

Executive

Performance Management Framework 2009/10 Second Quarter Performance Report

16 November 2009

Report of the Chief Executive and Community and Corporate Planning Manager

PURPOSE OF REPORT

This report covers the Council's performance for the period 01 July to 30 September 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 third 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 second 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

- Local Development Framework. The successful inclusion of North West Bicester in the final Eco-Towns PPS has allowed progress to be made on the Core Strategy. A revised Local Development Scheme is to be considered by Executive in November 2009 and a draft Core Strategy in January 2010.
- Housing have worked with the new Tenant Services Authority, preferred partner Registered Social Landlords (RSLs) and local tenant groups to prepare and agree a management standards protocol. This is designed to ensure that RSLs are working to agreed standards of housing management. The standards will be invaluable in responding to tenant views to the Council as the Housing Authority. The protocol will also help encourage smaller RSLs to work on more effective customer contact. The Council is ahead of national practice in this field and the work has been well received by partners.
- Kidlington Street Furniture renewal – successful completion.
- The temporary accommodation strategy is on track with additional properties purchased in partnership with Sanctuary Housing for homeless households.

A Cleaner Greener Cherwell

- Success in the 'In Bloom' awards. Bicester has achieved a Gold award and entry into the National 'In Bloom' competition. Banbury and Kidlington have received Silver Gilt awards and Banbury roundabouts have received a special award.
- Complete and successful implementation of the 4 day working week programme for household waste and recycling collection with resulting operational efficiencies.
- Landfill tonnages are down by approximately 550 tonnes in the first half of the year. With the launch of the food waste scheme in October our overall reduction should exceed target by the end of the year.

A Safe and Healthy Cherwell

- Banbury community cohesion event (Inclusion Fusion) held in Spice ball Park Sports Centre, over 500 attendees and very positive feedback.
- We have been awarded of a £25k grant (by the Trust for Oxfordshire Environment) to improve access to the Cherwell Valley circular walk.
- Breach of Licence Conditions: with the enforcement team in place compliance has improved and of the two court actions we have taken forward both have been successful.
- Seniors participation in Council activities has exceeded our target.
- Successful re-openings of the Bicester Leisure Centre, Kidlington and Gosford Leisure Centre and the Woodgreen Leisure Centre outdoor pool.

An Accessible Value for Money Council

- Significant improvement in collection rates for parking excess charges notices. This has been underpinned by improvements in staffing and the corporate recovery of outstanding debt.

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

- **Markets Contract:** The future contract is still undetermined due to the operator being in receivership. Alternative arrangements are in place and we are in the procurement process to replace the operator starting from 1st April 2010 has begun. However this issue has resulted in income loss against the predicted target.
- **The percentage of planning appeals allowed against a refusal decision:** Trends in performance can be an important 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 is monitoring reasons for adverse appeal decisions recently received. Detailed consideration is being given to some cases. Conservation and highways related reasons for refusal do necessitate some further analysis. Findings will be discussed with the relevant specialist consultees and lessons learnt will be taken into account in future casework.

A Cleaner Greener Cherwell

- To ensure the Council effectively demonstrates its community leadership role in tackling climate change we will need to review our approaches to managing natural resources, further reducing our carbon footprint and improving our energy performance.

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 3 report.

Conclusion

- 1.5 In this report we show that at the mid year point 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 3 August 2009 requested progress reports on a number of areas identified in the quarter 1 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

- The reduction in contributions received from developers to pay for infrastructure improvement:

Major developments are being reassessed in viability terms and this may necessitate some reconsideration of planning agreements by Planning Committee if a start is to be achieved (and some contributions secured).

- Residents parking scheme:

The position remains unchanged, Consultation is completed and outline proposals prepared for reporting to the Executive. The Oxfordshire County Council position is that this is not a priority and is likely to further delay any scheme implementation until after 2010. Further clarity is being sought on the intent of Oxfordshire County Council in order for Executive consideration.

- The processing of major planning applications:

The Development Control and Major Developments Service is currently reorganising to adjust to falling fee income and reduced staffing. The implications will be detailed in the 2010/11 service and financial planning process. Processing speed on major applications is likely to continue to be affected by this and the current economic conditions (which can delay negotiations and finalisation/reassessment of planning agreements).

- The governance of the Oxford Economic Partnership:

The partnership is currently introducing new management and funding arrangements that should improve its effectiveness in partnership working. This will need continued consideration by Cherwell District Council to ensure there is appropriate support for local priorities.

An Accessible, Value for Money Council

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

In our last quarterly report it was noted that additional resources have been allocated to support improvement within this service area. This includes a contract with Capita to provide extra capacity to deal with the increased workload and backlog, and an interim Head of Revenues and Benefits to manage the service until the new contract (for service delivery) is let and in the meantime focus on improving performance. In this quarter we are able to report significant improvement in our performance although we recognise that there is still improvement required.

- NI 181 (the time taken to process housing / council tax benefit – new claims and changes to circumstances). Our target for the quarter is 15 days, and our performance for the quarter was at 18.26 days. This does mask significant improvement in September which we expect to continue.
- Exch 003 (average time to process new benefits claims). Our target of 31 days for the quarter was missed as our year to date performance is at 42.31 days. However, the year to date figure does not reflect significant improvement seen since the last quarter report due to the steps we have taken to improve. Our performance in September stood at 27.8 days which is within target and should continue on track as we remain up to date with claims.
- Exch 004 (average time to process changes in circumstances). Our performance this quarter is 14.74 against a target of 13.00 days. Our trend of performance is improving with 10.92 days achieved in September. 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, 1 is red, 3 are new indicators this year and have no targets and 5 indicators are not reported this quarter.

