

## **CABINET - 19 MARCH 2012**

# **CORPORATE PLAN PERFORMANCE AND RISK MANAGEMENT REPORT FOR THE THIRD QUARTER 2012/13**

### **Report by the County Council Management Team**


#### **Introduction**



1. This report headlines the progress the Council has made toward the Corporate Plan priorities for the period between October to December 2012.
2. The progress, together with progress toward achieving our Business Strategy priorities (reported separately through the monthly financial and business strategy monitoring report) has been considered by the CCMT. Assurance has been given that, particularly through agreed corrective actions, good progress has been made in the third quarter.
3. As in the second quarter 2012/13 report, this report provides an update against all Corporate Plan priorities.
4. This report was discussed by Strategy & Partnerships Scrutiny Committee on 25<sup>th</sup> February 2013.

#### **Key Issues**



5. This report employs RAG ratings to provide a high level summary of quarterly performance/progress for each of our priorities for action. Using these ratings as a foundation, the following picture emerges:
  - Overall performance is good against our priorities for action, with roughly two thirds rated green
  - The significant majority of key corporate projects are progressing well and are on course to deliver on time
  - The remaining third of priorities are all rated amber, and are being managed effectively with corrective actions in place
  - None of our priorities for action are rated red.


## 1. Performance against our Corporate Plan Targets




Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
<b>World Class Economy</b>	Local Enterprise Partnership  	The skills needs assessment is aligned to meet LEP and business sector needs	The Skills Board continues to focus on its two priority areas for action; increasing employability skills amongst young people; and increasing the availability and uptake of training in Engineering & Manufacturing subjects.
		Increased number of investment enquires turning into investment opportunities	OCC is continuing to improve its detailed understanding of all the assets that Oxfordshire can offer to potential investors in terms of world class businesses, clusters of businesses, centres of knowledge and infrastructure. This detail is being provided to the UK Trade and Industry department to support a worldwide marketing strategy with the aspiration of attracting inward investment and indirectly future economic growth within Oxfordshire.
		The infrastructure plan reflects the LEP and business sector needs	The LEP is currently managing the second round of a fund from Central Government to help generate economic activity and help prioritise infrastructure needs (The Growing Places Fund); this latest round of funding has been successfully publicised and has received nearly £20m of bids that are currently being assessed.
		<b>Year-end assessment</b> Progress on how our contribution has enabled the partnership to provide visible leadership and act as a catalyst for growth	LEP has played a key role in helping prepare the Expression of Interest for the City Deal bid. The City Deal is a Government invitation for businesses and local authorities to seek devolved powers in exchange for responsibility for delivering growth locally.  Government's initial response is expected in late February.



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	Infrastructure 	Deliver infrastructure framework - Districts charging schedules reflect OCC priorities and needs	The Spatial Planning & Infrastructure Partnership (SPIP) has now produced a local investment plan which includes the infrastructure framework and priorities.
		Capital programme priorities reflect the infrastructure framework priorities for growth	The County Council's Capital Investment Programme priorities have fed into the local investment plan
		<b>Year-end assessment</b> The OCC 2012/13 infrastructure priorities are reflected through the district charging schedules	The County Council has responded to Oxford City Council's preliminary draft charging schedule and will respond to the draft charging schedule which is expected in January 2013. The County Council are working with South Oxfordshire District Council and Cherwell District Council as they further develop the Community Infrastructure Levy charging. Discussions are continuing around infrastructure priorities with the remaining District Councils.
	Tackling transport priorities 	Deliver priority transport schemes <ul style="list-style-type: none"> <li>○ Witney Transport solution</li> <li>○ Thornhill Park &amp; Ride extension (and new hospital bus services)</li> <li>○ Hinksey Hill</li> <li>○ Frideswide Square</li> </ul>	<p>Work began in January to provide 500 new parking spaces at Thornhill Park and Ride. The project will take around eight months to complete, with the new parking capacity opening in phases from late spring onwards. The project is part funded by the Government's Local Sustainable Transport Fund.</p> <p>The implementation of the improvements at Hinksey Hill and Kennington are due to start in late 2013, with completion in early 2014.</p> <p>A package of infrastructure is required to support the delivery of planned growth in Witney; this is being refined and will feed into the next stage of the Local Plan.</p> <p>The Department of Transport announcement of additional investment to undertake major redevelopment works to the station within the next 3 years, has led to the Frideswide Square programme being extended to reflect this.</p>

