

Cherwell District Council

Executive

5 September 2016

Quarter One 2016/17 Performance Update

Report of Director – Strategy & Commissioning

This report is public

Purpose of report

To provide an update on the Cherwell District Business Plan progress to the end of Quarter One 2016/17.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the exceptions highlighted and proposed actions.
- 1.2 Note that any feedback on performance issues from Overview & Scrutiny Committee at its meeting on 1 September 2016 will be provided directly to the Leader of the Council.
- 1.3 Note the new reporting style which has been designed to improve the presentation of performance reporting.
- 1.4 Agree that, where appropriate, judgement measures used in the current business plan reporting are augmented or replaced by more specific, measurable, achievable, realistic, timely (SMART) measures.

2.0 Introduction

- 2.1 This is the first quarterly performance report for the 2016/17 Business Plan. Commentary has been developed to focus on areas not performing at the required level and provide an explanation of what has happened, why it has happened and what are we doing to improve performance.
- 2.2 The revised reporting template uses infographics (displaying data in a graphical form to aid understanding) and focuses on exception reporting (concentrating on the issues).
- 2.3 The report is also available online via the Performance Matters website where further options are available to interrogate the data in the report and the

performance and insight team is available to respond to specific reporting enquiries.

3.0 Report Details

3.1 Overall summary

3.1.1 Of the 81 measures in the plan that have targets or judgements applied to them, 61 (75%) are performing on or above target. 17 measures (21%) are showing an Amber alert and there are currently three measures (4%) which have not been updated. There are no red alerts as at Quarter One. Appendix 1 shows a 'sunburst' overview of performance plus counts for each of the corporate priorities.

3.2 A district of opportunity

3.2.1 The overall RAGG* rating for this priority is showing as Amber for this first quarter. CBP1.5.1 Deliver High Quality Regulatory Services has been reported as green for this quarter.

It has been a great year for Better Business. Approximately 200 staff attended four Organisational Awareness Days across Cherwell and South Northamptonshire which provided an opportunity for staff to experience what it felt like to be a start-up business in our district and to shape how our services assist. 88% of delegates agreed that the workshops met a number of objectives including ensuring that services recognise and understand that they need to work together as a whole Council to support our businesses.

Our programme with SEMLEP continues with a regulators workshop and a work programme which will include working with businesses to find out what the barriers are. We held workshops in Banbury with local businesses earlier in the year and developed a funded single regulatory point of contact based on feedback from businesses. We have extended this project as it is showing early signs of success which will add value to the final evaluation.

3.3 Safe, Clean and Green

3.3.1 CBP2.1.4 Maintain Customer satisfaction with recycling and waste service has been reported as green with an 83% customer satisfaction rate.

In order to maintain/enhance customer satisfaction on waste collection we will take the following measures:-

- Ensure all our collection staff are trained and competent.
- Ensure all our collection staff are smart, wearing corporate PPE and carry out their duties professionally.
- Regularly remind staff of the need for high quality customer service through team briefings.
- Ensure our supervisors monitor the performance of our collection staff in areas such as returning bins to the point of collection.
- Investigate any complaints and put in place any actions needed.

3.4 **A Thriving Community**

- 3.4.1 CBP3.1.1 Deliver at least 190 units of affordable housing is reporting as green* for this quarter. The 43 units were delivered at: Springfield Farm (Ambrosden), Kingsmere (Bicester), Longford Park, North West Bicester (Eco Town). These figures reflect the continued good partnership working that is taking place between the district council and registered providers operating in Cherwell to continue to deliver the affordable homes that are needed. It also reflects the Council's strong policy position with regards to affordable housing.

However, there will be increasing challenges in the coming months to ensure the Council continues to secure the affordable housing it needs to meet the affordable housing demand which the district has, not least because of the financial implications of the Brexit decision and the changing national housing and planning policy.

3.5 **Sound Budgets and Customer Focused**

- 3.5.1 The overall RAGG* rating for this priority is showing as Amber for this first quarter.

CBP4.1.4 Maximise income coming into the authority to include NHB/NNDR/C-Tax/external funding is reporting as green for this quarter.

Work is ongoing to maximise all income coming in to the authority. We have seen a further 299 properties become subject to council tax in the first quarter of 2016-2017 which means additional income from council tax as well as New Homes Bonus. We are continuing to implement and deliver strategies for NNDR, but we have seen a fall in rateable value in this quarter which impacts negatively on income. This is a variable we have little control over although we seek to mitigate this by having efficient processes in place to identify and monitor growth. During this quarter we went live with a product called GrantFinder and anticipate that this will help us to start to capture funding from external sources.

