

Corporate Balanced Scorecard

ANNEX 1

| | | | |
|------|----------------|---|---|
| Key: | Performance | = | Red/ Amber/ Green rating <i>from directorate</i> ¹ Grey/ NCI = no current information |
| | Trend | = | Comparison with last quarterly report ² |
| | Risk | = | Risk of not hitting corporate plan target + mitigation on high risks |
| | 08/09 Baseline | = | Performance at Q4 08/09, unless otherwise stated |

Customer

Children Young People and Families - Customer

NB. Performance against sub-targets is only reported if the overall target is on red or amber.

| Target | Sub-targets | Target | 2008/09 Baseline | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|---------------------------------|--|--------|------------------|----------------|----------------|-------|--------|---|--------------|
| Safeguarding: Procedural | 68 % Initial assessments for children's social care in 7 working days of referral (NI 59) | 68% | 60.8% | 64.4% | 66.4% | ↑ | Medium | Report card to Oxfordshire Safeguarding Children Board (OSCB) monitoring & evaluation sub group Sept 09. Business process issues identified. Further monitoring in place. | Mark Wheeler |

¹ Where the directorate did not provide one, a RAG status was inserted based on the information provided.

² Where data is generated annually, trend is matched with previous year

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| Target | Sub-targets | Target | 2008/09 Baseline | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|--------|--|---|------------------|----------------|----------------|-------|--------|---|--------------|
| | 82% Core assessments for children's social care in 35 work days of commencement (NI 60) | 82% | 79.4% | 74% | 76.3% | ↑ | Medium | Reported to OSCB monitoring & evaluation sub group Sept 09. Business process issues identified. Further monitoring report in Dec. | Mark Wheeler |
| | Placed for adoption within 12 months (NI 61) | Head of Service has been asked to set a target for this target by Q3. | 81.8% | 82% | 75.0% | ↓ | Low | Since this report has gone to DLT, performance has actually increased to 81.3%. Head of Service has been asked to set a specific target for this measure. | Mark Wheeler |
| | 91% Looked after children cases reviewed within required timescales (NI 66) | 91% | 89.7% | 67.0% | 75.1% | ↑ | Medium | Reported to Directorate Leadership Team (DLT) Sept 09. Business process & practice issues identified. Further monitoring in place. | Mark Wheeler |
| | 100 % Child protection cases reviewed within required timescales (NI 67) | 100% | 100% | 97.8% | 98.9% | ↑ | Medium | Stringent RAG rating used due to high profile target. Reported to DLT. Reasons identified. Further monitoring in place. | Mark Wheeler |
| | 65% Referrals to children's social care going on to initial assessment (NI 68) | 65% | 55.1% | 43.9% | 74.6% | ↑ | Low | | Mark Wheeler |

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| Target | Sub-targets | Target | 2008/09 Baseline | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|-------------------------------|---|--------|------------------|----------------|----------------|-------|--------|--|---------------|
| Safeguarding: Outcomes | Stability of Placements (NI 62) - No more than 11.7% of young people having three or more placements per year. | <11.7% | 9.2% | 9.4% | 9.4% | = | Low | | Mark Wheeler |
| | Less than 10% Child protection plans lasting 2 years or more (NI 64) | <10% | 10.8% | 11.5% | 7.3% | ↑ | Medium | Stringent RAG rating has been used due to comparative position with statistical neighbours and national performance. Reported to DLT. Reasons identified. Further monitoring in place. | Mark Wheeler |
| | No more than 10-15% Children becoming the subject of a Child Protection Plan for the second time (NI 65) | <15% | 11.5% | 28.1% | 16.1% | ↑ | Medium | Reported to DLT. Reasons identified. Further monitoring in place. | Mark Wheeler |
| | Reduce emergency hospital admissions due to injury to 107.75 per 10,000 over the year (NI 70) | 107.75 | 106.5 | 31.22 | NCI | = | Medium | Report card to OSCB monitoring & evaluation sub group July 09. Further analysis to be provided in Dec 09. | Paula Tansley |
| Narrowing the gap | Narrowing the gap in the Early Years Foundation Stage between lowest 20% and County median (NI 92) | 31.3% | 34.1% | NCI | 33.5% | ↑ | Low | Measured annually. | Mark Wheeler |

