

Executive

Performance Management Framework 2009/10 Third Quarter Performance Report

1 February 2010

Report of the Chief Executive and Community and Corporate Planning Manager

PURPOSE OF REPORT

This report covers the Council's performance for the period 1 October to 31 December 2009 as measured through the Performance Management Framework.

This report is public

Recommendations

The Executive is recommended:

- (1) To note the many achievements referred to in paragraph 1.3.
- (2) To request that officers report in the fourth quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues.
- (3) To agree the responses identified to issues raised in the last quarterly performance report in paragraph 2.1 or to request additional action or information.

Executive Summary

Introduction

- 1.1 This is a report of the Council's performance in the third quarter of 2009/10 as measured through the Performance Management Framework. Central to this is the Corporate Scorecard, which is made up of the Council's priority performance targets. The Corporate Scorecard covers seven areas of performance. These are: performance against the Local Area Agreement; the Community Plan; the Corporate Plan promises; Priority Service Indicators; Financial Performance; Human Resources; and Customer Feedback.

Supporting information is also provided showing the performance on delivering all of the Corporate Plan; the Corporate Improvement Plan; the strategic service projects; the performance of the Council's seventeen significant partnerships and the status of the Council's strategic risks.

To measure performance we use a 'traffic light' system where Green is 100%

of the target met, Amber 90% and above, and Red below 90%.

- 1.2 It should be noted that although this is primarily a report of corporate performance the Performance Management Framework also includes monitoring at service level against service plans. The majority of performance issues are dealt with at service and directorate level. However significant service successes and issues are reported upwards and where appropriate included in this report.

Proposals

- 1.3 We ask the Executive to note the significant progress made in delivering the Council's objectives. Particular highlights include:

Cherwell: A District of Opportunity

- In November 2009 Councillor Gibbard and Chairman Diana Edwards joined staff and tenants of Charter Community Housing in planting a tree to mark the opening of twenty affordable flats at Merton Street in Banbury. The council supported the development of these flats by investing gap funding so that Sanctuary Housing Group could make use of homes which a developer was struggling to sell.
- The council continues to work with partners to hold weekly job clubs. An apprenticeships scheme is being finalised to support opportunities for younger people.

A Cleaner Greener Cherwell

- Successful roll out of the food waste collection to 17,000 properties before Christmas.
- We have launched a resource point for recycling of redundant equipment from local businesses to voluntary organisations.

A Safe and Healthy Cherwell

- Successful opening of the new Spiceball Leisure Centre, ahead of schedule.
- The first Drinks Banning Order in the country has been obtained in Banbury and the success recognised by the Home office.
- An ASBO has been granted for a persistent offender in Bicester.
- The 'Scores on the Doors' website (for information about local food hygiene ratings) achieved 3415 hits during December.

An Accessible Value for Money Council

- As at 31st December we have secured £924,000 of our £1 million savings target for 2009/10. We are also projecting £693,000 of efficiencies against a target of £600,000.
- The council has received its Comprehensive Area Assessment (CAA)

organisational rating and has scored strong threes across all assessment areas:

- Managing performance 3 out of 4
- Use of resources 3 out of 4
- Managing finances 3 out of 4
- Governing the business 3 out of 4
- Managing resources 3 out of 4

The CAA is a tougher test of performance than the CPA (Comprehensive Area Assessment) and whilst we have not achieved our aim of scoring a four there are several areas of excellence and strong performance that have been identified through the assessment. These include our performance in helping local people and businesses respond to the recession, community leadership and the pace of improvement, the way we deal with waste, clean streets, falling crime, affordable housing, homelessness and temporary accommodation performance, access to services, electronic transactions, our website and improved value for money.

- 1.4 The Performance Management Framework allows Councillors to monitor the progress made in delivering our objectives and to take action when performance is not satisfactory or new issues arise. There are a number of such items identified in this report and we recommend officers should report on the latest position, implications, and the action they are taking in the next quarterly performance report. These are:

Cherwell: A District of Opportunity

- Processing of major planning applications (NI 157a processing of major planning applications within 13 weeks), performance is off target but improving. The service expects to be within target by the year end. This target has been affected by the reduced number of major applications received.
- The percentage of planning appeals upheld against a refusal. This target is reporting red (33% against a target of 30%), however, performance is improving and in December all appeals were won by the Council. It is anticipated that this target will be met by the year end.

A Cleaner Greener Cherwell

- NI195b (street and environmental cleanliness – detritus), this is the second quarter this target has been reported as red. The service expects to be on track in quarter four.

An Accessible Value for Money Council

- We have improved our performance in terms of benefits processing this quarter both in relation to new claims and changes to circumstances. However, this is still an area for improvement and we will keep it under review and provide a further update in the quarter 4 report.

