

# CHERWELL DISTRICT COUNCIL

## Executive

### March 2013

## Performance Summary – Corporate Business Plan – Third Quarter 2012

### Key to Performance Report

Corporate Priorities		Performance Indicators **	
Green	On track towards outcomes	Green	On or over target
Amber	Making progress	Amber	Up to 10% under target
Red	Not making progress	Red	More than 10% under target

\*\* please note there are monthly, quarterly and annual targets, where appropriate in-year RAG status is adjusted accordingly.

RAG Red Amber Green Status

DOT direction of Travel compared to previous quarter

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## Corporate Pledges

## A District of Opportunity

Service	Tasks	Q1 RAG	Q2 RAG	Q3 RAG	Latest Commentary
Strategic Planning & the economy	Continue to support skills development, apprenticeships & job clubs in order to reduce the number of young people not in education, employment or training	Green	Green	Green	On track
Strategic Planning & the economy	Complete the local plan as the foundation for economic growth in the district	Green	Green	Green	On track
Regeneration & housing	Deliver 100 affordable homes in the District and support opportunities for self-build and developing self-build skills	Green	Green	Green	103 homes delivered to end of Q3 Target achieved. Homes now starting to be let at Kingsmere Bicester by Bromford Housing.
Regeneration & housing	Continue to strengthen the leisure & retail facilities in Banbury & Bicester Town Centres	Green	Green	Green	Bicester Town Centre redevelopment works are progressing slightly ahead of programme and on target to open in summer 2013 on a date to be advised soon. Recent announcements by Tesco have caused much consternation for all Stakeholders and the site staff are continuing to work to the planned programme Bolton road: Meeting held in December with Aberdeen Properties to discuss ideas and potential occupier interest. Potential design solution is to be taken forward to a meeting with a supermarket operator by Aberdeen Properties architects in January. Spiceball: The Environment Agency have confirmed they are happy with the findings of the environmental works for the Spiceball site which allows working with Scottish Widows architects on potential uses and design.

## A Cleaner Greener Cherwell

Environmental Services	Increase the household recycling rate to 60%	Green	Green	Amber	Recycling rate is looking to be below 11/12 outturn due to a growth in landfill tonnage especially since street sweepings can no longer be composted. Landfill tonnage is up 1000 tonnes on last year and half this is due to a change in policy from the Environment Agency
Environmental Services	Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes	n/a	Green	Green	The recent Annual Customer Satisfaction Survey placed satisfaction with street and environmental cleanliness at 69%
Environmental Services	Reduce the Council's carbon footprint by 4% by further improving the energy efficiency of our buildings and vehicles	Green	Green	Amber	There has been a delay in retrieving the data but at mid-year emissions had reduced by 2.8% against the 4% target. There is a risk that the 4% target will not be fully met.
Regeneration & housing	Continue to give Cherwell residents the opportunity to take advantage of low cost discounted insulation under the new Green Deal replaces discount funding	Green	Green	Green	Green Deal preparations continue. The Green Deal Community Interest Company (CIC) partners have submitted a bid for Dept. for Energy and Climate change (DECC) funding to assist with start-up. A separate start up bid has been made by the council in connection with Eco Bicester (the CIC scheme does not depend on these bids being successful). Grants to part fund energy efficiency improvements to private rented accommodation (including insulation) continue to be available in the form of Cherwell Energy Efficiency Project (CHEEP) grants. The Council has been involved in a successful county-wide partnership bid (led by the Health Service) that has secured funding to run the Warm Homes Healthy People scheme again this winter. Extensive promotion is planned.

