

# Executive

## PERFORMANCE MANAGEMENT FRAMEWORK 2009/2010 FIRST QUARTER PERFORMANCE REPORT

3 August 2009

### Report of THE CHIEF EXECUTIVE and HEAD OF IMPROVEMENT

#### PURPOSE OF REPORT

This report covers the Council's performance for the period April to June 2009 as measured through the Performance Management Framework.

This report is public

#### Recommendations

---

The Executive is recommended:

- 1) To confirm that the responses in paragraph 2.1 to the issues raised in the 2008/09 Annual Performance Report are satisfactory or to request any further information or action.
- 2) To note the many achievements referred to in paragraph 1.3.
- 3) Agree officers report in the second quarter report performance report on the items shown in paragraph 1.4 where performance did not meet the required target or there are issues of concern.

#### Executive Summary

---

##### Introduction

- 1.1 This is a report of the Council's performance in the first 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. This includes items in service plans which are not currently monitored through the corporate Performance Management Framework. In particular:

#### **Cherwell: A District of Opportunity**

- 38 affordable homes have been delivered and so we are well on the way to the target of 100.
- Bicester Job Club was launched and is running successfully alongside Banbury Job Club
- The number of household in temporary accommodation is now at a record low of 51 (and only 44 families). This is down from a peak of 438 in December 2005 and down from 63 at the end of 2008/09.
- The contract for the Parsons Street Banbury improvements is due to start on 20 July.
- The Council and Charter Housing have joined together to employ a Youth & Community Worker who will work in Bretch Hill in Banbury. The project has attracted £156k of funding to support various initiatives on the estate. Also the Council and Charter Housing are supporting the provision of an outreach worker for the victims of domestic violence.
- The Keys Court affordable housing scheme in Banbury was launched on 30 June providing thirty units of rented and shared ownership housing.
- The processing of minor planning applications has moved from red to green. 78% of applications were processed within time against a target of 65%.

#### **A Cleaner, Greener Cherwell**

- Recycling is 55% against target of 50% for the year.
- Waste to landfill was reduced by 400 tonnes against an annual target of 1000 tonnes.
- New waste re-cycling street units installed as part of the Kidlington High St improvements. To be rolled out next in Banbury and Bicester.

#### **A Safe and Healthy Cherwell**

- All crime is 3% down compared to last year.
- 98 incidents were recorded on CCTV with 57 arrests made as a result.

- The modernisation of Bicester and Kidlington leisure centres was completed to time and budget.
- The number of school pupils visiting Banbury Museum was exceptional, exceeding the target by 33%.
- The Community TV project initiated which will provide screens at 14 locations delivering public information.

#### **An Accessible, Value for Money Council**

- The performance on managing staff sickness has improved significantly with an average of 1.37 days sickness for each full time equivalent employee against the target of 2.01 days.
- The Scores on the Doors initiative, providing hygiene ratings for food premises, was launched on the website in June and received 18,807 hits.
- Excess Charge Notice collections are significantly higher in June 2009 at £32,636 than a year earlier at £19,370. This is mainly due to the new members of staff settling into their roles and the introduction of the new enforcement policy.
- The grass cutting schedule is now on the website.
- Out of 369 customers questioned 97% were satisfied with the customer service they received when contacting the Council (the target is 90%).

- 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, any implications, and the action they are taking in the next quarterly performance report. These are:

#### **Cherwell: A District of Opportunity**

- The contributions received from developers to pay for infrastructure improvements are low and may be reduced further because of the impact of the recession and the reduced number of planning applications.
- There are issues with the County Council about who will resource the introduction of residents parking schemes and civil parking enforcement and this is delaying their introduction.
- The processing of major planning applications has moved from green to red, with only 20% of applications processed within the set timescale against a target of 60%. It should be noted the contentious nature of the applications considered in this quarter is a major contributor to this.
- The Oxford Economic Partnership is amending its governance arrangements. The role of the district councils is still to be agreed and there is a risk they could lose influence.

#### **An Accessible, Value for Money Council**

- The time taken to process new benefits claims and changes of circumstances is not yet improving. This is expected to improve as the connections to homeworkers and Capita are improved and additional resources allocated.

#### **Conclusion**

- 1.5 In this report we show that the Council continues to make excellent progress on delivering its ambitions to improve the services delivered to the public, deliver a major

programme of capital projects and improve the internal workings of the Council. Where performance has not met the target set or new issues have emerged then the Performance Management Framework has proved effective in identifying these issues and in ensuring that corrective action is taken and progress subsequently monitored.

