

# **Cherwell District Council**

## **Executive**

**6 March 2017**

<b>Quarter Three 2016/2017 Performance Update</b>
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### **Report of Director – Strategy & Commissioning**

#### **Purpose of report**

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

#### **1.0 Recommendations**

The meeting is recommended to:







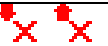

- 1.1 Note the exceptions highlighted and proposed actions.
- 1.2 Note that having considered the Quarter 3 Performance Report, the Overview and Scrutiny Committee have referred no performance related matters which to Executive.

#### **2.0 Introduction**

- 2.1 This is the third quarterly performance report for the 2016/17 Business Plan.
- 2.2 The report is also available online via the Performance Matters corporate performance management system where further options are available to interrogate the data. The performance and insight team would be happy to help users get more out of the performance reporting capability we have.





## 2.3 Legend for Appendices

The following legend applies to the report and associated 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	

## 3.0 Report Details

### 3.1 Overall summary and progress from last quarter

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 ( or ). 16 measures (20%) are showing an Amber alert  and four (5%) are reported as Red  for the **year to date position** as at Quarter Three. Counts by priority are shown later in this report.

One measure has been removed from this overall count as it has been incorrectly profiled and is reporting against an unachievable target. (Details of measure CBP3.1.1b are in paragraph 3.2.5).

Appendix 1 shows a 'sunburst' overview of quarter three performance radiating from the corporate priorities in the centre through the objectives to the specific measures in the outer ring.

3.1.2 Of the 18 exceptions reported last quarter, 11 are still at amber status and three are red status. In Appendix 2, the highlighted end column shows the most recent year to date position for those measures reported as exceptions last quarter.

3.1.3 Four have improved to Green (on track), including both the Number of Fly tips and Percentage of Business Rates collected back on schedule.

- 3.1.4 The measure (CBP 3.4.1 Support the Community Partnership Network (CPN) with financial, clinical & technological changes in health & social care sector) remains on red warning status from Quarter 2 into Quarter 3 (significantly behind schedule). Details of improvement actions are outlined in point 3.2.4.
- 3.1.5 In addition, measures CBP4.2.1b Social Media Ratings Twitter (9000) and CBP3.1.1b Deliver 100 self-build housing projects as part of HCA funded grants programme both continue to show a red alert. Details of proposed corrective actions can be found in the commentary in Appendix 3 which shows all exceptions for Quarter Three.
- 3.1.6 Appendix 2 provides a summary of measures which were Exceptions in Quarter One and their current performance in Quarter Two.

## 3.2 Exceptions this quarter

- 3.2.1 An exception is anything that has triggered a Red or Amber alert. This report focuses on the **'Year to Date'** position which shows the performance for this financial year so far.
- 3.2.2 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.
- 3.2.3 This quarter has seen a decrease in the number of Amber measures from 18 to 16. There has however been an increase in the number of Red rated measures; from none reported in Quarter One to four this quarter.
- 3.2.4 Details of all exceptions are shown in Appendix 3. Below is a summary of the four Red rated measures.

CBP3.1.2 (Promote the establishment of an off-site construction factory in Bicester) has been judged as 'no longer relevant'. The original project involved the application for EU funding (ESIF) to support development of the prototypes and the off-site manufacturing factory. The application was submitted in September and reviewed with DCLG on number of occasions following this. They introduced a couple of new requirements meaning we needed to have planning permission by March 2017 and the project was limited to developing affordable rent prototypes which could never make a profit. The decision was made in December to withdraw from the funding and to develop the idea internally with a view of developing a facility to provide shell homes for both CDC and Graven Hill. Development of the project will commence in January 2017.

CBP3.4.1 (Support CPN with changes in the health and social care sector) has been rated red due to the significant downgrading of services at the Horton Hospital. The Council has engaged a health sector specialist to review all the relevant issues and to prepare clinical and other arguments to support a Council response to retain services as part of the formal consultation process in 2017.