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| Target | Sub-targets | Target | 2008/09 Baseline | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|--------|--|----------------------|----------------------------------|----------------|----------------------------------|-------|--------|---|--------------|
| | At least 46.2% Children in care reaching Level 4 in English at KS2 (NI 99) | >46.2% | 52.9% | NCI | 21.4% | ↓ | Medium | Measured annually. Reported to DLT Sept 09. Further analysis to be done on receipt of national statistical information. | Mark Wheeler |
| | At least 53.8% Children in care reaching Level 4 in Maths at KS2 (NI 100) | >53.8% | 35.3% | NCI | 14.3% | ↓ | Medium | Measured annually. Reported to DLT Sept 09. Further analysis to be done on receipt of national information. | Mark Wheeler |
| | At least 16.3% Children in care achieving 5 A*-C GCSEs at KS4 (including English & Maths) (NI 101) | >16.3% | 4.9% | NCI | 8.3% | ↑ | Medium | Measured annually. Reported to Children's Trust May 09. New head teacher and action plan in place. Further analysis on receipt of national information. | Mark Wheeler |
| | Less than 5% of young people in YJS receiving conviction then sentenced to custody (NI 43) | <5% | 4.3% | 8.1% | 5.59% | ↑ | Medium | Reported to Children's Trust July 09. Further analysis at sub group in Nov 09. | Jan Paine |
| | Reduce inequalities gap at Level 3 qualification (NI 81) to 28 percentage points | 28 percentage points | 31.1 percentage points (2006/07) | NCI | 31.7 percentage points (2007/08) | = | Medium | Measured annually. Reported to Children's Trust Sept 09. Comprehensive 14-19 plan in | Sally Taylor |

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| Target | Sub-targets | Target | 2008/09 Baseline | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|--------|--|--------|--------------------------|----------------|----------------|-------|--------|--|--------------|
| | | | | | | | | place. Further analysis requested. | |
| | Secondary school persistent absence rate (NI 87) to be no more than 5% | <5% | 5% | 5.78% | NCI | = | Medium | Reported to DLT in May 09, action taken, local improvement by July 09. Awaiting national release of figures. | Jan Paine |
| | Increase young people's participation in positive activities (NI 110) | 78.5% | 71.7% | NCI | NCI | NCI | Medium | Measured annually. New indicator based on survey with a different cohort each year. No comparison data to draw conclusions as yet. | Jan Paine |
| | Reduce children entering CJS for the first time to no more than 856 (NI 111) | <856 | 523 | 60 | 83 | ↓ | Low | | Jan Paine |
| | Establish a further 17 Children's Centres by March 2014 to bring a total of 46 countywide (NI 109) | 46 | 29 | 31 | 31 | = | Low | Head of Service is confident that we will meet this target. | Mark Wheeler |
| | Permanent exclusions from schools (NI114) – no more than 45 in Academic Yr 2008/09 | <45 | 66 (Academic year 07/08) | 85 exclusions | NCI | ↓ | Medium | 85 is figure for end of Academic Year 2008/09. Reported to DLT / Children's Trust in May 09, action taken and being monitored. | Jan Paine |
| | | | | | | | | Report card to | |

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| Target | Sub-targets | Target | 2008/09 Baseline | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|---|--|----------------|------------------|-----------------|----------------|-------|--------|--|---------------|
| | Increase 16-18s in education / training / employment (NI117) – no more than 4% not in education/ training/ employment (NEET) | <4% | 4.0% NEET | 6.7% NEET | 7.1% NEET | ↓ | Medium | DLT / Children’s Trust in Jan, July 09. Action plan in place. | Jan Paine |
| | | | | | | | | | |
| Health | Under-18 conception rate - no more than 22.3 per 1,000 (NI112) | <22.3 per 1000 | 27.5 (2006) | 29.6 (2007) | NCI | ↓ | High | Measured annually. We won’t have the 2008 figures until Jan 2010. Report card to Children’s Trust in Jan 09. Teenage Co-coordinator in place. Data monitored by Trust performance sub group. | Paula Tansley |
| | Under-18 conception rate - reduction of 21% from 1998 baseline (Corp Target) | -21% | -12.2% (2006) | -5.6% (2007) | NCI | ↓ | High | As above. | Paula Tansley |
| | No more than 15.3% of Year 6 children obese (NI 56a) | <15.3% | 15.4% (2007/08) | 15.4% (2008/09) | NCI | = | Low | Measured annually. | Paula Tansley |
| | | | | | | | | | |
| Raising achievement: Student performance | Increase pupils achieving 5 A* – C GCSEs inc E/M to 60% by 2009/10 (NI 75) | 60% | 50.5% | NCI | 52.8% | ↑ | Medium | Measured annually. Report card to Children’s Trust May and Sept 09. Awaiting national release of information for | Sally Taylor |

