Partnership working through Cherwell Community Safety Partnership (CCSP), Local Strategic Partnership (LSP) and voluntary sector. Joint Agency Tasking & Co-ordination group (JATAC) working with Oxfordshire County Council (OCC) Hub in identifying individuals and information sharing for future interventions.
- Earthworks at South West Bicester Sports pitches have been delayed by wet weather but still expect to seed and plant the area from September.

- Preferred bidder for the replacement community hospital in Bicester on the existing site announced by the Primary Care Trust (PCT). Planning application submitted. On-going dialogue between the PCT and Strategic Health Authorities (SHA) to progress the project

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

- Savings of c £600,000 of the £800,000 secured and plans are in place to address the remainder.
  - Customer survey commissioned, we will have a challenge to bring up satisfaction rates in the current economic climate so there is some risk associated with this performance objective.
  - The website improvement project is undertaking final checks with the stakeholders before making it available to the public. Time scales beginning in Quarter 2.
- 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:

### **Corporate Scorecard – Customer Feedback**

Telephone call response rates – Target was reduced to 1min from 1min10 (last year's target) following significant improvements in response times. Appointments moving contact from Face to Face to Phones and a 5 week backlog of Benefit processing work has generated increased customer contact, this combined with reduced staffing has resulted in an increase in response times during the first quarter. A significant increased number of calls received, 3000 on this time last year.

### **Conclusion**

- 1.5 In this report we show that at the first 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.

## **Background Information**

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### **2.1 Progress on issues raised in the last Executive performance review**

The Executive on 18/06/12 requested progress reports on a number of issues identified in the year end 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:

## **A Cleaner, Greener District**

Reducing the number of Fly Tips: Fly tipping for the 1<sup>st</sup> quarter is down on the same quarter last year. Although the overall numbers are down there has been some problems with an increasing proportion of these fly tips being tyres. Investigations are underway.

Last year saw a small overall rise in fly tipping after several years of falling numbers. The increase in number was around 20. This small rise hasn't been of major concern since the numbers are still substantially below the number of fly tips over two or three years ago.

Fly tips are investigated and several successful prosecutions are achieved – this success in enforcement is helping reinforce the possible consequences from fly tipping.

## **Customer Satisfaction**

The customer survey is live, results are anticipated in Quarter 3 where results will be published.

## **2.2 Overview of Performance**

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

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

The Corporate Scorecard includes the 17 pledges which were included in the 2012/13 Council Tax Leaflet which was sent to every household in Cherwell. Of these 13 are Green, 3 Amber and 1 Red. These pledges directly reflect the Council's four strategic priorities and public priorities.

## **2.4 Corporate Scorecard: Financial Performance**

There are two finance targets, relating to predicated variance against revenue and capital budgets. Both are Green. There are no issues of concern at this point.

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

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 is being addressed by staff survey which will be undertaken during Quarter 3.

## **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.

## **2.7 Corporate Plan**

The corporate plan is made up of 54 priority performance targets under the Council's four strategic priorities. In this quarter good progress has been made in a number of areas: 48 are Green, 4 Amber and 2 Red (Details in Appendix 2)

## **2.8 Priority Service Indicators**

In addition to the corporate plan the Council has identified a set of 41 priority service indicators that reflect core service provision 30 indicators are due to report at this time. Full details are included in appendix 3

## **2.9 Corporate Programmes**

The 'major programmes' template attached as appendix 4. This new template reflects the Council's ambitious improvement programme around place based regeneration and development and service transformation to deliver improvement and efficiency.

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

## **2.10 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: 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 seven key themes:

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

**Full Details in Appendix 6**

## **2.12 Significant Partnerships**

The Council has identified 17 partnerships as significant due to the level of resources involved, and the impact on the local community. Many of the most significant and difficult issues we face, crime, the environment, economic development, can only be tackled if agencies work together. Of these partnerships 7 are county wide (including the County Local Strategic Partnership and its supporting thematic partnerships) the remaining partnerships are specific to the Cherwell district and directly support our strategic priorities.

*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.

30 strategic, corporate and partnership risks relating specifically to CDC or shared/common to both CDC and SNC, 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 quarterly 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 all with no change. All risks continue to be reviewed in the light of changing policy, budgetary requirements and constraints

*Details in Appendix 8*

## **Key Issues for Consideration/Reasons for Decision and Options**

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- 3.1 This report presents the Council's performance against its corporate scorecard for the first quarter of 2012/13. It includes an overview of successes, areas for improvement and emerging issues to be considered.

The following options have been identified. The approach in the recommendations is believed to be the best way forward

- Option One**
- (1) To note the many achievements referred to in paragraph 1.3.
  - (2) To request that officers report in the second quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks..

- (3) To 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**

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No specific consultation on this report is required. However, it should be noted that several indicators are based on public consultation or customer feedback.

## **Implications**

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**Financial:** Financial Effects – The resource required to operate the Performance Management Framework is contained within existing budgets. However the information presented may lead to decisions that have financial implications. These will be viewed in the context of the Medium Term Plan & Financial Strategy and the annual Service & Financial Planning process.

Efficiency Savings – There are none arising directly from this report.

Comments checked by Sarah Best, on behalf of Head of Finance, 0300 0030106

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

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

**Risk Management:** The purpose of the Performance Management Framework is to enable the Council to deliver its strategic objectives. All managers are required to identify and manage the risks associated with achieving this. All risks are logged on the Risk Register and 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

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All

## Corporate Plan Themes

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

## Executive Lead Member

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

## Document Information

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Appendix No	Title
Appendix 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 – Page 31	Performance – at a glance summary
<b>Background Papers</b>	
• Risk Management Strategy 2012/13	
<b>Report Author</b>	Gavin Halligan-Davis, Interim Corporate Performance Manager
<b>Contact Information</b>	Tel: 0300 0030113 <a href="mailto:Gavin.Halligan-Davis@cherwellandsouthnorthants.gov.uk">Gavin.Halligan-Davis@cherwellandsouthnorthants.gov.uk</a>