Conclusion

- 1.5 In this report we show that at the third quarter the Council continues to make excellent progress on delivering its ambitions to improve the services delivered to the public. We have highlighted a small number of areas which the Council needs to keep under review to ensure we meet our targets and also identified emerging issues which we will report on in the next quarter.

Background Information

2.1 Progress on Issues Raised

The Executive on 16 November 2009 requested progress reports on a number of areas identified in the quarter 2 performance report as areas where targets had not been met or where there were emerging issues. The position in relation to these is outlined below:

Cherwell: A District of Opportunity

- Markets Contract: issues around the contract for Banbury market, with the current operator in receivership, resulting in a loss of income for the council and a new procurement process to secure the future of the market having started.

The market contract has now been awarded, and will commence from 1st April 2010.

- The percentage of planning appeals allowed against a refusal decision: trends in performance can be an indicator of the quality of development control decision making. Performance does however fluctuate as a result of normal variations in decision outcomes, so a short term decline in performance is not necessarily significant.

The Head of Development Control and Major Developments continues to monitor reasons for adverse appeal decisions. In general performance is improving and this is due to careful examinations of reasons for refusal. We believe we will meet end of year targets. In November only one appeal decision was received, this was allowed.

January Update: It should be noted that in January 2010 the RAF Upper Heyford redevelopment appeal decision was received and the appeal was allowed. Planning permission has been granted, subject to detailed conditions and legal undertakings. The Planning Committee will receive a detailed report in due course. This appeal decision will be reflected in the quarter four performance report and is noted here as the decision was received as this report was being drafted.

A Cleaner Greener Cherwell

- Ensuring the council effectively demonstrates its community leadership role in tackling climate change.

During the last quarter the council has taken a proactive approach to its community leadership role in tackling climate change. We are working with the Energy Saving Trust to prepare a community engagement action plan, Cherwell Link (the council's all household newsletter) included an article on climate change and the council's approach and the Local Strategic Partnership has an established sub-group which supports the delivery of the climate change objectives with the sustainable community strategy, Cherwell District Council is playing a leading role in this group.

An Accessible Value for Money Council

- Benefits processing: The time taken to process new benefits claims and changes of circumstances:

We have improved our performance in terms of benefits processing this quarter. NI 181 (the time taken to process housing / council tax benefit – new claims and changes to circumstances) is now within target and service improvements have been put in place to ensure this performance is sustainable.

Exch 003 (average time to process new benefits claims). Our target of 20 days for the quarter was missed as our year to date performance is at 34.88 days. However, our performance does show continual improvement (in quarter 2 the year to date figure was 42.31 days). Looking specifically at performance for the month of December reflects this improvement with an average processing time of 19.87 days for new claims (within the target of 20 days).

Exch 004 (average time to process changes in circumstances). Our performance this quarter is 11.99 against a target of 13.00 days. Our trend of performance is continuing to improve with 7.53 days achieved in the month of December. Whilst new claims have taken a priority we expect to sustain this performance as the caseload is more up to date.

2.2 Overview of Performance

The performance against the Corporate Scorecard is shown in appendix 1. In the sections below there is a summary of the performance against each of the frameworks that make up the Corporate Scorecard. This is followed by a summary of the performance on delivering the Strategic Service Projects and the Corporate Improvement Plan; the performance of the Council's seventeen significant partnerships; and the status of the Council's Strategic Risks. The details are contained in appendices one to eight.

2.3 Corporate Scorecard – Local Area Agreement

There are 16 National Indicator targets that are priorities for district councils within the Local Area agreement. Out of these in Cherwell 7 are green and 1 is red. 3 are new indicators this year and have no targets and 5 indicators are not reported this quarter.

Successes

- National Indicator 195a – Improved Street and Environmental Cleanliness (litter) is on track.
- Cherwell District Council is continuing to take a lead role in coordinating the Oxfordshire district councils' performance management of the 16 district LAA targets.

Issues

- National Indicator 195b – Improved Street and Environmental Cleanliness (detritus). Detritus levels remained slightly greater than the target. It is expected that we will be back on track by year end. It should be noted that detritus levels in shopping areas were very good and that the areas of greater concern were main and rural roads.

Details in Appendix 2

2.4 Corporate Scorecard – Community Plan

Progress in delivering the Community Plan is measured against 29 targets. Because delivering the Community Plan involves a number of agencies not all of these targets are the responsibility of Cherwell District Council. Where they are then they are included in our Corporate Plan. In total 16 of the targets are Green, 3 Amber and 1 Red. The remainder do not report this quarter.

Issues

- Teenage conception remains an area of concern; this issue has been included within the new Sustainable Community Strategy.

2.5 Corporate Scorecard – Corporate Plan Promises & Corporate Plan

The Corporate Scorecard includes the 16 service promises which were included in the 2009/10 Council Tax Leaflet which was sent to every household in Cherwell. Of these 13 are Green and 3 Amber.

