

SUPPLEMENTARY INFORMATION

Overview and Scrutiny Committee

23 January 2018

Agenda Item Number	Page	Title	Officer Responsible	Reason Not Included with Original Agenda
7.	(Pages 1 - 12)	Draft Business Plan and Budget – consideration of the business planning documentation for 2018-19	Chief Executive	Information being finalised at time of agenda dispatch

If you need any further information about the meeting please contact Emma Faulkner, Democratic and Elections emma.faulkner@cherwellandsouthnorthants.gov.uk, 01327 322043

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Cherwell District Council

Overview and Scrutiny Committee

23 January 2018

<p>Consideration of the Business Planning documentation for 2018/19</p>
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Report of Chief Executive

This report is public

Purpose of report

To consider the draft Business Planning and Performance Management documentation that will support the Budget for 2018/19 and to make any comments for inclusion in the final versions.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the documentation, and make any observations it feels appropriate

2.0 Introduction

- 2.1 2018/19 is the last year of a five year Strategic Planning cycle.
- 2.2 Cherwell District Council and South Northamptonshire Council have previously developed individual five year Strategic and annual Business Plans
- 2.2 Officers have adopted a “light touch” approach to refresh of the annual Business Plan, in terms of the strategic priorities, but has sought to converge the two plans into a joint plan, which all members across the two Councils can endorse and relate to.
- 2.3 Increasingly, the integration of services and management structures have created a single organisation on the inside, serving the two councils on the outside.
- 2.4 The current Strategic Plans are very similar in content – the high level vision and strategic priorities are virtually the same, with some specific localised programmes and initiatives providing the only real differences
- 2.5 The Performance Management information has followed the structure of the existing plans, but has lacked precision and focus on the critical performance measures. Similarly, the number of measures and presentation of reports has not

enabled Members and Senior Management to monitor and manage performance against the Business Plans as effectively as we would like.

- 2.6 The number of measures and volume of input required by officers has also meant that the quality of information has been variable.

3.0 Report Details

- 3.1 This report introduces a number of documents which provide the necessary detail for the Committee to consider the proposals
- 3.2 The Plan on a Page shows a Joint Business Plan for the two Councils. It summarises the high level priorities, drawn from the five year Strategic Plan, that will form the basis of the Operational Plans for each of the services.
- 3.3 This is essentially a communication tool, showing the direction and key priorities for delivery in the last year of the five year plan cycle
- 3.4 The spreadsheet appended shows the Joint Business Plan in more detail, but will effectively be the format against which progress will be reported in the future.
- 3.5 The first page of the spreadsheet outlines the key joint programmes of work contributing to the Business Plan priorities. On a regular basis, officers will be completing the commentary, updating members on progress against the key programmes of work.
- 3.6 The second page identifies the Key Performance Indicators (KPIs), again reported on a regular basis, that provide an analysis of our comparative performance against neighbouring authorities and local government nationally. These will include not only front facing service measures, but also corporate measures, providing members with a view as to how the organisation is being managed.
- 3.7 It is intended that shortly after the Full Council meeting in February, we will develop the process for a full review and development of the next five year Strategic Plan. This will be a comprehensive review, involving all key stakeholders and partners, locally and regionally, to determine the direction and vision of the Councils for the next five years and beyond.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The recommendation as set out in the report is believed to be in the best interests of the Council.

5.0 Consultation

None.

6.0 Alternative Options and Reasons for Rejection

6.1 The following alternative options have been identified:

Option 1: To continue with the existing plans and performance management arrangements

Option 2: To develop separate plans for each of the Councils

7.0 Implications

Financial and Resource Implications

7.1 There may be some minor financial implications if there are any system changes required to implement the new performance management, but these will be kept to a minimum.

Comments checked by: Paul Sutton, Executive Director Finance and Governance, 01295 221634, paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 There are no Legal implications identified

Comments checked by: Nigel Bell, Interim Legal Services Manager, 01295 221687, nigel.bell@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Not applicable.