## **Background Information**

### **2.1 Progress on Issues Raised**

The Executive 15 June 2009 requested progress reports on a number of areas in the 2008/09 Annual Performance Report where performance targets have not been met or there were issues of concern arising. The position is as follows:

#### **Cherwell: A District of Opportunity**

- a. The ongoing impact of the economic recession on meeting targets for the provision of new homes and jobs, the rising demands on services such as Housing Benefits and Economic Development and the reduced income for Building Control, Development Control, and Land Charges.

**New Homes.** The first quarter of 2009/10 saw 215 (net) new dwellings provided of which 10 were change of use or conversions. This is against a target of 376 for the whole year. The completion of the 86 assisted living and frail elderly sheltered apartments on the former Spirit motors site on the Southam Road in Banbury was a significant contributor to this.

**Jobs.** The target for new jobs created will be met, but will be exceeded by the number lost. Unemployment is rising, but remains below the regional average. The Council's efforts are concentrated on helping individuals through job clubs and businesses through the enterprise service rather than encouraging inward investment where very few enquiries are being received.

**Income.** Building Control. As a result of the predicted downturn in development activity the 2009/10 income budget of £391,000 was set 16% lower than the 2008/09 budget of £465,000. The income to date this year is £110,000 against a profiled budget of £98,000, representing a surplus of 12% to date. Development Control income was £14,000 below forecast for the 1<sup>st</sup> Quarter. The income target for Land Charges in 2009/10 realistically reflects the current economic situation and so far is on target.

- b. The progress of major regeneration and development schemes:

**Banbury Canalside.** The Council has retained consultants to prepare a draft supplementary planning document for public consultation in the autumn. Work is proceeding on this, supported by the Homes and Communities Agency.

**Bicester Town Centre.** Since acquiring the development company, Sainsbury's have reviewed the proposed scheme with a view to improving its financial viability. It is anticipated that the board of Sainsbury's will be invited to confirm their support for some amendments to the scheme in July, following which work on an amended planning application will commence.

**South West Bicester.** Work continues with regard to the applicants request to review the planning obligation requirements for the site. This is being jointly undertaken with the County Council.

- c. Delays producing the Local Development Framework due to the pressure of work and strategic uncertainties resulting from the eco-town proposal.

There have been delays progressing the Core Strategy within the Local Development Framework for two reasons. Firstly, there has been some delay in completing the numerous pieces of technical work that make up the evidence base, some of which have been procured jointly with other services or other authorities. Good progress is being made on these and it is expected that the majority of it will be completed by September 2009. Secondly, it was not possible to progress the Core Strategy to the next stage in the absence of a clear strategic direction from the Government on the eco-town programme. The publication of the Government's position on Eco-towns in July 2009 will provide the certainty to enable the Core Strategy to proceed.

The LDF Advisory Panel has met every month since March to provide early member input to the Core Strategy and meetings are planned through the autumn. It is anticipated a document will be put to the Council for approval prior to further public consultation in the autumn.

- d. The performance for processing new benefits claims and changes in circumstances.

The Housing benefit caseload continues to rise and currently stands at 8,400 claimants. Although the back log of benefit claims remains constant (2220 down to 1973 (or 2 weeks)) the amount of new claims waiting for assessment has dropped (from 475 to 323). The length in period of time taken to process claims has dropped from 8 weeks to 6 weeks.

The contract with Capita is ongoing. The ICT connection between Cherwell and Havant has been improved and we now have 3 remote workers. We also have an additional worker based at Cherwell (capita employee) to help with the backlog. Another 3-5 Capita staff will be based at Cherwell shortly.

#### **A Cleaner, Greener Cherwell**

- e. Not meeting the target of reducing the CO2 emissions from Council activities by 4%.

The 4% reduction in CO2 emissions was not met as emissions remained unchanged. A number of problems have occurred in the past on measuring emissions which makes meaningful comparisons difficult. The 2008/09 data is much more robust because it was collected to a prescribed national process which was brought in for the National Indicator. The impact of the re-development of Bodicote House, vacating the Town Centre offices and the Old House on reducing CO2 emissions will be significant in 2009/10 but made little contribution in 2008/09.

#### **A Safe and Healthy Cherwell**

- f. The percentage of residents who when asked say they feel safe at home and in the community.

The Cherwell Community Safety Partnership will continue to support a wide range of measures to inform and reassure the local community about their safety. We will include a question on this issue in the 2009 Customer Satisfaction Survey.

- g. The overall numbers visiting Banbury Museum were below target, despite the continued high overall usage.

The museum has received over 60,000 visits in the first three months of 2009/10. In the same period the previous year there were 54,000 visitors, giving an increase of 12% over the year. The Education Service has also seen strong growth, with over 700 users in June, one of the Museum's best monthly figures ever.