Successes

- National Indicator 179 (Value for Money) has improved from reporting red in quarter 1 to green in this quarter. We are now projected to deliver £693,000 efficiencies against our target of £600,000.
- National Indicator 195a – Improved Street and Environmental Cleanliness (litter) is on track.
- Cherwell District Council is taking 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 were slightly greater than the target but it is expected that we will be back on track by the end of November.

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, 7 Amber and 1 Red. The remainder do not report this quarter.

Issues

- The district wide issues that remain a concern for us include teenage conceptions, educational and skills performance. All of these issues have been included within the new Sustainable Community Strategy as district wide priorities for the Local Strategic Partnership.

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, 9 Amber and 1 Red. 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. 11 are Green, 1 Amber and 2 Red. The rest do not report this quarter.

Successes

- Ongoing success of the Job Club initiative with a job fair at Bicester Village held in September with 160 jobseekers attending. 18 attendees sought advice from Business Link at the 'Starting Your Own Business' workshop.
- The Canalside Supplementary Planning Document is on track and is to be considered at the October Executive with a view to public consultation in November 2009.
- The Parsons Street project is progressing well and receiving favourable feedback from the public.
- Delivery of affordable 100 homes. On track at the mid year point with 77 units completed to date.
- Community Safety Partnership – all crime is showing a 7.5% reduction over the period April to September (the total number of crimes in this period is now 5030 in comparison to 5428 for the same period last year).
- Our target to reduce the Council's vehicle emissions by 10% is now on track.
- We are continuing to reduce the number of households in temporary accommodation.
- The synthetic sports pitches at Coopers School and the North Oxfordshire Academy have now been completed and were opened in September.
- Customer complaints – we are meeting all of our targets in terms of dealing with customer complaints.

Issues

- Our target to increase residents' satisfaction with street and environmental cleanliness from 66% to 70% is slightly off target with a result of 67%. This performance indicator is measured through a customer survey and we are undertaking additional analysis to understand what is causing this perception.
- 'Support and improve community recreation venues through grant funding' it should be noted that the target for this indicator is 19 and not 30 as was reported in quarter 1. Our performance against target is 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. 15 are Green, 3 Amber and 7 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 78% to 82% of applications processed within time. Likewise processing of 'other' planning applications is exceeding target.

Issues

- A slight dip in museum attendance, likely to be seasonal, has been recorded in September meaning that our target has just been missed. However number of pupils visiting remains on track.

Details in Appendix 4

2.7 Corporate Scorecard – Financial Performance

There are four finance targets. Three are Green and one is Amber. There are no issues of concern at this point in time. In particular we are projecting that we will meet our target for efficiency savings this year.

Successes

- At the mid year point our financial performance is on track for our revenue budget expenditure against projections. We are also on track to meet our savings targets.

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

- Staff sickness targets remain well on track due to the successful implementation of the revised sickness and absence policy. The

threatened impact of Swine Flu on our levels of sickness has not materialised, however we are keeping the issue under close review.

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 98%.
- 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%). The Manager's Conference in September reviewed this issue and an action plan is being developed.

2.10 Strategic Service Projects

There are 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. 5 of the projects are Green and 5 Amber.

Successes

- Banbury Health Centre: the project is complete and the clinic is now open.
- Planning permission has been issued for the Banbury Bankside development.
- Western Otmoor has been rejected as an Eco-Town and the eco-extension to northwest Bicester has been accepted. We will continue to report on progress on the northwest Bicester project through the performance management framework.

Issues

- The announcement of the outcome of the Heyford 1 planning Inquiry has been delayed further (due to illness of the planning inspector), now expected in January 2010. This has significant implications for the Heyford 2 Inquiry 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.

Details in Appendix 5

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, 35 are Green and 13 Amber, and the rest do not report this quarter.

Successes

- We have been awarded the Internet Crystal Mark for our Website.
- Our annual satisfaction survey shows stable customer satisfaction overall (at 67% of respondents satisfied) and that the majority of service areas have improved satisfaction ratings. Whilst we have slightly missed our target of 70% we believe our positive performance trend coupled with stable results this year in a challenging economic environment reflect strong performance.
- A police opinion poll has shown that 60% of local residents agree that the police and district council are working together to improve perception of crime and anti-social behaviour.

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

- Supporting people: A county wide housing support fair was held in September and attendance and feedback were extremely positive.
- Children and Young People's Partnership: This county wide

partnership has set up a board to cover the north of the county and is consulting on a new children and young people's plan. The District Council is coordinating a Cherwell response by working with the Cherwell Community Planning Partnership. The safe guarding children policy and action plan has been approved and training is being rolled out.

- The Cherwell Community Planning Partnership has agreed new governance arrangements (which will be reviewed annually) and has completed formal consultation on the draft Sustainable Community Strategy. The Partnership is on track to adopt the new strategy on 19th November.

Issues

- Oxfordshire Economic Partnership: The issues around district council representation on the board have been resolved (Councillor Bolster has been nominated as one of the district council representatives) but are not yet in operation.

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.
- 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 second 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 third 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 Neil Lawrence, lead officer on data quality, 01295 221801,

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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