Document Information

Appendix No	Title
1	Plan on a Page
2	Business Plan Tracker
Background Papers	
None	
Report Author	Richard Ellis (Director (interim))
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“Protected, Green & Clean”



South Northamptonshire Council

Joint Business Plan 2018-19

“Two Councils, one organisation”



DISTRICT COUNCIL NORTH OXFORDSHIRE

“Great places to live, work, visit & invest”

**Page 5
Thriving Communities & Wellbeing”**

“District of Opportunity & Growth”

Deliver the Masterplans for key economic centres: Bicester/Banbury/Kidlington/Brackley/Towcester/Silverstone

Shared Organisational Plan

Operational Excellence

- Rigorous Financial Management
- Income optimisation
- Commercial & Procurement excellence
- Effective Governance
- Alternative Delivery Vehicles

Public Value

- 24/7 access to services
- Right first time, every time
- Service at point of need
- Efficient & effective services
- Customer Service Excellence

Best Council to work for

- Sustainable relationships with key partners
- Culture of Innovation & Creativity
- Effective People service
- Employer of choice
- Enabled through digitisation
- Corporate Social responsibility

“Here to Serve”

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CDC/SNC Joint Programme											
	Version : 20180115 v2 (m)										
SBP ref	Business Plan goal	Portfolio Holder	Director	Lead Officer	Last completed milestone	Next milestone	Milestone target date	Project end date	Status	Commentary	Guidance for commentary
1	Protected, Green & Clean										
1.1	Maintain high quality waste & recycling services	Cllr Debbie Pickford Cllr Dermot Bambridge	Ian Davies	Ed Potter							<ul style="list-style-type: none"> • Maintain a top 10 council area national recycler position for SNC
1.2	Provide High Quality Street Cleansing Services	Cllr Debbie Pickford Cllr Dermot Bambridge	Ian Davies	Ed Potter							<ul style="list-style-type: none"> • Undertake neighbourhood blitzes with community involvement
1.3	Tackle Environmental Crime	Cllr Debbie Pickford Cllr Dermot Bambridge	Ian Davies	Ed Potter							Investigate and remove flytipping within 48 hours of being reported
1.4	Reduce our carbon footprint and protect the natural environment	Cllr Kieron Mallon Cllr Steve Clarke Cllr Dermot Bainbridge Cllr Karen Cooper	Ian Davies Adrian Colwell	Jackie Fitzsimons Nicola Riley							<ul style="list-style-type: none"> • Deliver CDC's Biodiversity Action Plan • Implementing agreed action plans including the promotion of cycling and walking • Review progress of the Air Quality Action Plans with partner agencies • Review progress of Towcester Air Quality Action Plan
1.5	Mitigate the effects of HS2	Cllr Steve Clarke Cllr Colin Clarke	Paul Feehily	Paul Seckington							<ul style="list-style-type: none"> • Participate in HS2 consenting process as Qualifying Authority
1.6	Maintain the District as a low crime area	Cllr Kieron Mallon Cllr Karen Cooper	Ian Davies	Nicola Riley							<ul style="list-style-type: none"> • Maintain CCTV in all CDC urban areas • Reducing the number of anti-social behaviour incidents in our town centres • Carrying out operations & initiatives in accordance with the joint CDC /TVP night-safe plan • Reducing incidents of drunkenness, begging and rough sleeping in the Banbury PSPO area • Embedding new Taxi Policy incl. safeguarding awareness training for licensed taxi drivers • Responding to incidents / complaints regarding licensed premises • Undertaking routine food/health and safety inspections as per programme.
1.7	Protect the built heritage	Cllr Roger Clarke Cllr Colin Clarke	Paul Feehily	Clare Mitchell							<ul style="list-style-type: none"> • Deliver an agreed programme of conservation area reviews • Respond to consultations from Development Management with design guidance

