

**Cheltenham Borough Council**  
**Cabinet – 11 July 2017**  
**Review of the council's performance at end of 2016-17**

<b>Accountable member</b>	<b>Cllr. Steve Jordan, Leader of the Council</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>	<p>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.</p> <p>The report summarises how the council performed in regard to the published milestones, performance indicators and outcomes set out in the 2016-17 action plan that was agreed by Council on 4th April 2016.</p> <p>The full performance report is attached as appendix 2.</p>
<b>Recommendations</b>	<b>Cabinet to note the review of performance in 2016-17</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 2016-17
<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 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.
- 1.2 The report summarises how the council performed in regard to the published milestones, performance indicators and outcomes set out in the 2016-17 action plan that was agreed by Council on 4th April 2016.
- 1.3 The full performance report is attached as appendix 2.

## 2. Q4 Performance Overview

### Corporate Strategy milestones

2.1 In the 2016-17 action plan, we identified 95 milestones to track our progress – Four devolution milestones have been assimilated into one. Out of these:

- 55 (58%) are complete
- 32 (34%) are green. This means that the project is on track to be delivered against a revised and agreed timescale – which has been set out in the 2017-18 corporate strategy
- 8 (8%) are amber. This means that there are some concerns about the deliverability of the project against the original timescale and that plans are still being put in place to bring the project back on track.

2.2 The eight amber milestones are as follows:

Milestones	Status	Comments
ENV 02D - Support the enforcement of no side-waste and closed bin lid policy	<input checked="" type="checkbox"/>	Implementation of no side waste policy is stalled while resources are identified to finance it. This could potentially come from any garden waste windfall income – but this will be subject to a clearer understanding of any unanticipated costs arising from the new enhanced recycling service, following its implementation in Autumn 2017.
ECON 04D – Cheltenham Development Task Force; conclusion of and progress towards delivery on various key sites and themes - North Place	<input checked="" type="checkbox"/>	There is on-going liaison between property services and owners to bring forward a development. Now managed as a corporate project with monthly updates to the senior leadership team
ECON 04F - Conclusion of and progress towards delivery on various key sites and themes - Cheltenham Spa station	<input checked="" type="checkbox"/>	GWR progressing stakeholder meetings and will also be co-ordinating meetings over race week impact of proposals. Noted that 2017 race week saw 90,000 race goers transported from railway station to racecourse by Stagecoach. Hoping to see revised proposals and delivery timeline within next few months
COM 05D - Publication of Domestic Homicide Reviews	<input checked="" type="checkbox"/>	Our first Domestic Homicide Review into the death of a local woman was published on 17 October 2016. Our second Domestic Homicide Review, the draft report has been issued to the Home Office for quality assurance purposes - they have indicated that cannot review this until August 2017

COM 10A - Agreement to shopmobility procurement process	<input checked="" type="checkbox"/>	First early market engagement exercise (July 2016) produced no submissions. A second early market engagement exercise (October 2016) produced 1 expression of interest. Following recent recruitment of Place and Economic development Manager, this project has now been restarted and given limited interest to market testing alternative options are being explored. A new timescale will be agreed with lead member in due course. Action will be delivered at service level for 2017-18.
VFM 01C - To have developed and agreed a shared Customer Access strategy to support the development of the customer services	<input checked="" type="checkbox"/>	The transformation of customer services is now a work stream within the Organisational Development Programme. An initial 'opportunities assessment' review is being scoped which may identify opportunities for intervention which drive customer services transformation. PED transformation includes significant work on customer interaction.
VFM 02A - Agree with GCC proposals for devolved Cheltenham input on a range of highways matters	<input checked="" type="checkbox"/>	Discussions with regard to Cheltenham highway matters continue and are probably better placed now within the context of the creation of Cheltenham's Place Strategy and Parking Strategy and spatial planning concepts which emerge from those strategic reviews.
VFM 02B – Devolution deal presented to individual councils and organisations for approval VFM 02C - Public consultation VFM 02D - Reaffirm proposals post-election VFM 02E - Submit to government VFM 02F - Shadow arrangements	<input checked="" type="checkbox"/>	<p>The government's focus following the referendum has been on progressing existing devolution deals with Whitehall capacity diverted towards the process for leaving the EU.</p> <p>Gloucestershire's devolution asks were recently reviewed by KMPG with a focus on a longer term vision for Gloucestershire, infrastructure and housing, skills and employability, and public service reform in the areas of health and community safety.</p> <p>Leadership Gloucestershire have tasked officers to produce a resourcing plan to deliver on key elements that could be progressed without a formal devolution deal - in particular the planning and infrastructure work needs to be scoped because it is considered that this work will require the most significant additional resource. A group of officers is leading on this scoping work led by the Chief Executive of Tewkesbury Borough Council and including CBC's Director - Planning.</p> <p>Any options with regard to any public service reform which may emerge from the current work on devolution, would be subject to consultation before any changes were implemented.</p>

### **3. Consultation and feedback**

- 3.1** The draft performance report was presented to the Council's Overview and Scrutiny Committee on 26 June 2017. Members of the committee raised the following issues:
- 3.2** There was a desire to understand more about the issues relating to the enforcement of the no side waste policy and suggested that a briefing note on this issue be circulated to members.
- 3.3** There was interest in the future plans for devolution in the county; both in terms of working with the County Council on how we get more devolved Cheltenham input into highways matters, and discussing what can be progressed without a formal devolution deal with Government on matters such as community safety, safeguarding, planning and health and care.

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<b>Appendices</b>	1. Risk Assessment  2. Corporate Performance 2016-17
<b>Background information</b>	
<b>Accountability</b>	Cllr. Steve Jordan, Leader of the Council  Cllr. Roger Whyborn, 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	Likeli-hood 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	<p>Be clear with our providers about what information we require. Co-create the performance measures with our providers when possible.</p> <p>Introduce social value measures wherever possible</p> <p>Ensure there is an adequate IT platform for the management of performance data</p>	March 2016	Ken Dale	on Commissioning Division risk register	
<b>Explanatory notes</b>												
<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)												
<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)												
<b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close												