CBP3.7.1 (Continue programme of Conservation Reviews) has fallen behind this quarter with the review of the Hethe conservation area requiring a little further work before it can be made available to the public. The team are still confident of completing the five reviews planned for this year.

Twitter follower growth (CBP4.2.1b) has slowed in recent months. There is potential to investigate and implement a Twitter advertising campaign.

3.2.5 CBP3.1.1b (Deliver 100 self-build houses) was reported red due to an incorrectly profiled target. This target focuses on a particular subset (self-build housing) of the over-arching affordable homes measure which continues to perform significantly better than target (measure CBP3.1.1 which can be seen in Appendix 4). The target for self-build houses is not an achievable figure and has been revised in the refreshed Business Plan for 2017/18. This measure has been removed from the Sunburst diagram and priority counts for future reporting. Details are shown in the exception report this quarter for information. It will be removed from all appendices in quarter four.

3.2.6 Appendix 3 shows all exceptions (Red and Amber) with associated commentary outlining:

- 1) What has happened?
- 2) Why has it happened?
- 3) What actions are we taking?
- 4) When will we see improvement?

3.2.7 Commentary is directly from the service experts to provide context to the judgement or data displayed.

### 3.3 Good news extracts from the Quarter Three / Year to Date report

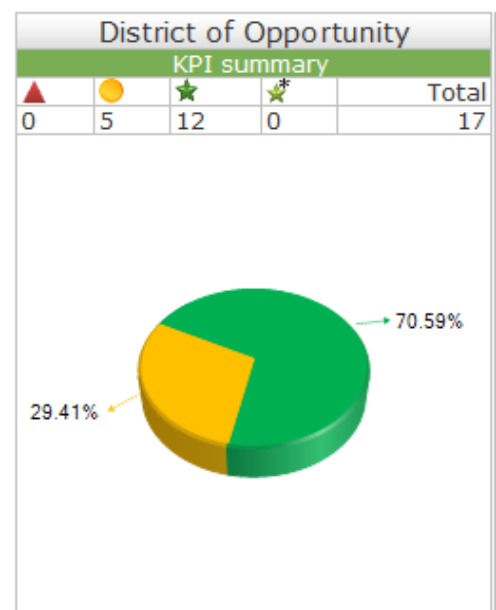
#### 3.3.1 District of Opportunity

Performance within this priority is delivering as follows:

**CBP1.2.3a** Graven Hill, Deliver the demonstration project on the Graven Hill site has improved from Amber to Green.

Quarter Three has seen continued progress with sale of plots. Three of the ten Pioneer plots have begun their build on the demonstrator site and are up to roof level. A further 6 plots will begin on site in early 2017. Thirty five plots have been released to date, of which 24 plots have been reserved.

**CBP1.4.1** Support business growth, skills & employment in local companies & visitors economy



Quarter Three has seen the relocation and expansion of Banbury's longest established major employers. Norbar Ltd has moved to remodelled premises on Wildmere Road (Safeguarding 260 staff with 36 new recruits including 10 apprentices). Karcher Ltd has also moved into new premises adjacent to junction 11 of the M40 (safeguarding around 300 jobs and creating 11 new positions).

### 3.3.2 Safe, Green, Clean

Performance within this priority is delivering as follows:-

**CBP2.2.1a** Undertake 6 neighbourhood blitzes with community involvement is reporting as Green\* again this quarter.

The blitz events held have proved to be very popular with residents and it is noticeable that there are more bulky household waste requests being pre-booked during these events. Town councils are also actively supporting these events.

**CBP2.2.1** Maintain Customer Satisfaction with Street Cleansing.

Street cleansing have received numerous compliments from councillors and members of the public alike with regard to the high level of cleansing that it being delivered both in the urban centres and open spaces with Banbury Town Council.