SBP ref	Business Plan goal	Portfolio Holder	Director	Lead Officer	Last completed milestone	Next milestone	Milestone target date	Project end date	Status	Commentary	Guidance for commentary
2 Thriving Communities & Wellbeing											
2.1	Provide & support Health & Wellbeing (Work to ensure rural areas are connected to local services) (Develop and sustain access to local services)	Cllr Tony Ilott Cllr Steve Clarke Cllr Colin Clarke Cllr Kieron Mallon Cllr Karen Cooper	Ian Davies Adrian Colwell Claire Taylor	Nicola Riley Natasha Barnes							<ul style="list-style-type: none"> • Support the CPN with financial, clinical & technological changes in health & social care sector • Work with partners to provide the widest level of health care at the Horton General Hospital • With partners help improve lives of most vulnerable as part of Brighter Futures in Banbury programme • Get commitment from five local businesses to work towards Workplace Wellbeing accreditation • Undertaking a feasibility study to introduce the Eat Out Eat Well Award for food businesses • Identify and implement on line services for customers
2.2	Provide enhanced leisure facilities	Cllr Karen Cooper Cllr George Reynolds	Ian Davies	Sharon Bolton							<ul style="list-style-type: none"> • Support local groups to provide community recreation facilities • Deliver a new swimming pool and enhanced leisure facilities for Brackley in 2018 • Maintain a minimum usage level of visits to Leisure facilities • Undertake feasibility studies for new indoor leisure facilities in Banbury, Bicester and Kidlington • Establish sports pitch and facilities strategies for the districts
Page 8 2.3	Provide support to the voluntary sector	Cllr Kieron Mallon Cllr Karen Cooper	Ian Davies	Nicola Riley							<ul style="list-style-type: none"> • Support to the voluntary & community sector through SNC Community Grants schemes • Support access to the community services team to promote community cohesion • Put in place partner organisation with commissioning arrangements to promote volunteering • Support the growth & development of neighbourhood community associations • Support the Cherwell Local Strategic Partnership in addressing the key issues in the District
2.4	Enhance community resilience as part of emergency planning	Cllr Phil Bignell Cllr Kieron Mallon	Ian Davies	Nicola Riley							<ul style="list-style-type: none"> • Support local parishes & communities to develop improved local resilience to emergencies • Provide guidance at parish level to help with emergencies

SBP ref	Business Plan goal	Portfolio Holder	Director	Lead Officer	Last completed milestone	Next milestone	Milestone target date	Project end date	Status	Commentary	Guidance for commentary
2.5	Prevent homelessness	Cllr Steve Clarke Cllr John Donaldson	Ian Davies	Joanne Barrett							<ul style="list-style-type: none"> Through housing & homelessness strategy focus on tenancy support & debt & money advice Increase tenancy support caseload involvement Bring back into use empty dwellings in each council * Deliver the actions identified within revised Homelessness Prevention Strategies Housing Advice: repeat homelessness cases Prevent people from becoming homeless through use of Housing Advice Service 10 CHEEP grants allotted to CDC private sector landlords
2.6	Safeguard the vulnerable	Cllr Karen Cooper Cllr Steve Clarke Cllr John Donaldson Cllr Peter Rawlinson Cllr Tony Ilott Cllr Dermot Bambridge Cllr Kieron Mallon	Ian Davies Paul Sutton	Nicola Riley Belinda Green Joanne Barrett Tim Mills							<ul style="list-style-type: none"> Identify and support with training those external partners who can improve safeguarding Work closely with other partners and agencies around the Housing and Health Agenda Embed the new taxi policy and implement mandatory safeguarding awareness training Monitoring of contract for high quality financial & debt advice for (CAB) vulnerable residents Effective implementation of welfare reform and administration of benefits Improving accommodation for vulnerable and disabled people Improving the condition of homes in the district
2.7	Deliver Affordable Housing & Work With Private Sector Landlords	Cllr John Donaldson Cllr Steve Clarke Cllr Roger Clarke Cllr Colin Clarke	Ian Davies Paul Feehily	Tim Mills Joanne Barrett Paul Seckington							<ul style="list-style-type: none"> Deliver at least 190 Units of affordable housing Monitor no.of additional affordable housing units delivered on new developments
2.8	Deliver the welfare reform agenda	Cllr Steve Clarke Cllr John Donaldson	Ian Davies	Tim Mills Joanne Barrett							<ul style="list-style-type: none"> Through housing & homelessness strategy focus on tenancy support & debt & money advice Increase tenancy support caseload involvement
3	District of Opportunity & Growth										
3.1	Deliver innovative and effective housing schemes	Cllr Steve Clarke Cllr John Donaldson	Ian Davies Paul Sutton	Tim Mills Joanne Barrett Jane Norman							<ul style="list-style-type: none"> Acquire up to 15 properties & plan a programme for 'private rent' and 'for sale' dwellings Complete rural housing needs surveys and plan the development of a rural exception site New phase of Build!
3.2	Increase tourism (Consider steps to support the visitor economy and the wellbeing of town centres)	Cllr Steve Clarke Cllr Lynn Pratt	Adrian Colwell	Steve Newman Greg Ward							<ul style="list-style-type: none"> Work with key attractions in and around the District to promote the area Implement the action plan with key attraction and town centres to promote the district