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		Number of schemes delivered and percentage of funding spent through the Area Stewardship Fund	<p>The Area Stewardship Fund continues to deliver local improvements.85% of the fund for 2012/13, has been allocated to schemes that have been delivered or are planned to deliver maintenance and improvement works across the 14 localities.</p> <p>Over 450 schemes have been delivered, including footway improvements, traffic management measures, minor maintenance work and preparations for winter conditions.</p>
		Delivery of the highway maintenance programme as detailed in the Transport Asset Management Plan	The Transport Asset Management Plan as considered by Scrutiny and agreed by the Deputy Leader remains on track. The programme for 2013/2014 has been agreed by Cabinet.
		<b>Year-end assessments</b> Improvement in traffic flow around major pinch points	OCC has advised companies carrying out road works on the best network management measures to avoid disruption of the traffic flow.
		<b>Year-end assessments</b> Secure funding and investment for East-West rail	<p>Government funding has been secured and was included in the rail announcement in July 2012. The announcement included confirmation that the route will be electrified and form part of a national 'electric spine'. This forms part of the government programme of delivery in the 2014-2019 period.</p> <p>The County Council has been requested to provide £500k towards development costs (these will form part of our local contributions towards the scheme); it continues to work with the rest of the consortium on securing the full local contributions over the life of the scheme.</p>


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	Broadband 	Establish the digital strategy for Oxfordshire	As reported in Q1 & Q2 the digital strategy has been converted into a project plan and local broadband plan, which has been signed off by the Department of Culture, Media and Sport (DCMS). This local broadband plan will receive £3.86M from DCMS at the point of contract agreement.
		Identify and contract with a Strategic Provider to improve broadband connectivity to priority areas	The procurement process is making good progress and the project plan remains on track, which indicates that will be in a position to sign the contract in the spring of 2013.  A short list of bidders has been established and competitive dialogue sessions took place Q3 to determine a preferred partner to deliver the improved infrastructure. We now await a detailed solution from the supplier which is due late January 2013. Following a comprehensive review of the solution we will engage in further dialogue with the supplier.
		<b>Year-end assessments</b> Plan in place for OCC £14M investment	It is an expectation that before the end of the current fiscal year all supporting documentation and checkpoints will be complete, and the contract will be complete and awaiting cabinet approval. The OCC project team continue to work closely with BDUK, the supplier and other bodies e.g. DEFRA, to agree the best possible solution for the £14m OCC investment
		<b>Year-end assessments</b> Private sector matched funding secured	Whilst the extent of match funding will be determined as part of the negotiating process, conversations with other local authorities have indicated that private sector contributions have been sufficient to ensure the success of their broadband programmes.
	Skills Levels 	Improve percentage participation of young people aged 16-19 in education or training	For those in year 12-14 (aged 16-19), there are a significant proportion (47%) where their participation in education, employment in training or training is "not known". Measures are in place to address this, including the recruitment of a casual tracking team and the commissioning of Welfare Call to provide an intensive follow up service. The market of providers, able to offer suitable alternative training to young people (who would have otherwise chosen to not participate in education or training), grew in the last academic year by increasing the number of learning places through the OCC Adult Learning Services. New providers offering places this academic year had recruited 128 learners by November 2012.


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		Increase the number of all age Apprenticeship starts in the county	The overall number of apprenticeship starts has increased by 26.7% for 2011/2012 with 4,370 starts.
		Reduce the percentage of Young People Not in education Employment or Training	The proportion of young people that are not in education, employment or training continues to reduce from 8.4% in September to 6.1% in December and in line with data for the same period in 2011. The underlying trend is to meet the annual target.
	Educational Attainment 	Improved educational attainment at, <ul style="list-style-type: none"> <li>○ Key Stage 1)</li> <li>○ Key Stage 2)</li> <li>○ Key Stage 4)</li> </ul>	Improvement in performance across key stage 1 and 2. Key stage 4 performance in Oxfordshire remained steady with Oxfordshire remaining below national averages. <ul style="list-style-type: none"> <li>• Performance at Key stage 1 improved across all measures. Performance is now in line or above national levels, but below statistical neighbours.</li> <li>• Performance at KS2 was strong in 2012 both in terms of achievement and % making expected progress. All targets met or exceeded. Oxfordshire now above national average and in line with statistical neighbours. Performance in Oxford City which was historically poor has improved</li> <li>• Key Stage 4 performance remained steady in the year, following the national trend. The % achieving 5+ GCSEs including English and maths remains below national average and did not meet target. The proportion of children making expected progress in English is below the national figure and remains a concern. The proportion of children making expected progress in maths is above the national figure.</li> </ul>
		Improved number of schools classified as good or better by 10%	Performance ratings of schools improved in the quarter with the number of schools rated as good or outstanding by Ofsted increasing by 10 to 185.