Strategic Planning & the economy	Begin construction of the Eco-Bicester houses	Green	Green	Green	Construction of the houses is expected to begin in early 2013 following the discharge of planning conditions and obligations
<b>A Safe Healthy And Thriving District</b>					
Public protection & Development	Work with local police and licence holders to roll out the "best bar none" scheme which will help make our town centres safer in the evenings	Amber	Amber	Amber	Potential steering group members and lead assessors identified. This was initially delayed due to assessors requiring training. A meeting held at South Northants Council has identified a local training course, all assessors will be trained during April 2013. Two day training course has been confirmed in Northampton. Partnership Inspector Storey is currently working on the delivery plan.
Community Services	Continue working with our partners to provide support to the most vulnerable individuals and families in the District	Green	Green	Green	Oxfordshire County Council now has a list of 78 families to share with Joint Action Tasking and Coordination Group for focussed interviews.
Community Services	Complete the layout of the sports pitches at the South West Bicester Sports Village and finalise plans for the Pavilion	Green	Green	Green	75% of grass pitches are constructed (drained and seeded) but work now suspended until ground conditions improve in the spring. Work to the cycle track is being progressed
Community Services	Inspire young people to take up new sporting opportunities during the Olympic Year	Green	Green	Green	Initiatives delivered with North Oxfordshire School Sports Partnership
Community Services	Support the local health sector in building a new community hospital in Bicester	Green	Green	Green	Funding and planning approvals given for the new hospital on the existing site. Awaiting financial close and construction start in early 2013.
<b>An Accessible Value for Money Council</b>					
Finance & Procurement	Secure savings of at least £800,000 to help meet the medium term financial deficit	Green	Green	Green	Over 100% achieved to date and built in to Draft 13/14 budget.
Transformation	Improve level of customer satisfaction with our services	Amber	Green	Green	CDC's new Citizen Panel is in operation, the first Annual Survey has been completed with a satisfaction of 75% achieved.
IT	Continue to improve our website, the ease of accessing our services & giving feedback online	Green	Green	Green	The Web team and customer services meet monthly to review the top tasks featured on the home page. This ensures high demand services are easily accessible on line. A re-branding exercise is underway to have the same look and feel across all service pages providing a seamless view for the customer.
<b>Financial and Human Resources Performance</b>					
Finance & Procurement	Percentage variance on revenue budget expenditure against profile (+2%/-5%)	Green	Green	Green	-2% at Q3 - refer to Executive Quarter 3 Finance and Procurement Report
Finance & Procurement	Percentage variance on capital budget expenditure against profile (+2%/-5%):	Green	Green	Green	0% at Q3 incl slippage subject to agreement at March Cabinet. Refer to Executive Quarter 3 Finance and Procurement Report.
HR	Staff turnover (voluntary leavers)	Green	Green	Green	There were five voluntary leavers in Q3
HR	Number of days lost through sickness	Green	Green	Green	Average day's sickness per FTE was 4.72 days for April – December which is higher than the same period last year which was 4.06 days. 58% short term absence and 42% long term absence Sickness has increased on the same period last year which was 2.7 days per FTE
Customer Services	Speed of response to telephone calls	Red	Red	Amber	Average speed to answer calls in Q3 was 1 min 9 seconds with 20.8% of calls abandoned

## CDC Corporate Priorities 2012-2013

### A DISTRICT OF OPPORTUNITY

#### Work with partners to tackle disadvantage in the district

Tasks	Q1	Q2	Q3	Latest Commentary
Support vulnerable residents through tough times focussing on homelessness prevention and housing advice at current levels of performance	Green	Green	Green	The number of households in temporary accommodation in December was 31. Use of temporary accommodation remains within the target level and so this indicator is on track.
Support local people into work (Job Clubs & apprenticeships) and prepare for the impact of Government reform to welfare and the benefits system	Green	Green	Green	On track
Deliver the Brighter Futures in Banbury programme	Green	Green	Amber	2012/13 programme priorities established. Review of performance indicators and data underway due to extent of changes since Brighter Futures Programme commenced. Funding support given to Banbury Street Pastors. Thriving Families initiative integrated locally within Brighter Futures activities. Whilst the programme is on track the Amber signifies on-going changes with theme leads. There is a risk that reference will suffer due to on-going change.

#### Balance economic development and housing growth

Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships	Green	Green	Green	
Progress the Community Housing Project with HCA investment partner (31 dwellings)	Green	Green	Green	Good progress being made. First dwellings should be achieved in this financial year.
Deliver 500 new homes including through planned major housing projects.	Red	Red	Red	The Local Plan policies are aimed at achieving economic growth and maintaining housing supply. However market conditions are affecting the level of house building.