SBP ref	Business Plan goal	Portfolio Holder	Director	Lead Officer	Last completed milestone	Next milestone	Milestone target date	Project end date	Status	Commentary	Guidance for commentary
3.3	Deliver the masterplans for the key economic centres: Bicester/Banbury/Kidlington/Brackley/Towcester/Silverstone	Cllr Roger Clarke Cllr Colin Clarke	Adrian Colwell	TBC							Comment on progress against each of the masterplans for the 6 key economic centres
3.4	Increase employment at strategic employment sites & Promote inward investment and business growth	Cllr Steve Clarke Cllr Lynn Pratt	Adrian Colwell	Greg Ward Steve Newman							<ul style="list-style-type: none"> • Work with UKTI on targeting inward investment • Promote available units on our business parks to shorten the vacancy period • Number of Job Match successes • Support business growth, skills & employment in local companies & visitor economy • Number of business who have received advice • Continue to use the Cherwell Investment Partnership as a hub for inward investment • Ensure that available land and premises for business are promoted locally and nationally • Unemployment rate and take up of Job Clubs/Job Fairs by companies
Page 10 3.5	Delivery against Local Plans for CDC & SNC	Cllr Roger Clarke Cllr Colin Clarke	Adrian Colwell	Andy Darcy David Peckford							<ul style="list-style-type: none"> • Consulting on proposed submission of Local Plan Part 2A • Ensuring housing & employment sites are brought forward through the Local Plan part 2A • Progress Neighbourhood Plans in accordance with statutory process and timetables • Preparing annual housing delivery statement • Preparing for the review of the West Northamptonshire Joint Core Strategy • Ensure the work of the LEP supports the development of the economy of the district • Development of the Cambridge – Milton Keynes/Northampton – Oxford corridor • Meeting key dates for the proposed submission of Local Plan Part 2 • Delivery against five year land supply targets • Engaging with all neighbouring councils under the duty to co-operate • Work with Highways England to develop action plan to improve strategic highway network • Work with Highways England to secure early delivery of the Towcester Relief Road

