

# ***Information/Discussion Paper***

## **Review of the council's performance at end of 2014-15**

### **Overview and Scrutiny Committee**

**29 June 2015**

This note contains the information to keep Members informed of matters relating to the work of the Committee, but where no decisions from Members are needed.

#### **1. Why has this come to scrutiny?**

- 1.1 To review the corporate performance of the organisation at the end of the financial year 2014-15 ahead of the report going to Cabinet on 14<sup>th</sup> July 2015.
- 1.2 To make any comments and observations on the presentation of the performance information.
- 1.3 To make requests for further information where this might clarify understanding of corporate performance.

#### **2. Background**

- 2.1 The performance report takes information and data from our performance management system to provide elected members with an overview of how the council is performing. This enables elected members to input into discussions about how to resolve areas where there maybe performance concerns and also to recognise where performance is better than expected.
- 2.2 The report summarises how the council performed in regard to the published milestones, performance indicators and outcomes set out in the 2014-15 action plan that was agreed by Council on 31st March 2014.
- 2.3 The full performance report is attached as appendix A.

#### **3. 2014-15 Performance Overview**





##### **Corporate Strategy milestones**

In the 2014-15 action plan, we identified 84 milestones to track our progress. Out of these:







- 67 (80%) are complete
- 6 (7%) are amber, the milestone was not achieved within the financial year but there are robust plans to achieve the milestone in the first quarter of 2015-16
- 4 (5%) are red, the milestones were not achieved in the financial year.
- 6 (7%) were closed as the project was no longer needed.
- 1 (1%) was not updated, this being milestone VFM 16A "*Following sale of North Place car park, develop a car parking strategy to determine the where council investment in car parking should be directed.*" A verbal update on this will be provided at the meeting by the Director Environment and Regulatory Services.

The four red milestones are:

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Milestones	Status	Owner	Commentary
ENV 02B - Procurement of bulky waste service - contract award		Scott Williams	This action has been parked pending other partners joining Ubico at which point we will undertake a full review and try to align services in order to improve the service and reduce cost.
ENV 10B - Develop Green travel plan using assistance from the LSTF funded programme		Wilf Tomaney	Project stalled due to staff resource constraints. Work to recommence May 2015.
VFM 12B - Finalise development and testing of ICT business continuity arrangements		Bryan Parsons	A significant amount of work has been undertaken to the core IT infrastructure including installing more robust networking, improved back up, revised data storage routines and the installation of a generator in the Forest of Dean server room. A testing schedule has yet to be agreed though. Audit committee will be reviewing progress with the ICT Business Continuity Plan.
VFM 14B - Agree a vision and roadmap for the rationalisation of information / data storage to support an office relocation based on reduced physical storage space and implement plan.		Bryan Parsons	This action is linked to the accommodation strategy; an audit of the council's physical storage areas has been undertaken by Property Services and staff are now being encouraged to reduce the amount space needed for storage. In terms of e-storage, ICT shared services are developing a new shared drive in conjunction with CBC info management group and when resources allow data will be migrated to the new storage drive.

### The six amber milestones are:

Milestones	Status	Owner	Commentary
ENV 09B - Prepare tender for energy contract		David Roberts	Work underway to extend CBC contract to March 2016 to align with the end dates for GO partners (31/3/16) to increase potential for savings through a joint tender process. This will be carried forward into 2015/16.
ECON 01C - Refurbish the ten listed red telephone boxes in the Promenade		Wilf Tomaney	Contractor identified; boxes transferred to CBC by BT; start agreed by end of June, to be hopefully completed in time for Rugby World Cup.
COM 02C - Develop a more collaborative approach to tackling drug dealing through joining up enforcement and support agencies working on identified hot-spots		Pat Pratley	On drug dealing CBC has supported the work of the Town Centre coordination group who have agreed to encourage the reporting of drug dealing incident so that they can map activity. They have only just started doing this, not as yet with too much success, and they intend to extend the reporting beyond members and ask businesses to participate.
COM 04A - Support CBH to deliver 52 affordable units from the regeneration of vacant sites and underused garages		Martin Stacy	Cabinet gave approval in March 2015 for CBC / CBH to go out to tender on the delivery of new affordable housing on a number of our garage sites. A further report is due to come to Cabinet, and Council, in July 2015 to seek approval to start on site.
VFM 13A - Rollout upgrade of Agresso to all clients (GO councils, Ubico, CBH, and L&C trust)		Mark Sheldon	Agresso upgrade planning is progress for revised implementation date of July 2015.
VFM 15B - Procure a partner to work with the council to identify sponsorship and advertising opportunities		Mark Sheldon	Following the approval of a revised policy in March 2015, expressions of interest have been received for the revised contract for advertising on roundabouts, lamp posts and car parks which will be assessed in April 2015 resulting in the award of a new contract.

