

Executive

Performance Management Framework 2012/13 Third Quarter Performance Report

4 March 2013

Report of the Head of Transformation and Corporate Performance Manager

PURPOSE OF REPORT

This report covers the Council's performance for the period 01 October to 31 December 2012 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 1.3.
- (2) To identify any performance related matters for review or consideration in future reports identified in paragraph 1.4
- (3) To note progress on issues raised in the Quarter two report highlighted in paragraph 1.5

Executive Summary

Introduction

- 1.1 This is a report of the Council's performance in the third quarter of 2012/13 measured through the performance management framework. The report covers key areas of performance, these are: performance against the Council's 17 public pledges; financial performance, human resources performance and customer feedback as well as progress against the Corporate Priorities and associated performance measures.

The scorecard also contains performance information surrounding the Corporate Plan, Corporate Equalities Plan, Brighter Futures in Banbury, Major Programmes and Significant Partnerships.

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 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.

1.3 **Proposals**

The Executive is asked to note the significant progress made in delivering the Council's objectives.

Performance Highlights

Particular highlights include:

Cherwell: A District of Opportunity

- 103 affordable homes have been delivered within the district at the end of Quarter three, exceeding the target of 100 homes and supporting opportunities for developing self builds.
- Strengthening the leisure and retail facilities in Banbury and Bicester, Bolton Road is making good progress, a meeting has been held with Aberdeen Properties, and possible design solutions have been taken forward to a meeting with a potential supermarket.

A Cleaner Greener Cherwell

- The Council has been involved in a successful county-wide partnership bid (led by the Health Service) that has secured funding to run the Warm Homes Healthy People scheme again this winter. Extensive promotion is planned.
- Eco Bicester houses are expected to for building to start in early 2013 following discharge of planning conditions and obligations. Building of houses has not started as yet.

A Safe, Healthy and Thriving District

- Oxfordshire County Council has a list of 78 families as part of the Thriving Families group to share with the attendees of the fortnightly Joint Agency and Tasking Coordination Group.
- 75% of grass pitches in South West Bicester Sports Village are constructed (drained and seeded) but work has now been suspended until ground conditions improve in the spring.
- Funding and planning approvals have been given for the new hospital on the existing site. Awaiting financial close and construction is due to start in early

2013.

- Support volunteering across the district – This is now reporting as Green, development through Voluntary Organisations Forum, plus reactive support on one to one basis has been delivered. Volunteering arrangements with Citizens Advice Bureau are now back on track and volunteers have been successfully placed with several organisations.

An Accessible Value for Money Council

- Secure savings of £800,000 to help meet medium term financial deficit has been achieved to date and savings built into the draft 2013/14 budget. (note: by the time of this meeting of the Executive, the budget will have been set).
- Improving our website and access has been furthered by the Webteam and the Customers Services team who meet monthly to review the ‘top tasks’ features on the homepage to ensure the high demand services are easily accessible online. A re-branding exercise is underway to have the same look and feel across all service pages providing a seamless view for the customer.
- The average speed to answer calls has improved to 1minute 9seconds from 1minute 27seconds, with a decrease of 20.8% calls being abandoned.

1.4 General Overview

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. The report also contains direction of travel to highlight areas prior to them becoming an issue. 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

- The Brighter Futures in Banbury programme is reporting Amber due to significant changes with the theme leads, this is a potential risk to the programme. Currently the programme is broadly on track with funding support given to the Banbury Street Pastors and also integration with the Thriving Families project supporting some of the most vulnerable families in Banbury.

A Cleaner Greener Cherwell

- The recycling rate is below the 2011/12 outturn due to a growth in landfill tonnage especially since street sweepings can no longer be composted. Landfill tonnage is up 1000 tonnes on last year, half of this is due to a change in policy from the Environment Agency. We continue to strive to increase the recycling rate within the district with a target of above 57% for 2013/2014.

A Safe Healthy and Thriving District

- The roll out of the “best bar none” scheme is reporting as Amber and has done for the last 3 performance reports. A steering group of members and lead assessors (had to be trained) have been identified. This was initially delayed due to assessors requiring training. A meeting held at South

Northants Council has identified a local training course, all assessors will be trained during April 2013. Two day training course has been confirmed in Northampton. Partnership Inspector Storey is currently working on the delivery plan.

- Support the local NHS to retain and develop health services at the Horton General Hospital – This is reporting as Amber. The Community Partnership Network is in transition to examine a range of new roles regarding the health and social care sector reforms. In the meantime Oxford University Hospitals Trust is continuing to respond to a very challenging financial savings target which when coupled with technological improvements in clinical care and continuing national changes and directives to how services are to be delivered means that further service change at the Horton appears inevitable.

An Accessible Value for Money Council

- The number of complaints referred to the Ombudsman for Quarter 3 is 7, an increase of 4 from Quarter two. 6 of these complaints were within Planning and all related to the permission given for two garages. The remainder complaint was regarding business rates.

1.5 Issues raised in the Quarter two performance report with progress for Quarter three. The RAG is included in the below with an indication of whether the issue has been rectified or is on-going.

