

**Performance Scrutiny Committee**  
**27<sup>th</sup> June 2013**

**Business Management and Monitoring Framework 2013/14**

**Purpose**

The purpose of this report is to

- outline the process for managing performance and risk across the council
- propose key performance indicators that Performance Scrutiny may wish to monitor in 2013/14

**Overview of Process**

The strategic objectives of the Council are outlined in the Corporate Plan and Directorate Business Strategies. In order to track our progress in achieving these objectives we have developed the Business Management and Monitoring Framework. The framework provides a quarterly opportunity to review current performance and risks across the council.

Directorates and the County Council Management Team (CCMT) are proposing dashboards of key performance indicators to monitor quarterly performance. Each directorate will use their dashboard, together with other management information, to discuss performance at a leadership level at the end of each quarter. Relevant risks and issues will then be escalated to CCMT, scrutiny and Cabinet on an exception reporting basis alongside the agreed performance indicator dashboard. The progress of major projects and programmes will also be reported on an exception basis.

A diagram illustrating the Business Management and Monitoring Framework can be found in Appendix 1.

**Key Performance Indicators**

Directorates have been encouraged to include indicators that represent priority areas, or those areas where a less than satisfactory performance would create a significant risk or issue for the Council. There is flexibility to amend these indicators throughout the year, if it became necessary in order to respond effectively to identified risks or emerging performance concerns.

Alongside these indicators directorates will be asked to identify their current key risks and issues, which do not neatly sit as performance indicators e.g. delays in delivery of a strategically important project. Escalating these will allow for an analysis of the relationship between risk and performance. Performance scrutiny may wish to identify specific issues to monitor from one quarter to the next.

The proposed Key Performance Indicator Dashboards can be found in Appendix 2. When these indicators are reported against information will include national benchmarks, where they are available; Red, Amber, Green (RAG) ratings and direction of travel indicators.

**Financial Performance**

Financial indicators have been included for each directorate. This approach enables performance information to be considered together with financial information, to facilitate a more rounded assessment of the impact of policy decisions. Performance Scrutiny should

also consider receiving the quarterly corporate financial monitoring report and the annual provisional outturn report, to allow a broader consideration of overall council performance.

#### Performance Scrutiny relationship with Audit and Governance

The Business Management and Monitoring Framework provides the means by which performance and risk can be managed across the Council. The role of Audit and Governance is to provide assurance that the Framework and associated processes are fit for purpose. Reports will be made to the Audit Working Group and to the Audit and Governance Committee, to provide visibility that we have that the processes are effective in managing performance and risk. Performance Scrutiny will monitor performance on an on-going basis and hold services to account.

#### Conclusion

This refreshed approach to performance reporting allows for a greater emphasis on trend data, quality and on what is being done to resolve issues and mitigate risk. The key advantages of this approach are:

- Focused discussion on risks and issues
- Reporting of both qualitative and quantitative information
- Mature approach to managing performance
- Focuses on positives of performance but still allows room for constructive challenge
- Allows services more direct involvement in setting appropriate indicators
- Adaptive to changing needs and demands