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| Target | Sub-targets | Target | 2008/09 Baseline | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|---|---|------------------------|---|----------------|----------------|-------|--------|---|--------------|
| | | | | | | | | comparative data. | |
| | Increase pupils achieving 5 A* – C GCSEs so that Oxfordshire is in the top 25% of Local Authorities by 2014 | Top 25% | We are currently 36 th (second quartile) | NCI | NCI | NCI | Medium | Measured annually. Awaiting release of national information following Summer 09 results. | Sally Taylor |
| | Achievement of at least 78 points (by 55% of pupils) across the early learning foundation stage profile (NI 72) | 55% | 50.3% | NCI | 51.5% | ↑ | Low | Measured annually. | Sally Taylor |
| | Achievement at Level 4 or above in both E&M at KS2 (NI 73) | 79% | 72.7% | NCI | 72.4% | = | Medium | Measured annually. Reported to DLT Oct 09. Awaiting release of national information. | Sally Taylor |
| | Progression by 2 Levels in English between KS1 and KS2 (NI 93) | 89% | 85.0% (2007/08) | NCI | NCI | = | Low | Measured annually. | Sally Taylor |
| | Progression by 2 Levels in Maths between KS1 and KS2 (NI 94) | 85% | 81.0% (2007/08) | NCI | NCI | ↑ | Low | Measured annually. | Sally Taylor |
| | | | | | | | | | |
| Raising achievement : School performance | Numbers of schools achieving 'good' or 'outstanding' judgments in Ofsted inspections | No target has been set | 67.0% | 57.5% | 59.4% | ↑ | | There is no risk assessment as we have no specific target for this measure – simply monitoring schools' Ofsted results. | Sally Taylor |

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| Target | Sub-targets | Target | 2008/09 Baseline | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|--------|---|------------------------|------------------|----------------|----------------|-------|------|--|--------------|
| | Number of schools in special measures (NI 89a) – target is to have no schools in special measures | 0 | 2 | 1 | 1 | = | Low | | Sally Taylor |
| | Average time (months) spent in special measures (NI 89b) | No target has been set | 11 months | NCI | 18 months | ↓ | | Measured annually. There is no risk assessment as we have no specific target for this measure. | Sally Taylor |

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Corporate Core - Customer

| Target | Target | 08/09 Baseline | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|---|--------------------------------|--------------------------|-------------------|-------------------|-------|------|--|---------------------|
| OCC achieves level 3 Equality Standard by March 2010 | Level 3 | N/A: baseline year | Yes | Yes | | | Support from Customer First team is maintained to deliver the programme until IDeA assessment in Nov 09. | Adrian Harper Smith |
| 2010/11 Corporate Plan delivered within agreed timeline | Delivered in agreed timescales | Yes | | | | | Mitigation in place. | Maggie Scott |
| Agreed set of 90% SMART delivery plan targets for the Sustainable Community Strategy in place by March 2010 | 90% | 10% | 10% | | | | Work is underway with the performance team to ensure we have smart targets in place. | Claire Evans |
| OCC achieves a level 4 in the 2009 Use of Resources assessment | 4 | 4 | | | | | | Laura Grainger |
| Revised medium term priorities agreed by new Cabinet by November 2009 | November 2009 | N/A | | | | | Mitigation in place. | Maggie Scott |
| Baseline year for the number of CAA red flags and performance reporting | Baseline year | N/A:baseline year | | | | | Mitigation in place. | Tracy Luck |
| Baseline year for reputation survey | Baseline year | N/A:baseline year | | | | | | Maggie Scott |
| Achieve a 10% increase in the employee engagement index | 10% | N/A:baseline year | | | | | | Steve Munn |
| Increase the number of apprentices to 54 by April 2010 | 54 | tbc | | | | | | Ruth Jackson-Haile |

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Community Safety and Shared Services - Customer

| Target | Target | 08/09 Baseline | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|---|---|---|----------------|----------------|-------|------|--|-------------------------------|
| Deliver Oxfordshire Fire & Rescue's '365 alive' targets by saving 37 more lives, £10 million and delivering 84000 safety messages | 37 lives, £10 million and 84,000 messages | n/a. This is a 10 year strategy | | | = | | | Dave Etheridge |
| Save £100,000 for vulnerable consumers each year through protecting against the activities of doorstep comen | £100,000 | £71700 | £20,450 | £78,025 | ↑ | | | Richard Webb |
| Support reduction in the number of children and young people entering the CJS for the first time from the March 2009 level | <523 | 523 | | | = | | | Tan Lea |
| 90% of posts are recruited to within 60 days, from the time a post is approved and a contract is issued | 90% | New for 09/10 | | 91.2% | = | | | John Parry |
| Increase customer satisfaction with shared services to 89% | 89% | 86% | 92% | | = | | | Nicola Leavesley |
| For Oxfordshire & Buckinghamshire GTS to attain the customer service excellence award | Customer Excellence Award | New for 09/10 | | | = | | Assessment due in March/April 2010, project manager assigned, confident of successful outcome. | Gary Brewer |
| Basket of LAA targets (NIs 20, 21, 32 & 40) | | (Baselines exist for individual indicators) | | | = | | | Dave McWhirter |
| Basket of NIs | | (Baselines exist for individual indicators) | | | = | | | Richard Webb, Dave Etheridge. |

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Environment and Economy - Customer