In this framework we also monitor the performance of 21 National Indicators that link directly to the delivery of our Strategic Priorities. 11 are Green, 1 Amber and 2 Red. The rest do not report this quarter.

Successes

- Local Development Framework. The team is on track to deliver a draft Core Strategy to Executive in February 2010.
- Delivery of affordable 100 homes. Exceeding performance expectations with the 2009/10 total now at 159.
- The CCTV upgrade project commenced on 5th January 2010.
- The food waste recycling project is on track with 17000 properties in Kidlington and the villages around Banbury now covered by collections.

The rest of the district will be able to participate in food waste recycling as the scheme is rolled out between January and March 2010.

- We are continuing to reduce the number of households in temporary accommodation, our performance is on target with 37 households currently in temporary accommodation.
- The new Spiceball Leisure Centre opened to the public in December ahead of schedule.
- Improving access to services: a number of partners have worked with us to improve access to local services. The Citizen's Advice Bureaux started a new surgery at our Castle Quay link point in January 2010; we are talking to Job Centre Plus about jobseeker sign on services in Bicester.
- Customer complaints – this quarter we continue to meet all of our targets in terms of dealing with customer complaints.

Issues

- Progress towards a residents parking scheme in Banbury remains off track. This is due to delays at the County Council. A report is being taken to Executive in January 2010.
- Undertake improvements to open markets. Whilst the contract for Banbury Market has now been let it has not been possible to take forward scrutiny recommendations for Bicester and Kidlington. This has been due to staff shortages in Licensing. Both Bicester and Kidlington Parish Councils have been informed. Work with the Banbury market contractor to look at a programme of specialist markets will commence to bring this work back on track.

Details in Appendix 3

2.6 Corporate Scorecard – Priority Service Indicators

These are a basket of 39 National Indicators and local service indicators that measure key aspects of service delivery that are not covered in the Community Plan or Corporate Plan. Of these 25 are reported in this quarter. 16 are Green, 3 Amber and 5 Red. Indicators that are red in this quarter are in the planning and benefits services, these issues are outlined in paragraph 1.4 in this report.

Successes

- Processing of minor planning applications has improved again this quarter, up from 82% to 84% of applications processed within time. Likewise processing of 'other' planning applications is exceeding target.
- As noted in paragraph 2.1 benefits assessment performance shows steady improvement. However, performance is being kept under close watch to ensure improvement is sustained.

Issues

- There continues to be a slight dip in museum attendance. It is possible

that performance has been affected by Sunday closures (which begun in September 2009). Attendance is being closely monitored. However, the education programme is proving extremely successful with 1526 school children from 31 different schools attending this quarter.

- Planning, character appraisals – performance is slightly off track in terms of the number of up to date character appraisals. This is due to work on the Local Development Framework taking priority.

Details in Appendix 4

2.7 Corporate Scorecard – Financial Performance

There are four finance targets. All are reporting green in this quarter; as such there are no issues of concern. We are projecting that we will meet and exceed our target for efficiency savings this year.

2.8 Corporate Scorecard – Human Resources

Three Human Resources indicators are monitored: staff turnover; days lost through sickness; and workforce capacity. Two are Green (staff turnover and sickness) and one is Amber (workforce capacity).

Successes

- The 'Expressions of Interest' process has been successfully completed and noted as good practice in terms of workforce planning.
- Managing sickness absence – our performance remains on target due to proactive implementation of the revised sickness management process.

Issues

- Workforce capacity: there have been some delays in recruitment due to the process of advertising internally first.

2.9 Corporate Scorecard – Customer Feedback

Three issues are covered: satisfaction with customer service when contacting the Council; feelings of safety; and feeling well informed about the Council. The first is collected through monthly sample surveys the other two are collected by questions in the annual Customer Satisfaction Survey.

Successes

- The monthly performance target (over 90% of customers satisfied with our service when contacting the council) is at 96%. Performance has been consistently on target.
- 83% of residents feel safe at home or in the community (against a target of 79%)

Issues

- 65% of customers feel well informed about the Council (our target is 72%). Managers conference considered this issue and a task and finish group will take forward actions in 2010.

2.10 Strategic Service Projects

At the beginning of 2009/10 we identified 10 service-based projects that are of strategic significance because of the resources involved, their impact on the Council's reputation or their contribution to delivering the Council's corporate priorities. Two of these projects have now been completed (the Banbury Health Centre and The Banbury Bankside Development permission). Of the remaining projects 3 are reporting as Green and 5 as Amber.

Successes

- Eco Town: progress on this project continues. Discussions around funding are positive and an outcome regarding a grant for eco town support work is expected soon.

Issues

- Southwest Bicester: the developer had felt that under the current climate it was uneconomic to commence the project. However, a proposal for a revised planning agreement is emerging which should allow the development to start.

