

# Cheltenham Borough Council

## Cabinet – 14 July 2015

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

|                                       |  |
|---------------------------------------|--|
| <b>Accountable member</b>             | <b>Cllr. John Walklett, Cabinet Member Corporate Services</b>  |
| <b>Accountable officer</b>            | <b>Richard Gibson, Strategy and Engagement Manager</b>   |
| <b>Accountable scrutiny committee</b> | <b>Overview and Scrutiny Committee</b>   |
| <b>Ward(s) affected</b>               | <b>All</b>   |
| <b>Key Decision</b>                   | <b>No</b>  |
| <b>Executive summary</b>              | The report takes information and data from our performance management system to enable Cabinet to review the corporate performance of the organisation at the end of the financial year 2014-15. |
| <b>Recommendations</b>                | <b>Cabinet to endorse the review of performance in 2014-15</b>   |

|  |   |
|--|---|
| <b>Financial implications</b>  | None as a result of this report   |
| <b>Legal implications</b>  | None as the result of this report   |
| <b>HR implications (including learning and organisational development)</b> | None as the result of this report   |
| <b>Key risks</b>   | <p>The business planning process helps the council manage risk in a number of areas, but particularly through creating a strategic framework for the management of projects and initiatives.</p> <p>If we do not respond to performance information, then we may not direct change and improvement in a positive direction.</p> |
| <b>Corporate and community plan Implications</b>                           | This report sets out performance information relating to the delivery of corporate priorities in 2014-15.   |
| <b>Environmental and climate change implications</b>                       | None identified as a result of this report  |

## 1. Background






- 1.1 The performance report takes information and data from our performance management system to provide Cabinet with an overview of how the council is performing.
- 1.2 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.
- 1.3 The full performance report is attached as appendix 2.

## 2. 2014-15 Performance Overview







### Corporate Strategy milestones

- 2.1 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
  - 5 (6%) are red, the milestones were not achieved in the financial year.
  - 6 (7%) were closed as the project was no longer needed.

The five red milestones are:

| 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. |
| 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.                          |  | Mike Redman    | In light of on-going discussions around asset management strategy, economic strategy and site allocations required to meet the identified demand for housing and employment within the Cheltenham Plan (currently out to consultation), it was considered premature to take a parking strategy forward in isolation of these other considerations.   |

## 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.   |
| 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

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 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     | This measure attempts to capture the effort that the council puts into offering pre-application advice as the hope is that we encourage better quality applications that have a better chance of securing permission. Clearly, we are dependent on applicants taking this up.                         |
| 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.<br><br>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 2013/14The 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       | Out of 5 internal reviews, 2 were not upheld, 2 upheld and 1 partially upheld. All but one were complicated and not routine requests: <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.   |

### 3. Consultation and feedback

- 3.1 The draft performance report was presented to the council's Overview and Scrutiny Committee on 29 June 2015. Members of the committee raised the following issues:
- 3.2 Due to the importance of a car parking strategy to the continued economic performance of the town, they requested a briefing note about the red milestone "*Following sale of North Place car park, develop a car parking strategy to determine the where council investment in car parking should be directed*" from the Director of Environmental & Regulatory Services.
- 3.3 They felt that they would like to understand more about the amber milestone "*Develop a more collaborative approach to tackling drug dealing through joining up enforcement and support agencies working on identified hot-spots*" and suggested that this could be subject to a Scrutiny Task Group review.
- 3.4 They would like to understand more about the red performance indicator "*Reduction in CO2 emissions from energy use, fuel use*" and particularly the incentives that the Cheltenham Trust may have to save energy in our buildings and so help the council meets its commitment to reduce CO2 emissions.
- 3.5 They felt that the performance indicator – "*Number of planning applications refused (cumulative)*" should be measured as a percentage of all applications.

|                               |  |
|-------------------------------|--|
| <b>Report author</b>          | <b>Contact officer:</b><br>Richard Gibson, Strategy and Engagement Manager.<br>01242 235 354<br>richard.gibson@cheltenham.gov.uk |
| <b>Appendices</b>             | 1. Risk Assessment<br>2. Corporate Performance 2014-15   |
| <b>Background information</b> | 2014-15 Corporate Strategy action plan, Report to Council, 31st March 2014.  |
| <b>Accountability</b>         | Cllr. Steve Jordan, Leader of the Council<br>Cllr. Jon Walklett, Cabinet Member Corporate Services                               |

| The risk  |  |             |             | Original risk score (impact x likelihood) |                |       | Managing risk |  |            |                     |   |
|---|--|-------------|-------------|---|----------------|-------|---------------|--|------------|---------------------|---|
| Risk ref.   | Risk description   | Risk Owner  | Date raised | Impact 1-5                                | Likelihood 1-6 | Score | Control       | Action   | Deadline   | Responsible officer | Transferred to risk register            |
| CD6   | If the division is not able to access up to date performance monitoring information from service providers it will not be able to hold them to account also impacting on the longer-term commissioning of outcomes | Pat Pratley | June 2015   | 3   | 3              | 9     | reduce        | Be clear with our providers about what information we require. Co-create the performance measures with our providers when possible.<br><br>Introduce social value measures wherever possible<br><br>Ensure there is an adequate IT platform for the management of performance data | March 2016 | Ken Dale            | on Commissioning Division risk register |
| <p><b>Explanatory notes</b></p> <p><b>Impact</b> – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p><b>Likelihood</b> – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p><b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close</p> |  |             |             |   |                |       |               |  |            |                     |   |