NB. Performance against sub-targets is only reported if the overall target is on red or amber

| Target | Sub-targets | Target | 08/09 Baseline | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|---|--|----------------------------------|---|----------------|----------------|-------|-------|--|--------------|
| Improving the condition of Highways assets | Principal roads where maintenance should be considered. (NI 168) Annual target = 4% | 4% | 4% | 0% | 5% | ↓ | Amber | Monitor - High St is a high cost scheme and has consumed most of the 09/10 principal roads budget. The 2010/11 budget will be used to treat more sites and this should have a more positive impact on this indicator. | Mark Benton |
| | Non-principal roads where maintenance should be considered. (NI 169) Annual target = 8% | 8% | 8% | 33% | 9% | ↓ | Red | Direct a greater proportion of budget to targeted schemes on less prominent roads. | Mark Benton |
| | Percentage of crossings with facilities for the disabled – 88% | 88% | 87.4% | 87.1% | 87.1% | = | Green | | Tim Atkinson |
| | Condition of footways Annual target = no more than 12.4% of footways above the threshold for acceptable conditions. | <12.4% | 6% | NCI | 6% | = | Amber | Annual survey but only measured every 2 years. Further improvements depend on budget and outcome of study into 3rd party claims. | Mark Benton |
| Reducing traffic congestion in Oxfordshire | | Majority of sub-targets on green | (Baselines exist for individual indicators) | | | = | Amber | - Bus services running on time: Ensure key bus route road improvements are communicated within time to bus operators and, where possible, alternative arrangements are made. - Mode of Transport of | Steve Howell |

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| | | | | | | | | Children travelling to school: New approach to meeting targets is under way. | |
| Helping deliver a world class economy | Majority of sub-targets on green | (Baselines exist for individual indicators) | | | | ↑ | | - Revised Economic Development Strategy: Strengthen client role (Oxfordshire Economic Partnership) - GVA - Milestones specified in programme documents: Identify evidence of economic development actions that will lead to increased GVA | Dave Waller |
| Reducing waste going to landfill | Majority of sub-targets on green | (Baselines exist for individual indicators) | | | | ↑ | | - Increasing Recycling/Composting: Action plans in place for district implementation. | Steve Lewington |
| Tackling local authority impact on climate change | Achieve 18% reduction in CO ₂ emissions (NI 185) by 2012 | 18% | 2.4% | 2.4%* | We are currently trying to obtain quarterly figures | = | | Work is underway to identify key priority areas that will help us achieve the target, and will be reported to informal cabinet in Nov 09. | Sue Kent |
| | Reach Level 2 in climate change adaptation planning (NI 188) | Level 2 | Level 1 | Currently at Level 1 | On target to reach level 2 | = | | Complete LCLIP09 by Oct 09, and look to implement internal audit recommendations. | Sue Kent |
| Reducing road traffic casualties | People killed or seriously injured in road traffic accidents (NI 047) – fewer | <304 | 343 | 359 | 336 | ↑ | | Instigating interventions to reduce motorcycle injuries (traditionally high KSI demographic) | Geoff Barrell |

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| | than 304 | | | | | | | | |
| | Children killed or seriously injured in road traffic accidents (NI 048) – fewer than 23 | <23 | 24 | 28 | 24 | ↑ | | Pilot child programmes being trialled in Abingdon in response to Department for Transport child safety audit requirements. | Geoff Barrell |
| Improving customer satisfaction for all E&E services | 47.23% of users satisfied with local public transport information | 47.23% | 52% | 52% (Autumn 08) | NCI | = | | Measured every 2 years, using the Place Survey report. | Dick Helling |
| | 66.06% of users satisfied with local bus services | 66.06% | 60% | 60% (Autumn 08) | NCI | = | | Measured every 2 years, using the Place Survey report. | Dick Helling |
| | Number of formal complaints received | No target set | 47 | 14 | 26 | ↓ | | | Christine Howard |
| | Number of formal compliments received | No target set | 345* | NCI | 14 | ↓ | | *This was measured in a rather 'catch all' way but has now become clear what constitutes a formal compliment. | Christine Howard |
| | Planning applications decided within 13 weeks (NI 157) Targets are: - •60% of minerals and waste applications •80% of council's own development applications | •60% of minerals and waste applications 80% of council's own development applications | 29% minerals & waste 80% council development applications | •25% minerals and waste •93% development applications | •50% minerals and waste •95% development applications | | ↑ | | Continue to use action plan. Promote timeliness culture to achieve 60% over the whole year. |
| Progress at strategic sites - 80% of strategic sites progressed to agreed timescales | Majority of sub-targets on green | (Baselines exist for individual indicators) | | | | ↑ | | - Completion of projects: Pursue through 'single conversation' agenda. - Provision of a school: Oxpens viability work is needed. | Rob Dance |

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| | | | | | | | Senior management to resolve streamline contributions approach, by Dec '09. | |
| Deliver 10 additional drainage schemes to alleviate flooding | Majority of sub-targets on green | New indicator for 09/10 | | Finance for the year has enabled 10 additional schemes to be completed. | = | | Flooding Management has improved with additional resources. However, to continue risk mitigation, action is to bid for further funds in 2010/11. | Gordon Hunt |