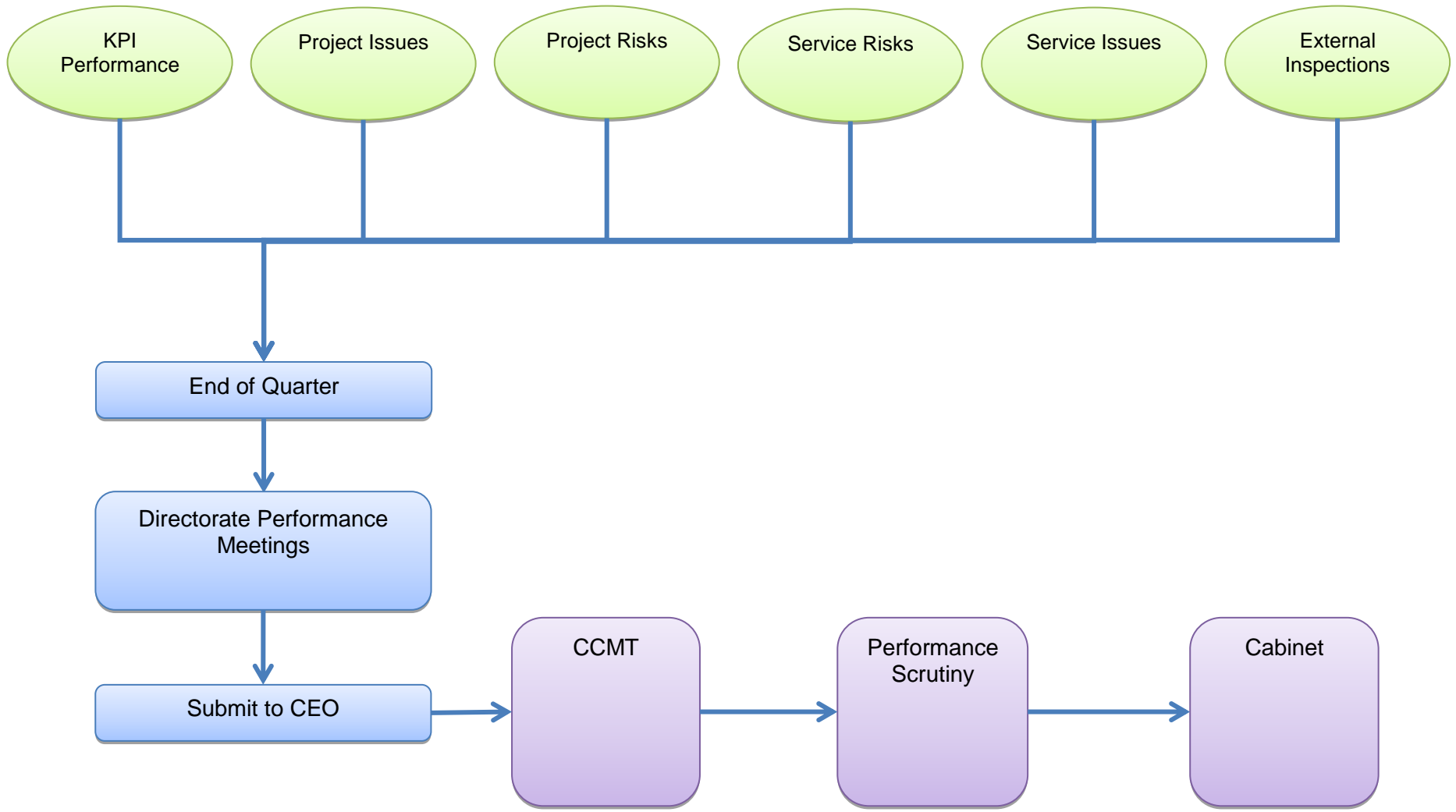
#### Recommendations

**Performance Scrutiny is recommended to:**

- **Note the process for performance management**
- **Discuss and approve the key performance indicators for reporting for 2013-14**

Alexandra Bailey – Research and Major Programmes Manager  
Contact Officer: Claire Phillips – Senior Policy and Performance Officer

# APPENDIX 1 BUSINESS MONITORING PROCESS OVERVIEW



## APPENDIX 2 PROPOSED KEY PERFORMANCE INDICATOR DASHBOARDS

### CHILDREN EDUCATION AND FAMILIES

		Target	Lead Officer
<b>Keeping Children Safe</b>			
1	% of Child Protection reviews completed on time	98%	John Dixon
2	% of visits to children on child protection plans completed in line with the plan and within the Council's 28 day standard	90%	John Dixon
3	% of children starting a plan who have previously been on a plan	<15%	John Dixon
4	% of Looked after reviews completed on time	90%	John Dixon
5	% of visits to looked after children completed in line with the plan and within the Council's 90 day standard	90%	John Dixon
6	% of cases without an allocated social worker (CP Plans)	0	John Dixon
7	% of cases without an allocated social worker (Looked after)	0	John Dixon
8	Short term looked after placement stability (less than 3 moves in a year)	<8%	John Dixon
9	Long term looked after placement stability (same for 2.5 years)	73%	John Dixon
10	Per cent of looked after children who have had a change in social worker	Tbc	John Dixon
11	Number of children adopted as a per cent of all children who ceased to be looked after	14%	John Dixon
12	The number of children who go missing from home	Tbc HWBB	Jim Leivers
13	The number of children placed out of county and not in neighbouring authorities	50	John Dixon
<b>Raising Attainment</b>			
15	% children attending primary schools judged good or outstanding by Ofsted	65%	Frances Craven
16	% children attending secondary schools judged good or outstanding by Ofsted	75%	Frances Craven
17	Number of schools judged inadequate by Ofsted	8	Frances Craven
<b>Narrowing the Gap</b>			
18	Primary school persistent absence rate (12/13 ac yr)	2.57%	Frances Craven
19	Secondary school persistent absence rate (12/13 ac yr)	7.2%	Frances Craven
20	Overall Permanent exclusions (12/13 ac yr)	39	Frances Craven
21	Overall Fixed Term exclusions (12/13 ac yr)	<3200	Frances Craven
22	Proportion of young people Not in Education, Employment or Training (NEET)	5.0%	Frances Craven
23	Proportion of young people whose NEET status is 'not known'	5.0%	Frances Craven
24	Reducing rate of first time entrants to criminal justice per 100,000 10-17 year olds	260 fte	Frances Craven
25	Free school meal pupils overall absence rate (primary)	6.1%	Frances Craven
26	Free school meal pupils overall absence rate (secondary)	9.1%	Frances Craven
27	School Action Plus pupils overall absence rate (primary)	9.9%	Frances Craven
28	Looked after children overall absence rate (12/13 ac yr)	3.0%	Frances Craven
29	Looked after children persistent absence rate (12/13 ac yr)	3.3%	Frances Craven
30	Looked after children permanent exclusions (12/13 ac yr)	0	Frances Craven
<b>Contract Monitoring</b>			
33	All contracts monitored at least once a year	100%	Sara Livadeas/Jim Leivers
<b>Financial Performance</b>			
34	Forecast/actual expenditure for Education & Early Intervention is in line with the latest agreed budget	<2.0% of net budget	Frances Craven
35	Forecast/actual expenditure for Children's Social Care is in line with the latest agreed budget	<2.0% of net budget	John Dixon
36	Forecast/actual expenditure Children, Education & Families Central costs is in line with the latest agreed budget	<2.0% of net budget	Sara Livadeas/Jim Leivers
37	Directorate reserves – Exact indicator to be agreed	n/a	Jim Leivers
38	Number of 2013/14 budget virements requested requiring Council approval as they are a change in policy	0	Jim Leivers
39	Planned savings assumed in the MTFP are expected to be achieved	100%	Jim Leivers