3.6 **Exceptions**

- 3.6.1 An exception is anything that has triggered a red or amber alert.
- 3.6.2 For objectives where judgements are being used, this is anything rated as 'slightly behind schedule' (amber) or 'significantly behind schedule' (red).
- 3.6.3 For measures of performance which are numerically based, the default tolerances are 'not meeting target but within 10%' (amber) and 'worse than 10% away from target' (red). Some measures may in future have their own tailored tolerances to ensure that red and amber alerts are appropriate to the measure.
- 3.7 There are 17 exceptions this quarter; thirteen judgements rated as 'slightly behind schedule' and four numeric measures.
- 3.7.1 Appendix 2 highlights the exceptions with associated commentary outlining:
- 1) What has happened
 - 2) Why it has happened
 - 3) What actions we are taking

4) When we will see improvement.

3.7.2 Commentary has come directly from the service experts to provide context to the judgement or data displayed.

3.8 Appendix 3 provides a specific trend report showing performance over time for the numeric measures performing below targeted levels. A variation of this graph with further options for exploring the data is available for all measures online to enable users to explore data more fully.

4.0 Conclusion and Reasons for Recommendations

4.1 This is the first report with the new reporting style. It is inevitable that there may be some tweaks we will need to apply to both content and format of the report as we develop and evolve the performance reporting of the new business plan.

5.0 Consultation

5.1 The annual customer satisfaction survey is being run in a slightly different format this year for CDC with a direct mailshot and online survey being conducted rather than surveying the citizens' forum. We received around 1,000 postal responses and around 150 online responses and results will be available in mid-August and will help to inform the business planning process for 2017/18.

6.0 Alternative Options and Reasons for Rejection

6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: To request additional information on items and/or add to the work programme for review and/or refer to Overview and Scrutiny.

7.0 Implications

Financial and Resource Implications

7.1 Financial Effects - The resource required to operate the Performance Management Framework is contained within existing budgets. However the information presented may lead to decisions that have financial implications. These will be viewed in the context of the Medium Term Plan and Financial Strategy and the annual Service and Financial Planning process.

Comments checked by:

Paul Sutton – Chief Finance Officer, 03000 030106

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Legal Implications

7.2 There are no legal issues arising from this report.

Comments checked by:

Nigel Bell, Team Leader – Planning and Litigation, 01295 221687
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Risk Implications

7.3 The purpose of the Performance Management Framework is to enable the Council to deliver its strategic objectives. All managers are required to identify and manage the risks associated with achieving this. All risks are logged on the Risk Register and reported quarterly to the Audit Committee.

Comments checked by:

Louise Tustian – Senior Performance & Improvement Officer, 01295 221786
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Data Quality

7.4 Data for performance against all indicators has been collected and calculated using agreed methodologies drawn up by accountable officers. The Council's performance management software has been used to gather and report performance data in line with performance reporting procedures.

Comments checked by:

Ros Holloway - Performance Information Officer, 01295 221758
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8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

The Performance Management Framework covers all of the Council's Strategic Priorities

Lead Councillor









Councillor Barry Wood, Leader of the Council

Document Information

Appendix No	Title
1	Sunburst showing the CDC Business Plan Priorities and Objectives: <i>The outer ring of the diagram shows the individual judgments and measures used to evidence the objective judgments in the middle ring. The exceptions are detailed in Appendix 2 and information about all measures can be reviewed in Appendix 4 and online.</i>
2	Exceptions <i>The table below provides details of all measures with a Red or Amber alert and also shows direction of travel from last period and last year. If commentary is not showing, we are awaiting an update from the appropriate service area.</i>
3	Trend Graphs for Numeric Exceptions <i>The graphs show the trend of performance for any numeric measure highlighted in Appendix 2 and compares against previous years' performance where applicable.</i>
4	Full measure and judgement list <i>All measures are shown in this appendix with commentary provided by the appropriate service area.</i>

Legend for Appendices

The following legend applies to all appendices:

Colour	Symbol	Meaning for Judgments	Meaning for Numeric Measures
Red		Significantly behind schedule	Significantly worse than target (more than 10% by default)
Amber		Slightly behind schedule	Slightly worse than target (up to 10% worse by default)
Dark Green		Delivering to plan	Delivering to target (up to 10% better by default)
Light Green		Ahead of schedule	Significantly better than target (more than 10% by default)
Blue	n/a	n/a	Target setting not appropriate
Grey		Not updated	Not updated
		Has improved since last month/quarter/year (arrow signifies which way performance has moved)	
		Has got worse since last month/quarter/year	
		Direction of Travel is not applicable as measures have not previously been reported	

Background Papers	
None	
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