Social and Community Services - Customer

| Target | Target | 08/09 Baseline | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|---|---------------------------------------|-------------------|-------------------|-------------------|-------|------|--|-----------------|
| Achieve excellent rating in at least two of the 7 service outcomes in the 2009 Annual Report from the Care Quality Commission | 2 | 1 | | | n/a | | Report and rating to be published in November. Key actions currently being fed into service plans. | John Jackson |
| In the June "Independence, Well-being and Choice inspection we will achieve scores of : <ul style="list-style-type: none"> • Excellent for Choice and Control, • At least Good for Health and Wellbeing, • At least Adequate for Safeguarding, • At least Promising prospects for improvement | Wellbeing scores in 4 specified areas | n/a | | | n/a | | Report to be presented to Cabinet on October 20. Action plans currently being drawn up and will be available for October 20. | John Jackson |
| Increase the number of adult learners gaining a full L2 qualification (including diplomas, equivalent to 5 GCSEs at grade A – C including English and maths) by 50% over the period 2008/09 to 2010/11 | 50% | tbc | | | = | | On track to achieve this target. We are doing a significant number of 'train to gain' and apprenticeship qualifications, aiming at L2. | Jane Dixon |
| Increase active library membership to more than 140,000 in 2009/10 | >140,000 | n/a | 137,873 | 138,895 | ↑ | | The latest figure represents a 0.74% increase (1,002 in actual numbers). | Caroline Taylor |
| Increase the proportion of people placed at two and three star residential providers from 74% (Sept 2008) to 80% (Sept 2009) | 80% | 74% | 78% | 82% | ↑ | | Of the 1933 people in residential care; 1824 (94%) are at establishments which are rated. | Simon Kearey |
| Increase the proportion of registered providers scoring good or excellent on safeguarding to | 70% | n/a | 86% | 90% | ↑ | | 93% of residential providers and 85% of domiciliary | Simon Kearey |

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| 70% | | | | | | | providers score good or excellent on safeguarding. | |
| Reduce the average number of people in a hospital bed who are fit for discharge to 70 or fewer (NI 131) | <70 | 88 | 69 | 73 | ↓ | | As of w/e 2/8/09, the average is 70.1 delays but local systems report as of w/e 27/9/09 an average of 73.2 delays. Delays tend to fall in the year. | Paul Purnell |
| Basket of two remaining LAA targets | | n/a | | | ↑ | | NI 135 behind target due to a recording issue. There is a plan in place to rectify this. Significantly ahead of the same place last year. NI 141 ahead of target. | Varsha Raja (NI135) Nick Welch (NI141) |
| Basket of remaining NIs | | n/a | | | ↑ | | Targets set for 6/8 indicators based on now available baseline data. 3 NIs will be collected manually & NCI at present. Of the remaining 1 on green; 2 on amber. Monthly meetings are being set up with teams to review performance. Action plans are being drawn up. | Paul Purnell |



Projects

Children Young People and Families - Projects

| Target | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|---|----------------|----------------|-------|------|---|--------------|
| <u>Success Primary project</u> - PID to be completed by Q2 - Steering group in place by Q3 | | | ↓ | | Due to staff illness this project is likely to be delayed by one quarter. Arrangements are being made for other members of staff to pick up the work. | Jan Paine |
| <u>Success Secondary Project</u> - 4 th progress review conference to be held by Q3 | | | = | | On track. Preparation for the 4 th progress review conference underway and running to plan. | Jan Paine |
| <u>Building Schools for the Future</u> 'Readiness to deliver' submission prepared for DCSF by Q 4 | | | = | | On track. CYPFD submitted the 'Readiness to deliver' submission to the 'Partnerships for Schools' by the mid Sept deadline. Response due back mid November. | Roy Leach |
| <u>Implementation of the 14-19 year old strategy</u> - Preparations complete for the funding transfer for 16-19 from LSC to the local authority by Q4 - 7 partnerships audited against the minimum entitlement for learning (as described in the 14 – 19 education plan) by Q4 | | | = | | On track. Received Autumn 2009 Progress Check by the Government Office for the South East to show progress against plan and statistical neighbours. | Sandra Higgs |
| <u>Children's Centres Phase 3 project</u> 'Readiness to deliver' submission prepared for DCSF by | | | = | | Progress report completed at the start of the year indicated | Mark Wheeler |