#### **An Accessible, Value for Money Council**

- h. Collecting Council Tax and National Non Domestic Rates (both performed below target, albeit marginally, at the year end).

The collection of revenue for both Council Tax and Non Domestic Rates is above target. However it is anticipated the collection figures will be affected by the economic situation.

- i. The number of days lost through sickness per employee.

The performance in the first quarter is well within target with an average of 1.37 days sickness for each full time equivalent employee against the target of 2.01 days.

- j. Not meeting the target of 70% of residents feeling well informed about the Council.

Last years target of 70% was not achieved. We will use the 2009 Customer Satisfaction Survey to understand the reasons why and how our communications can be improved.

- k. The performance for processing of minor and other planning applications.

A significant improvement in performance has been achieved with processing targets now being met for both Minor and Other applications and the level of outstanding applications is consistent. Work is continuing to achieve further and sustainable improvements in performance through improving processes and improving the use of existing IT systems.

## **2.2 Overview of Performance**

The performance against the Corporate Scorecard is shown in appendix one. In the sections below there is first 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 5 are Green, 1

Red and 10 indicators are not reported this quarter. Full details are in appendix two.

#### **Successes**

- The number of net additional homes provided is well above target for the quarter after ending 2008/09 below target.

#### **Issues**

- In 2008/09 the performance against five performance measures, three relating to educational achievement, one street cleanliness and one crime detections and sanctions, did not meet the target and so we did not receive reward grant. Improving the countywide aggregated performance in these areas will be a priority in 2009/10. This is of particular importance to Cherwell as although we met our street cleanliness targets others didn't and so the overall performance was below target.

### **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. 14 of the targets are Green, 4 Amber and 1 Red. The remainder do not report this quarter.

#### **Issues**

- Under 18 conception rates. The target for 2009/10 is 22.3 per 1000 of population. The performance in 2008/09 was 29.6 against a target of 25.4. Although the Council does not have the lead responsibility it is an issue of concern for all the partners.

### **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 11 are Green and 5 Amber. These are taken from the Corporate Plan which includes a further 50 performance targets. Of these 39 are Green and 9 Amber. The rest do not report this quarter.

In this framework we also monitor the performance of 21 National Indicators that link directly to the delivery of our Strategic Priorities. 7 are Green, 1 Amber and 1 Red. The rest do not report this quarter. Full details are in appendix three.

#### **Successes**

- Bicester Job Club was launched and is running successfully alongside Banbury Job Club
- 38 affordable homes have been delivered and so we are well on the way to the target of 100.
- The number of household in temporary accommodation is now at a record low of 51 (and only 44 families). This is down from a peak of 438 in December 2005 and down from 63 at the end of 2008/09.
- All crime is 3% down compared to last year.
- 98 incidents were recorded on CCTV with 57 arrests made as a result.
- Modernisation of Bicester and Kidlington leisure centres completed to time and budget.

- Recycling is 55% against target of 50% for the year.
- Waste to landfill reduced by 400 tonnes against an annual target of 1000 tonnes.

#### **Issues**

- The digital upgrade of CCTV is on target but the use of fibre optic cables is on hold due to a lack of commercial investment.
- Issues with the County Council about progressing residents parking schemes and civil parking enforcement.
- Contributions from developers are low because of the impact of the recession and the reduced number of planning applications.
- Issues with the County Council about progressing residents parking schemes and civil parking and enforcement.
- The installation of synthetic pitches at Coopers School and North Oxon Academy will be delayed as the contractor cannot obtain surfacing material within the agreed timescale.
- We secured £100,000 of efficiency savings against a target of £150,000. However arrangements are in place to bridge this gap and meet the target set for the year overall.

### **2.6 Corporate Scorecard – Priority Service Indicators**

These are a mixture of National Indicators and local service indicators that measure key aspects of service delivery that are not covered in the Community Plan or Corporate Plan. 16 indicators are Green, 3 Amber and 3 Red. Full details are in appendix four.

#### **Successes**

- The processing of minor planning applications has moved from red to green. 78% of applications were processed within time against a target of 65%.
- The number of school pupils visiting Banbury Museum was exceptional exceeding the target by 33%.

#### **Issues**

- The processing of major planning applications has moved from green to red, with only 20% of applications processed within the set timescale against a target of 60%. It should be noted the contentious nature of the applications considered in this quarter is a major contributor to this.
- The time taken to process new benefits claims and changes of circumstances is not yet improving. However this is expected to improve as the connections to homeworkers and Capita are improved and additional resources allocated.