# CHILDREN EDUCATION AND FAMILIES

## PROPOSED ANNUAL INFORMATION

Annual Updates to be provided giving trend data and comparative performance with statistical neighbours and nationally

		Target	Lead Officer
<b>Raising Attainment</b>			
1	Early Years Foundation Stage - % reaching a good level of development (indicator redefined from 2013)	New measure – no benchmark data available	Frances Craven
2	KS1 - % level 2b+ reading	80%	Frances Craven
3	KS1 - % level 2+ reading	90%	Frances Craven
4	KS1 – % level 2+ writing	81%	Frances Craven
5	KS1 - % level 2+ maths	91%	Frances Craven
6	KS2 - % level 4+ reading, writing & maths (indicator redefined from 2013)	80%	Frances Craven
7	Oxfordshire's rank nationally for KS2 Level 4+ reading, writing & maths	Top quartile	Frances Craven
8a	% making expected 2 levels of progression KS1-2 reading	92%	Frances Craven
8b	% making expected 2 levels of progression KS1-2 writing	92%	
8c	% making expected 2 levels of progression KS1-2 maths	88%	
9	Number of primary schools below KS2 Floor Standard	1	Frances Craven
10	KS4 - % 5A*-C including English & maths	61%	Frances Craven
11	Oxfordshire's rank nationally for KS4 – 5A*-C including English and maths	Top quartile by 2014	Frances Craven
12a	% making expected 3 levels of progression KS2-4 – English	70%	Frances Craven
12b	% making expected 3 levels of progression KS2-4 – maths	72%	
13	Number of secondary schools below KS4 Floor Standard	2	Frances Craven
<b>Narrowing the Gap</b>			
14a	FSM pupils - % making expected progress KS1-2 reading	90%	Frances Craven
14b	FSM pupils - % making expected progress KS1-2 writing	91%	
14c	FSM pupils - % making expected progress KS1-2 maths	85%	
15a	FSM pupils - % making expected progress KS2-4 English	54%	Frances Craven
15b	FSM pupils - % making expected progress KS2-4 maths	51%	
16	School Action Plus pupils - % 5A*-C GCSEs including English & maths	15%	Frances Craven
17a	School Action Plus pupils - % making expected progress KS1-2 reading	77%	Frances Craven
17b	School Action Plus pupils - % making expected progress KS1-2 writing	87%	
17c	School Action Plus pupils - % making expected progress KS1-2 maths	70%	
18a	School Action Plus pupils - % making expected progress KS2-4 English	35%	Frances Craven
18b	School Action Plus pupils - % making expected progress KS2-4 maths	30%	
19	Looked After Children - % 5A*-C GCSEs including English & maths	14%	Frances Craven
20a	Looked After Children - % making expected progress KS2-4 English	tbc	Frances Craven
20b	Looked After Children - % making expected progress KS2-4 maths		