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| Q 4 | █ | █ | █ | █ | that Phase 3 development is progressing according to original plans. | █ |
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Corporate Core – Projects

| Target | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|--|----------------|----------------|-------|------|---|---------------------|
| Efficiencies programme on track against agreed milestones | | | | | Robust budget making process, including Star Chambers and healthy level of balances. Strong performance management framework to provide an early warning of any problems to ensure that those problems are addressed by timely management action. | Paul Gerrish |
| Equalities programme on track against agreed milestones | | | = | | | Adrian Harper Smith |
| Consultation programme on track against agreed milestones | | | ↓ | | Collaborative working to ensure alignment with strategic policy and performance framework, and to support engagement of senior leaders. | Maggie Scott |
| Lead Oxfordshire on track against agreed milestones as reported to the Change Management Board | | | = | | | Ruth Cane |

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Community Safety and Shared Services – Projects

| Target | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|---|----------------|----------------|-------|------|--|----------------|
| Fire & Rescue Service integrated risk management plan action plan 2009-2010 on track against agreed milestones | | | = | | | Martin Crapper |
| Delivery against the Fire & Rescue equality & diversity strategy 2008-2018 (specific targets to be met by 2013) | | | = | | | Colin Thomas |
| Delivery against the shared services business case | | | = | | | Ron Sweatman |
| Review of Safer Communities Unit completed by March 2010 | | | | | | John Parry |
| Site improvement programme for Council run traveller sites on track against agreed milestones | | | = | | | Gary brewer |
| To finalise and implement the results of the review of the emergency planning structure within the county | | | = | | The principles agree with DC Chief Executive, final confirmation awaiting next Chief Exec meeting. | Bethan Morgan |

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Environment and Economy – Projects

| Target | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|---|----------------|----------------|-------|------|--|--------------|
| Transform Oxfordshire on track against agreed milestones | | | = | | <p>- Queen Street: Follow-up monitoring to be carried at an agreed date (post-Q3).</p> <p>- Magdalen St/Broad St/Frideswide: Timetable for the project has been discussed, but no firm decision made. Work progressing, further report to project board in Q4.</p> | John Cramer |
| Local Transport Plan 3 on track against agreed milestones | | | ↑ | | Risk will be mitigated by ensuring compliance with the project plan and political involvement throughout the development of LTP3. | Jo Clegg |
| Retender Highways Contract on track against agreed milestones | | | = | | Project remains on-track for the 1 July 2010 start date but the scale of work required to produce the Service Information Pack and the draft contract were underestimated. This has been compensated for by agreeing an action plan with senior management and the bidders. | Grant Cawte |
| Procurement of residual waste contract on track against agreed milestones | | | ↓ | | Completing evaluation and VFM case. Organising internal | Andrew Pau |

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| | | | | | approval process. | |
| Develop and deliver capital programme on track against agreed milestones | | | = | | Confidence is high within the programme team that the Capital Programme will be delivered. Amber status reflects concerns over process. | Laura Hutchins |
| Programme to improve customer engagement and service delivery on track against agreed milestones | | | ↓ | | A clear action plan needs to be developed Corporately, which can then be implemented at Directorate level. | Steve Smith/ Karen Leverett |

Social and Community Services – Projects

| Target | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|--|----------------|----------------|-------|------|---|-----------------|
| Delivery of the Information project in line with the plan | | | ↑ | | Project on track. Brief has been approved by Programme Board; PID 90% complete. Looking to recruit Operational Lead to work with Service Managers to deliver the project "Quick Wins" | Simon Kearey |
| Thame library delivery plan on track | | | = | | Contractors now on site. On schedule for completion/ opening July 2010. | Caroline Taylor |
| Complete the hand over Cogges to the new Trust by March 2010 | | | = | | A shadow board has been established and Trustees selected in preparation for the handover. Detailed negotiations continue. | Martyn Brown |
| Delivery of Extra Care 140 housing places in 2009/10 | | | = | | OCC home support service now recruiting | Nick Welch |

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|--|--|---|---|--|--|---------------|
| | | | | | night care workers. Plan is to have the 60 units by Jan 2010. Greater Leys scheme: resident consultations undertaken; Architect plans drawn-up and awaiting costings. May need to introduce care before building works completed in order to meet targets. | |
| Ensure all people in the north of the county who are eligible for a personalised budget have one by March 2010 | | 160 people have now been allocated a personal budget. | = | | Work on SDS blueprint broadly completed with workshop on 25/09. Working with OP, PD, LD and MH to test methods of transitioning existing users. | Alan Sinclair |
| LD Framework Tender completed and mini-competitions carried out to ensure services are in place by April 2010 | | | = | | Evaluation of tenders complete. Recommendation for award of contracts signed off. Mini-competitions in preparation. | Ann Nursey |
| Complete the Adult Social Care Systems and Process Review by March 2010 | | | = | | Analysis of business and technical requirements to support the SDS model underway as planned. | Simon Kearey |