### Performance indicators

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In the 2014-15 action plan, we identified 49 key indicators to track our progress. Out of these:

- 42 were indicators which CBC is directly accountable for and targets have been set.
- 7 were community-based indicators for economic development and community safety where no targets have been set.










Out of the 42 CBC indicators with targets:



27 (64%) were green and met or exceeded the target

4 (10%) were amber, narrowly missing the target

11 (26%) were red and missed the target

The following 11 indicators are currently red, meaning that they did not meet targets:

Name	Status	Target	Actual	Comments
Percentage of planning appeals allowed		30%	33%	These are all very low numbers for each quarter so an average is misleading.
Number of planning applications refused (cumulative)		65	74	No comments supplied
Reduction in CO2 emissions from energy use, fuel use		1,473	303	Whilst some reduction has been achieved from the baseline, it has not been possible to make significant savings and the actual savings fluctuate when comparing a single year against this baseline (ie in 2013/14 a 13% reduction was achieved against the baseline compared with 6% in 2014/15). In 2014/15, both gas and electricity consumption increased on the previous year and much of this consumption is now outside the direct control of the council. For example, the majority of the increases occurred in buildings which are now operated by The Cheltenham Trust, so it will be crucial to work closely with them in the future to manage their energy consumption.
Percentage of food premises which are broadly compliant with Food Safety Legislation		98%	91.9%	The programmed nature of food safety inspections means there can be troughs in broadly complaint performance pending revisits. This is because officers must comply with the national food hygiene rating scheme brand standard and not re-rate premises within 3 months of the non-compliant visit. Those premises that were found to be non-compliant have revisits scheduled where the focus will be to bring them to compliance.
Net affordable housing completions		65	24	There has been a delay on the delivery of CBH homes in St Pauls. These were expected to be delivered in Q4 but will now be delivered in Q1 2015/16.  We also anticipated delivery of YMCA homes in Q1 2014/15 but these were in fact delivered a few weeks earlier than expected in Q4 2013/14. The same is true for the Delancey Extra Care scheme too as there was a large spike in delivery overall in Q4 2013/14 (78 in Q4 out of a total net gain of 152 for 2013/14 as a whole)
Number of Free Under 16 swims (quarterly & cumulative)		53,000	38,938	Under 16 swim total for year was 38,938, the shortfalls in attendances in Q1 & Q3 were not offset by the attendance in Q2 or Q4
Number of GP referrals (quarterly & cumulative)		420	408	Although performance was ahead of target by 17 in Q4, this was insufficient to offset the shortfall seen in the Q2
Leisure@ transactional sales count (quarterly & cumulative)		300,000	270,899	The decline in transactions reflects the increasing use of alternative payments through direct debit and invoicing in combination with declining general swim attendances
Universal card holders (pay and play)		950	849	Universal Cardholders membership has been more attractive as an option to students and we have seen a migration to the subscription scheme as opposed to pay and play

Number of Freedom of Information internal reviews		1	5	<p>Out of 5 internal reviews, 2 were not upheld, 2 upheld and 1 partially upheld. All but one were complicated and not routine requests:</p> <ul style="list-style-type: none"> <li>• Licensing/Environmental Protection - NOT UPHELD - Original information release decision upheld - information not requested in the first place and exemptions appropriate.</li> <li>• Planning/Legal - UPHELD - Information not originally found under search criteria available at the time, mainly due to age of issue (from 2000). Further information enabled different search for additional information which was released.</li> <li>• Council Tax - PARTIALLY UPHELD – careful consideration of possible breach of Data Protection Act required.</li> <li>• Planning - NOT UPHELD – further explanation provided to be helpful.</li> <li>• Art Collection Valuation - UPHELD – further information was released.</li> </ul>
Percentage of staff appraisals completed		100	95	Although the completion of the paperwork is outstanding for 19 appraisals because of the manager's absence, the L&OD team have spoken to the individual employees about their development and training requirements.

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**Background Papers**

2014-15 Corporate Strategy action plan, Report to Council, 31st March 2014.

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**Accountability**

Cllr. Steve Jordan, Leader of the Council

Cllr. Jon Walklett, Cabinet Member Corporate Services