Issues raised in the Quarter 2 Report	Progress update
Delivering 500 new homes in year is off target with a provisional figure of 121 completions at mid-year	This is still reporting as Red, this is due to an ambitious target, taking into account the current economic climate and has been reported as red all year. However South West Bicester is progressing and Bankside development has been agreed.
Secure implementation of new policy for Developer contributions	This is reporting as Amber this is due to the new policy not yet having been implemented as the focus on the Local Plan has been the priority. It is likely that this target will be red at year end.
Processing of major applications within 13weeks (NI 157a)	This is still reporting as Red, 4 out of 16 applications determined within time. Given the current difficult economic climate and the need to deliver growth, the management approach has been one of ensuring sound planning outcomes (by allowing time to amend applications and negotiate planning obligations) rather than concentrating on the 13 week deadline. With low numbers of major applications the percentage of applications is a volatile measure and this also makes it difficult

	to achieve. Notwithstanding this objective we have reviewed our approach in the light of government proposals and have agreed a set of actions to address performance on majors. Those applications with complex S106 will always be difficult to meet, but the actions should result in improved performance without prejudicing the stated philosophy.
% Planning appeals allowed against refusal decision	This is now reporting Green due to no appeals allowed in Quarter 3

- 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. The report also highlights a small number of areas which the Council needs to keep under review to ensure targets are met. It also demonstrates the Council's proactive performance of management of issues raised.

Background Information

Progress on issues raised in the last Executive performance review and any change in performance from the last Quarter report.

Quarter three performance report identified areas where targets had not been met or in some areas where emerging issues had been identified. Below are the issues raised and an update on progress.

2.1 Overview of Performance

Paragraphs 2.1 – 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 A to F.

2.2 Corporate Scorecard – Corporate Plan Pledges

The Corporate Scorecard includes the 17 pledges which were included in the 2012/13 Council Tax Leaflet and sent to every household in Cherwell. Of these are 14 Green, 3 Amber and 0 Red. These pledges directly reflect the Council's four strategic priorities and public priorities.

Positive Performance

Resources Directorate

- Improve level of customer satisfaction with our services – Cherwell District Council's new Citizen Panel is in operation, the first Annual Survey has been completed with a satisfaction of 75% achieved.

Community and Environment Directorate

- Deliver 100 affordable homes in the District and support opportunities for self-build and developing self-build skills – Target has been achieved, 103 homes have been delivered at the end of Quarter 3. Homes are now starting to be let in Kingsmere Bicester by Bromford Housing.
- Continue to give Cherwell residents the opportunity to take advantage of low cost discounted insulation under the new Green Deal replaces discount funding - The Green Deal Community Interest Company (CIC) partners have submitted a bid for Dept. for Energy and Climate change (DECC) funding to assist with start-up. A separate start up bid has been made by the council in connection with Eco Bicester (the CIC scheme does not depend on these bids being successful). The Council has been involved in a successful county-wide partnership bid (led by the Health Service) that has secured funding to run the Warm Homes Healthy People scheme again this winter. Extensive promotion is planned.
- Continue working with our partners to provide support to the most vulnerable individuals and families in the District - Oxfordshire County Council now has a list of 78 families to share with Joint Action Tasking and Coordination Group for focussed interviews. This reflects solid partnership working achieved as part of the Brighter Future in Banbury Programme.

Performance Areas of Concern

Resources Directorate

No areas to report

Development Directorate

No Areas to report

Community and Environment Directorate

- Increase the household recycling rate to 60% - Reporting as Amber. Recycling rate is looking to be below 11/12 outturn due to a growth in landfill tonnage especially since street sweepings can no longer be composted. Landfill tonnage is up 1000 tonnes on last year and half this is due to a change in policy from the Environment Agency. Typically Cherwell recycles around 1200tonnes (which equates to 2%) and this is now getting sent to landfill. We are working with County Council to look at other options.
- Reduce the Council's carbon footprint by 4% by further improving the energy efficiency of our buildings and vehicles – Reporting as Amber. There has been a delay in retrieving the data but at mid-year emissions had reduced by 2.8% against the 4% target. There is a risk that the 4% target will not be fully met.

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

Two Human Resources indicators are monitored: staff turnover; days lost through sickness; and organisational resilience. Turnover and sickness are both reporting Green.

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. Speed of response calls is currently reporting Amber as referred to earlier.

2.7 Corporate Programmes

The 'major programmes' template attached as appendix C. 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. There is one area reporting as Amber relating to Cherwell detailed below

- ICT Shared Services - While the budget status on this project is green the overall amber status reflects the schedule position with 45% of the work streams currently being at amber with 10%, one work stream being at red. That work stream is the remote access work, the proposed delivery of which is currently not compatible with Windows 8.

2.8 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. Details in Appendix D – All reporting Green

2.9 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 and skills
3. Family support and Not in Education Employment or Training (NEET)
4. Financial Inclusion and Housing
5. Health and wellbeing
6. Safer and stronger communities
7. Performance and Community Engagement

Full Details in Appendix E – Missing data from partners, overall reporting as Amber as detailed above.

2.10 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. Appendix F – Overall reporting as Green

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 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 achievements referred to in paragraph 1.3
 - (2) To recommend that officers report in the fourth 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 recommendations outlined in paragraph 1.5 and 1.6 identifying areas of improvement and areas of further consideration for review.
- 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 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 reported quarterly to the Audit Committee.
Comments checked by Claire Taylor, Corporate Performance Manager.

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 Louise Tustian, Senior Improvement & Performance Officer.

Wards Affected

All

Corporate Plan Themes

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

Executive Lead Member

Councillor Nicholas Turner
Lead Member for Performance Management and Improvement

Document Information

Appendix No	Title
Appendix A	Performance Summary Scorecard
Appendix B	Corporate Business Plan
Appendix C	Major Programmes
Appendix D	Equalities
Appendix E	Brighter Futures in Banbury
Appendix F	Significant Partnerships
Background Papers	
None	
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