**CBP2.2.1b 2.2.1c** Number of Fly tips and Number of Enforcement Actions.

This quarter has seen a continued a sustained drop in the number of fly tips correspondingly the number of enforcement actions have also reduced.

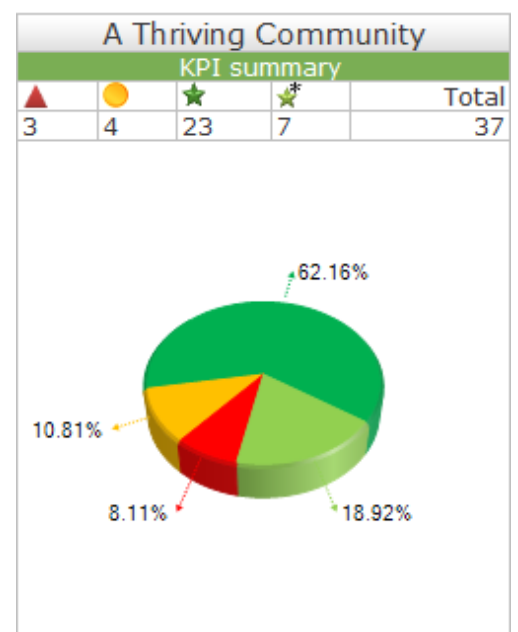
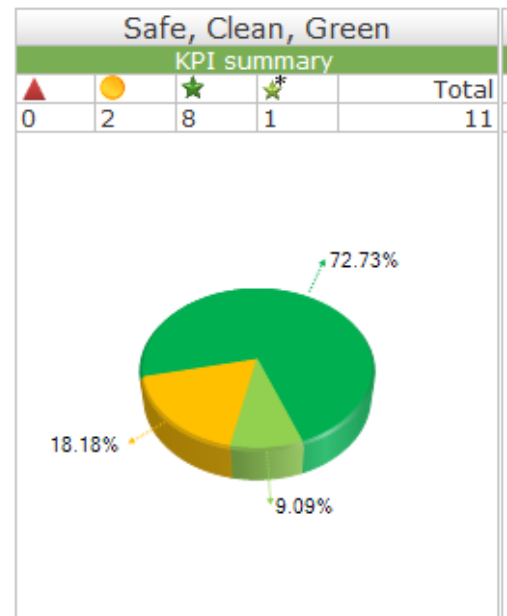
### 3.3.3 A Thriving Community

Performance within this priority is delivering as follows:-

**BP3.1.1** Deliver at least 190 units for affordable housing

The past quarter has seen a higher than projected delivery rate of affordable homes in the district, this is the result of the successful relationship that the Investment and Growth Team has fostered with developers, planners and registered providers in order to ensure that the districts affordable housing needs are met. As a result of this work the annual target of 190 new homes has been achieved by the end of the third quarter.

**CBP3.7.3** Protect our Built Heritage, Processing of Major Applications within 13 weeks



This measure is tracking ahead of schedule with a performance figure of 100% achieved in December. This result far exceeds the target for major applications.

**CBP3.7.4 Processing of minor applications within 13 weeks.**

Performance for this measure is much improved this quarter and 90% was achieved in December. This measure continues to track well above the national target of 65%

**CPB3.7.5 Processing of other applications within 8 weeks**

This measure also continues to perform above target with 90% being achieved in December, above the target of 80%

**3.3.4 Sound budgets and customer focussed council**

Performance within this priority is delivering as follows:-

**CBP4.3.1 Deliver annual balanced budget setting out 5 year financial plans (MTFS).**

The provisional settlement announcement was better than expected for 2016/17 meaning that setting a balanced budget is achievable. There is an offer of a 4 year settlement which will give us the ability to plan but will see a significant in funding from 2018/19.