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		<b>Year-end assessment</b> Progress in implementation of the Education Strategy	Progress in implementing the Education Strategy remains on track. Positive response to the reading campaign.
<b>Healthy and Thriving Communities</b>	Implications of changes to the health service 	<b>Year-end assessments</b> Public Health move into OCC	Public Health Transition to OCC is progressing to plan. Future location of the team has been confirmed and TUPE consultation with transferring staff is planned for Feb 2013. Details of the financial allocation were received at the end of Q3
		<b>Year-end assessments</b> Progress of new Health and Wellbeing board and new commissioning arrangements	The Health & Wellbeing Board will become statutory from April 2013 so an informal review of current practice has started. Performance is reported against all outcomes and is progressing well.
	Improve health outcomes 	<b>Year-end assessment</b> Measures as defined in the director of public health annual report	Recommendations for health improvement in the Director of Public Health Annual report (published in Nov 2011) had a range of completion dates in 2011-13. All recommendations due to be completed by Dec 2012 have been delivered.
	Demographic change 	<b>Year-end assessment</b> Changes to how day services are provided	Proposed changes to day services remains on track.
		Provision of extra care housing	Additional extra care housing units delivered as per plan.


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	Breaking the cycle of deprivation 	<b>Year-end assessment</b> Progress as reported in the director of public health annual report	<ul style="list-style-type: none"> <li>• Breaking the Cycle of Deprivation (BTCD) projects in the City and Banbury continue to deliver local initiatives</li> <li>• Links to the Thriving Families programme include co-location of staff</li> <li>• A new steering group has been set up in Oxford City to steer the local programme</li> </ul>
	Protection and safeguarding 	<b>Adult Safeguarding</b> Increased proportion of people who use services who report they feel safe each year	The council takes part in a national survey to ask users of social care how safe they feel. This survey is run each February. In February 2012 68% of social care service users said that they 'felt as safe as I want' compared to 57% last year, which put Oxfordshire in the top quartile of all authorities nationally. The council has also, as part of a national survey, asked informal carers (family and friends who provide unpaid care to users and carers) how safe they feel. Over 90% reported no worries about their personal safety.
		Improved performance against the basket of priority safeguarding indicators	The number of people waiting for an assessment continues to drop in the year. Work continues to improve the speed in which people are assessed with additional staff being employed short term to reduce the waiting list. In the medium term we will simplify the process.
		<b>Children's Safeguarding –</b> improved performance against the basket of priority safeguarding indicators (these include Child protection processes, Improved outcomes for looked after children, Number of children in need)	Performance against the basket of priority children's safeguarding indicators (see measure for more details) remains on track.







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		<p>Attendances at emergencies* by a fire engine sent from the nearest fire station to be made within target response times</p> <p>(*not all incidents we attend are considered as emergencies)</p>	<p>The response target outcomes from the third quarter are both considered on target:</p>
	<p>Prevention</p> 	<p><b>365</b> more people alive because of a reduction in deaths caused by accidental dwelling fires and road traffic collisions</p>	<p>Performance on 365 Alive remains ahead of target, demonstrating protection for the wider public. 325 more people are currently alive following this work, compared to a target of 243 at this point.</p>
		<p><b>Adults</b></p> <p>Delay and reduce the need for care and support through a basket of priority indicators</p>	<p>OCC are working with healthcare partners to improve performance in this area. The discharge to assess project is now in the pilot phase and resources are being focused on developing processes to ensure that improvements in performance of delayed transfers of care can be seen in the next quarter.</p> <p>The council commissioned a new reablement service from October 1, 2012. The contract pays on the number of people seen with a performance based bonus. Performance remains under the target for this service. The provider is actively recruiting staff to ensure more people can enter the service and performance is being actively monitored within the directorate.</p> <p>Delays which are the responsibility of Adult Social Care have fallen from 58 at the end of March 2012 to 28 at the end of December, but have risen slightly since last quarter. The overall number of delayed transfers of care has dropped by 43% since the end of March, but remains off target.</p>




