

Executive

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

6 September 2010

Report of Chief Executive and Corporate Strategy and Performance Manager

PURPOSE OF REPORT

This report covers the Council's performance for the period 1 April to 30 June 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 second 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 end of year 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 first 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 upwards 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 Place Survey that was due to take place in 2010 and the deletion of a number of national performance indicators. These changes are affecting all tiers of local government and partners in both the health and police services.

The Council will continue to monitor the situation and ensure that local performance management arrangements continue to be robust and effective, reflecting local priorities. Any changes to the performance management framework are clearly identified in the appendices to this report.

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

- Work has now started on the South West Bicester Development under a revised planning agreement.
- Stall numbers at the Banbury Market are higher over the period of the first quarter than expected in the original license agreement, contributing to the economic vitality of the town centre.
- Housing have launched a new strategy for older people, it aims to support people to stay in their own homes, improve the availability of information and advice, support better design for older people and increase customer involvement in the service.

A Cleaner Greener Cherwell

- The recycling rate for the first quarter is 62.5% and expected to be within a range of 58-60% at year end. As such we are currently well within range of meeting the target.
- 10 parish councils have benefited from recycled items from the former Spiceball Sports Centre, including doors, flooring and sanitary ware this has helped to improve community facilities.
- The Council has met its data centre power consumption targets and reduce costs from £33513 per year to £11,300.

A Safe and Healthy Cherwell

- Wood Green Leisure Centre opened as planned for Whitsun and has remained open throughout June to take advantage of the good weather.
- The Banbury Area Cohesion Group held its second community event. A large community marquee at the Banbury Show was run by the group to showcase the work of diverse community groups in Banbury. The event was well attended and supported Banbury Town Council through participation in the Banbury Show, community groups also benefited from the fund raising opportunity.

An Accessible Value for Money Council

- The performance for processing new benefits claims and changes to circumstances remains on target following the work to improve performance during 2009/10.

- 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

- Achieve 300 new homes – an expected slow down in the number of housing completions means this target is off track. If completions continue to slow this target will be off track at year end (at current rates the number of completions at year end would be 152). This issue will be kept under review by the planning, housing and economy directorate management team.
- 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. The implications of policy changes are being kept under review by the planning, housing and economy directorate

management team.

An Accessible Value for Money Council

- Cherwell Link – the corporate plan for 2010/11 aims to increase readership of Cherwell Link (the residents' magazine published by the Council) and explore options for increasing the number of issues. Given the likely impact of budget constraints during 2010/11 and over the medium term it is unlikely that funds will be available to increase the number of issues produced. This may have an impact on the readership. This target is reporting red and is likely to continue to do so during 2010/11.

Conclusion

- 1.6 In this report we show that at the first quarter Council continues to make excellent 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.

Background Information

2.1 Progress on Issues Raised

The Executive on 7 June 2010 requested progress reports on a number of areas 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:

Cherwell: A District of Opportunity

- Civil car parking enforcement and residents parking scheme:

The planned report to executive has been deferred and no further action will be taken on Banbury residents parking or civil parking enforcement until after the medium term financial position is clearer.

- The processing of major planning applications and the percentage of planning appeals upheld against a refusal:

Both targets are on track and reported as green in quarter 1. Increased scrutiny of delegated refusals has resulted in a more consistent performance at appeal.

Safe and Healthy

- Banbury Museum Attendance

New targets have now been set for 2010/11 reflected the reduced opening

hours. Targets were met in April and May, but performance dropped slightly in June. The dip in performance is probably due to the interest in the World Cup. It is expected that visitors in July will increase as a result.

- Adults and children's participation in sport and positive activities (National Indicators 8 and 110)

Adult participation is measured by the Active People Survey each year and the latest figure is not a statistically significant drop. The council's adult participation programme continues to grow with good numbers attending programmes, however, the officer responsible for delivering this programme left in June 2009 and has not been replaced.

With regard to Positive Activities For Young people participation nationally, there has been a drop in participation from last year and for Oxfordshire the drop was from 71.2% participation to 61.7%. Concerns have been raised over the national "Tell Us Survey" which provides the data as there have been questions raised over how many schools actually get involved (1 in Cherwell) and how it is administered in the future.

An Accessible, Value for Money Council

- The time taken to process new benefits claims and changes of circumstances:

The trend of improvement has continued with the time taken to process new claims at 15 days against a target of 20 days and the time to process changes to circumstances 11 days against a target of 13.

- The percentage of invoices paid within 30 days:

The finance team continue to work with service departments to reduce the number of disputed invoices and improve payment times. Current performance is 97.8% against a target of 99%.

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

There are 16 National Indicator targets that are priorities for district councils within the Local Area agreement. Out of these in Cherwell 7 are green, 1 is red. The remaining indicators are not reported in this quarter.

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.
- Cherwell District Council continues to take a lead role in coordinating the Oxfordshire district councils' performance management of the 16 district LAA targets.

Issues

- National Indicator 154 – additional homes provided. Currently this target is not on track and due to current economic conditions impacting on housing completions there is a risk that the target will not be met at year end.
- The place survey provides the data for a number of the LAA indicators and a recent announcement from the Department for Communities and Local Government put the survey on hold. It is unlikely that the data for these indicators will be collected.