Finance
Children Young People and Families - Finance

| Target | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|--|--|--|-------|------|--|---------------|
| Projected year end revenue spending within budget | | CYP&F is forecasting an in-year overspend of £1.4m as per draft August 2009 Monthly Monitoring Report. | = | | Concerns continue to be expressed about significant forecast overspends on placements and on asylum seekers. The directorate is seeking ways of offsetting these overspends i.e. viring under-spends from elsewhere in the Directorate including Home to School Transport and utilising the CYP&F reserve. | Paula Tansley |
| All service plan budgets within agreed limits | See above | See above | = | | | Paula Tansley |
| On track to achieve agreed efficiencies savings target | | | = | | Info not available | Paula Tansley |
| Capital programme within agreed quality, cost and timetable criteria | Capital spend forecast (including schools capital) has increased by £1.6m for 2009/10. | The in-year forecast for Children, Young People & Families is £0.2m less spent than budgeted for the year. | = | | Performance reporting on capital expenditure should be interpreted with care –e.g an increased or decreased amount of capital expenditure from one year to the next or compared with budget doesn't necessarily mean that capital projects are overspending or under- | Paula Tansley |

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|--|--|--|--|--|--|--|
| | | | | | <p>spending – it could just be that more (or fewer) capital grants are being received, and spent, or that the timing of capital schemes is being “slipped” from one year to another.</p> | |
|--|--|--|--|--|--|--|

Corporate Core - Finance

| Target | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|--|----------------|---|-------|------|--|--------------|
| Projected year end revenue spending within budget | | Currently reporting a 5% overspend | ↓ | | | Tim Paul |
| All service plan budgets within agreed limits | | | ↓ | | 2 services (L&D and ICT) are reporting an overspend in September's MMR | Tim Paul |
| On track to achieve agreed efficiencies savings target | | Currently meeting 59% of efficiency targets | ↑ | | | Tim Paul |

Community Safety and Shared Services - Finance

| Target | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|--|----------------|----------------|-------|------|-------------------------|--------------|
| Projected year end revenue spending within budget | | | = | | | John Parry |
| All service plan budgets within agreed limits | | | = | | | |
| On track to achieve agreed efficiencies savings target | | | = | | | |

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| | | | | | | |
|--|--|--|---|--|--|----------|
| Capital programme within agreed quality, cost and timetable criteria | | | = | | | Tim Paul |
|--|--|--|---|--|--|----------|

Environment and Economy - Finance

| Target | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|--|----------------|--|-------|------|-------------------------|---------------------------------|
| Projected year end revenue spending within budget | | -0.03% | ↑ | | | Rob Finlayson |
| All service plan budgets within agreed limits | | -3% | = | | | Rob Finlayson |
| On track to achieve agreed efficiencies savings target | | Currently predicted to be £1.322m | ↑ | | | Rob Finlayson |
| Capital programme within agreed quality, cost and timetable criteria | | Latest programme £42.5m with forecast at £41.4m (based on Sept MMR). | ↑ | | | Rob Finlayson/ Nigel Cunning |

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Social and Community Services - Finance

| Target | Q1 Performance | Q2 Performance | Trend | Risk | Action plan/ Mitigation | Lead Officer |
|--|-------------------|--------------------|-------|------|---|-----------------|
| Projected year end revenue spending within budget | £1.38 m overspend | £0.864 m overspend | ↑ | | Forecast at the end of September is an overspend of £0.864 m (0.52%) An action plan has been developed to bring Adult Social Care into balance. Aim is to stay within budget for the year. | Maureen Elliott |
| All service plan budgets within agreed limits | | | ↑ | | All service plans are reviewed corporately. This includes a review of budgets, with a directorate and corporate challenge | Maureen Elliott |
| On track to achieve agreed efficiencies savings target | £9.31 | £10.018 | ↑ | | Forecast at the end of September is that £10.018m of the efficiency saving target of £11.05m is on track to be achieved. | John Jackson |
| Capital programme within agreed quality, cost and timetable criteria | | | ↑ | | As part of the new Governance arrangements for capital the programme has a realistic profiling and will deliver as predicated for 2009/10. A review and reprioritisation of the programme for future years is underway. | Simon Kearey |



Children Young People and Families - People³

| Target | Q1 Performance | Q2 Performance | Trend ⁴ | Risk | Commentary | Lead Officer |
|---|----------------|-----------------------|--------------------|------|---|--------------|
| Deliver staff number/cost reductions of 2.5% | | Increase of 2.79% FTE | n/a | | Early, uncleaned establishment data. | |
| Average sickness days per Full Time Employee (FTE) - 7 days | 6.58 | 5.57 | ↑ | | | |
| 5% of employees BME | 7.27% | 7.51% | ↑ | | | |
| 2.5 % of employees disabled | 1.73% | 1.55% | ↓ | | | |
| 90% of appraisals completed by 30 June 2009 | 17% | 67% | ↑ | | There is an ICT problem when reporting which appraisals have been completed. HR and ICT are working to resolve this issue. 67% of appraisals are recorded as 'complete' but 16% are still recorded as 'planned.' In total 83% of appraisals are therefore 'accounted for'. | |

³ Due to inconsistencies in RAG-rating for this section in Q1, Q2 figures have been RAG-ed centrally using a standard set of tolerances.