#### Develop a robust and locally determined planning framework

Prepare an Infrastructure Plan for CDC & prepare for introduction of Community Infrastructure Levy	Green	Green	Green	A draft Infrastructure Plan is contained within the Local Plan. Community infrastructure Levy will proceed once the Local Plan is submitted.
Secure implementation of new policy for Developer contributions	Green	Amber	Amber	The new policy has not yet been implemented whilst work has focussed on completing the Local Plan.
Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments	Amber	Green	Green	A number of Conservation Area Appraisals have been completed including the Oxford Canal with SNC. Design guidance is being prepared as part of the pre application forum on all strategic sites in the Local Plan. There are 60 conservation areas in the district and there is a rolling plan to complete 6 per year.

#### Work to improve the quality and vibrancy of our town centres and urban areas

Progress the commercial development of Bicester Town Centre and consider the plans for development of the community building	Green	Green	Green	Bicester Town Centre progressing well and on target to open as planned summer 2013 The community building is slightly delayed due to the necessary procurement protocol with plans expected to be submitted in March.
Complete a Masterplan for Bicester	Green	Green	Green	The draft Masterplan has been consulted upon and will be completed once the Local Plan is adopted

Tasks	Q1	Q2	Q3	Latest Commentary		
Complete a Masterplan for Banbury	Green	Green	Green	A draft plan is in preparation by White Young Green on behalf of CDC - the concept Masterplan has been adopted by CDC Executive.		
Make progress on the Canal Side Regeneration programme in Banbury	Green	Green	Green	Supplementary Planning Document (SPD) is nearing completion to accompany the preparation of the development programme for the site.		
Prepare detailed planning guidance for the future redevelopment of the Bolton Road area in Banbury	Green	Green	Green	The SPD is nearing completion to accompany the preparation of a development programme for the site		
Performance Measure	Q1	Q2	Target 12/13	Q3	RAG & DOT	Progress commentary
<b>Housing</b>						
Number of households living in temporary accommodation (NI 156 )	26	32	33	31	Green ↓	Effective prevention of homelessness continues to ensure minimal use of temporary accommodation
Housing advice: repeat homelessness cases	0	0	1	0	Green →	Effective homelessness prevention continues to ensure zero cases of repeat homelessness
No of affordable homes provided (cumulative)	27	66	100	103	Green ↑	Target achieved
<b>Benefits</b>						
Time taken to process Housing Benefit/Council Tax Benefit new claims and change of circumstances (NI181)	6.06 days	6.88 days	11 days	6.8 days	Green →	Performance slipped back in December due to reduced performance on new claims. However this was compensated by a higher proportion of automatically processed changes. Overall well within target.
Average time taken for new Housing Benefit / C Tax claims	20.38	17.55 days Sept 2012	18 days profiled	17.06 days Dec 2012	Green ↑	Performance remains just within target. However it slipped back significantly compared to the two previous months. This was due to reduced resources available to Capita as staffed used up annual leave entitlement ahead of Capita's leave year ending. This was further compounded by sickness. Moving forward further challenges will be presented by preparation for Year End and significant testing required for the new iworld release. Therefore it is possible that performance in the final quarter will be outside of the target.
Average time taken for Housing Benefit /C tax changes of circumstances	4.97	5.71 days Sept 2012	9 days profiled	5.6 days Dec 2012	Green ↑	A high proportion of automatically processed changes in December mitigated the reduced staff resource at Capita. Consequently performance exceeded the target and is expected to continue.
BV079bi.05 % HB Recovered: Overpayment	87.31 % June 2012	81.56% Sept 2012	78%	83.69% Dec 2012	Green ↑	Consistently above target throughout Q3
BV079bii.05 % HB Recovered: including outstanding	12.76 % June 2012	22.41% Sept 2012	33%	31.91% Dec 2012	Amber ↑	
BV079biii.05 % HB O'Pay: Written Off	0.37% June 2012	1.17% Sept 2012	4%	1.83% Dec 2012	Green ↓	

