

Cherwell District Council

Executive

3 April 2023

Performance Outcomes Framework 2023 - 2024

Report of Assistant Director – Customer Focus

This report is public.

Purpose of report

To present the approach for measuring, monitoring, and reporting on the council's performance and progress towards its priorities and objectives for 2023/24.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the proposed approach for measuring and monitoring the council's performance against achieving its desired outcomes for 2023/24.

2.0 Introduction

- 2.1 Before the start of each new financial year the council agrees its priorities and objectives for the year ahead. This enables the council to align its resources effectively to support their delivery, as well as providing a clear direction of travel.
- 2.2 The council also needs to agree the approach it will take for measuring and monitoring its progress towards achieving its desired outcomes.
- 2.3 This report is split into three sections:
 - The council's 2023/24 priorities
 - 2023/24 performance measures and monitoring
 - Performance reporting

3.0 Report Details

Priorities for 2023/24

- 3.1 The council's desired outcomes for the year ahead are set out in three key documents, the Business Plan, the Annual Delivery Plan and the LGA Peer Review Action Plan.

Business Plan

3.2 This sets out the council's overarching vision, aims and ambitions over a period, usually 3-4 years. The current plan, attached in Appendix 1, is in its final year of implementation so work to develop a new one will begin in quarter one of 2023/24. The business plan priorities for 2023/24 remain as follows:

- Housing that meets your needs.
- Supporting environmental sustainability.
- An enterprising economy with strong and vibrant local centres.
- Healthy, resilient and engaged communities.

Annual Delivery Plan

3.3 As the name suggests this sets out the priorities and objectives for the year ahead so there is a clear direction of travel on an annual basis in supporting the delivery of the council's overarching Business Plan. The 2023/24 Annual Delivery Plan (ADP) was agreed by Full Council in November and identified ten strategic priorities for the new financial year, which are attached in Appendix 2. Work on the 2024/25 ADP will begin during the first half of the financial year to feed into the budget setting process.

LGA Peer Review Action Plan

3.4 This captures the eight recommendations from the recent LGA Peer Challenge review that took place at the end of 2022. All these recommendations are either underway or captured in an existing delivery plan (see Appendix 3).

Golden thread

3.5 The council's priorities and desired outcomes for 2023/24, which are set out in the above three documents will be cascaded down the organisation through service plans to individual performance objectives. This will ensure the necessary golden thread is in place to achieve success. The golden thread being how the council's vision and ambitions are aligned and woven into the fabric of its organisational hierarchy, so every employee understands how their work contributes to delivering better outcomes for Cherwell's communities.

Performance measures and monitoring for 2023/24

Business Plan

3.6 The council currently measures its performance against its four business plan priorities through 37 performance indicators, 13 of these are reported monthly, a further 19 quarterly, four are reported on a rolling three months' cycle and one is reported twice per year.

3.7 These indicators are reviewed annually to reflect the council's current position, however, with 2023/24 being the last year of the current Business Plan, a very light touch approach has been undertaken.

3.8 This has involved:

- Minor changes to the wording of some indicators to provide more accurate descriptions.
- Some changes to tolerance levels and targets to reflect current data and the environment we are operating in.

- Removing any duplication between the three plans.

3.9 The review has led to:

- 16 indicators continuing in their current form.
- 21 indicators being revised.

3.10 The full list of measures for the year ahead are set out in Appendix 1.

Annual Delivery Plan

3.11 Given the nature of the ADP's ten strategic priorities - major pieces of work for delivering in partnership wherever possible - they will take time to develop and implement. Therefore, the proposed approach for monitoring the council's progress towards these priorities is through setting quarterly milestones, which are set out in Appendix 2.

Peer Review Action Plan

3.12 The action plan agreed by Full Council included quarterly targets for delivering each action, therefore these will be monitored on a quarterly basis alongside the ADP priorities.

Performance reporting

3.12 Progress towards the council's priorities and objectives for 2023/24 will be reported as follows:

- Monthly measures will be reported to the Executive Committee as part of the monthly Performance, Risk and Finance report, in line with current practice.
- Quarterly measures will be shared with the Overview and Scrutiny Committee before being reported to the Executive Committee on a quarterly basis.

4.0 Conclusion and Reasons for Recommendations

4.1 This report sets out a suggested framework for measuring and monitoring the council's performance and progress towards achieving better outcomes for its communities. This framework will ensure there is a clear pathway to achieving success, hence the recommendation for approval of the proposed framework.

5.0 Consultation

5.1 The proposed framework was shared with the Overview and Scrutiny Committee at their meeting on 14 March and no concerns were raised on the suggested approach.

6.0 Alternative Options and Reasons for Rejection

6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Not to agree a performance management framework, but without one the council cannot monitor its progress towards its desired outcomes and therefore agree any corrective action that might be necessary to keep them on track. Therefore, the council would risk not delivering its desired outcomes for its communities. This option has therefore been rejected.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial or resources implications arising directly from this report. The financial implications of the Annual Delivery Plan and Business Plan were captured as part of the budget setting process and approved by Full Council on 27 February 2023.

Comments checked by:

Michael Furness, Assistant Director of Finance / Section 151, 01295 221845

Michael.Furness@cherwell-dc.gov.uk

Legal Implications

- 7.2 There are no legal implications arising directly from this report.

Comments checked by:

Shiraz Sheikh, Assistant Director of Law and Governance, 01295 221651

Shiraz.Sheikh@cherwell-dc.gov.uk

Risk Implications

- 7.3 Without a performance management framework the council risks not achieving its priorities and objectives for the year ahead and consequently not delivering better outcomes for its communities.

Comments checked by:

Shona Ware, Assistant Director of Customer Focus 01295 221652

Shona.ware@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.4 There would be no EDI implications from agreeing the proposed performance management framework. Delivering the council's priorities and objectives for 2023/24 should deliver better outcomes for all its communities.

Comments checked by:

Shona Ware, Assistant Director of Customer Focus 01295 221652

Shona.ware@cherwell-dc.gov.uk

Sustainability Implications

- 7.5 There are no direct sustainability implications as a consequence of this report.

Comments checked by:
Jo Miskin, Climate Action Manager, jo.miskin@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected:

All

Links to Corporate Plan and Policy Framework

<https://www.cherwell.gov.uk/info/189/performance/934/business-plan-2022-to-2023>

Lead Councillor

Councillor Richard Mould, Portfolio Holder for Corporate Services

Document Information

Appendix number and title

- Appendix 1 – Business Plan Measures
- Appendix 2 – Annual Delivery Plan 23_23 Strategic priorities
- Appendix 3 - LGA Peer Review Action Plan

Background papers

None

Reference information

[Annual Delivery Plan 2022/24](#)

Report Author and contact details.

Shona Ware, Assistant Director of Customer Focus 01295 221652
Shona.ware [@cherwell-dc.gov.uk](mailto:Shona.ware@cherwell-dc.gov.uk)