⁴ An upward arrow represents an improvement, not necessarily a greater figure; a downward arrow represents a worsening, not necessarily a lower figure

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Corporate Core – People⁵

| Target | Q1 Performance | Q2 Performance | Trend ⁶ | Risk | Commentary | Lead Officer |
|---|----------------|------------------------|--------------------|------|---------------------------------------|--------------|
| Deliver staff number/cost reductions of 2.5% | | Reduction of 3.11% FTE | n/a | | Early, uncleansed establishment data. | |
| Average sickness days per Full Time Employee (FTE) - 7 days | 5.33 | 6.01 | ↓ | | | Sue James |
| 5% of employees BME | 6.57% | 7.31% | ↑ | | | Sue James |
| 2.5% of employees disabled | 1.26% | 1.31% | ↑ | | | Sue James |
| 90% of appraisals completed by 30 June 2009 | 37% | 80% | ↑ | | | Sue James |

⁵ Due to inconsistencies in RAG-rating for this section in Q1, Q2 figures have been RAG-ed centrally using a standard set of tolerances.

⁶ An upward arrow represents an improvement, not necessarily a greater figure; a downward arrow represents a worsening, not necessarily a lower figure

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Community Safety and Shared Services – People⁷

| Target | Q1 Performance | Q2 Performance | Trend ⁸ | Risk | Commentary | Lead Officer |
|---|----------------|-----------------------|--------------------|------|---|--------------|
| Deliver staff number/cost reductions of 2.5% | | Increase of 0.11% FTE | | | Early, uncleaned establishment data. | |
| Average sickness days per Full Time Employee (FTE) - 7 days | 7.11 | 6.7 | ↑ | | This is the projected figure for 09-10 based on quarter 1 and 2 | |
| 5% of employees BME | 3.86% | 5.67% | ↑ | | | |
| 2.5% of employees disabled | 1.19% | 1.55% | ↑ | | | |
| 90% of appraisals completed by 30 June 2009 | 38% | 92% | ↑ | | | |

⁷ Due to inconsistencies in RAG-rating for this section in Q1, Q2 figures have been RAG-ed centrally using a standard set of tolerances.

⁸ An upward arrow represents an improvement, not necessarily a greater figure; a downward arrow represents a worsening, not necessarily a lower figure

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Environment and Economy – People⁹

| Target | Q1 Performance | Q2 Performance | Trend ¹⁰ | Risk | Commentary | Lead Officer |
|---|----------------|-----------------------|---------------------|------|--|--------------|
| Deliver staff number/cost reductions of 2.5% | | Increase of 2.75% FTE | n/a | | Early, uncleaned establishment data. | Nina Warren |
| Average sickness days per Full Time Employee (FTE) - 7 days | 3.79 | 3.65 | ↑ | | The directorate are creating a different target using benchmarking information with E+E directorates in other authorities. | Nina Warren |
| 5% of employees BME | 2.58% | 2.54% | ↓ | | | Nina Warren |
| 2.5% of employees disabled | 1.13% | 1.11% | ↓ | | | Nina Warren |
| 90% of appraisals completed by 30 June 2009 | 81% | 82% | ↑ | | | Nina Warren |

⁹ Due to inconsistencies in RAG-rating for this section in Q1, Q2 figures have been RAG-ed centrally using a standard set of tolerances.

¹⁰ An upward arrow represents an improvement, not necessarily a greater figure; a downward arrow represents a worsening, not necessarily a lower figure

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Social and Community Services – People¹¹

| Target | Q1 Performance | Q2 Performance | Trend ¹² | Risk | Commentary | Lead Officer |
|---|----------------|-----------------------|---------------------|------|--|---------------|
| Deliver staff number/cost reductions of 2.5% | | Increase of 0.13% FTE | n/a | | Early, uncleaned establishment data. | John Jackson |
| Average sickness days per Full Time Employee (FTE) - 7 days | 8.32 | 8.42 | ↓ | | Directorate target for sickness is set at 9.5 days. | Keiron Shortt |
| 5% of employees BME | 4.96% | 4.98% | ↑ | | | John Jackson |
| 2.5% of employees disabled | 2.19% | 2.09% | ↓ | | | John Jackson |
| 90% of appraisals completed by 30 June 2009 | 52% | 62% | ↑ | | There is an ICT problem when reporting which appraisals have been completed. HR and ICT are working to resolve this issue. | Keiron Shortt |

¹¹ Due to inconsistencies in RAG-rating for this section in Q1, Q2 figures have been RAG-ed centrally using a standard set of tolerances.

¹² An upward arrow represents an improvement, not necessarily a greater figure; a downward arrow represents a worsening, not necessarily a lower figure