Performance Measure	Q1	Q2	Target 12/13	Q3	RAG & DOT	Progress commentary
<b>Development</b>						
Net additional homes provided - NI 154	44	77	500	106	Red ↑	Provisional figures only as all housing must be reconciled officially at the end of a financial year – total so far 227
Processing of major applications within 13 weeks (NI 157a)	50%	16%	60%	25%	Red ↑	4 out of 16 applications determined within time Given the current difficult economic climate and the need to deliver growth, the management approach has been one of ensuring sound planning outcomes (by allowing time to amend applications and negotiate planning obligations) rather than concentrating on the 13 week deadline. With low numbers of major applications the percentage of applications is a volatile measure and this also makes it difficult to achieve. Notwithstanding this objective we have reviewed our approach in the light of government proposals and have agreed a set of actions to address performance on majors. Those applications with complex S106 will always be difficult to meet, but the actions should result in improved performance without prejudicing the stated philosophy.
NI 157b Processing of minor applications within 8 weeks	88%	80%	65%	69%	Green ↓	69 out of 109 applications determined within time in Q3
NI 157c Processing of other applications within 8 weeks	86%	88%	80%	86%	Green ↓	232 out of 270 applications determined in time in Q3
% Planning appeals allowed against refusal decision	0%	77%	30%	0%	Green ↑	No appeals allowed in Q3
Conservation Areas Appraisal target	n/a	4	6	0	Amber	Four conservation area appraisals are nearing completion. The public consultation for Hornton was on 13 December 2012. After a six week consultation period the document will be finalised and submitted in February 2013. Cropredy will be consulted on in January and final document submitted in March 2013. South Newington will be consulted on in February 2013 with final submission in April. North Newington will be consulted on in February 2013 with final document to be submitted in April.
Percentage of Conservation areas with published Management Plans	-	60	100	60	Amber	There are 60 conservation areas and 80 % have character appraisals and 60% have management plans in place
Percentage of houses developed on previously developed land	6	57.1	25	38	Green	The figure is for Q3 only – this is an annual indicator linked with NI 154 net additional homes therefore mid-year figures are only a guide
Supply of ready to develop housing sites – 5 year land supply	62.10 %	n/a	100%	n/a	ANNUAL	At April 2012 there was a 3.1 year land supply for deliverable housing sites which does not meet the government requirement of 5 years plus a buffer.

## A SAFE, HEALTHY AND THRIVING DISTRICT

### Work with partners to support the development of safe and thriving local communities and neighbourhoods

Tasks	Q1	Q2	Q3	Latest Commentary
Continue to provide wide range of recreational activities/opportunities for young people across district	Green	Green	Green	Recreation Activators continue to provide opportunities across the District
Work with partners to maintain already low levels of crime in the district	Green	Green	Green	All targets on track.
Reduce chronic Anti-Social Behaviour cases	Green	Green	Green	All outstanding Top Ten Anti-Social Behaviour (ASB) cases progressing
Reduce the number of metal theft incidents	Green	Green	Green	Scrap Metal Dealers Act 1963 amended to make the purchase of scrap metal for cash illegal. All scrap metal dealers with premises compliant. Itinerant scrap metal dealers still able to purchase scrap metal from customers if exempt under section 3b of the act. All itinerant dealers on CDC register advised of requirement to seek exemption.
Work with partners and businesses to support public health and safety	Green	Green	Green	Primary Authority Partnership with Sainsbury's still performing well. New Primary Authority Partnership with National Caterers Association (NACSS) being explored.
<b>Support the local community, voluntary and not for profit sectors to play an active role in the district</b>				
Work with the local voluntary sector to provide advisory services for the local community	Green	Green	Green	Quarterly reviews held with Citizens Advice Bureau (CAB) in respect of all aspects of the contract. Full review of contract implementation to be undertaken during Q4.
Support volunteering across the district	Green	Amber	Green	Development through Voluntary Organisations forum plus reactive support on one to one basis as requested. Volunteering arrangements with CAB are now back on track and volunteers have been placed with several organisations.
<b>Provide good quality recreation and leisure opportunities in the district</b>				
Establish the Trust arrangements to secure the long term future of Banbury Museum and maintain access for the community	Green	Green	Green	Project milestones reached. Shadow board have held their first meeting and work streams have been established and progressed as necessary
<b>Support improvement of local health facilities, services and standards across the district</b>				
Work to promote active and independent lifestyles amongst older people	Green	Green	Green	Working with older people groups across the district to help make them more sustainable
Work with partners to deliver 40 active lifestyle sessions monthly for older people	Green	Green	Green	Reduced number of sessions delivered in December due to holidays
Support the local NHS to retain and develop health services at the Horton General Hospital	Amber	Green	Amber	The Community Partnership Network is in transition to examine a range of new roles regarding the health and social care sector reforms. In the meantime Oxford University Hospitals Trust is continuing to respond to a very challenging financial savings target which when coupled with technological improvements in clinical care and continuing national changes and directives to how services are to be delivered means that further service change at the Horton appears inevitable.