## SOCIAL AND COMMUNITY SERVICES

N.B. Targets marked with HWB are subject to confirmation by the Health & Wellbeing Board

		Target	Lead Officer
<b>Reablement Service</b>			
1	Ensure all people wait no more than 5 days for their reablement service to start	0%	Sara Livadeas
2	The number of people accessing reablement target to be set	tbc	Sara Livadeas
3	Increase the proportion of people completing the reablement service will have been sufficiently supported so they need no on-going care	55% (HWB)	Sara Livadeas
<b>Waiting lists</b>			
4	Reduce the number of people not receiving a service who are waiting for more than 28 days for an assessment from 390 in March to zero from the end of June	0	Lucy Butler
5	Ensure the number of people waiting more than 28 days from assessment to receipt of services does not increase in the year (baseline 35)	35	Lucy Butler
5a	Older People waiting for a care home waiting more than 28 days	31	Lucy Butler
5b	Older People waiting for a care package waiting more than 28 days	3	Lucy Butler
5c	Adults aged 18-64 with a physical disability waiting more than 28 days	1	Lucy Butler
6	Reduce the average time for an agency to start care from referral to start for packages in the community	TBC	Sarah Livadeas
<b>Personalisation</b>			
7	Ensure that at least 75% of eligible people remain on Self-Directed Support by April 2013	75%	Lucy Butler
8	Increase the proportion of people using social care who receive self-directed support, and those receiving direct payments	1350 people on a dP	Lucy Butler
9	% of service users who have had a review in the last 12 months	75%	Lucy Butler
<b>Delayed transfers of Care</b>			
10	Reduce delayed transfers of care by the end of March 2014.	To be outside the bottom quartile (HWB)	John Jackson
10a	Reduce delayed transfers that are the responsibility of social care to 23 by the end of March 2014.	-	John Jackson
10b	Reduce delayed transfers that are the responsibility of both social care and both to zero by the end of March 2014.	-	John Jackson
<b>Care Home Placements</b>			
11	Place no more than 400 people in a care home in the year commencing October 2012	400 (HWB)	John Jackson
12	Increase the number of older people supported in the community with a personal budget for long term care	TBC	TBC
<b>Carers Services</b>			
13	Increase the number of carers known and supported	HWB consultation	Sara Livadeas
14	Increase the number of carers accessing emergency support	2800	Sara Livadeas
15	Increase the number of carer's breaks jointly funded and accessed via GPs	800	Sara Livadeas
16	Increase the number of carers offered a Direct Payment	1900	Sara Livadeas
<b>Contract Monitoring</b>			
17	All contracts monitored at least once a year	100%	Sara Livadeas
<b>Financial Performance</b>			
18	Forecast/actual expenditure for Older People & Physical Disability & Equipment Pooled Budget is in line with the latest agreed budget	< 2.0% of net budget	Lucy Butler/ Sara Livadeas
19	Forecast/actual expenditure for Learning Disabilities Pooled Budget is in line with latest agreed budget	<2.0% of net budget	Lucy Butler/ Sara Livadeas
20	Forecast/actual expenditure for non – pool budgets (including Fire and Rescue and Community Safety) is in line with the latest agreed budget	<2.0% of net budget	John Jackson
21	Directorate reserves – Exact indicator to be agreed	tbc	John Jackson
22	Number of 2013/14 budget virements requested requiring Council approval as they are a change in policy	0	John Jackson
23	Planned savings assumed in the MTFP are expected to be achieved	100% achieved	John Jackson