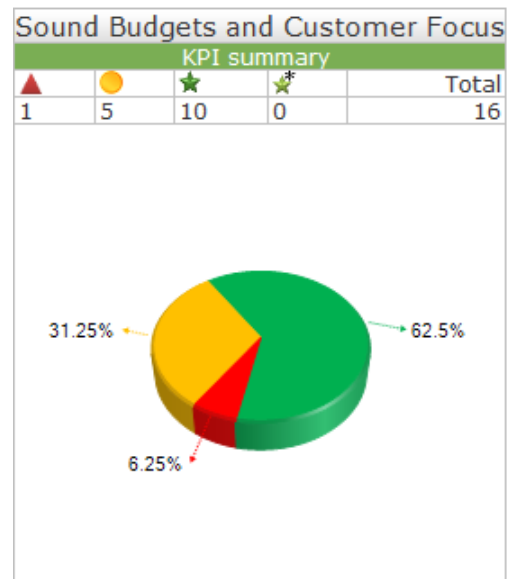
**CBP4.2.1b** Social media ratings is have seen an improvement this quarter with only one measure in amber status CPB4.2.1 Social media ratings, Facebook likes. All other measures are green in this quarter.

3.3.5 Appendix 4 has a list of all measures in the business plan with associated commentary.

3.3.6 Appendix 5 provides an update of the Equalities action plan 2016/17. While there are some actions slightly behind schedule the action plan is largely on track. Three actions have been judged as ‘No longer relevant’ as other activity will be taking place to achieve the outcomes in the plan

**4.0 Conclusion and Reasons for Recommendations**

4.1 This is the third report based on the new Business Plan presented in the new reporting style. Slight amendments in style and appendices have been made to try and improve how the report works. This is an evolutionary process and we will continue to develop the reports, including any changes from feedback received from the Overview and Scrutiny Committee.



- 4.2 As agreed previously, this report focuses on the exceptions. The performance and insight team have also picked out some 'good news' stories to provide a balance and provide case studies supporting the generally excellent levels of delivery.

## **5.0 Consultation**

- 5.1. The format and content of the Customer Service Satisfaction survey for 2017 is currently being reviewed. The next step will be to circulate the proposed changes to JMT for approval. It is also to be proposed that the commencement of the consultation process be brought forward to April 2017.
- 5.2 Other consultations that have been undertaken this quarter include, Public Protection Commercial Services Questionnaire, looking at the provision of services and identifying any opportunities for further business development and Tenancy Strategy and ASB Policy consultation. Analysis of the results is currently underway.
- 5.3 The Overview and Scrutiny Committee reviewed the Quarter three performance report at their meeting of 21 February 2017 and referred no matters to Executive.

## **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.

None identified

## **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

[nigel.bell@cherwellandsouthnorthants.gov.uk](mailto:nigel.bell@cherwellandsouthnorthants.gov.uk)

## **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

[Louise.tustian2@cherwellandsouthnorthants.gov.uk](mailto:Louise.tustian2@cherwellandsouthnorthants.gov.uk)

## **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:

Shirley Vaughan - Performance & Planning Officer, 01327 222375

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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	<p><b>Appendix 1 – Sunburst showing the CDC Business Plan Priorities and Objectives</b></p> <p>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 3 and information about all measures can be reviewed in Appendix 4 and online.</p>
2	<p><b>Appendix 2 – Exceptions last quarter and their progression</b></p> <p>The table provides an overview of exceptions that were either Red or Amber RAGG* status last quarter and how they are performing this quarter.</p>
3	<p><b>Appendix 3 – Exceptions</b></p> <p>The table provides details of all measures with a Red or Amber alert and also shows direction of travel from last period and last year.</p>
4	<p><b>Appendix 4 – Full measure and judgment list</b></p> <p>All measures are shown in this appendix with commentary provided by the appropriate service area</p>
5	<p><b>Appendix 5 – Equalities Action Plan Summary</b></p> <p>A summary of the key Equalities themes and details of exceptions</p>
<b>Background Papers</b>	
None	
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