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 successfully launched a disabled person's forum and has set up a group to support the development of the faith forum. These activities directly contribute to the leadership and community engagement ambition in the Community Strategy.

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 a support programme aimed at vulnerable families. This programme is being delivered in partnership with the county council and the local police and aims to support families at risk.
- P3Eco has held a series of consultative workshops in Bicester to help draw together a long term vision for the town and contribute to the development of a masterplan reflecting the town's eco status and aspirations.
- 528 local residents have used the Cherwell Job Clubs in the first quarter and this has been supported by a number of outreach events.
- The housing team working in partnership with Charter Housing has successfully piloted a project to help tackle worklessness. Alongside initiatives such as the job club and apprenticeship schemes this has contributed to a falling number of people claiming job seekers allowance in the district.
- 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.
- The Council is working in partnership with Jon Centre Plus and now job seekers will be able to sign on at the Council's office in Bicester, improving the accessibility of this service.
- All the Council's targets around reducing and tackling customer complaints are on track.

Issues

- There are a number of crime related indicators that Thames Valley Police will be ceasing to collect. These include serious violent crime and assault with injury (NIs 15 and 20). This is due to changing government requirements. The Safer Communities Partnership will continue to focus on crime in the district and the Council's review of fear of crime and community safety will also consider future priorities and local targets where appropriate.
- In year LAA reward grant cuts have hit community safety work and there is a risk that some initiatives will not go ahead.

Details in Appendix 3

2.6 Corporate Scorecard – Priority Service Indicators

These are a basket of 39 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 28 are reported in this quarter. 19 are Green, 4 Amber and 0 Red. The remaining indicators rely on data from third parties such as the police or the department for work and pensions that has not yet been passed o the Council.

Successes

- School visits to the Banbury museum remain on track, building on the strong performance throughout 2009/10.
- Repeat homelessness cases are within target.

Issues

- NI 182 (satisfaction of businesses with regulatory services). The target (measured through a satisfaction survey) has been narrowly missed and the reasons for this are currently being reviewed.

Details in Appendix 4

2.7 Corporate Scorecard – Financial Performance

There are two finance targets, 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.

Successes

- At the mid year point our financial performance is on track for our revenue and capital budget expenditure against projections. We are also on track to meet our efficiency targets.

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).

Successes

- The monthly performance target (over 95% of customers satisfied with our service when contacting the council) is at 97%.

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. 3 of the projects are Green and 4 Amber.

Successes

- South West Bicester Development – the official start is on 7th July under a revised planning agreement.
- Eco- Bicester the demonstration projects are progressing including an on site exemplar of approximately 350 houses, local retail, care home and employment uses. The Project Steering Group is meeting fortnightly to discuss emerging proposals, workstreams and a masterplan. Currently the Council is awaiting decision on tranche 2 funding linked to milestones.

Issues

- Bicester Town Centre Redevelopment - not all the necessary land has been acquired by agreement, so work has started on preparing a Compulsory Purchase Order. Start on infrastructure works has been delayed due to problems completing the s278 agreement. Development agreement completed in March.
- Banbury Cultural Quarter – there has been good tripartite input to develop the concept. However, there is concern regarding overall funding for the Library/Mill in light of the County Council's funding review and Government funding cuts.

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 11 projects within the improvement plan and 10 value for money reviews programmed for 2010/11. Of the improvement plan projects 10 are reported as green and 1 as amber. Of the value for money reviews 1 is reporting as red (due to a delayed start) and one as amber (due to difficulties accessing benchmarking information from other authorities).

Successes

- The Housing value for money review has been completed with the previous target of £660k savings met. A further £100k potential saving has been identified.
- The Older People's Housing Strategy has been successfully launched and this will help inform the Council's approach to the changing needs of an aging population.
- The 'Reducing the Fear of Crime' improvement project is underway. Research in rural areas indicates very low levels of fear of crime and in

urban areas some specific issues have been identified. The research findings will help drive a targeted action plan to address fear of crime hotspots.

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 North West Bicester Strategic Delivery Board has been set up and its terms of reference agreed. This partnership will ensure the effective delivery and coordination of the eco-Bicester project.
- The Council has strengthened its Member training and support arrangements for Councillors who sit on outside bodies and partnerships and a successful training session was held in June.

Issues

- Oxfordshire Economic Partnership - the future of the partnership is under review following the government announcements on the possibility of Local Enterprise partnerships replacing the regional development agencies.

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 1. No risk ratings have worsened and one has improved.

- 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 first 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

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|-------------------|---|
| Option One | <ol style="list-style-type: none"> 1. To note the many achievements referred to in paragraph 1.3. 2. To request that officers report in the first 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 end of year 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

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|-------------------|--|
| Financial: | <p>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.</p> <p>Efficiency Savings – There are none arising directly from this report.</p> <p>Comments checked by Karen Curtin, Head of Finance
01295 221551</p> |
|-------------------|--|

Legal: Maintaining National Indicators is a statutory requirement.
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 Helen Couperthwaite, 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	
None	
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