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		Reduce the number of permanent admissions to residential and nursing care homes, per 1,000 population	Most people that are permanently admitted to care homes are admitted from hospital. The discharge to assess is also expected to reduce the number of admissions, and the council has set a target of fewer than 400 permanent admissions from October 2012.
		<b>Children (Early Intervention Service)</b> Improve outcomes for vulnerable children and young people and families with additional and complex needs (reported through the basket of priority indicators)	Performance improved in the quarter.  Persistent absence rates for the Autumn Term are over target, but are lower than the corresponding term in the last academic year. These rates appear higher earlier in the academic year, but subsequently decrease as the academic year progresses.  The Specialist NEET Service continues to target the most vulnerable NEET young people with workers located with the Hubs to ensure coherence.  The number of first time entrants (10-17) in the criminal justice system increased in the quarter, but remains better than target.
	Personalisation 	Increase the proportion of people who use services who have control over their daily life	The council takes part in a national survey to ask users how much control they have over their life. The survey has run for two years and in both years the proportion of in Oxfordshire who say they have control over their own lives has been in the top quartile.
		Improve overall satisfaction of people who use services with their care and support	Overall satisfaction as measured in the annual satisfaction survey rose by 3%.

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		Improve performance on the basket of indicators to measure the personalisation of care	The council has the second highest proportion of people on direct payments in the country. A national target has been set that 70% of people who use social care should have a personal budget by April 2013. Oxfordshire has already hit this target.
	Road Safety 	Reduce the number of people killed or seriously injured on the roads	The number of those sustaining fatal or serious injuries has fallen from last year. 80 people sustained fatal or serious injuries in the period July to September 2012, in comparison with 83 people suffering such injuries in July to September 2011.
	Localism Act 	<b>Year-end assessment</b> Our response to implications of the Localism Act	Details of how communities in Oxfordshire can make use of the Community Right to Challenge are on the council's website with Right to Bid guidance to follow shortly. As the key regulations relating to the Act are now fully published the task in Q4 and beyond will be to continue to monitor its impact and provide further guidance as and when it is requested.
	Big Society 	Number of Community projects supported by the Big Society Fund	Since the launch in quarter 2 take up by councillors of their £10,000 community budget has been positive. Over 200 local projects have been supported to date. This represents 50% of the total budget. Councillors are being supported to allocate remaining funds.
<b>Environment</b>	Waste management 	Decrease the amount of waste sent to landfill	Waste sent to landfill has slightly increased during the year, in line with national trends. However, the county remains the best performing in the country, with a recycling rate over 60 per cent.
		Increase the amount of waste recycled and composting	In Q3 recycling and composting fell with a county wide rate of 61.2%. This decline has followed a national legislative change around what waste can be treated as recycling.

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
		<b>Year-end assessment</b> Progress on waste incinerator and household waste centres programme	Good progress continues to be made on the construction of the Ardley Energy from Waste facility by Autumn 2014.  The household waste recycling centres implementation plan is currently under review. It is expected that this will be finalised in Autumn 2013 as part of the County Council budget setting process.
	Increase energy efficiency and reduce emissions  	Reduce corporate energy consumption level	During Q1 & Q2 an increase in our carbon emissions from all monitored sources of 1% has been reported, however our property carbon emissions have reduced by 3% this year.  An overall 5% increase in our energy consumption has been reported; although we have decreased our electricity consumption by 11%, the cold weather this year has meant an increase in our gas consumption and this is reflected in our overall energy use.
		Secure increased quantity of renewable energy supply	OCC is proceeding with schools biomass boiler installations to replace old oil boilers such as at Marlborough school.
	<b>Year-end assessment</b> Progress update on reduction in the council's carbon footprint	This year OCC aims to achieve at least the minimum 3% year-on-year carbon reduction. Current projections of energy consumption show that OCC is on target when compared with the previous year.	
	Protecting the environment and Effective management of natural resources	Minerals & waste strategy development reflects the needs of the county (progress against basket of process indicators)	The Council's new Minerals and Waste Strategy and the responses to it have been submitted to a government appointed inspector The inspector has identified a need for the review and updating of evidence documentation submitted in support of the plan. OCC has been in discussions with the Inspector and the Programme Officer on the timetable for the delivery of this work.