Performance Measure	Q1	Q2	Target 12/13	Q3	RAG & DOT	Progress commentary
<b>Community Safety</b>						
% Residents when asked say they feel safe in town centres	n/a	n/a	54	59	Green ↑	Annual customer survey shows an improvement on previous year
% of nuisance cases dealt with within the prescribed timescale (maximum of 48 hours)	98.78	94.8	96	96	Green ↑	Drop in performance in December due to 2 cases being delayed
% of nuisance cases resolved within 8 weeks	100	99	96	95	Amber ↓	Performance slipped in November but was back on target in December.
Number of anti-social behaviour incidents involving high and medium risk victims	11	8	28	4	Amber ↑	Year to date figure is 23 against a profiled target of 21 No high risk ASB cases received during the quarter. This reflects the early intervention approach taken by the ASB co-ordinator and the team by monitoring repeat callers and responding before the problem becomes chronic.
Reduce all crime incidents reported by 1% (per 1000 Pop)	13.5	14.8	57.2	14	Amber ↓	Profiled target is 43 and mid-year actual is 42.2 Although performance slipped in November overall the district is on a trajectory to make a 1% reduction.
Reduce violence against the person with injury incidents by 5% (per 1000 Population)	0.84	0.9	3.84	0.7	Green ↓	Profiled target is 2.88 and actual is 2.46 Night time economy policing is continuing to impact on levels of violence
Reduce domestic burglary incidents reported by 5% (per 1000 Population)	0.31	0.25	1.44	0.35	Green ↑	123 burglaries from April – Dec (0.9%) Good work at the beginning of the year is keeping the partnership on track although October and November saw a sharp rise in burglary. These spikes occur and are largely due to individuals locally or small teams from out of the area. Police disruption through targeted patrol/interaction with likely suspects and focussed investigation usually recovers the situation.
<b>Leisure</b>						
Increase participation in active recreation by 1% (NI 8)	n/a	n/a	22.4	24.9	Green ↑	Annual figure from Active Survey Dec 2012 - shows increase in sport take up.
Maintain current levels of visits/usage to the modernised district leisure centres, Spiceball, Bicester and Kidlington	309,900	308,409	1,164,756	276,539	Green ↓	SLC and KGLC figures slightly up on December 2011. BLC swimming figures down as a consequence of play "n" teach pool closure. Also to note is Parkwood have upgraded Legend system and have had difficulties pulling off data from the system. Further analysis to be undertaken
Maintain current levels of visits/usage to Woodgreen Leisure, North Oxfordshire Academy and Cooper School	22,018	35,645	88,822	42,145	Green ↑	Sites performing well however some cancellations due to frozen pitches



## A Cleaner, Greener District

Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district

Tasks	Q1	Q2	Q3	Latest Commentary		
Reduce the amount of waste sent to landfill	Green	Amber	Red	Landfill tonnages are almost 1000 tonnes up on last year which is attributed to a change of policy re street sweepings from the Environment Agency		
Maintain the current high levels of customer satisfaction with our recycling and waste collection services	Green	Green	Green	Customer satisfaction levels in the latest satisfaction survey are good. For further information please see associated report		
<b>Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe</b>						
Work with local communities to continue the programme of neighbourhood litter blitzes	Green	Green	Green	Litter blitz programmes on track – next blitz is Glory Farm in January		
<b>Work to reduce our impact on the natural environment, limit our use of natural resources and support others in the district to do the same</b>						
Work with partners to improve the energy efficiency of homes & enable more residents to achieve affordable energy bills	Green	Green	Green	Continuing to work with United Sustainable Energy Agency (USEA) to improve energy efficiency of homes		
<b>Work with partners to support the development of Eco-Bicester as a national exemplar, creating a vibrant place where people choose to live, to work and spend their leisure time in sustainable ways</b>						
Work with partners to progress the delivery of the vision for Eco-Bicester	Green	Green	Green	The Project Team continues to work with partners to progress the development of Eco Bicester and the delivery of the vision.		
Start work on site for the initial housing development at North West (NW) Bicester	Green	Green	Green	Work expected to start on the housing development at North West Bicester in early 2013		
Ensure continued opportunities for local people to participate in the Eco-Bicester programme	Green	Green	Green	A planning application to extend the use of the Eco Bicester demonstration building was submitted in December. The building will continue to provide opportunities for local people to participate. The project team continues to ensure local people participate for example through press releases, events and websites.		
Performance Measure	Q1	Q2	Target 12/13	Q3	RAG & DOT	Progress commentary
<b>Environmental</b>						
Percentage of waste recycled or composted	60.1	60	60	58	Amber ↓	Recycling rate is similar to last year but composting is up and dry recyclates is down. Street sweepings are now excluded
Residual household waste per household in kgs per hh	107 kg	109kg	not set		n/a	
Number of fly tips – cumulative figure with annual target	96	210	467	359	Green ↓	
Number of risk based food premises inspections completed	180	341	464 profiled	515	Green ↑	Performance is good and we are ahead of the planned target for this time in the year. January and February however are busy months and this will reduce this early lead.

