

To: City Executive Board

Date: 17 December 2014

Report of: Head of Business Improvement & Technology

Title of Report: Performance Improvement Framework 2014/15

Summary and Recommendations

Purpose of report: To seek approval from the City Executive Board to agree the Council's Performance Improvement Framework 2014-2018

Key decision No

Executive lead member: Councillor Ed Turner, Executive member for Finance, Asset Management and Public Health

Policy Framework: Oxford City Council Corporate Plan: An Efficient & Effective Council

Recommendation: That the City Executive Board approve the Performance Improvement Framework 2014-2018 as attached at Appendix 1

Appendices

Appendix 1: Performance Improvement Framework 2014-2018

Appendix 2: Risk Register

Background

1. The Council's first Performance Improvement Framework 2011 – 2015 was approved by the City Executive Board in December 2011.
2. This updated framework demonstrates how the Council uses an integrated and structured approach to managing and improving its services from corporate planning through to each staff member understanding how they contribute to the Council's corporate priorities, supported by personal development plans and our Values & Behaviours Framework.

3. The Performance Improvement Framework requires all services to have an embedded service improvement plan that is informed by benchmarking against “best in class” providers both within and outside the public sector, as well as using customer feedback to inform service improvements. This model has evolved to the stage where a number of our services are now able to insource from other public sector organisations, enabling the Council to recover some of its overhead costs and so improve our value for money and protect frontline services.
4. The Framework has been updated in response to the latest challenges and opportunities presented by our external environment, the evolving expectations of our customers and changes to complimentary Council Frameworks and policies. It continues to underpin the efficiencies and improvements embedded within the Corporate Plan and Medium Term Financial Strategy, as well as provide a methodology for identifying and delivering future service improvements and efficiencies in order that the Council can continue to deliver vital services beyond 2020 without any reliance on Revenue Support Grant.
5. Notable updates to the Framework include:
 - Alignment to our Values & Behaviours Framework (Section 5.2)
 - A refined gateway process for capital projects to improve governance, implementation and contract management arrangements (Section 3)
 - A new section on Competitiveness and Commercial Awareness demonstrating the Council’s commitment to respond innovatively to increasing financial challenges (Section 5.3)
 - Refreshed Oxford Benchmarking Model (Section 6.6)
 - A maturing approach to internal reviews from Fundamental Service Reviews that consider individual services in-depth to Corporate Efficiency Reviews that review common activities and processes across multiple service areas (Section 6.8)
 - Highlights of some of the Council’s key achievements including external recognition through awards and accreditation (Section 7.4)

Financial Implications

6. There are no financial implications arising directly from this report.

Legal Implications

7. There are no legal implications arising directly from this report.

Risk

8. The risks associated with the implementation of this Framework are set out in the risk register. A failure to implement the Framework as planned could lead to savings targets not being achieved and a failure to significantly improve service performance.

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Background Papers: None

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