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		Increase the number of volunteer days to support the rights of way network	Work continues around the Cotswolds and Chilterns supporting volunteer groups as they continue their practical improvement work. OCC partnerships continue with Natural England & the Trust for Oxfordshire's Environment to further increase public participation in the management and improvement of the Public Rights of Way network.
		<b>Year-end assessment</b> Outcome of the inspectors report to agree adoption and implementation of the M&W strategy (April 13)	This is likely to delay receipt of the inspector's report and the adoption and implementation of the Minerals and Waste Strategy.
<b>Efficient Public Services</b>	Delivering our savings target 	Achievement of budget savings agreed by Council Feb 2012	Directorates are on track to achieve their Business Strategies and £37.1m planned savings in 2012/13 are expected to be achieved.
	Improve our use of technology 	100% of office based staff will be able to work more flexibly through the use of more efficient communication tools	The County Council continues to rollout Windows 7/Office 2010 with 94% of upgrades completed. The remaining upgrades will take place after some challenging compatibility issues with the last few business critical specialist systems have been overcome. The deployment of Windows 7 & associated Microsoft Enterprise technologies continues to deliver improved technology across the Council. The underpinning software and services are now being configured and tested within ICT.

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
	<p>Moving more functions into Oxfordshire Customer Services</p> 	<p>Percentage of main contact channels managed by the customer service centre</p>	<p>In Q2 and now in Q3 OCC is looking to review and rebuild some processes and service levels for new services areas, to improve customer experience further.</p> <p>The Customer Service Centre has over 50% of total calls to the Council. In Q3 there were over 80,000 contacts.</p>
		<p>Customers are satisfied or very satisfied with overall service for the customer services centre</p>	<p>A paper was presented to the Strategy and Partnership Scrutiny Committee on 17 January 2013 detailing customer service improvements that have been taken since September 2012. An experienced Interim Operations Manager is now in place to run the Centre and to ensure that further developments are not at the expense of frontline customer service. A range of specific service improvements have also been implemented including:</p> <ul style="list-style-type: none"> <li>• An online one stop shop for people with personal care budgets and for care providers</li> <li>• Improvements to contact handling for Highways calls , quality and coordination</li> <li>• Improvements to contact handling for concessionary fares</li> <li>• A new on-line facility for concessionary fares applications launched in December</li> <li>• Improvements to Blue Badge operations to reduce time taken and improve customer satisfaction.</li> </ul> <p>From 1<sup>st</sup> November, the parent contact for School Admissions was brought within the Centre. This service has been delivered to a very high standard with excellent results. In this period, there were approximately 1800 calls – and less than 1% of these were ‘unanswered’.</p> <p>As in Q2, Q3 saw 92% of customers dealt with by the Customer Services Centre being satisfied with the service they received.</p> <p>The number of callers who received a resolution on the first contact with the centre was 84%, above the target set of 80%.</p>

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	Rationalise our property and encourage the co-location of public sector services 	Reduce the cost of the property portfolio by 25% whilst using our property to deliver the Council's broader objectives and support service delivery	<p>The Asset Rationalisation Programme met the Medium Term Financial Plan target for 2011/12. As part of this programme the Council released a number of properties in Oxford, Wallingford, Abingdon, Chipping Norton and Didcot from which savings are now being realised. Opportunities to realise further savings in the cost of the property portfolio will be taken over the course of the Medium Term Financial Plan as they arise to deliver the agreed level of savings.</p> <p>Longer term opportunities to further reduce the cost of the portfolio to 25% are being considered.</p>
	Collaborative working 	<b>Year-end assessment</b> Progress in working with others to deliver services more effectively	<p>In Q3 the council continued to work in partnership with Oxfordshire Voluntary and Community Action who provide infrastructure for the voluntary and community sector in Oxfordshire. The contract commenced on October 1<sup>st</sup> and now delivers leadership and support to facilitate a voluntary sector capable of sustaining long term service delivery and support to communities.</p> <p>The council also continued to provide a valuable role in the Oxfordshire Stronger Communities Alliance Partnership and works with members to develop a thriving and vibrant voluntary sector.</p>
	Equalities 	<b>Year-end assessment</b> Meet the requirements of the Equality Act 2010	On track. We have produced the first annual progress report on our Equality Policy 2012-2017, setting how we achieved the actions we set for its first year

## **Risk Management**

6. Risk Registers have been compiled for 2012/13 Quarter 3 and officers continue to manage high priority risks, in close consultation with the Audit Working Group.

## **RECOMMENDATION**

7. **The Cabinet is RECOMMENDED to note this report.**

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**March 2013**