### **2.7 Corporate Scorecard – Financial Performance**

There are four finance targets. Two are Green and two Amber. Although this is a downturn on the end of year position there are no issues of concern at this point in time. In particular it is expected the target for efficiency savings will be met over the course of the year.

### **2.8 Corporate Scorecard – Human Resources**

Three Human Resources indicators are monitored: staff turnover; days lost through sickness; and workforce capacity. All three are Green.



### **Successes**

- The performance on managing staff sickness has improved significantly with an average of 1.37 days sickness for each full time equivalent employee against the target of 2.01 days.

## **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 the subject of monthly sample surveys the other two will be covered by questions in the annual Customer Satisfaction Survey.

### **Successes**

- Out of 369 customers questioned 97% were satisfied with the customer service they received when contacting the Council (the target is 90%).

## **2.10 Strategic Service Projects**

These are 10 projects underway that although service-based are of corporate significance because of the resources involved, their impact on the Council's reputation or their contribution to delivering the Council's corporate priorities. 5 of the projects are Green and 5 Amber. Full details are in appendix five.

### **Successes**

- Work on the Banbury Health Clinic is progressing well and on schedule for opening on 14 August.

### **Issues**

- The announcement of the outcome of the Heyford 1 planning enquiry has been delayed until the 28 September because the inspector has been ill. This is likely to result in Heyford 2 being delayed.
- The developer of the SW Bicester Development has requested a renegotiation of the section 106 obligation due to the current economic viability of the scheme.

## **2.11 Corporate Improvement Plan**

Executive 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, 34 are Green and 9 Amber. The rest do not report this quarter. Full details are in appendix six.

### **Successes**

- The Community TV project which will deliver public information through screens in fourteen locations.

## **2.12 Significant Partnerships**

The Council has identified 17 partnerships as being significant because of 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. This is an area of growing importance to the Council and a commentary on the performance and progress made by these partnerships is in appendix seven.

### **Successes**

- The Cherwell Safer Community Partnership launched the Integrated Offender Management initiative.
- The Homelessness Strategy Partnership has supported the Council in achieving a new low of only 51 families in temporary accommodation. New initiatives are underway to support homeless people back into employment; to co-ordinate support to vulnerable people; and to support victims of domestic violence.
- The coordination of activities through the Cherwell Registered Social Landlords Partnership has made a significant contribution to ensuring we will meet the target for the number of units of affordable housing delivered.

### **Issues**

- The Oxford Economic Partnership is amending its governance arrangements. The role of the district councils is still to be agreed and there is a risk they could lose influence.

## **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. Because of the links between performance management and risk we are reporting the current status of the Council's strategic risks in this report. From 1/4/2010 we will have fully integrated the reporting of performance and risk. The value of anticipating and managing risks is illustrated by the strategic risk (shown in the appendix), 005 - Failure to adapt to the economic issues and pressures of the District. This enabled us to plan ahead for potentially difficult times and to mitigate the consequences as best we could. In order to ensure our risks reflect the current environment in October this year we will review what are the main risks to the organisation. We will use this as an opportunity to reduce the overall number of risks on the risk register, there are currently 168, and this will allow a clear focus on what is of most importance to the Council. We have already identified a number of emerging risks. These include:

- investments (following the Icelandic Bank collapse and the return available from current interest rates);
- the implications of swine flu;
- the delay in the Banbury Canalside scheme due to the delay; implementing flood alleviation measures;
- the risks associated with partnership working.

Full details of the Strategic Risks are in appendix eight.

## **Key Issues for Consideration/Reasons for Decision and Options**

- 3.1 The report shows the Council's performance against the Corporate Scorecard for the first quarter of 2009/10. From this information the Executive can make a judgement about the progress the Council is making in meeting its objectives, identify the achievements it wishes to celebrate and the areas where action is required to improve performance.

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

**Option One** To review current performance levels and considers any actions arising.

**Option Two** To approve or reject the recommendations above.

### **Consultations Not Applicable**

---

### **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 Muir, Service Accountant, 01295 221545

**Legal:** Maintaining National Indicators is a legal 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 Management & 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 Neil Lawrence, lead officer on data quality, 01295 221801

**Wards Affected**

---

All

**Corporate Plan Themes**

---

The Performance Management Framework covers all of the Corporate Plan Themes

**Executive Portfolio**

---

**Councillor Ken Atack**  
Portfolio Holder for Performance Management and Improvement

**Document Information**

---

<b>Appendix No</b>	<b>Title</b>
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
<b>Background Papers</b>	
<b>Report Author</b>	Mike Carroll, Head of Improvement
<b>Contact Information</b>	01295 227959 <a href="mailto:mike.carroll@cherwell-dc.gov.uk">mike.carroll@cherwell-dc.gov.uk</a>