## An Accessible, Value for Money Council

Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services

Tasks	Q1	Q2	Q3	Latest Commentary		
Develop and implement an effective approach to address the financial impact of Government welfare reform	Green	Green	Green	Local Government Resources Review (LGRR) project is managing requirements and analysis		
Ensure the Council's budget is matched to strategic priorities demonstrating and promoting the Council's commitment to value for money and effective service delivery	Amber	Amber	Amber	Reflected in budget plans		
<b>Work with partners to reduce Council costs</b>						
Implement/embed shared back office systems to secure efficiencies	Green	Green	Green	On-going and on track – HR and Legal outstanding		
Implement a Shared ICT service	Green	Green	Green	Phase two of the programme of ICT standardisation is currently being undertaken and the November Programme highlight report is reporting Green and on target. An additional temporary ICT desktop resource is in place to help mitigate a 44% increase in service requests.		
Explore further opportunities with partners to share or provide services, thereby reducing costs or maximising income	Green	Green	Green	Discussions continue		
<b>Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance</b>						
Improve the information available to the public about our costs and performance, and promote understanding, accountability and opportunity	Green	Green	Green	Performance reports published regularly		
Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities	Green	Green	Green	The new citizen's panel has been consulted with the community and the satisfaction results are positive. See separate Annual Satisfaction report for further details on the results. Overall Satisfaction with services provided has increased from 68% to 75%.		
<b>Work to ensure we provide good customer service through the delivery of high quality and accessible services</b>						
Improve levels of satisfaction with and access to information provided by the Council	Green	n/a	Green	The new citizen's panel has been consulted with the community and the satisfaction results are positive. Levels of satisfaction with access to information have increased, Cherwell Link remains the most popular source of information about the Council increased from 57% to 66%.		
Improve access to services and advice by increasing online payment and appointment options	Green	Green	Green	Online forms have been developed and are available on our website for Planning, Enforcement and Planning Pre App enquiries. Access to webcasting is now available on mobile and tablet devices. Currently in the process of moving to a hosted online forms package.		
Performance Measure	Q1	Q2	Target 12/13	Q3	RAG & DOT	Progress commentary
<b>Finance</b>						
Percentage of Council Tax collected	29.82	57.93	87 profiled	86.16	Amber ↑	
Percentage of NNDR collected	32.91	60.04	87.5 profiled	87.5	Green ↑	

Performance Measure	Q1	Q2	Target 12/13	Q3	RAG & DOT	Progress commentary
Percentage of Invoices paid within 30 days	98.2	98.9	98.3	98	Green ↓	Christmas period resulted in invoices being delayed
<b>Customer Services</b>						
% Telephone calls abandoned	9.9	9.8	10	20.8%	Red ↓	Average length of call waiting is 1 minute 09 seconds
Number of Stage One complaints received	49	48	228	35	Green ↑	
Number of Stage Two complaints received	3	3	8	5	Amber ↓	
Number of Stage Three complaints received	6	1	4	1	Red →	8 received so far this year against a target of 4 for the year
Number of complaints referred to Ombudsman	9	3	19	7	Red ↓	During Q3 7 Ombudsman complaints were received. The six in Planning all related to the permission given for two garages and there was another case regarding business rates.
Car parking revenue	£381,445	£416,820	£1,512,811	£331,302	Green ↓	Drop in income due to festive free parking periods Total income to date £1,129,567 v target of £1,129,313