Joint KPIs						2018/19 Actuals															
Version : 20180115 v2 (m)						2017/18 Actual		2018/19 Target		April		May		June		Quarter 1					
KPI ref	KPI name	Good is....	P/H owner	Director	Lead Officer	CDC	SNC	CDC	SNC	CDC	SNC	CDC	SNC	CDC	SNC	CDC	SNC	Frequency of measure	Member or Operational measure	Joint or Council specific measure	Commentary on performance
1 Protected, Green & Clean																					
1.1	% of waste recycled and composted	H	Cllr Dermot Bambridge Cllr Debbie Pickford	Ian Davies	Ed Potter													Quarterly	M	CS	
1.2	% Customer Satisfaction with Waste & Recycling service	H	Cllr Dermot Bambridge Cllr Debbie Pickford	Ian Davies	Ed Potter													Annually	M	CS	
2 Thriving Communities & Wellbeing																					
2.1	Number of households living in Temporary Accommodation (TA)	L	Cllr John Donaldson Cllr Steve Clarke	Ian Davies	Joanne Barrett													Quarterly	M	CS	
2.2	Time taken to process Housing Benefit new claims	L	Cllr Peter Rawlinson Cllr Tony Ilott	Paul Sutton	Belinda Green													Monthly	M	CS	
2.3	Time taken to process Housing Benefit change events	L	Cllr Peter Rawlinson Cllr Tony Ilott	Paul Sutton	Belinda Green													Monthly	M	CS	
2.4	Customer satisfaction with benefits process	H	Cllr Peter Rawlinson Cllr Tony Ilott	Paul Sutton	Belinda Green													Quarterly	M	CS	
2.5	Number of Visits/Usage to District Leisure Centres	H	Cllr George Reynolds Cllr Karen Cooper	Ian Davies	Sharon Bolton													Quarterly	M	Joint	
3 District of opportunity & growth																					
3.1	% of major planning applications processed within 13 weeks	H	Cllr Roger Clarke Cllr Colin Clarke	Paul Feehily	Paul Seckington													Monthly	M	CS	
3.2	% Planning Appeal decisions allowed	H	Cllr Roger Clarke Cllr Colin Clarke	Paul Feehily	Paul Seckington													Monthly	M	CS	
3.3	% Planning enforcement appeal decisions allowed	H	Cllr Roger Clarke Cllr Colin Clarke	Paul Feehily	Paul Seckington													Monthly	M	CS	
3.4	% of non-major applications processed within 8 weeks	H	Cllr Roger Clarke Cllr Colin Clarke	Paul Feehily	Paul Seckington													Monthly	M	CS	
3.5	Maintaining 5 year land supply	H	Cllr Roger Clarke Cllr Colin Clarke	Adrian Colwell	Andy Darcy David Peckford													Quarterly	M	CS	
Corporate KPI's																					
4 Operational Excellence																					
4.1	Cumulative in year savings vs budget	H		Paul Sutton														Monthly	M	CS	
4.2	% Capital schemes with green RAG rating	H		Paul Sutton														Monthly	M	Joint	
4.3	Council tax collected as a % of Council Tax due	H		Paul Sutton														Quarterly	M	CS	
4.4	Business Rates collected as a % of Business Rates due	H		Paul Sutton														Quarterly	M	CS	
4.5	Cumulative in year income vs budget	H		Paul Sutton														Quarterly	M	CS	
4.6	% Agreed internal audit recommendations completed on time	H		Paul Sutton														Quarterly	M	CS	
4.7	% of invoices paid within 30 days	H		Paul Sutton														Monthly	M	CS	
4.8	% IT helpdesk calls completed within service standard	H	Cllr Mike Kerford Byrnes Cllr Phil Bignell	Claire Taylor	AD: CS&IT													Monthly	M	Joint	
4.9	Late committee reports (% of all reports due)	L		Paul Sutton														Quarterly	M	CS	
5 Public Value																					
5.1	% Incoming calls answered within 30 secs (CSC)	H	Cllr George Reynolds Cllr Karen Cooper	Claire Taylor	AD: CS&IT													Monthly	M	Joint	
5.2	% Incoming calls abandoned (CSC)	L	Cllr George Reynolds Cllr Karen Cooper	Claire Taylor	AD: CS&IT													Monthly	M	Joint	
5.3	% Customer satisfaction with Council services(survey)	H	Cllr Richard Mould Cllr Karen Cooper	Claire Taylor	AD: P&T													Annually	M	Joint	
5.4	% Customer satisfaction (temp check)	H	Cllr Richard Mould Cllr Karen Cooper	Claire Taylor	AD: P&T													Quarterly	M	Joint	
5.5	% enquiries resolved at first point of contact	H	Cllr George Reynolds Cllr Karen Cooper	Claire Taylor	AD: CS&IT													Monthly	M	Joint	
5.6	% Correct amount of housing benefit paid to customer	H		Paul Sutton														Monthly	M	CS	
5.7	% Transactions available on line	H	Cllr Richard Mould Cllr Phil Bignell	Claire Taylor	AD: CS&IT													Monthly	M	Joint	
5.8	% Customer complaints upheld	L	Cllr Richard Mould Cllr Phil Bignell	Claire Taylor	AD: P&T													Monthly	M	Joint	
6 Best Council to work for - NB: CT will revisit these KPI's																					
6.1	Staff sickness absence - days per employee, per annum (rolling 12 months)	L	Cllr Barry Wood Cllr Phil Bignell	Claire Taylor	Karen Edwards													Monthly	M	Joint	

KPI ref	KPI name	Good is....	P/H owner	Director	Lead Officer	CDC	SNC	CDC	SNC	CDC	SNC	CDC	SNC	CDC	SNC	CDC	SNC	Frequency of measure	Member or Operational measure	Joint or Council specific measure	Commentary on performance
6.2	Number of agency staff employed	L	Cllr Barry Wood Cllr Phil Bignell	Claire Taylor	Karen Edwards													Monthly	M	Joint	