Details in Appendix 5

2.11 Corporate Improvement Plan

Executive on 27 April 2009 agreed the 2009/10 Corporate Improvement Plan. This continues the overall theme of previous years of delivering continuous improvement in the performance of the Council. In recognition of the impact of external factors, particularly the economic recession, there is a focus on three key areas: supporting jobs and economic regeneration; developing partnership working; improving value for money. There are 51 items in the Corporate Improvement Plan, 35 are Green and 12 Amber, 1 is red and the rest do not report this quarter.

Successes

- Working with Thames Valley Police we have launched a publicity campaign to address perceptions of anti-social behaviour.
- The council continues to focus on data quality through the management information strategy. Our work has been recognised by the Audit Commission and our Use of Resources rating in this area has improved from a score of 2 to 3.

Details in Appendix 6

2.12 Significant Partnerships

The Council has identified 17 partnerships as significant due to the level of resources involved, and the impact on the local community. Many of the most significant and difficult issues we face, crime, the environment, economic development, can only be tackled if agencies work together.

Successes

- The Cherwell Community Planning Partnership has formally ceased to exist and its successor body, the Cherwell Local Strategic Partnership has come into being. This new partnership has adopted the sustainable community strategy 'Our District, Our Future' and is currently planning a launch event with local stakeholders.
- In the quarter 2 report it was noted that the Oxfordshire Economic Partnership had not yet resolved its issues of district council representation. In quarter 3 it has been confirmed that Councillor Bolster has become a member of the revised partnership board. In addition the project bid made by the partnership for LAA reward funding has been revised to more closely reflect district council priorities.

Details in Appendix 7

2.13 Strategic Risks

In order to effectively manage its performance and resources the Council needs to be aware of the risks it faces and to have arrangements in place to manage these. In our quarter 1 report we identified the benefits of integrating risk and performance management and gave an overview of the project we have initiated to achieve this.

We have six strategic risks identified on our register that we review in each quarterly Executive performance report corporate and operational or service risks are reviewed at the directorate and service level.

Status this quarter

- Our project to integrate the risk and performance management frameworks remains on track. All strategic, corporate and service risks are currently being reviewed before they are added to the integrated performance and risk register.
- Responsibility for strategic risk management will be taken on by the Corporate Strategy, Performance and Partnerships Team. The Performance Management Framework will be updated to include risk, resulting in a fully integrated approach to performance and risk from 2010/11.
- All current strategic risks and mitigation actions have been reviewed and

updated this quarter.

- There are no additional issues arising with regards to any of our strategic risks.

Details in Appendix 8

Key Issues for Consideration/Reasons for Decision and Options

3.1 This report presents the Council's performance against its corporate scorecard for the third quarter of 2009/10. It includes an overview of our successes, areas for improvement and emerging issues to be considered.

The following options have been identified. The approach in the recommendations is believed to be the best way forward

- Option One**
1. To note the many achievements referred to in paragraph 1.3.
 2. To request that officers report in the fourth quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues.
 3. To agree the responses identified to issues raised in the last quarterly performance report in paragraph 2.1 or to request additional action or information.
- Option Two**
- To identify any additional issues for further consideration or review.

Consultations

No specific consultation on this report is required. However, it should be noted that several indicators are based on public consultation or customer feedback.

Implications

Financial:

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 & Financial Strategy and the annual Service & Financial Planning process.

Efficiency Savings – There are none arising directly from this report.

Comments checked by Karen Curtin, Head of Finance
01295 221551

Legal: Maintaining National Indicators is a statutory requirement.

Comments checked by Liz Howlett, Head of Legal and Democratic Services, 01295 221686

Risk Management:

The purpose of the Performance Management Framework is to enable the Council to deliver its strategic objectives and improve customer satisfaction. All managers are required to identify and manage the risks associated with achieving this. All risks are logged on the Corporate Risk Register and there is an update on managing risks recorded at least quarterly. A failure to identify and improve key drivers of customer satisfaction through effective Performance Management is one of the Council's strategic risks.

Comments checked by Rosemary Watts, Risk and Insurance Officer, 01295 221566

Data Quality

Data for performance against all indicators has been collected and calculated using agreed methodologies and in accordance with Performance Indicator Definition Records (PIDRs) 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 Helen Couperthwaite, Community and Corporate Planning Officer, 01295 221751.

Wards Affected

All

Document Information

Appendix No	Title
Appendix 1	Corporate Scorecard 2009/2010
Appendix 2	Local Area Agreement
Appendix 3	Corporate Plan
Appendix 4	Priority Service Indicators
Appendix 5	Strategic Service Projects
Appendix 6	Corporate Improvement Plan
Appendix 7	Significant Partnerships
Appendix 8	Strategic Risks
Background Papers	
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