## ECONOMY AND ENVIRONMENT

		Target	Lead Officer
<b>Maintaining and improving our roads</b>			
1	Percentage of highway defects repaired within the appropriate response times (based on an average of all defect and road types)	96.6%	Mark Kemp
2	Number of highway defects (in comparison to same quarter in previous years)	Maintain	Mark Kemp
3	Public satisfaction with the highways service	85%	Mark Kemp
4a	Percentage of principle (A roads) network in need of structural (requiring capital spend) maintenance	5%	Mark Kemp
4b	Percentage of non-principle (B + C roads) network in need of structural maintenance	10%	Mark Kemp
4c	Percentage of unclassified roads in need of structural maintenance	15%	Mark Kemp
5	Percentage of highways maintenance schemes delivered against programme	80%	Mark Kemp
6	Improve the traffic flow into Oxford (reducing congestion)	Average Weighted Journey Time: (339 seconds per mile)	Mark Kemp
<b>Protecting and enhancing the environment through strategy and infrastructure planning</b>			
32	Percentage of minerals and waste applications decided within 13 weeks	80%	Martin Tugwell
33	Percentage of Council's own development applications decided within 13 weeks	80%	Martin Tugwell
34	Percentage of major District Council applications responded to within deadline	80%	Martin Tugwell
35	Percentage of final District Council planning decisions taking into account OCC feedback	80%	Martin Tugwell
<b>Reducing the amount of waste going to landfill</b>			
17	Percentage of household waste reused, recycled and composted across the county	61%	Mark Kemp
<b>Providing excellent customer experience through our customer service centre</b>			
18	Customer Service advisors answer calls within 20 seconds	80%	Graham Shaw
19	Percentage of customers that telephone the customer service centre that hang up before the call could be answered	5%	Graham Shaw
20	Customer needs (phone, email, face to face, letters) are dealt with at the first point of call	80%	Graham Shaw
21	Percentage of blue badge applications processed within 20 working days	100%	Graham Shaw
22	Maintain a monthly average of 2500 for booked dial-a-ride journey's	Increasing	Graham Shaw
23	Percentage of Social Care Assessments completed within 5 workings days	90%	Graham Shaw
24	Concessionary fare applications processed within 10 working days	100%	Graham Shaw
<b>Effectively managing our property assets</b>			
25	Property maintenance programme is delivered on time	95%	Mark Kemp
<b>Contract Monitoring</b>			
26	All contracts monitored within the agreed timescales	100%	Mark Kemp
<b>Financial Performance</b>			
	Forecast/actual expenditure for Commercial is in line with the latest agreed budget	< 2.0% of net budget	Mark Kemp
	Forecast/actual expenditure for Strategy & Infrastructure Planning is in line with the latest agreed budget	<2.0% of net budget	Martin Tugwell
	Forecast/actual expenditure for Oxfordshire Customer Services is in line with the latest agreed budget	< 2.0% of net budget	Graham Shaw
	Directorate reserves – Exact indicator to be agreed	tbc	Huw Jones
	Number of 2013/14 budget virements requested requiring Council approval as they are a change in policy	0	Huw Jones
	Forecast/actual expenditure for the capital programme is in line with the original budget (Use of Resources)	<10.0% of programme	Huw Jones
	Planned savings assumed in the MTFP are expected to be achieved	100% achieved	Huw Jones

## PUBLIC HEALTH

		Target	Lead Officer
<b>NHS Healthchecks</b>			
1	Number of people offered a health check	39114	Jonathan McWilliam
2	% uptake of health checks offered	50%	Jonathan McWilliam
<b>National Child Measurement Programme (Height and Weight)</b>			
4	% of all children measured in Reception	90%	Jonathan McWilliam
5	% of all children measured in Year 6	90%	Jonathan McWilliam
<b>Sexual Health</b>			
6	Number of staff trained at level 1,2 & 3 Safeguarding <ul style="list-style-type: none"> <li>• Level 1</li> <li>• Level 2</li> <li>• Level 3</li> </ul>	90%	Jonathan McWilliam
7	% of appointments where client is offered an appointment within 48 hours	99%	Jonathan McWilliam
8	% of appointments where client is seen within 48 hours	85%	Jonathan McWilliam

## FIRE SERVICE

		Target	Lead Officer
1	Number of lives saved per year against the OFRS 10 year 365Alive target through our emergency response and preventative activity concerning fires and road traffic collisions.	37	Dave Etheridge
2	Amount of money saved to the economy per year from reductions in fires involving homes, business and road traffic collisions	£10,000,000	Dave Etheridge
3	Number of citizens provided with safety advice / education per year	84,000	Dave Etheridge
4	Amount of time fire stations in Oxfordshire are available for emergency response	90%	Dave Etheridge
5	Percentage of vulnerable clients referred from Adult Social Care offered a Home Fire Risk Check	100%	Dave Etheridge
6	Percentage of Key Stage 4 students offered young driver awareness education programme within academic year	100%	Dave Etheridge

## LIBRARY SERVICE

	Target	Lead Officer
Awaiting sign off on the Library Strategy on 26 <sup>th</sup> June propose indicators and targets. Indicators will focus on the progress of the implementation of the Library Strategy 2012 - 2015 and the service / action plan for 2013/14.		Peter Clark

## CORPORATE FINANCIAL PERFORMANCE:

		Target	Lead Officer
1	Forecast/actual general balances as a proportion of the original gross budget	TBC	Lorna Baxter
2	Forecast/actual revenue reserves as a proportion of the original gross budget	TBC	Lorna Baxter
3	February 2012 capital programme delivered as planned	TBC	Lorna Baxter
4	Capital programme use of resources	TBC	Lorna Baxter
5	Capital programme expenditure realisation rate	TBC	Lorna Baxter